



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

**Adolfo Carrión Jr., Commissioner**

## WHAT WE DO

The NYC Department of Housing Preservation and Development (HPD) promotes quality and affordability of the City's housing, and diversity and strength in the City's neighborhoods. The Agency carries out its mission through the following objectives:

1. Ensure the physical safety and quality of New York City homes in order to maintain the health and wellbeing of those who live in them.
2. Create, maintain, and expand opportunities for New Yorkers to achieve the economic and social benefits of housing affordability.
3. Conduct publicly-inclusive planning, engaging New York City residents and communities to strengthen neighborhoods.

## FOCUS ON EQUITY

HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, which covers the responsibilities of owners, tenants, and the City for maintaining health, safety, repair, and maintenance in dwellings, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods. HPD pays special attention to households with extremely low-incomes, disabled residents, seniors, and the formerly homeless. Using a targeted, neighborhood-based approach to preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods if they wish to do so, even as rents increase. At the same time, the Department's neighborhood planning team seeks to engage communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community, commercial and open space, and other assets that neighborhoods need to thrive.

In June 2022, the City released *Housing Our Neighbors: A Blueprint for Housing and Homelessness*, which guides HPD's work. The Blueprint not only highlights the importance of investing in buildings and services but specifically emphasizes the urgent need to address the needs of New Yorkers who face the highest levels of vulnerability. This includes individuals and families living in shelters or enduring chronic housing quality issues. Moreover, the Blueprint builds upon the commitments outlined in *Where We Live NYC*, the City's comprehensive plan introduced in Calendar 2020, to actively advance fair housing practices. By implementing these commitments, the City seeks to create a more equitable housing landscape.

One of the key priorities outlined in the Blueprint is an unprecedented expansion of enforcement measures aimed at eradicating source-of-income discrimination in New York City's highly competitive housing market. This initiative aims to help the lowest-income New Yorkers who rely on rental assistance programs, ensuring they have access to a wider range of housing options and are free from the scourge of discriminatory practices of some landlords and brokers. By empowering these individuals with better choices, the City aims to address inequities and promote greater housing stability. Additionally, the City increased down payment assistance for low-income homebuyers from \$40,000 to \$100,000 through its HomeFirst program, which is administered by HPD. This substantial increase will enable more first-time homebuyers to access the resources they need to purchase high-quality homes in diverse neighborhoods throughout the City. By expanding homeownership opportunities, the City aims to foster economic mobility and promote community development. Through these strategic investments and initiatives, the City sets forth a comprehensive plan to address housing disparities, promote inclusivity, and enhance the quality of life for all New Yorkers.

# OUR SERVICES AND GOALS

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**SERVICE 1** Ensure that housing throughout New York City is physically safe and habitable.

- Goal 1a Respond to reported housing maintenance complaints efficiently.
  - Goal 1b Track and promote the resolution of housing maintenance violations.
  - Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.
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**SERVICE 2** Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

- Goal 2a Increase the quantity of affordable housing in New York City.
  - Goal 2b Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents.
  - Goal 2c Increase the quantity of affordable housing for low-income and senior households.
  - Goal 2d Maintain the physical and financial stability of HPD’s affordable housing assets.
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**SERVICE 3** Efficiently offer New Yorkers housing-related subsidies and support.

- Goal 3a Connect New Yorkers to affordable housing.
  - Goal 3b Optimize rental subsidies for low-income New Yorkers.
  - Goal 3c Increase the quantity of housing for people experiencing homelessness.
  - Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.
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**SERVICE 4** Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

- Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.
- Goal 4b Support wage growth and workforce growth in New York City through housing-related City contracting.

# HOW WE PERFORMED IN FISCAL 2024

## SERVICE 1 Ensure that housing throughout New York City is physically safe and habitable.

### Goal 1a

Respond to reported housing maintenance complaints efficiently.

HPD protects the quality of New York City's housing stock by enforcing the City's Housing Maintenance Code. Members of the public can log complaints through NYC311 or borough offices, which creates a record of any housing quality problems reported. Complaints are closed when a tenant verifies the condition is corrected before an inspection is attempted or after an HPD inspection attempt. If an HPD inspector verifies the existence of a condition, a violation may be issued.

HPD saw a 15 percent increase in the total number of housing maintenance problems reported in Fiscal 2024 compared to in Fiscal 2023. Over 812,000 housing maintenance problems were reported during Fiscal 2024. There was a greater than 15 percent increase in every category of problems except for problems related to heat and hot water, which increased by eight percent to 144,134. The Agency's overall increase in problems reported in Fiscal 2024 was driven in part by a significant increase in problems caused by heavy rainfall, including mold, heavy leaks, and paint and plaster. The increase in housing maintenance problems reported resulted in corresponding increases in problems closed and violations issued. The total number of problems closed, for instance, increased across all types and 24 percent overall.

In Fiscal 2024, despite the increase in problems reported, the median number of days it took the Agency to respond to a housing maintenance problem across all categories of problems decreased compared to the prior year. The Agency's median time to first inspection for immediate emergency problems was less than a day in Fiscal 2024, 10 percent faster than in Fiscal 2023. Similarly, HPD saw reductions in response times for heat and hot water problems and for problems prompting lead-based paint hazard inspections, which decreased by 20 percent and 23 percent, respectively. This reflects HPD's commitment to prioritizing these types of housing maintenance problems. HPD closed emergency problems in a median of three days, one day faster than in Fiscal 2023, and the median time to close non-emergency problems decreased to 12 days, one day faster than the previous year. The improvement in response times is because of the Agency's efforts to increase the number of Housing Inspectors. This effort also resulted in an increase in inspection visits per team per day, from about 14 visits in Fiscal 2023 to 15 visits in Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Total housing maintenance problems reported	NA	549,575	694,975	706,738	812,238	*	*	NA	*
Unique housing maintenance problems requiring HPD response	418,785	466,570	583,312	597,620	702,132	*	*	Up	*
Unique immediate emergency housing maintenance problems requiring HPD response	NA	17,651	21,786	22,564	25,720	*	*	NA	*
★ Unique emergency housing maintenance problems requiring HPD response	NA	249,542	300,662	303,305	350,720	*	*	NA	*
— Heat and hot water	103,952	120,676	131,603	133,274	144,134	*	*	Up	*
— Other emergency	138,927	128,866	169,059	170,031	206,586	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections	18,460	26,974	39,784	38,753	48,763	*	*	Up	*
Unique non-emergency housing maintenance problems requiring HPD response	NA	172,430	221,080	232,998	276,929	*	*	NA	*
Housing maintenance problem inspections attempted	NA	495,505	613,403	636,209	784,225	*	*	NA	*
Median time to first inspection (days) — Immediate emergency problems	NA	1.8	1.0	1.0	0.9	*	*	NA	Down
Median time to first inspection (days) — Heat and hot water problems	NA	2.1	2.1	2.0	1.6	*	*	NA	Down
Median time to first inspection (days) — Other emergency problems	NA	5.5	5.3	6.0	5.2	*	*	NA	Down
Median time to first inspection (days) — Lead-based paint problems	NA	4.7	4.8	3.9	3.0	*	*	NA	Down
Median time to first inspection (days) — Non-emergency problems	NA	6.2	7.0	7.9	7.1	*	*	NA	Down
Unique housing maintenance problems closed	415,228	467,136	577,134	571,703	707,232	*	*	Up	*
Unique emergency housing maintenance problems closed	NA	250,852	298,644	301,326	353,239	*	*	NA	*
— Heat and hot water	104,225	120,618	131,658	133,247	144,106	*	*	Up	*
— Other emergency	NA	130,234	166,986	168,079	209,133	*	*	NA	*
Unique problems prompting lead-based paint hazard inspections closed	18,637	26,549	39,791	39,073	48,859	*	*	Up	*
★ Median time to close emergency problems (days)	NA	4.0	4.0	4.0	3.0	⇩	⇩	NA	Down
★ Median time to close non-emergency problems (days)	NA	13.0	13.0	13.0	12.0	⇩	⇩	NA	Down
★ Unique emergency housing maintenance problems closed within 12 days of receipt (%)	NA	76%	74%	74%	75%	⇧	⇧	NA	Up
Unique emergency housing maintenance problems closed within 21 days of receipt (%)	NA	86%	85%	84%	84%	*	*	NA	Up
Unique nonemergency problems closed within 20 days of receipt (%)	NA	68%	68%	65%	66%	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇧⇩ Directional Target      * None									

**Goal 1b** Track and promote the resolution of housing maintenance violations.

Housing maintenance problems reported significantly drives HPD's inspection workload. HPD inspects for violating conditions primarily in response to reported problems. As such, violations issued increased by 24 percent compared to Fiscal 2023, due in large part to the increase in problems reported. The addition of new Housing Inspectors and the improved time to first inspections also contributed to the increase in violations issued.

In Fiscal 2024, violations issued increased for all hazard classifications compared to Fiscal 2023. There was a five percent increase in Class A non-hazardous violations, a 32 percent increase in Class B hazardous violations, and a 32 percent increase in Class C immediately hazardous violations compared to Fiscal 2023. This increase is consistent with an increase in housing maintenance problems reported in Fiscal 2024. Additionally, the increase in Class C violations is because of the Agency's expanded inspection protocol to help increase the number of public area self-closing doors inspected. Violations for self-closing doors increased by 47 percent, from 49,897 violations in Fiscal 2023 to 73,325 violations in Fiscal 2024. In addition, HPD issued 37 percent more hot water and 48 percent more heat violations than last year because of the Agency's greater number of Housing Inspectors and reduced response times to this type of complaint. Class C violations can trigger additional HPD action to ensure that landlords correct the condition or lead to HPD initiating the repair and billing the property owner for expenses, which happened 61 percent of the time in Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Total violations issued	474,619	620,022	730,537	722,597	895,457	*	*	Up	*
Class A non-hazardous violations	NA	222,634	242,459	217,167	228,273	*	*	NA	*
Class B hazardous violations	NA	238,219	298,835	287,550	379,303	*	*	NA	*
Class C immediately hazardous violations	NA	159,169	189,243	217,880	287,881	*	*	NA	*
— Heat	NA	3,856	4,875	6,211	9,204	*	*	NA	*
— Hot Water	NA	6,524	8,198	10,395	14,199	*	*	NA	*
— Lead-based paint hazard	NA	9,489	15,715	18,112	21,854	*	*	NA	*
— Self-closing doors	NA	22,890	30,680	49,897	73,325	*	*	NA	*
— Other Class C	NA	116,410	129,775	133,265	169,299	*	*	NA	*
Class C violations certified as corrected (%)	NA	38%	37%	41%	42%	*	*	NA	Down
Class C violations for which HPD initiated the emergency repair process (%)	NA	55%	58%	60%	61%	*	*	NA	Up
Class C emergency repair violations corrected by owner (%)	NA	54%	53%	50%	49%	55%	55%	NA	Up
Class C emergency repair violations corrected by HPD (%)	NA	11%	9%	7%	7%	*	*	NA	Down
Class C violations closed (%)	NA	56%	56%	56%	57%	*	*	NA	Up
★ Violations issued and removed in the same fiscal year (%)	44%	38%	40%	40%	41%	40%	40%	Neutral	Up
Violations closed	467,785	440,165	554,558	596,736	720,831	*	*	Up	Up
Inspection visits per team per day	12.5	13.7	12.6	14.3	15.2	*	*	Up	Up
Ratio of completed inspections to attempted inspections (%)	81%	83%	82%	84%	86%	*	*	Neutral	Up
★ Critical Indicator      🌟 Equity Indicator      "NA" Not Available      ↕ Directional Target      * None									

Goal 1c

Resolve significant or persistent housing quality issues through enforcement actions and litigation.

HPD uses various tools to enforce the Housing Maintenance Code to ensure housing quality and compliance with legal and regulatory obligations. The Office of Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions, and develop appropriate strategies to address those conditions. ENS also works closely with responsible owners to develop plans to improve conditions.

In Fiscal 2024, the number of violations dismissed in buildings with comprehensive litigation increased by two percent from Fiscal 2023 to 36,181. There were 5,335 units in buildings where comprehensive litigation was closed due to compliance with the Order to Correct and/or payment of civil penalties, an 11 percent decrease. In Fiscal 2024, the number of units affected by emergency repair work completed pursuant to HPD emergency repair generating violations significantly increased to 164,271, a 131 percent increase compared to the same period in the prior year. Compliance with self-closing door public area violations significantly affected this category.

HPD continues its enhanced enforcement work including in the Alternative Enforcement Program (AEP) where the Agency performs frequent inspections to monitor the correction of violations, in the Underlying Conditions (UC) program where the agency issues an administrative order for building owners to correct underlying conditions that are in violation of the Housing Maintenance Code, and in the 7A program where administrators are appointed by the Court (pursuant to New York State Law) to operate privately-owned buildings that have conditions that are dangerous to the tenants’ life, health and safety. The number of units discharged through the AEP, UC, and 7A programs has fluctuated between Fiscal 2020 and Fiscal 2024 because of changes in program operations due to the COVID-19 pandemic. During the pandemic, new buildings were not selected for the UC program and fewer 7A cases were initiated. In Fiscal 2024, a lower number of discharges occurred across the UC and 7A programs due to lower intake in prior years because of COVID-19. However, the number of units discharged from AEP was higher in Fiscal 2024 compared to Fiscal 2023 because bigger buildings were discharged from the program despite a lower number of discharged buildings.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	6,690	4,108	5,541	6,007	5,335	*	*	Neutral	*
Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	21,327	17,428	31,787	35,480	36,181	*	*	Up	*
Distinct units affected by emergency repair work completed pursuant to HPD emergency repair generating violations	36,348	52,091	53,687	71,075	164,271	*	*	Up	*
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	1,256	6,481	4,133	2,810	3,374	*	*	Neutral	*
Units in buildings discharged from the Underlying Conditions program due to owner compliance	602	1,488	223	173	27	*	*	Down	*
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	40	23	36	18	6	*	*	Down	*
Proactive Building Visits — Heat Sensor Program	NA	537	906	1,738	1,648	*	*	NA	*
Proactive Building Visits — Fire Vacate Monitoring	NA	2,602	3,934	3,667	3,814	*	*	NA	*
Proactive Building Visits — Anti-Harassment Unit	NA	1,143	1,053	973	872	*	*	NA	*
Proactive Building Visits — Self-closing Door Survey	NA	NA	NA	NA	354	*	*	NA	*
Proactive Building Visits — Division of Neighborhood Preservation	NA	2,953	3,791	3,322	3,734	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None									

## SERVICE 2 Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

**Goal 2a** Increase the quantity of affordable housing in New York City.

In Fiscal 2024, the City financed the creation and preservation of 25,266 affordable units, outpacing the target by 26 percent by 5,000 units, and four percent more than Fiscal 2023. New construction starts accounted for 58 percent of starts totaling 14,739 units, the most new construction units for a fiscal year in the City's history, driven largely by an increase in 421-a and inclusionary housing units. In Fiscal 2024 10,527 units were preservation units , or 42 percent of the units produced for the fiscal year. HPD is committed to investing in staff and resources to support the creation and preservation of as many affordable housing units as possible.

HPD financed 2,130 homeownership units, or 8.4 percent of the total Fiscal 2024 production, and four percent more homeownership units than Fiscal 2023. The Agency's homeownership production may vary significantly year to year depending on whether large cooperatives (those containing many units) receive repair funding. HPD continues to work to stabilize existing homeownership units, increase access to homeownership, and create new homeownership opportunities for New Yorkers.

In Fiscal 2024, the City also completed 21,428 affordable housing units, exceeding its completions target of 15,000 by more than 40 percent, but down nine percent from Fiscal 2023. The Agency is still seeing the impact of restrictions and precautions enacted in response to the COVID-19 pandemic that delayed construction, tenant relocation, and inspections that lead to housing completions. To help combat these challenges, HPD continues to work proactively and closely with its development partners to ensure the timeliness of project completion schedules.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Total affordable housing starts (units)	30,311	29,447	16,960	24,273	25,266	20,000	20,000	Down	*
— New construction starts (%)	23%	42%	62%	51%	58%	*	*	Up	*
— Preservation starts (%)	77%	58%	38%	49%	42%	*	*	Down	*
— Rental starts (%)	46%	61%	94%	96%	92%	*	*	Up	*
— Homeownership starts (%)	54%	39%	6%	4%	8%	*	*	Down	*
Total affordable housing completions (units)	16,605	15,118	22,356	23,468	21,428	15,000	17,500	Up	*
— New construction completions (%)	38%	60%	42%	36%	44%	*	*	Down	*
— Preservation completions (%)	62%	40%	58%	64%	56%	*	*	Neutral	*
— Rental completions (%)	85%	89%	64%	63%	79%	*	*	Down	*
— Homeownership completions (%)	15%	11%	36%	37%	21%	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

**Goal 2b** Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents.

New Yorkers should have meaningful choice in the housing market and the opportunity to choose the neighborhood that best meets their individual and household needs. Neighborhoods across the city offer a diverse array of benefits such as access to transportation, open space, and high-performing schools. HPD is committed to investing in affordable housing in neighborhoods that currently lack low-cost housing options so that low-income New Yorkers have equitable access to these benefits and more. In Fiscal 2024, 11 percent of HPD's new construction production units were in low affordability areas, a five percentage-point increase from the prior year. Additionally, two percent of the Agency's preservation units were in low affordability areas, a seven percentage-point decrease compared to last year.



HPD recently updated the methodology used to determine the percent of affordable housing production in limited affordability areas to now include neighborhoods where the share of low-cost rentals and the share of residents relocating in the last five years are both in the bottom 30th percentile. Its prior methodology consisted of U.S Census areas where the share of low-cost rentals is less than 20 percent of the existing housing stock.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
New construction in low affordability areas (%)	16%	7%	7%	6%	11%	*	*	Down	*
Preservation in low affordability areas (%)	1%	1%	4%	9%	2%	*	*	Up	*
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None									

Goal 2c

Increase the quantity of affordable housing for low-income and senior households.

Through the production of affordable housing, HPD works to address the lack of affordable housing options for low-income individuals and families. Of the units started in Fiscal 2024, 71 percent of the units started in Fiscal 2024 were designated for extremely low-income, very low-income, and low-income households earning less than 80 percent of the Area Median Income (AMI), or \$111,840 a year for a three-person family. In Fiscal 2024, the percentage of units started for extremely low-income households (those earning up to \$41,940 for a family of three) represented nearly 21 percent of all housing starts, two percentage points lower than Fiscal 2023.

In Fiscal 2024, HPD created and preserved 2,862 affordable units for seniors, 60 percent more than in the previous fiscal year, which is due to higher overall affordable housing production and the types of projects that closed in Fiscal 2024. HPD continues to prioritize and commit additional resources to serve the most vulnerable households including extremely low-income, very low-income, and senior households.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Extremely low income (0-30% Area Median Income) starts (%)	8%	18%	22%	23%	21%	*	*	Up	*
Very low income (31-50% Area Median Income) starts (%)	45%	40%	20%	23%	24%	*	*	Down	*
Low income (51-80% Area Median Income) starts (%)	29%	24%	30%	31%	26%	*	*	Neutral	*
Extremely low income (0-30% Area Median Income) completions (%)	16%	24%	17%	15%	16%	*	*	Down	*
Very low income (31-50% Area Median Income) completions (%)	18%	24%	38%	36%	31%	*	*	Up	*
Low income (51-80% Area Median Income) completions (%)	40%	36%	25%	30%	26%	*	*	Down	*
Units started that serve senior households	703	3,321	1,051	1,792	2,862	*	*	Up	*
Units completed that serve senior households	1,117	1,523	1,276	1,432	2,899	*	*	Up	*
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None									

Goal 2d

Maintain the physical and financial stability of HPD’s affordable housing assets.

After HPD develops and preserves housing, the Division of Asset Management ensures that this housing remains affordable and safe in the long term by tracking the physical and financial condition of such buildings, confirming compliance with regulatory agreements and requirements, and identifying risks to fiscal viability or residents’ well-being. In Fiscal 2024, the number of rental projects in HPD’s asset management portfolio grew by 12 percent when compared to Fiscal 2023 to over 2,000. The number of co-op projects in the Agency’s portfolio remained steady when compared to last year. The Asset Management portfolio of rental projects has grown as additional HPD-financed affordable housing projects complete construction and transfer to Asset Management. Further housing production is expected to lead to continued growth over the next few years.



In Fiscal 2024, 9.4 percent of rental projects and 28.1 percent of co-op projects in the Asset Management portfolio were at high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff used these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes, and ownership changes, the Agency works to proactively identify and address at-risk projects before physical or financial distress escalates.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Asset management — Rental projects in portfolio	1,512	1,659	1,758	1,868	2,090	*	*	Up	*
Asset management — High risk rental projects in portfolio (%)	8.0%	7.0%	8.6%	12.2%	9.4%	*	*	Up	Down
Asset management — Co-op projects in portfolio	1,012	1,015	1,022	1,034	1,036	*	*	Neutral	*
Asset management — High risk co-op projects in portfolio (%)	27.0%	27.0%	26.9%	28.1%	28.1%	*	*	Neutral	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## SERVICE 3 Efficiently offer New Yorkers housing-related subsidies and support.

### Goal 3a Connect New Yorkers to affordable housing.

Beyond developing and financing housing, HPD helps those who need housing to move into it as efficiently as possible. In line with the goals of Housing Our Neighbors, HPD is placing unprecedented focus on streamlining access to affordable housing and reducing administrative burden for residents. HPD seeks to increase the speed and ease with which housing seekers become connected to affordable homes through a lottery process that is fair and provides equal opportunity to all applicants.

In Fiscal 2024, 9,305 applicants (households) were approved for newly constructed units through the affordable housing lotteries available on Housing Connect, the City's online portal to find and apply for affordable rental and homeownership opportunities across the five boroughs. This is a five percent increase compared to the number of households approved for new units in Fiscal 2023. HPD attributes this to there being more affordable units produced in previous years that are becoming available for occupancy. Many of these additional units were due to high 421-a(16) program utilization prior to the program's expiration in 2022.

In Fiscal 2024, the median time to approve an applicant (household) for a lottery unit remained consistent with Fiscal 2023 at 191 days. However, the percent of applicants approved for a lottery unit within three and six months increased by three and four percentage points, respectively. The City has implemented a back-end audit process to review and verify applicants' eligibility as well as other efforts to streamline the lease-up process and anticipates these initiatives will shorten the time it takes to lease lottery units in future years. In Fiscal 2024, the median time to complete applicant approvals for a lottery project decreased by 23 percent, to 202 days. There were a larger proportion of smaller projects in Fiscal 2024. Smaller projects tend to lease up units faster and are completed more quickly, while larger projects take longer to lease up.

The City finances the creation of homeless set-aside units each year, growing the pool of available new and re-rental units over time. In addition, developers may "volunteer" other affordable units, not originally set aside for the homeless, into HPD's homeless placement process. The Department of Homeless Services (DHS) data on shelter exits complements HPD data to provide a more holistic picture of homeless households moving into City-financed affordable housing. In Fiscal 2024, HPD moved 3,371 homeless households into newly constructed units, up 69 percent from Fiscal 2023. This increase reflects an increase in "volunteer" units in recent years, encouraged by the Augmented CityFHEPS voucher, which subsidizes rent for certain affordable middle-income units filled through HPD's homeless placement process. In Fiscal 2024, HPD moved 642 homeless households into re-rental units, up 17 percent over the same period. Re-rentals are largely driven by the number of units that become available because a tenant moves out.

In Fiscal 2024, the median time to lease up new construction homeless set-aside units decreased by 19 percent, to 196 days. However, the median time to lease-up a homeless placement voluntary new construction unit increased by 10 percent, to 156 days. Homeless set-aside units are designated for homeless households, while voluntary units are additional affordable units developers choose to lease-up for homeless households through HPD's homeless placement process. Homeless set-aside units have complex qualification steps, which the Agency is working to streamline, contributing to the 19 percent decrease seen in Fiscal 2024. The simultaneous increase in the time to lease-up a voluntary unit was driven in part by

the considerable increase in homeless placements in Fiscal 2024 and by general fluctuations in the readiness of units for occupancy. The City is working to expedite all homeless placement timelines through improved inter-agency coordination and process changes, as well as technological tools, helping to decrease homeless unit lease up timing in future years.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Applicants approved for a new construction unit through the lottery	5,674	5,343	6,585	8,903	9,305	*	*	Up	*
★ 🏠 Homeless households moved into a newly constructed unit	409	1,465	1,574	1,989	3,371	*	*	Up	*
Homeless households moved into a re-rental unit	341	454	601	548	642	*	*	Up	*
Lottery projects — Completed applicant approvals within three months (%)	12%	24%	23%	15%	18%	*	*	Neutral	*
Lottery projects — Completed applicant approvals within six months (%)	32%	54%	42%	32%	37%	*	*	Down	*
Lottery projects — Completed applicant approvals after two years (%)	7%	12%	26%	13%	NA	*	*	NA	*
Lottery projects — Median time to complete applicant approvals (days)	246	168	171	262	202	*	*	Neutral	*
Lottery units — Applicants approved within three months (%)	46%	56%	32%	21%	24%	*	*	Down	*
Lottery units — Applicants approved within six months (%)	70%	73%	51%	41%	45%	*	*	Down	*
Lottery units — Applicants approved after two years (%)	1%	2%	5%	5%	NA	*	*	NA	*
★ Lottery units — Median time to approve an applicant (days)	104	88	163	192	191	*	*	Up	*
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	115	106	203	243	196	*	*	Up	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	210	215	214	142	156	*	*	Down	*
★ Critical Indicator	🏠 Equity Indicator	"NA" Not Available		↕ Directional Target		* None			

Goal 3b

Optimize rental subsidies for low-income New Yorkers.

The Section 8 program (Housing Choice Vouchers and Project-Based Vouchers) provides housing stability and mobility for low-income households with Section 8 vouchers. Section 8 funds provide subsidies for low-income households, allowing them to pay 30 percent of their income in rent to live in housing that meets federal Housing Quality Standards. HPD’s overall Section 8 voucher utilization rate was 89.1 percent at the end of Fiscal 2024, a nine percent decrease compared to fiscal 2023 and below the target of 98 percent. While the number of HCV households HPD subsidizes remained relatively steady, the Agency’s utilization rate decreased because of a transfer of 3,000 voucher spaces from NYCHA that was finalized in April 2024. This increased the Agency’s baseline cap of available vouchers from 38,568 to 41,568. The number of vouchers issued increased by 75 percent in Fiscal 2024 compared to Fiscal 2023, to 2,289 vouchers due to an increase in voucher availability. In Fiscal 2023, the Section 8 program was highly utilized, reducing the amount of vouchers HPD could issue. In Fiscal 2024, the increase in attrition and the addition of 3,000 vouchers to the Agency’s baseline from the NYCHA transfer allowed HPD to accept more applications and issue more vouchers.

In Fiscal 2024, the median time from completed Section 8 voucher application to voucher issuance was faster by nearly two weeks, decreasing to 44 days compared to 57 last year. Similarly, the median voucher issuance to lease-up time was faster by nearly three weeks, decreasing to 81 days when compared to 99 days the prior year. A larger portion of the incoming households to the program were for Project-Based Vouchers (PBV) in Fiscal 2024. PBV vouchers typically have shorter processing times because certain steps can be done in bulk with shorter leasing times as the applicants don’t face the same challenges as those searching for housing with non-PBV vouchers. Households assisted through other programs increased by 14 percent, driven in part by leasing vouchers from the Emergency Housing Voucher program.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Section 8 — Housing choice voucher utilization rate	97.2%	97.2%	98.8%	98.2%	89.1%	98.0%	98.0%	Neutral	Up
Section 8 — Housing choice vouchers issued	2,951	2,663	1,367	1,311	2,289	*	*	Down	Up
Section 8 — Housing choice voucher households assisted	36,025	36,891	37,502	37,444	37,394	*	*	Neutral	Up
★ Section 8 — Median time from completed application to voucher issuance (days)	25	26	26	57	44	*	*	Up	*
★ Section 8 — Median time from voucher issuance to lease up (days)	155	133	101	99	81	*	*	Down	*
Section 8 — Subsidized units in abatement (%)	2%	1%	6%	6%	6%	*	*	Up	Down
Households assisted through other programs	4,611	4,385	4,914	6,878	7,838	*	*	Up	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

### Goal 3c Increase the quantity of housing for people experiencing homelessness.

HPD is committed to prioritizing the creation of affordable housing for individuals and families who are experiencing homelessness, including supportive housing for homeless New Yorkers who need ongoing services and supports to remain stably housed. In Fiscal 2024, HPD created or preserved 4,085 units for homeless households, including 2,155 supportive housing units, the highest homeless and supportive production on record for the Agency, up 15 and nine percent respectively compared to Fiscal 2023. In Fiscal 2024, the Agency completed 2,314 units for homeless households, including 786 supportive units. This reflects a 17 percent and 38 percent decrease compared to Fiscal 2023. HPD continues to work proactively and closely with its development partners to ensure the timeliness of project completion schedules, including projects that include homeless and supportive units.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Units started for homeless individuals and families	1,417	2,859	2,305	3,566	4,085	*	*	Up	*
Supportive units started	728	1,408	1,216	1,972	2,155	*	*	Up	*
Units completed for homeless individuals and families	1,197	1,940	1,981	2,794	2,314	*	*	Up	*
Supportive units completed	530	998	907	1,275	786	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

### Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

As New York City buildings experience damage from fires and other unanticipated hazards, HPD will continue to ensure that displaced individuals find safe temporary housing and facilitate placement into permanent housing for those unable to return to their homes. The Emergency Housing Services (EHS) unit provides emergency relocation services and rehousing assistance to households who have been displaced from their homes as a result of fires or vacate orders. In Fiscal 2024, the emergency shelter census, a measure of the number of individuals and households who stayed at least one night in EHS emergency shelters, decreased by 12 percent for single adults, increased by five percent for adult families, and increased by seven percent for families with children compared to Fiscal 2023. Typically, these numbers have some variance up or down due to the nature of emergencies that occur. The overall census in Fiscal 2024 was 664 for single adults, 314 for adult families, and 486 for families with children. In Fiscal 2024, the average length of stay decreased across all shelter types, decreasing by seven percent for single adults to 573 days, three percent for adult families to 447 days, and 17 percent for families with children to 283 days.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Census for single adults	NA	713	697	754	664	*	*	NA	*
Census for adult families	NA	215	268	298	314	*	*	NA	*
Census for families with children	NA	357	389	456	486	*	*	NA	*
Average length of stay — Single adults (days)	NA	706	673	617	573	*	*	NA	*
Average length of stay — Adult families (days)	NA	400	421	462	447	*	*	NA	*
Average length of stay — Families with children (days)	NA	328	350	340	283	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## SERVICE 4 Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

### Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.

HPD is committed to promoting the participation of Minority- and Women-Owned Business Enterprises (M/WBEs) in the development and management of affordable housing in New York City. HPD seeks to address demonstrated disparities in M/WBE participation in affordable housing development and create inclusive development opportunities that direct the economic benefits of housing to communities that have historically been deprived of such benefits. HPD seeks to increase contracting opportunities for M/ WBE's through the M/WBE Build Up program, where developers with projects subsidized by HPD or NYC Housing Development Corporation with funding of \$2 million or more are required to allocate at least 25 percent of applicable costs to M/WBE firms. In Fiscal 2024, 86 percent of financed affordable housing projects started were subject to the M/WBE Build Up program, an 11 percentage-point increase compared to Fiscal 2023. Collectively, these projects are expected to spend over \$328 million on M/WBE services. The total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program increased 36 percent compared to Fiscal 2023 because of the Agency's increased affordable housing production in Fiscal 2024. Additionally, the total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program increased by almost 250 percent in Fiscal 2024, compared to Fiscal 2023, to over \$450 million.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Financed affordable housing projects with an M/WBE Build Up goal (%)	73%	82%	75%	75%	86%	*	*	Up	*
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program (\$)	\$237,657,680	\$215,779,463	\$142,872,610	\$240,458,397	\$328,206,342	*	*	Up	*
★ Completed affordable housing projects that met or exceeded their M/WBE Build Up goal (%)	93%	100%	100%	86%	100%	*	*	Neutral	*
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program (\$)	\$50,733,937	\$126,611,722	\$146,090,650	\$130,734,287	\$454,898,226	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

### Goal 4b Support wage growth and workforce growth in New York City through housing-related City contracting.

City investment in the preservation and new construction of affordable housing drives economic growth and creates jobs. In Fiscal 2024, the City invested nearly \$2 billion in subsidies through HPD affordable housing programs, a more than 25 percent increase from Fiscal 2023. This increase, in turn, lifted the employment impact for Fiscal 2024, with more temporary

and permanent jobs created associated with housing production. In Fiscal 2024, 35,773 temporary construction jobs were created, and 755 permanent jobs were created, 26 percent more than Fiscal 2023, related to residential, commercial, or community space created by these projects.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Total direct city subsidy investment	\$786,296,052	\$1,294,188,539	\$927,004,191	\$1,580,501,114	\$1,988,701,575	*	*	Up	*
Employment impacts — Temporary jobs associated with housing production	16,337	28,871	25,094	32,782	35,773	*	*	Up	*
Employment impacts — Permanent jobs associated with housing production	328	604	507	601	755	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	46%	26%	40%	28%	23%	58%	58%	Down	Up
Letters responded to in 14 days (%)	36%	31%	42%	9%	29%	52%	52%	Down	Up
Average customer in-person wait time (minutes)	17	0	13	13	21	29	29	Up	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	89%	0%	NA	NA	100%	95%	95%	NA	Up
Completed customer requests for interpretation	1,534	328	NA	127	182	*	*	NA	*
CORE facility rating	NA	NA	NA	94	97	85	85	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Heating (5 days)	97%	92%	91%	94%	99%	90%	90%	Neutral	*
Percent meeting time to close - Pests (30 days)	57%	61%	59%	59%	61%	60%	60%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	72%	76%	78%	77%	78%	70%	70%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	63%	64%	62%	64%	67%	69%	69%	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	62%	63%	62%	60%	62%	68%	68%	Neutral	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	
Expenditures (\$000,000) <sup>3</sup>	\$1,129.8	\$1,129.9	\$1,194.4	\$1,324.1	\$1,967.3	\$1,810.2	\$1,993.1	Up
Revenues (\$000,000)	\$72.7	\$62.3	\$94.7	\$92.3	\$113.3	\$74.2	\$39.4	Up
Personnel	2,429	2,335	2,251	2,410	2,433	2,695	2,721	Neutral
Overtime paid (\$000,000)	\$3.5	\$2.9	\$3.4	\$3.8	\$3.7	\$3.0	\$2.9	Up
Capital commitments (\$000,000)	\$699.8	\$1,033.8	\$915.7	\$1,410.9	\$2,397.3	\$2,688.7	\$2,151.9	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="https://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      * None								

# SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency’s goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the ‘Applicable MMR Goals’ column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals

Unit of Appropriation	Expenditures FY23 <sup>1</sup> (\$000,000)	Modified Budget FY24 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$191.8	\$228.8	
001 - Office of Administration	\$50.6	\$58.7	All
002 - Office of Development	\$30.8	\$38.8	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	\$19.9	\$25.5	2a, 4a
004 - Office of Housing Preservation	\$68.4	\$80.7	1a, 1b
006 - Housing Maintenance and Sales	\$22.1	\$25.1	2a, 3a, 4b
Other Than Personal Services - Total	\$1,132.3	\$1,738.5	
008 - Office of Administration	\$17.4	\$18.3	All
009 - Office of Development	\$60.3	\$59.9	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$13.4	\$15.0	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$72.7	\$80.5	1a, 1b, 4b
012 - City Assistance to NYC Housing	\$279.1	\$383.0	All
013 - Rental Subsidy Program	\$621.2	\$736.2	2a, 4a
014 - Emergency Shelter Operations <sup>4</sup>	NA	\$445.6	1b
Agency Total	\$1,324.1	\$1,967.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2023. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2024, as of June 2024. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. <sup>4</sup>This UA originated in Fiscal 2024. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2023 data for ‘Lottery projects—Completed applicant approvals after two years (%)’ was updated to 18 percent from the previously published value of 26 percent due to a data issue.
- Fiscal 2024 data for ‘Lottery projects—Completed applicant approvals after two years (%)’ and Lottery units—Applicants approved after two years (%)’ is not available. In order to properly calculate, HPD must allow at least two full fiscal years to pass to take an accurate measurement.
- HPD recently updated its methodology for the indicators ‘New construction in low affordability areas (%)’ and ‘Preservation in low affordability areas (%)’ to now include neighborhoods where the share of low-cost rentals and the share of residents relocating in the last five years are both in the bottom 30th percentile. Historical data was updated to reflect the new methodology.
- Fiscal 2025 target for ‘Total affordable housing completions (units)’ has been updated from 15,000 to 17,500 to reflect resources.
- As part of its routine updates and data clean up efforts, HPD revised previously published data for the following fiscal years:
  - ‘Census for single adults’ for Fiscal 2022 and Fiscal 2023
  - ‘Census for adult families’ for Fiscal 2022 and Fiscal 2023
  - ‘Census for families with children’ for Fiscal 2022 and Fiscal 2023
  - ‘Average length of stay—Single adults (days)’ Fiscal 2022 and for Fiscal 2023
  - ‘Average length of stay—Adult families (days)’ for Fiscal 2022 and Fiscal 2023

- ‘Average length of stay—Families with children (days)’ for Fiscal 2022 and Fiscal 2023
- Average length of stay—Single adults (days) for Fiscal 2022
- ‘New construction in low affordability areas (%)’ for Fiscal 2020, 2021, 2022, 2023
- ‘Preservation in low affordability areas (%)’ for Fiscal 2020, 2021, 2022, 2023
- ‘Total affordable housing completions (units)’ for Fiscal 2022 and Fiscal 2023
- ‘Units completed for homeless individuals and families’ for Fiscal 2022
- ‘Units completed that serve senior households’ for Fiscal 2022
- ‘New construction completions (%)’ for Fiscal 2022 and Fiscal 2023
- ‘Preservation completions (%)’ for Fiscal 2022 and Fiscal 2023
- ‘Rental completions (%)’ for Fiscal 2022 and Fiscal 2023
- ‘Homeownership completions (%)’ for Fiscal 2022 and Fiscal 2023
- ‘Lottery projects—Completed applicant approvals after two years (%)’ for Fiscal 2023
- ‘Lottery units—Applicants approved after two years (%)’ for Fiscal 2023
- ‘Homeless households moved into a newly constructed unit’ for Fiscal 2023
- ‘Homeless households moved into a re-rental unit’ for Fiscal 2023

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Housing Our Neighbors: A Blueprint for Housing and Homelessness:  
<https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf>
- Where We Live:  
<https://www1.nyc.gov/site/hpd/services-and-information/where-we-live-nyc.page>

For more information on the agency, please visit: [www.nyc.gov/hpd](http://www.nyc.gov/hpd).



