



November 10, 2018

Inwood Housing Plan

Office of Neighborhood Strategies
NYC Department of Housing Preservation & Development

NYC
Department of
Housing Preservation
& Development

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This housing plan summarizes the goals, strategies, and actions that the City proposes to undertake in response to a range of needs and priorities in the neighborhood, including those articulated by residents and stakeholders in the Inwood NYC Planning Initiative.

This document has been updated since a draft was issued on July 10, 2018, to incorporate additional community input gathered through the land use review process, and to refine the strategies accordingly. This Housing Plan is part of a broader community development initiative under Housing New York, which is the Mayor’s plan to build and preserve affordable housing through strategic investments that foster diverse, livable neighborhoods.

Visit edc.nyc.gov/inwoodnyc to download the InwoodNYC Action Plan

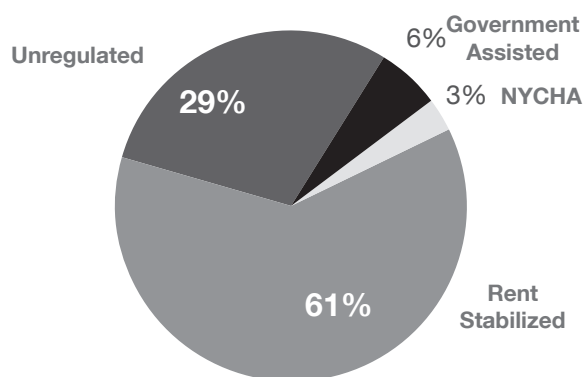
Introduction

Community District 12 (CD12), which encompasses both Inwood and Washington Heights, has one of the largest concentrations of rent regulated housing in New York City. More than two-thirds of all housing in the neighborhood is regulated by a government agency, compared to just one-third of all homes across the city.¹ This stock of stable, affordable housing has served local residents for many decades.

However, as the city's population continues to grow, increased demand is putting pressure on Inwood's housing supply. A lack of housing development – especially new affordable housing – coupled with slow growth in wages, is making Inwood less affordable. In the past two decades, only 200 new affordable apartments have been built in Inwood. At the same time, rents are rising faster in CD12 than in the city as a whole, with a 38% increase from 2002 to 2014 compared to 24% citywide.² These trends could lead to more harassment by landlords looking to capitalize on market changes.

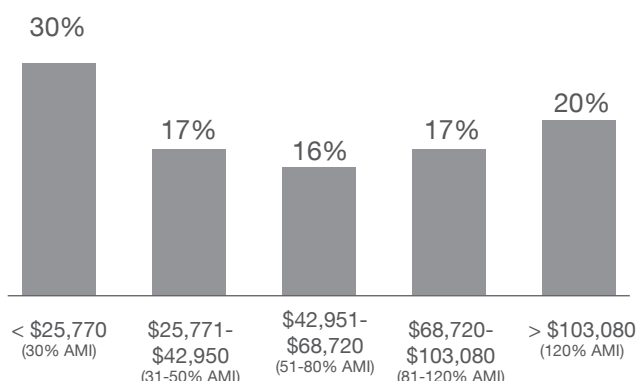
The Inwood NYC Planning Initiative is a comprehensive effort to ensure that Inwood remains an affordable neighborhood for working and immigrant families in the face of these rising challenges. By enabling growth in appropriate areas, while requiring permanently affordable apartments in any new development and at the same time aggressively pursuing the preservation of existing affordable housing, the City is working to ensure Inwood remains affordable for generations to come.

Regulatory Status of Existing Homes (CD12)



HPD Research and Evaluation, 2016

Household Income Distribution (CD12)



Sample incomes are for a three-person household based on 2016 HUD Income Limits; ACS, 2012-16 for Sub-borough Area, which approximates CD12

Affordable Housing Development and Preservation Activity (CD12)

Type	2003-13	2014-17	Total
New Construction	284	99	377
Preservation	1,654	625	1,937
Total Units	1,938	724	2,662

HPD Performance Management and Analytics, June 2018

¹ HPD Research and Evaluation, 2016

² NYC Housing and Vacancy Survey, 2002 and 2014

01 Preserve Existing Affordable Housing

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The Administration is working on multiple fronts to keep New Yorkers in their homes and make sure our housing stock is in good financial and physical shape.

Preservation is HPD's number one priority, and the agency has developed a comprehensive strategy specifically for Inwood. The City preserves affordable housing by financing improvements to residential buildings in exchange for restrictions on the rents an owner can charge; rigorously enforcing the Housing Maintenance code; and protecting tenants from deregulation and harassment. Under Housing New York, HPD has created new tools to achieve preservation goals in changing neighborhoods.

Finance and Safeguard Affordability

HPD administers loans and tax incentives to help building owners improve the quality, physical condition, and efficiency of their properties. In exchange for financial assistance, property owners are required to maintain rents at levels that are affordable to existing tenants, as well as limit rent increases.

Strategy 1

Offer loans and tax incentives to building owners to keep homes affordable

HPD offers loans and tax incentives to help building owners improve the quality, physical condition, and efficiency of their properties. In exchange for financial assistance, property owners are required to maintain rents at levels that are affordable to existing tenants, and to limit rent increases.

Since 2014, HPD has financed the preservation of 625 affordable homes in CD12. HPD will continue monitoring homes in CD12 with affordability restrictions in its portfolio, and use its various financing programs to preserve and invest in the neighborhood's existing affordable housing stock.

Strategy 2

Host outreach and marketing events to promote programs to preserve affordability

Many Inwood owners are either not aware of HPD's products or do not have experience working with a public agency, but HPD is piloting new tactics to reach and assist those owners.

HPD has developed an outreach strategy specifically targeting property owners in Inwood that includes events, mailings, e-mails, calls, and the proactive surveying of distressed properties.

If you own property and want to know whether HPD's financing programs might be a good fit, please contact letsinvest@hpd.nyc.gov

For more information about HPD's financing programs, visit nyc.gov/letsinvest

Strategy 3

Help community organizations acquire rent stabilized buildings through the Neighborhood Pillars Program

HPD is launching the new Neighborhood Pillars program to finance the acquisition and rehabilitation of existing rent-regulated buildings to protect current tenants and stabilize communities. As part of this initiative, the City will double the capacity of the NYC Acquisition Loan Fund to \$275 million to enable non-profits and mission-based organizations acquire buildings that are rent-regulated but not otherwise part of an existing affordable housing program.

Strategy 4

Provide technical assistance to property owners through the Landlord Ambassadors Program

HPD has launched a pilot Landlord Ambassadors program to provide more sustained technical assistance for small- to mid-sized property owners in Inwood who are interested in, but unfamiliar with, the process of securing a loan to undertake building improvements. The Mutual Housing Association of New York (MHANY) has been designated as the Landlord Ambassador for Upper Manhattan. MHANY will provide assistance to building owners who preserve affordability in exchange for City loans and tax benefits.

Strategy 5

Advance preservation projects in City-owned residential buildings

HPD has committed to the rehabilitation of vacant City-owned buildings in the neighborhood. In partnership with local non-profits, Community League of the Heights (CLOTH) and the Northern Manhattan Improvement Corporation (NMIC), HPD is also prioritizing the renovation of two vacant City-owned buildings at 2110 Amsterdam Avenue and 21 Arden Street, respectively.

Promote Safe and Healthy Housing

HPD's works closely with governmental and community partners to identify buildings that are in poor condition; assess and develop appropriate strategies to resolve those problems; and develop plans, with responsible owners, to return buildings to firm financial footing and good physical condition. As part of the City's focus in the Inwood area, since 2014 HPD has increased building inspections in CD12 by 11% and violations issued by 25%.

The City created a multi-jurisdiction Tenant Harassment Prevention Task Force to investigate and bring enforcement actions – including criminal charges – against landlords who are found to be harassing tenants through illegal construction. In CD12, the Task Force has inspected 20 buildings with 570 apartments.

Strategy 6

Continue to improve housing quality through rigorous enforcement of the Housing Maintenance Code

HPD responds to 311 calls, Housing Court requests, and building referrals by community groups and elected officials by sending inspectors to see if building conditions violate the City's Housing Maintenance Code. If HPD finds such conditions, they issue violations, which require that the owner correct the condition. The most serious conditions must be corrected immediately, while less serious conditions must be corrected within 30 to 90 days. If owners do not correct violations, buildings may enter into one of HPD's enforcement programs.

Protect Tenants

Strategy 7 *UPDATED!*

Provide free legal representation to Inwood tenants facing harassment

To support tenants who are facing eviction or harassment, the City has expanded funding for civil legal services for low-income New Yorkers through the Office of Civil Justice at the Human Resources Administration (HRA).

From January 2015 to May 2018, City-funded legal services programs for tenants have assisted approximately 1,300 households in the Inwood zip code of 10034. This program has

provided legal assistance to approximately 3,300 Inwood residents facing displacement, eviction, and harassment by unscrupulous landlords.

HRA's tenant legal services programs will serve Inwood tenants in zip codes 10034 and 10040 by providing access to legal services to all low-income households facing eviction in Housing Court every year starting in Fiscal Year 2020.

Universal Access will also be implemented in the Washington Heights zip codes 10032 and 10033 and the Marble Hill zip code 10463 no later than Fiscal Year 2022. In addition, the Public Engagement Unit (PEU) will dedicate staff to conduct proactive outreach to tenants in these zip codes who may be eligible for legal assistance under the Universal Access to Counsel law and in accordance with HRA's expansion timeline.

Strategy 8 **UPDATED!**

Educate tenants about their rights and resources to prevent displacement

The City's Tenant Support Unit (TSU) uses a data-driven approach to engage and provide assistance to New Yorkers who may be at risk of displacement or experiencing harassment. Outreach specialists conduct door-to-door outreach to inform tenants of their rights, identify any housing-related issues, and connect them with a range of resources, such as emergency repairs or free legal assistance. From July 2015 to June 2018, TSU specialists knocked on over 31,867 doors and assisted over 2,493 tenants in Inwood.



Preferential Rents

If you have a preferential rent on your rent stabilized apartment, it means the landlord is charging you less than what they are legally allowed to charge under the law. Your lease must include language that states you are being charged a preferential rent.

A preferential rent may be described as a lower rent or a temporary rent. Look to see if a higher "legal rent" is written in the lease, in addition to the preferential rent. If in doubt, always ask before signing your lease.

The landlord may terminate the preferential rent upon renewal of your lease and charge the higher legal rent and any lawful increases. If a higher legal rent is not stated in the lease, then the preferential rent is the only rent on which future increases are allowed to be calculated.

When your lease ends, the landlord can terminate the preferential rent unless there is language in the lease that specifies that the preferential rent will continue for the entirety of your tenancy. If a lease does not include this language, the owner can still terminate the preferential rent at the end of the lease.

Remember, the higher legal rent must be specified in the lease. Preferential rents cannot be terminated during a lease term for any reason.

For more information, call the State's Rent Info line at 718-739-6400 or visit www.nyshcr.org/rent



HPD Inspectors

Strategy 9 *UPDATED!*

Include Inwood in the new Partners in Preservation initiative to develop comprehensive anti-displacement strategies for buildings at risk

HPD will include Inwood and Washington Heights in its new Partners in Preservation initiative to establish a hub for neighborhood-based anti-displacement initiatives. A core element of the program will include additional resources for community-based organizations to organize tenants and develop and implement action plans for at-risk buildings in close coordination with HPD and other partners. The City and Enterprise Community Partners are dedicating \$500,000 to pilot this initiative in CD 12 for 18 months beginning in early 2019.

Strategy 10

Establish a Certification of No Harassment (CONH) Pilot Program

CD12 has been included in the Certification of No Harassment (CONH) Pilot Program, the product of a collaborative, year-long working group between the Administration and City Council. When implemented later this year, it will require owners of certain covered buildings to obtain a certificate from HPD proving that they have not harassed tenants before they can apply for building permits to work in or demolish rent stabilized buildings.

Strategy 11 *NEW!*

Investigate construction and maintenance harassment through the newly created Tenant Anti-Harassment Unit

HPD's new Tenant Anti-Harassment Unit will use data analysis to identify potential buildings and portfolios where harassment is occurring; respond to emergency complaints; partner closely with the Department of Buildings and other agencies to address issues in buildings where maintenance as harassment has been identified; and connect tenants with legal service resources.

Strategy 12 *NEW!*

Conduct Proactive Outreach to Inwood Tenants for the NYC Rent Freeze Program

PEU's Rent Freeze Team will conduct proactive outreach to all likely eligible tenants, or those already enrolled in, NYC Rent Freeze Programs. The Rent Freeze Team will aim to enroll or renew 4,100 New Yorkers in NYC Rent Freeze programs. Outreach will include door knocking, live and robo-calls, mailings, and co-hosting various events with local elected officials.



21 Arden Street, which will be rehabilitated in partnership with local non-profit NMIC

02 Develop New Affordable Housing

Protecting residents who want to remain in Inwood is HPD's number one priority. However, to accommodate a growing population and ensure that a shortage of housing in Inwood does not drive rents even higher, we must ensure that the supply of housing also increases, and that any new housing includes permanent affordable homes.

Through the new Mandatory Inclusionary Housing Program (MIH), proposed land use changes could result in the creation of over 675 permanently affordable homes in Inwood. HPD is also working to prioritize the development of affordable housing and community amenities on publicly owned land throughout the neighborhood, such as the Inwood Library site. Lastly, a number of property owners within the Inwood area are already working with the City to finance affordable housing projects that exceed the minimum MIH requirements.

Strategy 1

Implement Mandatory Inclusionary Housing to require that all new residential development include permanently affordable homes

MIH requires developers to provide permanently affordable housing in new buildings whenever land is rezoned for increased or new residential development. By creating housing for people earning a range of incomes in every new building, MIH ensures that neighborhoods remain diverse as they grow.



Rendering of the new Inwood Library

Strategy 2 **UPDATED!**

Prioritize the development of City-owned land with affordable housing

Inwood Library

HPD has partnered with The New York Public Library (NYPL) to redevelop the Inwood Library site at 4790 Broadway. The project will result in the construction of a new, modern library branch combined with 175 permanently affordable apartments, Universal Pre-K classrooms, and community facility space including an Activities, Culture, and Training (ACTS Center) that will provide educational programming. The project will also include a FIRST NYC Center, focused on robotics and sustained Science, Technology, Engineering, and Mathematics (STEM) education. The City has selected a development team, led by Community League of the Heights (CLOTH), The Children's Village, Ranger Properties, and Alembic Community Development, to construct and operate the new building.

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4095 Ninth Avenue

The City will issue an RFP for the development of affordable housing on a new lot created by reconfiguring two existing irregularly shaped lots on Ninth Avenue along the Harlem River. The RFP will also include a request for the on-site development of a new Inwood Innovation Hub that will be a center for STEM training, education, and entrepreneurship services and programs.

Dyckman Houses

On a site within NYCHA's Dyckman Houses, NYCHA will engage with residents on the planning of a new residential building and subsequent issuance of an RFP for the development of 100% affordable housing, in addition to space for community services.

DOT Bridge Repair Facility

Pending the successful relocation of the existing DOT Bridge Repair facility, currently located at West 206th Street, the City will issue an RFP for the development of affordable housing on the site.

Strategy 3**Offer financing to incentivize the development of affordable housing that exceeds minimum MIH requirements**

A number of property owners within the Inwood area are working with the City to finance affordable housing projects that exceed the minimum MIH requirements. Recognizing that these projects will require the continued partnership of private owners, they have the potential to generate over 1,000 additional affordable homes.

In response to community feedback, HPD recently updated the terms of its financing programs. The agency now requires a 10% set aside for homeless families and individuals in

**Recent Reforms to Requests for Proposals**

HPD recently implemented new policy reforms to its Requests for Proposals (RFPs), which include a preference for teams with community development plans and/or experience; recognition of development experience in rehabilitation; and the use of a remainder interest, which is a legal tool that gives the City ownership of the property at the end of the initial affordability period unless HPD and the owner agree on an extension of affordability.

every project, and more homes for extremely low- and very low-income households. Any project in an MIH area receiving City subsidy must also now set aside an additional 15% of apartments as permanently affordable, on top of the baseline MIH requirements.

For more information about HPD's financing programs, including contact information for program managers, visit nyc.gov/development-programs

Strategy 4

Support mission-driven groups interested in developing affordable housing on underutilized sites

Inwood residents and stakeholders expressed a desire to see more participation by mission-driven organizations in affordable housing development and preservation. To assist those interested in affordable housing, HPD will work with local mission-driven organizations to explore development opportunities.

HPD maintains a Pre-Qualified List of Owner's Representatives to help mission-driven organizations who may have underutilized land but little to no real estate experience. In creating the list, HPD evaluated each organization's technical expertise, experience, and capacity to represent owners in the development of affordable housing.

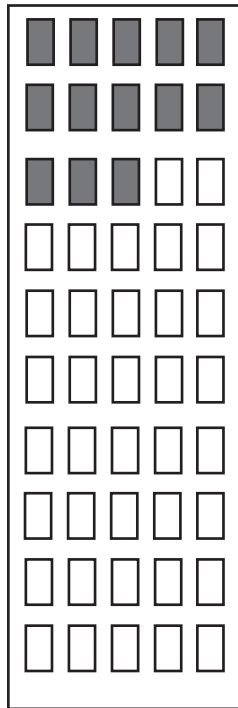
Additionally, HPD will implement recent RFP reforms for future public site RFPs in Inwood, including a new preference for community development plans and experience; recognition of development experience in rehabilitation; and the use of a remainder interest, which is a legal tool that gives the City ownership of the property at the end of the initial affordability period unless HPD and the owner agree on an extension.


Mandatory Inclusionary Housing in Inwood

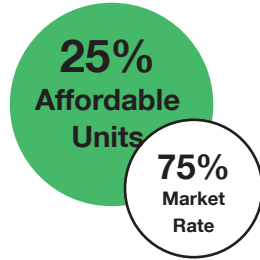
MIH Option 1: 25% of housing must serve households with incomes averaging to \$56,000 (60% AMI)

At least 10% of which must be at or below \$38,000 (40% AMI)

12



100 Unit Building
 = 2 Units



Examples:

# of Units ⁹	AMI ¹⁰	Maximum Annual Income ¹¹	Sample Rent
10	40% ¹⁰	\$37,560	\$810
5	60% ¹⁰	\$56,340	\$1,280
10	80% ¹⁰	\$75,120	\$1,820

Or

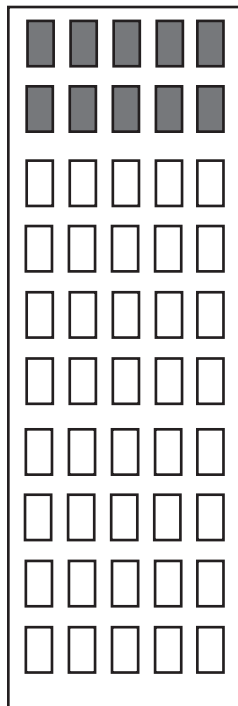
# of Units ⁹	AMI ¹⁰	Maximum Annual Income ¹¹	Sample Rent
10	40% ¹⁰	\$37,560	\$810
7	60% ¹⁰	\$56,340	\$1,280
8	80% ¹⁰	\$75,120	\$1,820


MIH Option 3: 20% of housing must serve households with incomes averaging to \$38,000 (40% AMI)

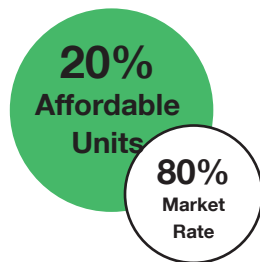
Subsidy is allowed only if more affordable housing is provided.

Inwood Housing Plan

02 Develop New Affordable Housing



100 Unit Building
 = 2 Units



Examples:

# of Units ⁹	AMI ¹⁰	Maximum Annual Income ¹¹	Sample Rent
5	30% ¹⁰	\$28,170	\$575
10	40% ¹⁰	\$37,560	\$810
5	50% ¹⁰	\$46,950	\$1,045

Or

# of Units ⁹	AMI ¹⁰	Maximum Annual Income ¹¹	Sample Rent
16	30% ¹⁰	\$28,170	\$575
4	80% ¹⁰	\$75,120	\$1,820

⁹ Sample unit distribution based on a 100-unit building.

¹⁰ Developers can provide a range of low to moderate income tiers if rents of the affordable units achieve the required average AMI.

¹¹ Rents and incomes are examples based on a three-person household, two-bedroom sample rents, and 2018 HUD Income Limits.

03 Increase Access to Affordable Housing

Over the last several years, HPD has worked with community partners to better understand the needs of affordable housing applicants and made improvements to the overall application process.

HPD is committed to continually improving access to affordable housing, such as by making it easier for residents to complete the application process, better advertising open lotteries, and refining marketing guidelines to qualify a broader range of applicants.

Strategy 1

Refine marketing guidelines to reach New Yorkers most in need

HPD is working to remove barriers to qualifying for affordable housing. In June 2018, HPD updated the affordable housing Marketing Handbook to strengthen the City's policies and procedures for allocating affordable housing through NYC Housing Connect lotteries. These policy changes make affordable housing more accessible to New Yorkers who would have otherwise been previously disqualified, and include:

- Significantly limiting options to reject applicants based on credit history and debt or their history in Housing Court.
- Clarifying eligibility guidelines for a speedier review process by eliminating mandatory employment history requirement for self-employment and freelance income.
- Introducing additional protections for domestic violence survivors, such as ensuring applicants cannot be denied housing for adverse factors, if those factors are a direct result of domestic violence, dating violence, sexual assault, or stalking.



Recruiting Housing Ambassadors

Housing Ambassadors are community-based organizations and service providers, trained by HPD, who help people prepare and apply for affordable housing. HPD is recruiting more organizations to serve as Housing Ambassadors in Inwood and throughout the city.

If you know of a group that might be interested in becoming a Housing Ambassador, please contact ambassadors@hpd.nyc.gov

Visit nyc.gov/housing-ambassadors for a list of current Housing Ambassadors and their contact information.

Strategy 2

Make it easier for residents to understand, prepare for, and complete the affordable housing application process

HPD recognizes that the affordable housing application process can be time-consuming, and we continue to take steps to help residents become better prepared to submit complete and accurate applications. HPD already has several initiatives underway:

- HPD's Housing Ambassadors Program trains local community groups to provide free technical assistance to residents who wish to apply for affordable housing.
- HPD is working with local groups to distribute a new brochure – Ready, Set, Apply! – to guide tenants on how to prepare for the affordable housing application process.

- HPD is engaging in a large-scale project to redesign the Housing Connect website to improve the marketing process from advertising through lease-up. Improvements are expected to include: a tailored applicant experience, strategies to help residents complete more accurate applications, and the creation of a more streamlined, efficient application process.

Strategy 3

Better advertise open housing lotteries

Community groups and elected officials can be alerted to open lotteries and help spread the word to their constituents. If you are an organization interested in receiving notifications for open lotteries, you can sign up on Housing Connect. HPD also advertises the lotteries on

Facebook and Twitter ([@NYCHousing](#)).

In addition to digital notifications, developers are required to advertise open lotteries at the construction site. The Department of Buildings requires developers to post a phone number that interested applicants can call in order to be placed on an inquiry list. Once the lottery is open, HPD requires the developer to post the marketing on the construction site and alert all applicants on the inquiry list. Instructions on how to apply online or receive a paper application in the mail are also provided in seven languages. HPD continues to explore ways to improve language access for advertisements and is open to community suggestions.



Ensuring Fair and Equal Opportunity

Developers creating City-sponsored affordable housing are required to follow HPD/HDC marketing and tenant selection guidelines and procedures to ensure that the process is fair and provides equal opportunity to all applicants, regardless of race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or veteran status. In addition, the process should affirmatively further fair housing by promoting racial, ethnic, income, and geographic diversity among residents and within the neighborhood, and by prioritizing applicants with mobility, vision, or hearing disabilities who require accessible/adaptable design.

HPD or HDC must approve each developer's plan to advertise and market available affordable apartments. If marketing plans are found to be insufficient or do not follow the rules for fair

housing marketing, the agency will require the developer to modify.

Please refer questions or issues related to the marketing process directly to HPD at hpdcompliance@hpd.nyc.gov.

Please note that individuals wishing to appeal a lottery rejection must follow the instructions on the rejection letter, which specifies whom to contact and how.

04 Promote Economic Opportunity

HPD seeks to leverage affordable housing investment to promote economic opportunity in Inwood. There are a number of local economic development initiatives that HPD has implemented under this Administration.

Strategy 1

Expand local hiring incentives in HPD-financed developments

In all RFPs for the development of City-owned property, respondents must demonstrate a plan for outreach to Inwood residents related to employment opportunities generated by the project.

HPD is also connecting Inwood residents to good jobs in construction. The HireNYC program requires that any housing development receiving \$2 million or more in HPD subsidy post open positions with the Workforce1 system and consider qualified candidates.

Strategy 2

Expand opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) in the affordable housing development industry

HPD is committed to promoting the participation of M/WBEs and non-profit organizations in the development and management of City-subsidized affordable housing.

Through the Building Opportunity Initiative, HPD seeks to:

- Build the capacity of M/WBE and non-profit developers through professional development, networking, and mentoring

programs. The Building Capacity Workshop Series introduces M/WBE and non-profit developers to best practices in affordable housing development, from site selection and project financing to construction and property management.

- Expand the use of M/WBE construction contractors and professional service providers on HPD-financed development projects through the M/WBE Build Up Program. This new program requires developers of projects where HPD contributes \$2 million or more in subsidy to spend at least a quarter of all HPD-supported costs on certified M/WBE construction, design, or professional service firms.

Strategy 3 NEW!

Encourage the development of affordable space for local small businesses

In order to encourage long-term stability and affordability for local small businesses, for any mixed-use new construction project in the Inwood rezoning area receiving \$2 million or more in HPD subsidy, HPD will require long-term leases (minimum of 10 years) with limited rental increases. In addition, HPD will encourage developers to work with knowledgeable community stakeholders to identify potential tenants that serve community needs.

Strategy 4 NEW!

Ensure affordable housing development contributes to a healthy and diverse retail environment in Inwood.

SBS worked in partnership with the Washington Heights Business Improvement District to conduct a Neighborhood 360° Commercial District Needs Assessment (CDNA) of Inwood commercial corridors along Dyckman Street, Broadway, West 207th Street, and 10th Avenue.

The Neighborhood 360° CDNA includes analysis of the existing business landscape, consumer characteristics, physical environment, and unique character of Inwood to help SBS and its partners better understand the needs of the local commercial corridors and develop recommendations to foster a healthy commercial district. HPD will share the assessment with anyone proposing to develop affordable housing in Inwood and ask that they consider the retail and community facility needs of the community in selecting tenants for ground-floor commercial or community space.

In addition, in Spring 2017, SBS announced a \$1.23 million Neighborhood 360° grant to the Washington Heights Business Improvement District and its local partners to staff, plan, and implement customized commercial revitalization programs informed by the CDNA over the next three years. Initial projects will include supplemental sanitation, district marketing banners and planter installations, a business marketing campaign, business support workshops, shop-local events, merchant organizing, and cultural programming to promote small business growth and quality of life in Inwood.

Track and Report

HPD is committed to regularly reviewing and reporting on the changing needs in Inwood to test how our strategies are being implemented and evaluate whether the fine-tuning of programs and policies may be required. In coordination with the Mayor's Office of Operations, HPD will submit annual progress reports on the strategies outlined in the Inwood Housing Plan, as well as overall housing development and preservation activity in the community.