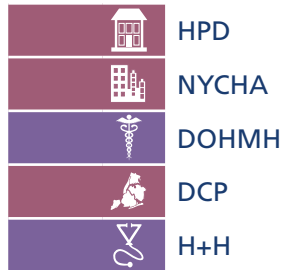


Collaborating
to Deliver
Results

HOUSING OUR NEIGHBORS: A BLUEPRINT FOR HOUSING AND HOMELESSNESS

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INTRODUCTION

Housing is the foundation for so many aspects of our lives. Without a stable place to live, no one can be expected to achieve and flourish. Stable, affordable housing is a literal homebase for everything New Yorkers hope to accomplish in our City. It is the bricks and mortar that make up the fabric of New York City's neighborhoods and the safety, stability, and wealth of New York City's families.

Despite the City's unparalleled investments in creating and preserving affordable housing over the past 40 years, housing remains a crisis in our City. The continued shortage of housing options contributes to our ongoing affordability and homelessness crisis, which impacts millions of New Yorkers in detrimental ways. Too many New Yorkers are spending months or years on the street or in shelter, struggling to keep up with high housing costs, or dealing with pests, mold, lead paint, heat outages, and other critical issues in their homes. Homeownership remains too far out of reach for millions of renters, and difficult to maintain for many existing homeowners, diminishing opportunities for households and communities to access and build stability and wealth. Meanwhile, residents who need help securing and maintaining affordable, high-quality housing are burdened by long and stressful processes that make it more time-consuming and difficult to get the help they need.

The lack of low-cost housing options is especially pronounced in certain parts of the city, many of which have strong access to transit, parks, high-performing schools, and other fundamental resources that shape quality of life. This puts low-income New Yorkers at an even greater disadvantage in the housing market and perpetuates long-standing racial inequities in our housing stock and neighborhoods. COVID-19 both deepened these inequities and worsened the housing crisis overall, as low-income communities of color were hit the hardest by both the health and economic impacts of the pandemic.

Increasing the quantity and availability of housing, and in particular low-cost housing options, is paramount to solving the housing crisis. But it is equally critical that this strategy be executed in a way that focuses on racial equity, prioritizes New Yorkers with the greatest needs, and leverages the many other benefits that housing can offer to help residents and communities thrive.

OUR VISION FOR HOUSING AND HOMELESSNESS

On June 14, 2022, the Adams administration released "Housing Our Neighbors: A Blueprint for Housing and Homelessness." The Blueprint rewrites the rules of what a housing plan is by moving beyond a top-line unit target for affordable housing production. Rather than focusing solely on creating and preserving a certain number of affordable housing units, Housing Our Neighbors takes a holistic, interagency approach to the housing crisis that looks at everything affecting access to affordable, high-quality housing. The Blueprint focuses on breaking government silos to not just create and preserve government-financed affordable

housing, but also to increase the overall supply of housing in New York City, improve living conditions in our public housing, streamline the process of moving out of shelter, and build the sustainability and resiliency of our housing stock and neighborhoods, among many other crucial policy goals.

Underlying this holistic vision for housing and homelessness is a new framework for government accountability and success that aligns with the broader goal of the Adams administration to restructure how the City understands and measures its work. Rather than relying on internal, operational benchmarks alone, Housing Our Neighbors strives to focus on how New Yorkers perceive and experience the impacts of our housing production, policies, and programs. Some new indicators have already been developed to reflect this approach and are included in the HPD chapter of this report and the chapter below. Many others are still in development and will be incorporated into future reports, as the necessary technological and operational improvements to facilitate this sweeping shift in government accountability are achieved.

Building on the initial indicators laid out in this chapter, the Chief Housing Officer will continue leading the development of new methods and indicators to track and report on progress towards the five Blueprint goals:

1. Transform New York City Housing Authority (NYCHA)
2. Address housing instability and homelessness
3. Create and preserve affordable housing
4. Improve the health and safety of New Yorkers
5. Reduce administrative burden

TRANSFORM NYCHA

For too long, NYCHA has been treated as separate from the housing crisis and excluded from the citywide housing plan. But NYCHA is the most critical piece of affordable housing infrastructure in the city and home to roughly half a million of the lowest-income New Yorkers. NYCHA is facing a \$40 billion backlog in capital needs that manifests as untenable living conditions for hundreds of thousands of residents and threatens the long-term viability of this critical stock of deeply affordable housing.

Housing Our Neighbors charts a new approach and puts NYCHA at the top of the list of housing priorities and needs. Building on the success of the Transformation Plan, the Blueprint outlines near-term operational improvements to streamline how the Authority delivers services to residents and to improve accountability and transparency around performance. These changes are paired with long-term strategies to leverage new resources and partners to address capital needs and position residents at the forefront of decision-making around capital improvements at every step of the way.

The table below provides an initial list of performance indicators which may appear in subsequent MMRs. Additional indicators will be developed and may address issues including:

- Timelines for completing work orders
- Compliance with the five pillars of the federal agreement (mold, lead, heat, pests, elevators)
- Units rehabilitated through the Preservation Trust

Performance Indicators	Agency	Actual					Target		Trend	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Active capital projects on schedule (%)	NYCHA	76.3%	68.3%	78.9%	73.0%	55.5%	75.0%	75.0%	Down	Up
Number of developments preserved (RAD/PACT Portfolio)	NYCHA	NA	18	14	17	8	*	*	NA	*
Number of apartments preserved through PACT/RAD (RAD/PACT Portfolio)	NYCHA	NA	2,458	3,940	1,718	5,909	*	*	NA	*

Accomplishments in Fiscal 2022

- Transforming how NYCHA delivers services to residents
 - Fully implemented Site-Based Janitorial Schedules at NYCHA campuses citywide
 - Rolled out Work Order Reform at 116 NYCHA developments to decrease repair time and reorient the repair process to reflect the resident experience and prioritize the completion of full repairs
 - Brought the Neighborhood Model to all 277 NYCHA developments to streamline property management and make more efficient uses of resources and staff
- Improving transparency and accountability
 - Created the NYCHA Stat Unit in the Office of Performance Management and Analytics and expanded the NYCHA STAT process to the borough level, to improve tracking and sharing of information around performance.
 - Launched a user-friendly, automated, web-based capital projects tracker to provide regularly updated information on capital projects to NYCHA Residents and the public.
- Leveraging new resources to address capital needs
 - Passed State legislation enabling the creation of the Public Housing Preservation Trust and unlocking \$10 billion in bond financing for the rehabilitation and preservation of NYCHA housing.
 - Completed repairs in 2,625 NYCHA units and converted 5,909 NYCHA units to reliable Section 8 funding through the PACT program.
- Amplifying resident voices in decision-making
 - Secured a resident opt-in provision in the Preservation Trust legislation so that residents can vote on whether their development is included in the Trust.
 - Established the first Memorandum of Agreement between NYCHA and the Citywide Council of Presidents (CCOP) in 25 years.
 - Formed Resident Review Committees for PACT projects in Rounds 9-12 and collaborated with residents to design rehabilitation, property management, and social services plans.
- Supporting healthy and safe NYCHA communities
 - Invested \$7 million in Farms at NYCHA to open eight new farms and achieve 15 fully-programmed farms by 2025.
 - Awarded the winning proposal of the Clean Heat for All challenge and initiated the process to install air-source heat pump units in 30,000 units of public housing.

ADDRESS HOUSING INSTABILITY AND HOMELESSNESS

Homelessness is a housing problem, and any housing plan to house New Yorkers must prioritize the needs of those lacking or at risk of losing stable housing. This chapter of *Housing Our Neighbors* is predicated on breaking down silos between housing and social services agencies to create lasting, effective solutions for homelessness and housing instability.

As a critical first step, the Blueprint commits to implementing a cross-agency shelter census that counts the number of New Yorkers living in all City shelter systems (including the DHS, HPD, HRA-HASA, HRA-DV, and DYCD shelter systems), rather than relying on the DHS shelter census alone. Counting New Yorkers in all shelter systems will create accountability for the full scope of this crisis and is the first step towards providing every homeless New Yorker access to a wider range of housing resources and benefits. Once this census is in place, the City will develop new indicators for homelessness that may address:

- Individuals and households in all shelter systems
- Length of stay in all shelter systems
- Individuals and households exiting shelter into affordable housing and/or with a rental subsidy (across all housing and social services agencies)

Accomplishments in Fiscal 2022

- Learning from New Yorkers with lived experience
 - Convened a group of approximately 25 Impacted Advocates with lived experience of homelessness and launched an ongoing engagement process to learn from their insight and shape City housing and homelessness policies.
- Combatting homelessness and housing instability
 - Issued all 7,788 Emergency Housing Vouchers (EHVs) allocated to New York City as part of federal COVID-19 relief in the 2021 American Rescue Plan. As of September 2022, lease-ups are completed or in process for 35% of these vouchers.
 - Released Opportunity Starts with a Home: New York City's Plan to Prevent and End Youth Homelessness and committed to 60 actions to prevent and end youth homelessness, including the creation of the first-ever host home and shelter diversion program and 102 new units of rapid rehousing for youth and young adults.
- Improving shelter and services for homeless New Yorkers
 - Investing \$171 million in the creation of Safe Haven and stabilization beds to help unsheltered New Yorkers benefit from dedicated services that will help them get back on their feet and transition to permanent housing.
- Connecting New Yorkers in shelter to affordable housing
 - Helped more than 11,200 households exit shelter and secure affordable housing, including households that were provided rental assistance to prevent them from becoming homeless and entering shelter, as well as over 1,500 households who were placed into permanent supportive housing.
 - Issued NYC Health + Hospitals Request for Proposal (RFP) for Housing Location and Placement Services providers to create dedicated housing navigators for H+H patients.

CREATE AND PRESERVE AFFORDABLE HOUSING

Previously, our citywide housing plans have focused on creating and preserving a certain number of affordable housing units per year. Housing Our Neighbors maintains a strong focus on affordable housing production, while also embracing the need for more housing overall and seeking to shape City affordable housing to prioritize racial equity and New Yorkers with the greatest needs. This chapter of the Blueprint lays out strategies including, but not limited to, accelerating the creation of permanent supportive housing; strengthening investments in affordable homeownership; increasing development opportunities for Minority and Women Owned Business Enterprises (M/WBEs) and Black, Indigenous, and people of color (BIPOC)-led non-profits; expanding tools to preserve existing low-cost and affordable housing; and promoting the creation of affordable housing in neighborhoods with strong access to transit and amenities.

The housing agencies have already developed many new indicators to reflect this broader range of priorities, which are outlined in the table below. For the first time, beginning in Fiscal Year 2022, the City is including NYCHA units preserved and rehabbed in annual counts for affordable housing production. To measure how investments in production are experienced by residents, HPD is also beginning to measure the number of households that have moved into City-financed affordable units, in addition to tracking the number of housing starts and completions.

The table below provides an initial list of performance indicators which may appear in subsequent MMRs. Additional indicators will be developed.

Performance Indicators	Agency	Actual					Target		Trend	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total affordable housing starts (units)	HPD	32,517	25,654	30,331	29,408	16,042	25,000	18,000	Down	*
Number of apartments preserved through PACT/RAD	NYCHA	NA	2,458	3,940	1,718	5,909	*	3,500	NA	*
Number of affordable units created and preserved	HPD & NYCHA	NA	28,112	34,271	31,126	21,951	*	21,500	NA	*
Percent of new construction in low-affordability areas (%)	HPD	NA	NA	NA	NA	9%	*	*	NA	*
Percent of preservation in low-affordability areas (%)	HPD	NA	NA	NA	NA	10%	*	*	NA	*
Extremely and very low-income housing starts (%)	HPD	57%	44%	53%	58%	44%	*	*	NA	*
Extremely and very low-income housing completions (%)	HPD	46%	39%	28%	51%	64%	*	*	NA	*
Units started for homeless individuals and families	HPD	2,272	2,682	1,417	2,849	2,170	*	*	Neutral	*
Supportive units started	HPD	1,307	1,387	673	1,408	1,216	*	*	Neutral	*
Households approved for a new construction unit through the lottery	HPD	NA	NA	5,559	4,993	6,173	*	*	NA	*
Homeless households moved into affordable units	HPD	NA	NA	752	1,921	2,203	*	*	NA	*
Total dollar amount awarded to m/wbe contractors for completed affordable housing projects through the build up program	HPD	\$735,596	\$10,431,010	\$50,733,937	\$126,611,722	\$146,090,950	*	*	Up	*

Accomplishments in Fiscal 2022

- Advancing equitable development to increase housing options citywide
 - Announced the Mayor’s City of Yes plan to encourage the creation of more housing in neighborhoods across the entire city through citywide zoning text changes.
 - Passed State legislation to increase opportunities for the conversion of underutilized hotels into affordable and supportive housing.
 - Launched the new online Equitable Development Data Explorer, an interactive website designed to facilitate public engagement around housing affordability, racial equity, and community displacement.
- Supporting homeowners and improving access to homeownership
 - Financed home renovations for 126 one- to four-family homeowners through the HomeFix and Project Help programs, ensuring existing homeowners could keep their homes in healthy living conditions.
 - In partnership with the Center for NYC Neighborhoods and other local housing partners, released the new [Homeowner Handbook](#), a comprehensive guide for helping New York City homeowners navigate the responsibilities of homeownership and access resources
 - Launched an HRO program to provide homeowners impacted by Hurricane Ida with up to \$70,000 in financial assistance to make upgrades and repairs.
 - Financed 201-207 7th Ave, which will create rare affordable homeownership opportunities alongside affordable rental units and retail space in Chelsea, Manhattan. Existing residents will receive co-op homeownership trainings and the opportunity to purchase their brand-new homes for \$2,500.
- Preserving housing quality and affordability
 - Funded the creation of a permanent Zombie Homes Unit at HPD to drive the acquisition and transformation of zombie homes into opportunities for affordable homeownership.
 - Collected \$1 million in penalties from mortgage holders of vacant properties not in compliance with the State’s Zombie Law.
 - Broke ground on Habitat Net Zero—a project with 16 new and rehabilitated affordable homes built to Passive House standards that will be transferred to a Community Land Trust (CLT) in southeast Queens.
- Creating housing options for New Yorkers with the greatest needs
 - Financed Starhill Phase I, the largest new construction supportive housing project ever financed by HPD, to create 326 new homes in the Morris Heights neighborhood of the Bronx, including 200 units for formerly homeless residents.
 - Opened Nevins Street Apartments in Downtown Brooklyn with 129 new affordable and supportive homes, including 78 units for residents experiencing homelessness, veterans, young adults, and New Yorkers recovering from substance use disorders.
 - Opened Bedford Green House in the Bronx with 117 supportive and affordable homes and a rooftop aquaponics farm.

IMPROVE THE HEALTH AND SAFETY OF NEW YORKERS

Every New Yorker should live in a safe and healthy home. Poor housing quality can cause and exacerbate health conditions and contributes to longstanding health disparities in the city. Climate change hazards like flooding and high heat put residents and communities at risk—especially those in lower-quality housing. *Housing Our Neighbors* takes a fresh look at how to improve public health and safety by coordinating across City agencies to create healthy, sustainable, and resilient neighborhoods and homes.

This chapter outlines strategies to improve housing quality by ensuring healthy and safe living conditions; bolster resiliency to extreme temperatures, flooding, and other impacts of climate change; promote healthy and sustainable practices for housing construction and design; and shape investments in City-financed affordable housing to create more sustainable and resilient neighborhoods citywide. The table below provides an initial list of performance indicators which may appear in subsequent MMRs. Many of these highlight HPD’s existing enforcement work; as the agency charged with enforcing the City’s Housing Maintenance Code, HPD collaborates with community partners and responsible owners to identify buildings with housing quality issues, assess conditions, and develop strategies to address them.

Additional indicators will be developed and may address issues including:

- Proactive inspections based on housing quality data
- Housing quality problems reported and closed
- Affordable housing projects with sustainability and resiliency components.

Performance Indicators	Agency	Actual					Target		Trend	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total complaints reported	HPD	530,619	570,476	418,575	466,320	583,230	*	*	Neutral	*
Total complaints closed	HPD	532,571	568,822	415,228	467,079	577,325	*	*	Neutral	*
Complaints prompting lead hazard inspections	HPD	27,654	30,349	18,460	26,974	39,787	*	*	Up	*
Complaints prompting lead hazard inspections closed	HPD	27,938	30,362	18,637	26,575	39,782	*	*	Up	*
Average time to close emergency complaints (days)	HPD	11.4	10.4	10.9	13.3	16.4	12.0	12.0	Up	Down
Average time to close non-emergency complaints (days)	HPD	17.5	17.7	21.4	25.6	28.6	20.0	20.0	UP	DOWN
Number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	DOHMH	5,317	4,717	3,739	3,015	3,027	DOWN	DOWN	DOWN	DOWN
Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	DOHMH	4,261	3,866	3,050	2,603	2,546	Down	Down	Down	Down

Accomplishments in Fiscal 2022

- Ensuring healthy and safe living conditions
 - Committed \$7.5 million in additional resources to HPD for lead inspections and enforcement in the Mayor’s Fiscal Year 2023 Executive Budget.
 - Launched the DOHMH Medicaid Together Pilot to provide Integrated Pest Management Allergy Reduction (IPM-AR) services in the homes of children ages 5-17 who are hospitalized with asthma, allergic to pests, and exposed to pests in the home.
 - Enacted a suite of fire safety measures after Mayor Adams signed Executive Order 12 and launched interagency efforts to strengthen fire prevention through data-driven enforcement, community education and outreach.
- Creating more sustainable and resilient housing
 - Issued the [Edgemere Community Land Trust RFEI](#) and adopted the [Resilient Edgemere Community Plan](#) to build a better quality of life for the coastal community of Edgemere Queens, paving the way for more than 500 new affordable housing and homeownership opportunities, along with new resiliency and coastal protection investments
 - Launched a solar readiness pilot in partnership with the Mayor’s Office of Climate and Environmental Justice to help homeowners reduce their carbon emissions, save on utility costs, and prepare their homes for solar installations through HPD’s HomeFix program.
 - Awarded funding for the first HPD/NYSERDA Retrofit Electrification Pilot project to electrify its heating and cooling systems and lay the foundation for electrifying New York City’s housing stock.
- Bolstering community-based climate resiliency
 - Hosted DOHMH community heat trainings at partner community-based organizations CBOs and Houses of Worship in the Be a Buddy network and launched the first CBO-hosted Bronx Outdoor Cooling Station to provide a place for community members to connect with one another and to receive heat protection information.

REDUCE ADMINISTRATIVE BURDEN

The housing and homelessness crisis requires policies that respond with urgency and help New Yorkers secure safe, quality housing as quickly as possible. Yet access to affordable housing, rental subsidies, and other public benefits often requires long and onerous processes involving extensive paperwork, in-person appointments, and valuable time. The Adams administration is committed to improving the user experience and focusing on user-centric design across City agencies and programs. Housing Our Neighbors places unprecedented focus on reducing administrative burdens and streamlining access to housing and housing supports.

To achieve this goal, the Blueprint outlines a new framework that measures progress and success from the resident perspective, rather than relying solely on internal, operational benchmarks. The table below provides an initial list of performance indicators that have been developed to date and may appear in subsequent MMRs. These include but are not limited to the number of households that were approved for new construction units through the affordable housing lottery and the median number of days that the applicant approval process takes. Many affordable housing units can be leased up within one or two weeks of applicant approval; for these units, HPD’s new metrics approximate the time it took for an applicant to move in. Some units take longer to lease up after applicants have been approved, particularly when households are moving in with a Section 8 voucher or other rental subsidy.

As technological and operational improvements are introduced, the housing and homelessness agencies will continue to refine, improve, and introduce new indicators to work towards a more holistic view of how residents experience the impacts of City investments in affordable housing. Additional indicators will be introduced into future MMRs and may address items including:

- Timeline for renting up supportive housing units
- Supportive housing vacancy rate
- Timelines for processing and issuing rental assistance (including Section 8, CityFHEPS, and other rental subsidies)
- Complete timelines for leasing up affordable housing units through the lottery

Performance Indicators	Agency	Actual					Target		Trend	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of lottery projects that completed applicant approvals within 6 months	HPD	NA	NA	32%	54%	52%	*	*	NA	*
Median time to complete applicant approvals for a lottery project (days)	HPD	NA	NA	246	168	177	*	*	NA	*
Percent of lottery units with applicants approved within 3 months	HPD	NA	NA	46%	56%	32%	*	*	NA	*
Median time to approve an applicant for a lottery unit (days)	HPD	NA	NA	104	88	176	*	*	NA	*
Median time to lease-up a homeless placement set-aside new construction unit (days)	HPD	NA	NA	115	106	203	*	*	NA	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	HPD	NA	NA	210	215	214	*	*	NA	*
Section 8—Median time from completed application to voucher issuance (days)	HPD	34	31	25	26	26	*	*	Down	*
Section 8—Median time from voucher issuance to lease-up (days)	HPD	76	126	155	133	101	*	*	Up	*

Accomplishments in Fiscal 2022

- Moved the NYCHA Section 8 briefing online to reduce the timeline for residents to receive a Section 8 voucher from NYCHA by approximately two to three weeks.
- Eliminated the absent parent form from the HPD Section 8 application process to reduce undue stigma and burden on single parents and their children and to eliminate the chance for unintended safety risks.
- Implemented HPD and HDC agency review of household income eligibility in affordable housing projects and units where a third party also conducts file review (as is the case for some projects receiving federal Low Income Housing Tax Credits), or where households apply with a tenant-based subsidy to a non-federally funded unit.
- Launched an overhaul of Section 8 technology at HPD to reduce the amount of paperwork required, limit the use of in-person meetings, and make it easier for households in need to apply for Section 8 rental assistance.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to: Housing Our Neighbors: a Blueprint for Housing and Homelessness: <https://www1.nyc.gov/site/hpd/about/housing-blueprint.page>.

