



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

**Dina Levy, Commissioner**

## WHAT WE DO

The New York City 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. Maintaining building and resident safety and health.
2. Creating opportunities for New Yorkers through housing affordability.
3. Engaging New Yorkers to build and sustain neighborhood strength and diversity.

## FOCUS ON EQUITY

HPD strives to improve the availability, affordability, and quality of housing in all New York City neighborhoods while also creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. Through the development, preservation, and marketing of affordable housing, and the administration of rental subsidy programs, HPD seeks to ensure that New Yorkers of all incomes can access stable housing and choose the homes and neighborhoods that best fit their needs. Through neighborhood planning, HPD engages communities to combine new housing opportunities with the schools, healthcare facilities, retail, parks, community space, commercial space, open space, and other assets that neighborhoods need to thrive.

In May 2026, the City published its housing plan, *Block by Block: The Housing Plan for a New Era*, an ambitious blueprint to tackle New York City's housing crisis with the urgency and scale the moment demands. *Block by Block* represents an "all-of-the-above" strategy to tackle housing affordability, using every tool available. HPD is leveraging all aspects of the agency's work to advance equitable housing outcomes—by building more affordable housing, protecting tenants from displacement and exploitation, expanding pathways to homeownership, preserving existing housing, and creating safe, well-paying jobs in the process.

In 2026, the administration also released the Streamlining Procedures to Expedite Equitable Development (SPEED) report, which details strategies to accelerate housing development; the Rental Ripoff Report, which outlines 23 tenant protection and code enforcement policy priorities; and the Land Inventory Fast Track (LIFT) Tracker, which identifies City-owned land where the administration is advancing affordable housing. In October 2025, the City released *Where We Live 2025*, a comprehensive set of commitments to overcome barriers to fair housing in New York City and a required component of the Fair Housing Framework (FHF) required by City Council legislation enacted in 2023. Together, these plans advance strategies that strengthen HPD's and the City's commitment to advancing a comprehensive set of housing policies grounded in equity.

# 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 2026

## 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 log complaints primarily through 311, which creates a record of housing quality problems reported. HPD closes complaints A) when a tenant verifies the condition is corrected before an inspection is attempted or B) after HPD attempts an inspection. If an HPD inspector verifies the existence of a condition, HPD may issue a violation. Reasons for complaint closures are available via HPDONLINE or HPD's Open Data problem dataset. Note that HPD must observe a condition in order to issue a violation and may close a complaint if it is unable to observe the condition.

In Fiscal 2026, the total number of reported housing maintenance problems increased by 14 percent compared to Fiscal 2025, with more than 950,000 problems reported. The number of unique housing maintenance problems requiring HPD response increased by 11 percent to more than 772,000. Emergency housing maintenance problems requiring an Agency response increased by 13 percent to 402,457, driven by a 17 percent increase in heat and hot water-related problems (nearly 189,000 problems in Fiscal 2026) and a 10 percent increase in other emergency problems. Immediate emergency problems also increased by 13 percent to 29,198, while non-emergency problems requiring HPD response rose by 10 percent to 296,595. The overall increase in complaints required HPD to respond to higher volumes across all categories.

Compared to Fiscal 2025, HPD closed 14 percent more housing maintenance problems across all major categories, up to 780,192 compared to 686,137 in Fiscal 2025. Specifically, HPD closed 15 percent more emergency problems (405,691 compared to 352,869 in Fiscal 2025), including 17 percent more heat and hot water-related closures and 14 percent more emergency closures of other types. Overall, the growth in closures outpaced the increase in unique problems requiring HPD response; this increase in responses was driven mainly by the increase in complaints.

During the year, HPD prioritized inspection resources for increased heat and hot water complaints and fire vacate responses while responding to higher complaint volume overall. Although response times increased for some categories, this is likely due to the higher volume of overall complaints that HPD received and closed in Fiscal 2026. Response times remained stable for the most urgent categories, while increasing for several other types of complaints. HPD's median time from reported problem to first inspection remained unchanged at 1.0 days for immediate emergency problems and rose slightly for heat and hot water inspections (1.9 days in Fiscal 2025, 2.0 in Fiscal 2026). HPD's median time from reported problem to first inspection increased by 18 percent (from 4.9 to 5.8 days) for other emergency problems, by 32 percent (from 2.5 to 3.3 days) for lead-based paint hazard inspections, and by 18 percent (from 6.0 to 7.1 days) for non-emergency problems. The median time to close emergency problems remained stable at 3.0 days, though the median time to close non-emergency problems increased from 10.0 to 12.0 days. Timely closure rates remained relatively stable for emergency complaints, with 76 percent closed within 12 days and 84 percent within 21 days. The share of non-emergency problems closed within 20 days declined from 71 percent to 65 percent. HPD continues to adapt its operations to ensure timely and adequate responses to all types of complaints received.

| Performance Indicators                                                                                      | Actual  |         |         |         |         | Target |      | Trend   |                   |
|-------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|--------|------|---------|-------------------|
|                                                                                                             | FY22    | FY23    | FY24    | FY25    | FY26    | FY26   | FY27 | 5-Year  | Desired Direction |
| Total housing maintenance problems reported                                                                 | 694,975 | 706,738 | 812,238 | 835,011 | 950,750 | *      | *    | Up      | *                 |
| Unique housing maintenance problems requiring HPD response                                                  | 583,312 | 597,620 | 702,132 | 694,831 | 772,415 | *      | *    | Up      | *                 |
| Unique immediate emergency housing maintenance problems requiring HPD response                              | 21,786  | 22,564  | 25,720  | 25,811  | 29,198  | *      | *    | Up      | *                 |
| ★ Unique emergency housing maintenance problems requiring HPD response                                      | 300,662 | 303,305 | 350,720 | 357,028 | 402,457 | *      | *    | Up      | *                 |
| — Heat and hot water                                                                                        | 131,603 | 133,274 | 144,134 | 161,773 | 188,559 | *      | *    | Up      | *                 |
| — Other emergency                                                                                           | 169,059 | 170,031 | 206,586 | 195,255 | 213,898 | *      | *    | Up      | *                 |
| Unique problems prompting lead-based paint hazard inspections                                               | 39,784  | 38,753  | 48,763  | 42,774  | 44,164  | *      | *    | Up      | *                 |
| Unique non-emergency housing maintenance problems requiring HPD response                                    | 221,080 | 232,998 | 276,929 | 269,218 | 296,595 | *      | *    | Up      | *                 |
| Housing maintenance problem inspections attempted                                                           | 613,403 | 636,209 | 784,225 | 746,402 | 852,777 | *      | *    | Up      | *                 |
| Median time to first inspection (days) — Immediate emergency problems                                       | 1.0     | 1.0     | 0.9     | 1.0     | 1.0     | *      | *    | Neutral | Down              |
| Median time to first inspection (days) — Heat and hot water problems                                        | 2.1     | 2.0     | 1.6     | 1.9     | 2.0     | *      | *    | Neutral | Down              |
| Median time to first inspection (days) — Other emergency problems                                           | 5.3     | 6.0     | 5.2     | 4.9     | 5.8     | *      | *    | Neutral | Down              |
| Median time to first inspection (days) — Lead-based paint problems                                          | 4.8     | 3.9     | 3.0     | 2.5     | 3.3     | *      | *    | Down    | Down              |
| Median time to first inspection (days) — Non-emergency problems                                             | 7.0     | 7.9     | 7.1     | 6.0     | 7.1     | *      | *    | Neutral | Down              |
| Unique housing maintenance problems closed                                                                  | 577,134 | 571,703 | 707,232 | 686,137 | 780,192 | *      | *    | Up      | *                 |
| Unique emergency housing maintenance problems closed                                                        | 298,644 | 301,326 | 353,239 | 352,869 | 405,691 | *      | *    | Up      | *                 |
| — Heat and hot water                                                                                        | 131,658 | 133,247 | 144,106 | 161,766 | 188,537 | *      | *    | Up      | *                 |
| — Other emergency                                                                                           | 166,986 | 168,079 | 209,133 | 191,103 | 217,154 | *      | *    | Up      | *                 |
| Unique problems prompting lead-based paint hazard inspections closed                                        | 39,791  | 39,073  | 48,859  | 42,630  | 44,122  | *      | *    | Up      | *                 |
| ★ Median time to close emergency problems (days)                                                            | 4.0     | 4.0     | 3.0     | 3.0     | 3.0     | ⇩      | ⇩    | Down    | Down              |
| ★ Median time to close non-emergency problems (days)                                                        | 13.0    | 13.0    | 12.0    | 10.0    | 12.0    | ⇩      | ⇩    | Down    | Down              |
| ★ Unique emergency housing maintenance problems closed within 12 days of receipt (%)                        | 74%     | 74%     | 75%     | 79%     | 76%     | ⇧      | ⇧    | Neutral | Up                |
| Unique emergency housing maintenance problems closed within 21 days of receipt (%)                          | 85%     | 84%     | 84%     | 88%     | 84%     | *      | *    | Neutral | Up                |
| Unique non-emergency problems closed within 20 days of receipt (%)                                          | 68%     | 65%     | 66%     | 71%     | 65%     | *      | *    | Neutral | Up                |
| ★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇧⇩ Directional Target      * None |         |         |         |         |         |        |      |         |                   |

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

Overall violation issuance remained stable in Fiscal 2026, though violation activity varied by category, reflecting changes in the types of complaints received. Though the number of Class C (immediately hazardous) violations issued remained relatively stable, decreasing by three percent to 278,252, the makeup of these violations varied widely compared to Fiscal 2025. Within Class C, the number of heat violations issued increased by 31 percent (to 11,883 compared to 9,055 in Fiscal 2025), and the number of hot water violations issued increased by 19 percent (to 18,118 compared to 15,190 in Fiscal 2025), reflecting the higher volume of related complaints received during the year. In contrast, the number of lead-based paint hazard violations issued declined by 15 percent, continuing a downward trend. HPD conducted fewer inspections in apartments with children under six, potentially contributing to this trend. (One of the preconditions for the issuance of a lead-based paint violation is that a child under six resides in the apartment.)

| Performance Indicators                                                                              | Actual  |         |         |         |         | Target |      | Trend   |                   |
|-----------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|--------|------|---------|-------------------|
|                                                                                                     | FY22    | FY23    | FY24    | FY25    | FY26    | FY26   | FY27 | 5-Year  | Desired Direction |
| Total violations issued                                                                             | 730,537 | 722,597 | 895,457 | 878,481 | 874,522 | *      | *    | Up      | *                 |
| Class A non-hazardous violations                                                                    | 242,459 | 217,167 | 228,273 | 217,595 | 215,818 | *      | *    | Neutral | *                 |
| Class B hazardous violations                                                                        | 298,835 | 287,550 | 379,303 | 372,811 | 380,452 | *      | *    | Up      | *                 |
| ★ Class C immediately hazardous violations                                                          | 189,243 | 217,880 | 287,881 | 288,075 | 278,252 | *      | *    | Up      | *                 |
| — Heat                                                                                              | 4,875   | 6,211   | 9,204   | 9,055   | 11,883  | *      | *    | Up      | *                 |
| — Hot Water                                                                                         | 8,198   | 10,395  | 14,199  | 15,190  | 18,118  | *      | *    | Up      | *                 |
| — Lead-based paint hazard                                                                           | 15,715  | 18,112  | 21,854  | 20,380  | 17,238  | *      | *    | Up      | *                 |
| — Self-closing doors                                                                                | 30,680  | 49,897  | 73,325  | 72,714  | 68,660  | *      | *    | Up      | *                 |
| — Other Class C                                                                                     | 129,775 | 133,265 | 169,299 | 170,736 | 162,353 | *      | *    | Up      | *                 |
| Class C violations certified as corrected (%)                                                       | 37%     | 41%     | 42%     | 43%     | 41%     | *      | *    | Up      | Down              |
| Class C violations for which HPD initiated the emergency repair process (%)                         | 58%     | 60%     | 61%     | 62%     | 63%     | *      | *    | Neutral | Up                |
| Class C emergency repair violations corrected by owner (%)                                          | 53%     | 50%     | 49%     | 49%     | 52%     | 55%    | 55%  | Neutral | Up                |
| Class C emergency repair violations corrected by HPD (%)                                            | 9%      | 7%      | 7%      | 7%      | 8%      | *      | *    | Neutral | Down              |
| ★ Class C violations closed (%)                                                                     | 56%     | 56%     | 57%     | 60%     | 60%     | ↑      | ↑    | Neutral | Up                |
| Violations closed                                                                                   | 554,558 | 596,736 | 782,576 | 847,206 | 800,112 | *      | *    | Up      | Up                |
| Inspection visits per team per day                                                                  | 9.4     | 10.5    | 11.8    | 11.4    | 11.9    | *      | *    | Up      | Up                |
| Ratio of completed inspections to attempted inspections (%)                                         | 81%     | 82%     | 83%     | 84%     | 83%     | *      | *    | 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 enforces the Housing Maintenance Code through inspections, litigation, emergency repairs, and targeted enforcement programs designed to improve building conditions and hold owners accountable. HPD expanded its enforcement activity across several key programs in Fiscal 2026. The number of distinct units affected by HPD's emergency repair work increased by 13 percent to 200,631, driven primarily by an increase in self-closing door repairs in public areas. The number of units discharged from the Alternative Enforcement Program (AEP) increased by 11 percent, from 4,592 to 5,078 units, due to an increase in the number of units associated with the 250 buildings selected annually for this enhanced enforcement program. Units discharged from Underlying Conditions (UC) more than quadrupled from 234 to 1,216 units, reflecting the successful resolution of more housing court cases requiring compliance with UC orders. Meanwhile, the number of 7A units discharged increased 68 percent, from 31 to 52 units, due to larger buildings exiting the program. HPD also increased its proactive building visits for Fire Vacate Monitoring by 27 percent to 5,162 visits, in response to a 37 percent increase in vacate orders issued by the Fire Department after buildings experienced fire damage.

Overall, Fiscal 2026 reflects HPD’s continued commitment to strengthening housing code enforcement through a combination of litigation, proactive inspections, emergency repair work, and targeted enforcement programs. Increased compliance across AEP, UC, and 7A initiatives, together with expanded emergency repair and monitoring activities, demonstrate HPD’s ongoing efforts to improve housing conditions and ensure safer homes for New Yorkers.

| Performance Indicators                                                                                                                      | Actual |        |         |         |         | Target |      | Trend   |                   |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------|---------|---------|--------|------|---------|-------------------|
|                                                                                                                                             | FY22   | FY23   | FY24    | FY25    | FY26    | FY26   | FY27 | 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 | 5,541  | 6,007  | 5,335   | 3,805   | 3,546   | *      | *    | Down    | *                 |
| ★ Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct                           | 31,787 | 35,480 | 36,181  | 21,934  | 21,573  | *      | *    | Down    | *                 |
| Distinct units affected by emergency repair work completed pursuant to HPD emergency repair generating violations                           | 53,687 | 71,075 | 164,271 | 177,416 | 200,631 | *      | *    | Up      | *                 |
| Units in buildings discharged from the Alternative Enforcement Program due to owner compliance                                              | 4,133  | 2,810  | 3,374   | 4,592   | 5,078   | *      | *    | Up      | *                 |
| Units in buildings discharged from the Underlying Conditions program due to owner compliance                                                | 223    | 173    | 27      | 234     | 1,216   | *      | *    | Up      | *                 |
| Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order                                                  | 36     | 18     | 6       | 31      | 52      | *      | *    | Up      | *                 |
| Proactive Building Visits — Heat Sensor Program                                                                                             | 906    | 1,738  | 1,648   | 1,768   | 1,937   | *      | *    | Up      | *                 |
| Proactive Building Visits — Fire Vacate Monitoring                                                                                          | 3,934  | 3,667  | 3,814   | 4,075   | 5,162   | *      | *    | Up      | *                 |
| Proactive Building Visits — Anti-Harassment Unit                                                                                            | 1,053  | 973    | 872     | 1,079   | 1,168   | *      | *    | Up      | *                 |
| Proactive Building Visits — Self-closing Door Survey                                                                                        | NA     | NA     | 354     | 338     | 339     | *      | *    | NA      | *                 |
| Proactive Building Visits — Division of Neighborhood Preservation                                                                           | 3,791  | 3,322  | 3,734   | 3,809   | 3,897   | *      | *    | Neutral | *                 |
| ★ 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 2026, the City financed the creation and preservation of 26,913 affordable units, exceeding its target by 35 percent, or more than 6,000 units. New construction production accounted for approximately 49 percent of this total, with 13,121 units, the fourth highest number of new construction units for a fiscal year in the City’s history. Preservation made up approximately 51 percent of production, with 13,792 units.

In Fiscal 2026, the Agency financed 25,370 rental units (94 percent of total affordable housing starts), the third-highest number of rental units in Agency history and in line with last year’s production. These production levels reflect HPD’s commitment to investing in the creation and preservation of as many affordable housing units as possible. The share of homeownership units financed decreased by two percentage points in Fiscal 2026, from 8 percent to 6 percent of total affordable housing starts, largely because HPD had preserved a particularly large number of existing Housing Development Fund Corporation (HDFC) and Mitchell-Lama co-op units in Fiscal 2025. However, HPD financed more Open Door units (new construction homeownership) than ever last year, and HPD has committed to further increasing new construction homeownership production for Fiscal 2027 and Fiscal 2028 as part of *Block by Block*, released in June 2026.

In Fiscal 2026, the City also completed 26,971 affordable housing units, exceeding its completions target of 18,500 by nearly 46 percent, the second-highest total in the Agency’s history. The share of homeownership units completed dropped by 12 percentage points to 1 percent, reflecting the mix of projects that completed in Fiscal 2026. HPD continues to work closely with development partners to keep projects on track and ensure timely completions.

| Performance Indicators                                                                             | Actual |        |        |        |        | Target |        | Trend   |                   |
|----------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|---------|-------------------|
|                                                                                                    | FY22   | FY23   | FY24   | FY25   | FY26   | FY26   | FY27   | 5-Year  | Desired Direction |
| ★ Total affordable housing starts (units)                                                          | 17,461 | 25,453 | 26,457 | 28,852 | 26,913 | 20,000 | 28,000 | Up      | *                 |
| — New construction starts (%)                                                                      | 63%    | 53%    | 60%    | 48%    | 49%    | *      | *      | Down    | *                 |
| — Preservation starts (%)                                                                          | 37%    | 48%    | 40%    | 53%    | 51%    | *      | *      | Up      | *                 |
| — Rental starts (%)                                                                                | 94%    | 96%    | 92%    | 92%    | 94%    | *      | *      | Neutral | *                 |
| — Homeownership starts (%)                                                                         | 6%     | 4%     | 8%     | 8%     | 6%     | *      | *      | Up      | *                 |
| ★ Total affordable housing completions (units)                                                     | 23,744 | 25,685 | 25,450 | 22,418 | 26,971 | 18,500 | 23,500 | Neutral | *                 |
| — New construction completions (%)                                                                 | 42%    | 37%    | 51%    | 56%    | 69%    | *      | *      | Up      | *                 |
| — Preservation completions (%)                                                                     | 58%    | 63%    | 49%    | 44%    | 31%    | *      | *      | Down    | *                 |
| — Rental completions (%)                                                                           | 66%    | 67%    | 82%    | 87%    | 99%    | *      | *      | Up      | *                 |
| — Homeownership completions (%)                                                                    | 34%    | 33%    | 18%    | 13%    | 1%     | *      | *      | Down    | *                 |
| ★ 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. In Fiscal 2026, HPD constructed 8 percent of its new housing units in limited affordability areas (LAAs, neighborhoods with the fewest low-cost housing options), an eight percentage-point decrease from the prior year. As part of *Block by Block*, HPD will ensure that HPD is prioritizing building new housing in neighborhoods that lack low-cost options, including LAAs. In its preservation portfolio, HPD increased the number of units in LAAs; in Fiscal 2026, 16 percent of HPD’s preservation units were in LAAs, an 11 percentage-point increase compared to last year. Together, these efforts demonstrate HPD’s dedication to building and preserving housing in areas where affordable housing is particularly scarce.

In Fiscal 2026, HPD supported the creation of over 14,300 unrestricted housing units, a nine percent increase from the prior year. Unrestricted housing units are market rate units in mixed-income developments in which HPD provided support for the affordable portion. These non-income-restricted units play a key role in expanding the City’s housing supply.

HPD also provided stabilization assistance, including direct subsidies, tax benefits, or other financial assistance, to buildings with more than 17,300 existing housing units, a 72 percent increase driven in part by increased participation in the J-51 program. (J-51 is an as-of-right tax exemption and abatement for residential rehabilitation; J-51 had lapsed by State law and then returned to accepting applications.) This investment demonstrates HPD’s commitment to preserving and improving the City’s housing stock for current and future residents.

| Performance Indicators                                                                             | Actual |        |        |        |        | Target |      | Trend  |                   |
|----------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|------|--------|-------------------|
|                                                                                                    | FY22   | FY23   | FY24   | FY25   | FY26   | FY26   | FY27 | 5-Year | Desired Direction |
| ★ New construction in limited affordability areas (%)                                              | 8%     | 6%     | 11%    | 16%    | 8%     | *      | *    | Up     | *                 |
| ★ Preservation in limited affordability areas (%)                                                  | 4%     | 9%     | 2%     | 5%     | 16%    | *      | *    | Up     | *                 |
| Additional housing starts (unrestricted units)                                                     | NA     | 13,364 | 13,928 | 13,136 | 14,304 | *      | *    | NA     | *                 |
| Stabilization housing assistance starts (units)                                                    | NA     | 16,244 | 12,789 | 10,125 | 17,366 | *      | *    | NA     | *                 |
| ★ 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 aims to address the lack of affordable housing options for low-income individuals and families. In Fiscal 2026, HPD designated 85 percent of all housing starts for extremely low-income, very low-income, and low-income households earning less than 80 percent of the Area Median Income (AMI), or up to \$108,560 for a family of two. In Fiscal 2026, 29 percent of all housing starts were designated for extremely low-income households, defined as those earning up to \$40,710 for a family of two (a 10 percentage-point increase from the previous year) and 27 percent of all housing starts were for very low-income households, defined as those earning between \$40,711 and \$67,850 for a family of two (a nine percentage-point increase from the previous year). Senior unit completions grew 49 percent to 1,884, reflecting higher Fiscal 2023 and 2024 senior units started. 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   |                   |
|---------------------------------------------------------------------------------------------------------------|--------|-------|-------|-------|-------|--------|------|---------|-------------------|
|                                                                                                               | FY22   | FY23  | FY24  | FY25  | FY26  | FY26   | FY27 | 5-Year  | Desired Direction |
| ★ Extremely low income (0-30% Area Median Income) starts (%)                                                  | 22%    | 22%   | 20%   | 19%   | 29%   | *      | *    | Up      | *                 |
| ★ Very low income (31-50% Area Median Income) starts (%)                                                      | 19%    | 22%   | 22%   | 18%   | 27%   | *      | *    | Up      | *                 |
| Low income (51-80% Area Median Income) starts (%)                                                             | 30%    | 30%   | 25%   | 32%   | 29%   | *      | *    | Neutral | *                 |
| Extremely low income (0-30% Area Median Income) completions (%)                                               | 17%    | 14%   | 17%   | 17%   | 21%   | *      | *    | Up      | *                 |
| Very low income (31-50% Area Median Income) completions (%)                                                   | 36%    | 33%   | 28%   | 24%   | 16%   | *      | *    | Down    | *                 |
| Low income (51-80% Area Median Income) completions (%)                                                        | 26%    | 32%   | 29%   | 28%   | 28%   | *      | *    | Neutral | *                 |
| Units started that serve senior households                                                                    | 1,051  | 1,842 | 2,875 | 1,904 | 1,951 | *      | *    | Up      | *                 |
| Units completed that serve senior households                                                                  | 1,291  | 1,660 | 2,944 | 1,262 | 1,884 | *      | *    | 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.

The Division of Asset Management is responsible for ensuring the longevity and affordability of units the Agency has created and preserved. In Fiscal 2026, the number of rental projects in HPD’s asset management portfolio remained the same at approximately 2,400 projects. The number of co-op projects in the Agency’s portfolio also remained steady when compared to last year. Further housing production is expected to lead to resumed growth of the asset management portfolio over the next few years.

The division tracks information on the physical and financial condition of properties, monitors compliance with regulatory requirements, and proactively identifies at-risk buildings and portfolios to stabilize struggling assets. In Fiscal 2026, 16 percent of rental projects and 34 percent of co-op projects in the Asset Management portfolio were considered high risk of physical deterioration, financial distress, or noncompliance with federal requirements (approximately the same as in Fiscal 2025). However, the composition of the high-, medium-, and low-risk categories changed throughout the year as individual projects’ conditions improved or deteriorated. Tracking these changes over time allows staff to distinguish projects experiencing temporary or isolated issues from those that remain at elevated risk and may require sustained intervention.

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   |                   |
|---------------------------------------------------------------------------------------------------------------|--------|-------|-------|-------|-------|--------|------|---------|-------------------|
|                                                                                                               | FY22   | FY23  | FY24  | FY25  | FY26  | FY26   | FY27 | 5-Year  | Desired Direction |
| Asset management — Rental projects in portfolio                                                               | 1,758  | 1,868 | 2,090 | 2,454 | 2,455 | *      | *    | Up      | *                 |
| ★ Asset management — High risk rental projects in portfolio (%)                                               | 9%     | 12%   | 14%   | 16%   | 16%   | ⬇️     | ⬇️   | Up      | Down              |
| Asset management — Co-op projects in portfolio                                                                | 1,022  | 1,034 | 1,036 | 1,038 | 1,041 | *      | *    | Neutral | *                 |
| Asset management — High risk co-op projects in portfolio (%)                                                  | 27%    | 28%   | 28%   | 32%   | 34%   | *      | *    | Up      | Down              |
| ★ Critical Indicator      🌟 Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None |        |       |       |       |       |        |      |         |                   |

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## 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 connect New Yorkers to housing as efficiently as possible. In line with the commitments in *Block by Block* and Streamlining Procedures to Expedite Equitable Development (SPEED), HPD is streamlining access to affordable housing and reducing administrative burden for housing-seekers. HPD is working to increase the speed and ease with which housing applicants become connected to affordable homes through a fair, equal-opportunity lottery process.

For affordable housing units distributed through the housing lottery, marketing agents review and determine applicant eligibility, and HPD or the New York City Housing Development Corporation (HDC) signs off on an approval for move in. In Fiscal 2026, HPD and HDC approved 10,633 applicants (households) for newly constructed units through the affordable housing lotteries available on Housing Connect, the City's online portal for affordable rental and homeownership opportunities. This eight percent increase from Fiscal 2025 occurred because a large number of units that HPD/HDC financed in previous years became officially ready for occupancy in 2026.

In Fiscal 2026, the median time from unit availability to HPD/HDC approval of an applicant decreased by six days to 136 days. However, the share of applicants approved within three months decreased by seven percentage points, and the share of applicants approved within six months decreased by one percentage point. The steadily decreasing median applicant approval time may be related to HPD's recent tech improvements and process updates, such as audit-style eligibility review and a shorter appeal period. The decreasing share of applicant approvals in the two fastest categories (three and six months) may be associated with the fact that a record number of units were being leased up in Fiscal 2026.

In Fiscal 2026, the median time for HPD/HDC to complete applicant approvals for a lottery project increased by 12 percent to 236 days. The share of lottery projects for which HPD and HDC completed applicant approvals within three months decreased by nine percentage points, the share completed within six months decreased by 15 percentage points, and the share taking more than two years increased from 9 percent in Fiscal 2024 to 16 percent in Fiscal 2025. The longer timeframes for HPD/HDC approvals may be due to an increase in the average number of units per project and/or the fact that a record number of units were being leased up in Fiscal 2026.

HPD is committed to streamlining and expediting access to affordable housing. Further tech and process changes designed to support ongoing efficiency gains for lease-up staff are described in the *Block by Block* and SPEED reports. HPD anticipates that implementing these initiatives will reduce lease-up timelines for affordable housing in future fiscal years.

The City finances the creation of homeless set-aside units each year. In addition, developers may "volunteer" other affordable units, not originally set aside for homeless individuals and families, into HPD's homeless placement process. 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 2026, HPD moved 3,833 homeless households into newly constructed units, up two percent from Fiscal 2025. This temporary shift occurred because more units were voluntarily made available for homeless placements. In Fiscal 2026, HPD moved 748 homeless households into re-rental units, down 18 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 2026, HPD's median time to lease-up a new construction voluntary homeless placement unit was 20 percent slower (32 days) than in Fiscal 2025. This overall slower lease-up time reflects the increase in volume of projects and units that were voluntarily made available for homeless placements.

In Fiscal 2026, the median time to lease up new construction homeless set-aside units decreased by 19 percent, to 190 days. Leasing homeless set-aside units requires coordination across multiple City agencies and involves several eligibility, documentation, and approval steps. To further reduce placement times, the City is implementing more automated technology systems, strengthening inter-agency coordination, and making process and policy changes to reduce administrative burden.

As the City continues to implement its goals of increasing efficient access to services and shaping government processes to prioritize the resident experience, HPD gathers feedback from applicants, housing-seekers, and development and marketing agent partners to complement its ongoing data analysis. These findings will continue to inform policy and process changes to expedite and streamline the process to connect New Yorkers to City-financed affordable housing.

| Performance Indicators                                                                            | Actual |       |       |       |        | Target |      | Trend   |                   |
|---------------------------------------------------------------------------------------------------|--------|-------|-------|-------|--------|--------|------|---------|-------------------|
|                                                                                                   | FY22   | FY23  | FY24  | FY25  | FY26   | FY26   | FY27 | 5-Year  | Desired Direction |
| ★ Applicants approved for a new construction unit through the lottery                             | 6,585  | 8,903 | 9,305 | 9,869 | 10,633 | *      | *    | Up      | *                 |
| ★ 🏠 Homeless households moved into a newly constructed unit                                       | 1,574  | 1,989 | 3,371 | 3,743 | 3,833  | *      | *    | Up      | *                 |
| Homeless households moved into a re-rental unit                                                   | 601    | 548   | 642   | 908   | 748    | *      | *    | Up      | *                 |
| Lottery projects — Completed applicant approvals within three months (%)                          | 23%    | 15%   | 18%   | 16%   | 7%     | *      | *    | Down    | *                 |
| Lottery projects — Completed applicant approvals within six months (%)                            | 42%    | 32%   | 37%   | 41%   | 26%    | *      | *    | Down    | *                 |
| Lottery projects — Completed applicant approvals after two years (%)                              | 26%    | 13%   | 9%    | 16%   | NA     | *      | *    | NA      | *                 |
| Lottery projects — Median time to complete applicant approvals (days)                             | 171    | 262   | 202   | 210   | 236    | *      | *    | Up      | *                 |
| Lottery units — Applicants approved within three months (%)                                       | 32%    | 21%   | 24%   | 32%   | 25%    | *      | *    | Neutral | *                 |
| Lottery units — Applicants approved within six months (%)                                         | 51%    | 41%   | 45%   | 57%   | 56%    | *      | *    | Up      | *                 |
| Lottery units — Applicants approved after two years (%)                                           | 5%     | 5%    | 5%    | 6%    | NA     | *      | *    | NA      | *                 |
| ★ Lottery units — Median time to approve an applicant (days)                                      | 163    | 192   | 191   | 142   | 136    | *      | *    | Down    | *                 |
| ★ Median time to lease-up a homeless placement set-aside new construction unit (days)             | 203    | 243   | 196   | 235   | 190    | *      | *    | Neutral | *                 |
| Median time to lease-up a homeless placement voluntary new construction unit (days)               | 214    | 142   | 156   | 162   | 194    | *      | *    | Neutral | *                 |
| ★ 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, or PBVs) provides housing stability and mobility for low-income households. Section 8 funds provide subsidies for low-income households, allowing them to pay 30 percent of their income toward rent to live in housing that meets federal Housing Quality Standards. HPD maintained an overall Section 8 voucher utilization rate of 86 percent at the end of Fiscal 2026, consistent with Fiscal 2025 but below the target of 98 percent. The number of vouchers HPD issued decreased by 66 percent in Fiscal 2026 compared to Fiscal 2025, to 1,792. The federal Department of Housing and Urban Development (HUD) recaptured federal subsidy reserves in both Calendar 2024 and 2025, leaving HPD with vouchers but no funding, which significantly reduced the voucher utilization rate starting in Fiscal 2024 and has prevented the Agency from issuing new vouchers recently. In Fiscal 2025, a combination of existing PBV commitments, as well as a small number of already-issued vouchers, allowed HPD to maintain utilization despite pausing new voucher issuance.

In Fiscal 2026, HPD reduced the median time from completed Section 8 voucher application to voucher issuance by 24 days, to 53 days (compared to 77 last year). Similarly, HPD reduced the median time from voucher issuance to lease-up to 71 days, down from 142 days the prior year. This change was partly due to a shift in the types of vouchers issued: in Fiscal 2025, HPD was still able to issue Tenant-Based Vouchers for the first part of the year, while in Fiscal 2026, HPD issued PBVs exclusively. PBVs typically have faster processing and leasing times because eligible households are matched directly with available units and do not need to identify housing on their own. By contrast, Tenant-Based Voucher holders must search for and secure a rental unit on the private market, which adds time and complexity.

| Performance Indicators                                                                                     | Actual |        |        |        |        | Target |      | Trend   |                   |
|------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|------|---------|-------------------|
|                                                                                                            | FY22   | FY23   | FY24   | FY25   | FY26   | FY26   | FY27 | 5-Year  | Desired Direction |
| ★ Section 8 — Housing choice voucher utilization rate                                                      | 99%    | 98%    | 89%    | 86%    | 86%    | 98%    | 98%  | Down    | Up                |
| Section 8 — Housing choice vouchers issued                                                                 | 1,367  | 1,311  | 2,289  | 5,341  | 1,792  | *      | *    | Up      | Up                |
| Section 8 — Housing choice voucher households assisted                                                     | 37,502 | 37,444 | 37,394 | 37,444 | 36,188 | *      | *    | Neutral | Up                |
| ★ Section 8 — Median time from completed application to voucher issuance (days)                            | 26     | 57     | 44     | 77     | 53     | *      | *    | Up      | *                 |
| ★ Section 8 — Median time from voucher issuance to lease up (days)                                         | 101    | 99     | 81     | 142    | 71     | *      | *    | Neutral | *                 |
| Section 8 — Subsidized units in abatement (%)                                                              | 6%     | 6%     | 6%     | 7%     | 7%     | *      | *    | Up      | Down              |
| Households assisted through other programs                                                                 | 4,914  | 6,878  | 7,838  | 8,059  | 7,811  | *      | *    | 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 formerly unhoused New Yorkers who need ongoing services and support to remain stably housed. In Fiscal 2026, HPD created or preserved 4,742 units for formerly homeless individuals and families, including 2,546 supportive housing units. This represents HPD's highest number of units on record for formerly homeless New Yorkers and for supportive units, reflecting a 12 percent increase and a 31 percent increase, respectively, compared to Fiscal 2025. In the same year, HPD completed 3,311 units for homeless households, including 1,419 supportive units, a 14 percent and 69 percent increase, respectively, from the previous fiscal year. HPD has strategically prioritized the creation of homes for unhoused New Yorkers.

| Performance Indicators                                                                                     | Actual |       |       |       |       | Target |      | Trend  |                   |
|------------------------------------------------------------------------------------------------------------|--------|-------|-------|-------|-------|--------|------|--------|-------------------|
|                                                                                                            | FY22   | FY23  | FY24  | FY25  | FY26  | FY26   | FY27 | 5-Year | Desired Direction |
| ★ Units started for homeless individuals and families                                                      | 2,305  | 3,581 | 4,154 | 4,244 | 4,742 | *      | *    | Up     | *                 |
| Supportive units started                                                                                   | 1,216  | 2,004 | 2,147 | 1,941 | 2,546 | *      | *    | Up     | *                 |
| Units completed for homeless individuals and families                                                      | 2,058  | 2,864 | 2,426 | 2,893 | 3,311 | *      | *    | Up     | *                 |
| Supportive units completed                                                                                 | 907    | 1,346 | 960   | 840   | 1,419 | *      | *    | 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.

The Division of Emergency Housing Services (EHS) provides emergency relocation services and rehousing assistance to households who have been displaced from their homes because of fires or vacate orders. In Fiscal 2026, the emergency shelter census, which measures the number of individuals and households who stayed at least one night in emergency shelters, increased across all household types compared to Fiscal 2025. The census increased by four percent for single adults, 23 percent for adult families, and 13 percent for families with children. The unpredictable nature of fires and vacate orders drive these fluctuations, which can vary significantly from year to year. The total census for Fiscal 2026 was 769 for single adults, 440 for adult families, and 684 for families with children. The average length of stay in shelters decreased across all household types, falling by 14 percent for single adults to 486 days, 18 percent for adult families to 357 days, and 16 percent for families with children to 268 days. The shorter average lengths of stay are in part the result of the recent increase in people entering EHS shelters in Fiscal 2026 as a result of recent emergency events. Recent arrivals have shorter shelter stays so far, which reduces the overall average.

| Performance Indicators                                                                                        | Actual |      |      |      |      | Target |      | Trend   |                   |
|---------------------------------------------------------------------------------------------------------------|--------|------|------|------|------|--------|------|---------|-------------------|
|                                                                                                               | FY22   | FY23 | FY24 | FY25 | FY26 | FY26   | FY27 | 5-Year  | Desired Direction |
| Census for single adults                                                                                      | 697    | 754  | 664  | 739  | 769  | *      | *    | Neutral | *                 |
| Census for adult families                                                                                     | 268    | 298  | 314  | 357  | 440  | *      | *    | Up      | *                 |
| Census for families with children                                                                             | 389    | 456  | 486  | 607  | 684  | *      | *    | Up      | *                 |
| Average length of stay — Single adults (days)                                                                 | 673    | 617  | 573  | 564  | 486  | *      | *    | Down    | *                 |
| Average length of stay — Adult families (days)                                                                | 421    | 462  | 447  | 436  | 357  | *      | *    | Down    | *                 |
| Average length of stay — Families with children (days)                                                        | 350    | 340  | 283  | 318  | 268  | *      | *    | Down    | *                 |
| ★ 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 expanding opportunities for Minority- and Women-Owned Business Enterprises (M/WBEs) in the development of affordable housing through its M/WBE Build Up program. Under the program, developers receiving HPD or HDC financing of \$2 million or more are required to allocate at least 25 percent of applicable project costs to M/WBE firms, helping ensure that the economic benefits of affordable housing development are shared more equitably. In Fiscal 2026, 75 percent of financed affordable housing projects were subject to the M/WBE Build Up program, a nine percentage-point decrease from Fiscal 2025. However, these projects are expected to award more than \$359 million to M/WBE contractors, a nine percent increase from Fiscal 2025, which is driven by total development costs associated with housing production. All completed affordable housing projects continued to meet or exceed their M/WBE Build Up goals. However, the total dollar amount awarded to M/WBE contractors for completed projects declined by 50 percent to approximately \$123 million. This decrease reflects fewer M/WBE Build Up project closeouts in Fiscal 2026 relative to Fiscal 2025. Fiscal 2024 and 2025 were outliers, with an unusually high number of Build Up project closeouts, driven in part by COVID-related delays that extended project timelines and resulted in a concentration of project closeouts in Fiscal 2024 and 2025. Since the inception of the program, 276 projects with approximately 100,000 units have been subject to the M/WBE buildup program with M/WBE utilization totaling almost \$3 billion.

| Performance Indicators                                                                                                                     | Actual        |               |               |               |               | Target |      | Trend   |                   |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|--------|------|---------|-------------------|
|                                                                                                                                            | FY22          | FY23          | FY24          | FY25          | FY26          | FY26   | FY27 | 5-Year  | Desired Direction |
| Financed affordable housing projects with an M/WBE Build Up goal (%)                                                                       | 75%           | 75%           | 86%           | 84%           | 75%           | *      | *    | Neutral | *                 |
| Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program (\$) | \$142,872,610 | \$240,458,397 | \$328,206,342 | \$328,412,938 | \$359,144,559 | *      | *    | Up      | *                 |
| ★ Completed affordable housing projects that met or exceeded their M/WBE Build Up goal (%)                                                 | 100%          | 86%           | 100%          | 100%          | 100%          | *      | *    | Neutral | *                 |
| Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program (\$)               | \$146,090,650 | \$130,734,287 | \$454,898,226 | \$249,061,610 | \$123,480,530 | *      | *    | 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 2026, the City invested \$2.5 billion in subsidies through HPD affordable housing programs, a 21 percent increase from Fiscal 2025. This significant increase helped drive a 75 percent increase in temporary construction jobs, from 23,297 in Fiscal 2025 to 40,847 in Fiscal 2026. The number of permanent jobs in residential employment (which includes jobs in operations of new residential, commercial, or community spaces) associated with housing production in Fiscal 2026 decreased minimally, down nine percent, from 700 to 638.

| Performance Indicators                                                                                | Actual        |                 |                 |                 |                 | Target |      | Trend  |                   |
|-------------------------------------------------------------------------------------------------------|---------------|-----------------|-----------------|-----------------|-----------------|--------|------|--------|-------------------|
|                                                                                                       | FY22          | FY23            | FY24            | FY25            | FY26            | FY26   | FY27 | 5-Year | Desired Direction |
| Total direct city subsidy investment                                                                  | \$927,093,643 | \$1,600,051,239 | \$1,989,072,193 | \$2,099,566,065 | \$2,539,342,229 | *      | *    | Up     | *                 |
| Employment impacts — Temporary jobs associated with housing production                                | 25,420        | 33,194          | 37,834          | 23,297          | 40,847          | *      | *    | Up     | *                 |
| Employment impacts — Permanent jobs associated with housing production                                | 519           | 629             | 713             | 700             | 638             | *      | *    | Up     | *                 |
| ★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None |               |                 |                 |                 |                 |        |      |        |                   |

## AGENCY-WIDE MANAGEMENT

| Performance Indicators                                                                                | Actual |      |      |          |      | Target |      | Trend  |                   |
|-------------------------------------------------------------------------------------------------------|--------|------|------|----------|------|--------|------|--------|-------------------|
|                                                                                                       | FY22   | FY23 | FY24 | FY25     | FY26 | FY26   | FY27 | 5-Year | Desired Direction |
| Customer Experience                                                                                   |        |      |      |          |      |        |      |        |                   |
| Human services contracts                                                                              | NA     | NA   | NA   | 8        | NA   | *      | *    | NA     | *                 |
| Human services contract registration within 30 days of the contract start date (%)                    | NA     | NA   | NA   | 25%      | NA   | *      | *    | NA     | Up                |
| Total dollars disbursed for human services contracts (\$000,000)                                      | NA     | NA   | NA   | \$215.35 | NA   | *      | *    | NA     | *                 |
| ★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None |        |      |      |          |      |        |      |        |                   |

## AGENCY CUSTOMER SERVICE

| Performance Indicators                                                                                      | Actual |      |      |      |      | Target |      | Trend   |                   |
|-------------------------------------------------------------------------------------------------------------|--------|------|------|------|------|--------|------|---------|-------------------|
|                                                                                                             | FY22   | FY23 | FY24 | FY25 | FY26 | FY26   | FY27 | 5-Year  | Desired Direction |
| E-mails responded to within 14 days (%)                                                                     | 40%    | 28%  | 23%  | 25%  | 42%  | 58%    | 58%  | Neutral | Up                |
| Letters responded to within 14 days (%)                                                                     | 42%    | 9%   | 29%  | 30%  | 28%  | 52%    | 52%  | Neutral | Up                |
| Average customer in-person wait time (minutes)                                                              | 13     | 13   | 21   | 24   | 21   | 29     | 29   | Up      | Down              |
| Visitors to the Division of Tenant and Owner Resources (DTOR) rating customer service as good or better (%) | NA     | NA   | 100% | 96%  | 80%  | 95%    | 95%  | NA      | Up                |
| Completed requests for interpretation                                                                       | NA     | 127  | 182  | 195  | 319  | *      | *    | NA      | *                 |
| CORE facility rating                                                                                        | NA     | 94   | 97   | 98   | 97   | 85     | 85   | NA      | Up                |
| ★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None       |        |      |      |      |      |        |      |         |                   |

| Performance Indicators                                                                                | Actual |      |      |      |      | Target |      | Trend   |                   |
|-------------------------------------------------------------------------------------------------------|--------|------|------|------|------|--------|------|---------|-------------------|
|                                                                                                       | FY22   | FY23 | FY24 | FY25 | FY26 | FY26   | FY27 | 5-Year  | Desired Direction |
| Percent meeting time to close - Heating (5 days)                                                      | 91%    | 94%  | 99%  | 99%  | 97%  | 90%    | 90%  | Neutral | *                 |
| Percent meeting time to close - Pests (30 days)                                                       | 59%    | 59%  | 61%  | 66%  | 58%  | 60%    | 60%  | Neutral | *                 |
| Percent meeting time to close - Paint/Plaster - Ceiling (17 days)                                     | 78%    | 77%  | 78%  | 80%  | 77%  | 70%    | 70%  | Neutral | *                 |
| Percent meeting time to close - Paint/Plaster - Walls (17 days)                                       | 62%    | 64%  | 67%  | 70%  | 64%  | 69%    | 69%  | Neutral | *                 |
| Percent meeting time to close - Plumbing - Water-Leaks (17 days)                                      | 62%    | 60%  | 62%  | 66%  | 60%  | 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 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------|-----------|-----------|-----------|-------------------|-----------|-----------|
|                                                                                                                                                                                                                                                                                                                                                                                                                        | FY22                | FY23      | FY24      | FY25      | FY26      | FY26              | FY27      |           |
| Expenditures (\$000,000) <sup>3</sup>                                                                                                                                                                                                                                                                                                                                                                                  | \$1,194.4           | \$1,324.1 | \$1,871.8 | \$1,978.5 | \$2,041.8 | \$2,023.1         | \$1,843.8 | Up        |
| Revenues (\$000,000)                                                                                                                                                                                                                                                                                                                                                                                                   | \$94.7              | \$92.3    | \$110.1   | \$123.8   | \$160.5   | \$96.9            | \$39.4    | Up        |
| Personnel                                                                                                                                                                                                                                                                                                                                                                                                              | 2,251               | 2,410     | 2,433     | 2,424     | 2,498     | 2,891             | 2,915     | Neutral   |
| Overtime paid (\$000,000)                                                                                                                                                                                                                                                                                                                                                                                              | \$3.4               | \$3.8     | \$3.7     | \$4.1     | \$4.3     | \$4.3             | \$4.3     | Up        |
| Capital commitments (\$000,000)                                                                                                                                                                                                                                                                                                                                                                                        | \$915.7             | \$1,410.9 | \$2,400.4 | \$2,742.8 | \$3,129.4 | \$5,930.3         | \$4,930.4 | Up        |
| <sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, 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<br>* 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<br>FY25 <sup>1</sup><br>(\$000,000) | Modified Budget<br>FY26 <sup>2</sup><br>(\$000,000) | Applicable MMR Goals <sup>3</sup> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------|-----------------------------------|
| Personal Services - Total                                                                                                                                                                                               | \$216.0                                          | \$240.9                                             |                                   |
| 001 - Office of Administration                                                                                                                                                                                          | \$56.8                                           | \$62.5                                              | All                               |
| 002 - Office of Development                                                                                                                                                                                             | \$34.3                                           | \$40.8                                              | 2a, 3a, 4a, 4b                    |
| 003 - Rental Subsidy Program                                                                                                                                                                                            | \$24.5                                           | \$27.8                                              | 2a, 4a                            |
| 004 - Office of Housing Preservation                                                                                                                                                                                    | \$76.7                                           | \$82.9                                              | 1a, 1b                            |
| 006 - Housing Maintenance and Sales                                                                                                                                                                                     | \$23.7                                           | \$26.9                                              | 2a, 3a, 4b                        |
| Other Than Personal Services - Total                                                                                                                                                                                    | \$1,762.5                                        | \$1,800.9                                           |                                   |
| 008 - Office of Administration                                                                                                                                                                                          | \$14.4                                           | \$18.3                                              | All                               |
| 009 - Office of Development                                                                                                                                                                                             | \$58.1                                           | \$94.4                                              | 1b, 2a, 4a, 4b                    |
| 010 - Housing Management and Sales                                                                                                                                                                                      | \$68.6                                           | \$11.7                                              | 1a, 1b, 2a, 3a, 4b                |
| 011 - Office of Housing Preservation                                                                                                                                                                                    | \$72.6                                           | \$69.2                                              | 1a, 1b, 4b                        |
| 012 - City Assistance to NYC Housing                                                                                                                                                                                    | \$435.1                                          | \$516.6                                             | All                               |
| 013 - Rental Subsidy Program                                                                                                                                                                                            | \$791.1                                          | \$934.5                                             | 2a, 4a                            |
| 014 - Emergency Shelter Operations                                                                                                                                                                                      | \$322.7                                          | \$156.1                                             | 1b                                |
| Agency Total                                                                                                                                                                                                            | \$1,978.5                                        | \$2,041.8                                           |                                   |
| <sup>1</sup> Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. |                                                  |                                                     |                                   |

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Dina Levy was appointed HPD Commissioner on February 1, 2026.
- In Goal 1a, figures for some indicators were changed to reflect finalized data. These were ‘Inspection visits per team per day’ from 12.6 to 9.4 for Fiscal 2022, and ‘Ratio of completed inspections to attempted inspections’ from 82% to 81% for Fiscal 2022 and from 82% to 83% for Fiscal 2024.
- The indicator ‘Violations issued and removed in the same fiscal year’ under Goal 1b was retired as it no longer reflects the way HPD measures enforcement impacts.
- In Goal 2a, figures for some indicators were changed to reflect finalized data. These were: for ‘Total affordable housing starts (units)’ from 17,022 to 17,461 for Fiscal 2022, from 24,689 to 25,453 for Fiscal 2023, from 25,552 to 26,457 for Fiscal 2024, and from 28,281 to 28,852 for Fiscal 2025; for ‘New construction starts (%)’ from 62% to 63% for Fiscal 2022, from 52% to 53% for Fiscal 2023, from 59% to 60% for Fiscal 2024, and from 47% to 48% for Fiscal 2025; for ‘Preservation starts (%)’ from 38% to 37% for Fiscal 2022, and from 41% to 40% for Fiscal 2024, ; for ‘Total affordable housing completions (units)’ from 23,190 to 23,744 for Fiscal 2022, from 24,678 to 25,685 for Fiscal 2023, from 25,558 to 25,450 for Fiscal 2024, and from 20,975 to 22,418 for Fiscal 2025; for ‘Preservation completions’ from 61% to 63% for Fiscal 2023, from 48% to 49% for Fiscal 2024, and from 41% to 44% for Fiscal 2025; for ‘Rental completions’ from 65% to 67% for Fiscal 2023 and from 86% to 87% for Fiscal 2025; and for ‘Homeownership completions’ from 35% to 33% for Fiscal 2023 and from 14% to 13% for Fiscal 2025.
- In Goal 2b, figures for some indicators were changed to reflect finalized data. ‘New construction in limited affordability areas’ was updated from 7% to 8% for Fiscal 2022; ‘Preservation in limited affordability areas’ was updated from 6% to 5% for Fiscal 2025; ‘Additional housing starts (unrestricted units)’ was updated from 13,193 to 13,364 for Fiscal 2023, from 14,516 to 13,928 for Fiscal 2024, and from 13,593 to 13,136 for Fiscal 2025; and ‘Stabilization housing assistance starts (units)’ was updated from 15,060 to 16,244 for Fiscal 2023, from 12,566 to 12,789 for Fiscal 2024, and from 8,650 to 10,125 for Fiscal 2025.
- In Goal 2c, figures for some indicators were changed to reflect finalized data. These were: ‘Extremely low income (0–30% Area Median Income) starts (%)’ from 23% to 22% for Fiscal 2023, from 21% to 20% for Fiscal 2024, and from 20% to 19% for Fiscal 2025; ‘Very low income (31–50% Area Median Income) starts (%)’ from 20% to 19% for Fiscal 2022 and from 24% to 22% for Fiscal 2024; ‘Low income (51–80% Area Median Income) starts (%)’ from 31% to 30% for Fiscal 2023, from 26% to 25% for Fiscal 2024, and ‘Extremely low income (0–30% Area Median Income) completions (%)’ from 15% to 14% for Fiscal 2023, from 19% to 17% for Fiscal 2024, and from 16% to 17% for Fiscal 2025; ‘Very low income (31–50% Area Median Income) completions’ from 25% to 24% for Fiscal 2025; ‘Low income (51–80% Area Median Income) completions (%)’ from 31% to 32% for Fiscal 2023 and from 28% to 29% for Fiscal 2024; and ‘Units completed that serve senior households’ from 1,290 to 1,291 for Fiscal 2022, from 1,631 to 1,660 for Fiscal 2023, from 2,906 to 2,944 for Fiscal 2024, and from 950 to 1,262 for Fiscal 2025.
- In Goal 3a, figures for two indicators were added as data became available. These were: ‘Lottery projects—Completed applicant approvals after two years (%)’ from NA to 16% for Fiscal 2025, and ‘Lottery units—Applicants approved after two years (%)’ from NA to 6% for Fiscal 2025.
- In Goal 3b, figures for two indicators were changed to reflect finalized data for Fiscal 2025. These were ‘Section 8—Housing choice vouchers issued’ from 2,126 to 5,341, and for ‘Section 8—Housing choice voucher households assisted’ from 36,263 to 37,444.
- In Goal 3c, figures for some indicators were changed to reflect finalized data. These were: ‘Units started for homeless individuals and families’ from 4,126 to 4,154 for Fiscal 2024 and from 4,178 to 4,244 for Fiscal 2025; ‘Supportive units started’ from 1,962 to 1,941 for Fiscal 2025; ‘Units completed for homeless individuals and families’ from 2,794 to 2,864 for Fiscal 2023, from 2,377 to 2,426 for Fiscal 2024, and from 2,324 to 2,893 for Fiscal 2025; and ‘Supportive units completed’ from 886 to 960 for Fiscal 2024 and from 738 to 840 for Fiscal 2025.

- In Goal 4b, figures for some indicators were changed to reflect finalized data. These were: ‘Total direct city subsidy investment’ from \$927,004,191 to \$927,093,643 for Fiscal 2022, from \$1,580,501,114 to \$1,600,051,239 for Fiscal 2023, from \$1,988,701,575 to \$1,989,072,193 for Fiscal 2024, and from \$2,067,625,413 to \$2,099,566,065 for Fiscal 2025; ‘Employment impacts—Temporary jobs associated with housing production’ from 23,412 to 23,297 for Fiscal 2025; and for ‘Employment impacts—Permanent jobs associated with housing production’ from 674 to 700 for Fiscal 2025.

## ADDITIONAL RESOURCES

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

- Block by Block: The Housing Plan for a New Era:  
[nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/block-by-block-report.pdf](https://nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/block-by-block-report.pdf)
- Rental Ripoff Report:  
<https://www.nyc.gov/assets/tenantprotection/downloads/pdf/rental-ripoffs-hearing-report-072026.pdf>
- Streamlining Procedures to Expedite Equitable Development (SPEED) Report:  
[https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/speed\\_report\\_051326.pdf](https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/speed_report_051326.pdf)
- Where We Live:  
[wherewelive.cityofnewyork.us/](http://wherewelive.cityofnewyork.us/)
- The Social Indicators and Equity Report, EquityNYC:  
<https://equity.nyc.gov/>
- The Mayor’s Office of Contract Services’ Citywide Indicators Report:  
<https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page>

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