



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Louise Carroll, Commissioner

WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high-quality housing for low and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation, and ensuring sound management of the City's affordable housing stock.

FOCUS ON EQUITY

Using a variety of preservation, development, enforcement, and contracting strategies, 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, 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, with special attention to those with extremely low incomes, special needs, 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 development and preservation initiatives seek to open up new housing opportunities for households at a range of incomes, with an increasing focus on the lowest-income and most vulnerable households.

As part of the continued effort to affirmatively further fair housing, in October 2020, the City of New York published *Where We Live NYC*. This is a comprehensive plan to advance fair housing informed by extensive public engagement with a diverse group of New Yorkers. In October 2020, the City of New York published *Where We Live NYC*, a comprehensive plan to advance fair housing, informed by extensive public engagement with a diverse group of New Yorkers. The *Where We Live NYC* plan is centered on addressing the legacy of discrimination in New York City and across the country, which has perpetuated inequities among New Yorkers based on race, disability, national origin, and other protected characteristics under federal, state, and local laws. HPD will advance the *Where We Live NYC* plan through a variety of strategies. In partnership with DCP, HPD will seek public approval to bring new, deeply affordable housing to high-cost, amenity-rich neighborhoods, including SoHo/NoHo and Gowanus. HPD will implement the *Bedford-Stuyvesant Housing Plan*, which focuses on the challenges facing a neighborhood that is home to one of the largest concentrations of Black residents nationally and has long been a beacon for Black culture. In addition, in partnership with DOHMH, HPD will expand proactive inspections of buildings with high health-risks, which contribute to disparities by race and by neighborhood in the prevalence of asthma and other harmful health conditions. These buildings are disproportionately located in majority Black and Hispanic neighborhoods, such as East Harlem and the South Bronx.

OUR SERVICES AND GOALS

SERVICE 1 Enforce the Housing Maintenance Code.

- Goal 1a Resolve housing maintenance complaints efficiently.
- Goal 1b Improve compliance with the Housing Maintenance Code.

SERVICE 2 Preserve and create quality affordable housing.

- Goal 2a Increase affordable housing opportunities through new construction and preservation.

SERVICE 3 Effectively manage HPD affordable housing assets.

- Goal 3a Improve financial and physical stability of existing affordable housing.

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

- Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.
- Goal 4b Target HPD financed housing to the lowest-income New Yorkers.

HOW WE PERFORMED

- In the first four months of Fiscal 2021, the number of total housing maintenance complaints reported decreased by five percent compared to last year. HPD closed emergency complaints in 14.8 days, more than five days faster than its target and heat and hot water complaints in 2.6 days, 0.3 days faster than last year. Additionally, HPD closed nonemergency complaints in 21.2 days compared to 14.6 days last year during the same period, but remained below the target of 25 days. The Department continues to prioritize heat and hot water and immediate emergency complaints, while prioritizing the safety of both tenants and housing inspectors as the COVID-19 outbreak persists.
- In the first four months of Fiscal 2021, Housing Court continued to address only immediate emergency cases during the COVID-19 outbreak, allowing only a minimal number of new cases to be initiated. HPD's Housing Litigation Division was only able to initiate 143 cases, an 86 percent decrease from Fiscal 2020. In the same Fiscal 2021 timeframe, 268 cases were settled, and 9 judgments related to cases initiated by HPD were entered in Court, both significant decreases from the previous fiscal year.
- Total housing starts for the first four months of Fiscal 2021 were lower than in the same Fiscal 2020 period. HPD is on track to meet its goal of creating or preserving 25,000 units of affordable housing in Fiscal 2021. There are marked differences in housing starts during the first four months of the fiscal year, depending on the timing of closings and the presence or absence of a few large projects that affect the affordability distribution and other attributes. Overall housing completions are behind last year's pace, but HPD is expected to meet its annual completion units target by year-end. In addition to the expected variability, construction site COVID-19 precautions and protocols to protect tenants and site workers impacted the pace of construction. HPD has since received a restoration of Fiscal 2021 capital funds and has resumed closing projects to meet its MMR targets.
- HPD will report on the number of rental and co-op projects in its portfolio. As of October 2020, there were 1,576 rental projects and 1,013 co-op projects in HPD's portfolio. The agency will also report on the percentage of rental and co-op projects exhibiting signs of high-risk physical distress, financial distress, or noncompliance with federal requirements. Staff use these risk metrics to prioritize outreach and intervention efforts in the Asset Management portfolio. As of October 2020, seven percent of rental projects and 27 percent of co-op projects were at high risk.
- HPD issued 37 percent fewer Section 8 vouchers in the first four months of Fiscal 2021 compared to the same Fiscal 2020 period. The agency's voucher utilization rate for the first four months of Fiscal 2021 stands at 97.4 percent, a slight increase over the voucher utilization rate in the same Fiscal 2020 period. HPD's ability to issue vouchers continues to be impacted by the COVID-19 outbreak as the Department's Division of Tenant Resources continues to adjust its client-facing operations to the remote work environment. The Department also saw a decline in the number of voucher applications submitted, which impacted the number of vouchers issued.

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY18	FY19	FY20	FY21	FY22	FY20	FY21
Total complaints reported	530,619	570,476	418,785	*	*	141,339	133,664
★ – Emergency complaints reported	327,359	351,133	261,339	*	*	77,452	73,525
Inspections completed	706,664	737,216	571,622	570,000	675,000	213,732	173,787
Inspection visits per team per day	12.4	12.3	12.5	*	*	12.1	13.5
Ratio of completed inspections to attempted inspections (%)	79%	80%	81%	*	*	79%	80%
Total complaints closed	532,571	568,822	415,228	*	*	137,738	128,083
– Emergency complaints closed	328,180	350,676	260,097	*	*	76,330	69,983
– Heat and hot water	114,641	121,757	104,225	*	*	14,787	11,891
– Lead	27,938	30,362	18,637	*	*	7,461	8,652
– Other emergency	185,601	198,557	137,235	*	*	54,082	49,440
★ Average time to close emergency complaints (days)	11.4	10.4	10.9	20.0	12.0	11.5	14.8
★ Average time to close nonemergency complaints (days)	17.5	17.7	21.4	25.0	20.0	14.6	21.2
★ Emergency complaints closed within 12 days of receipt (%)	71%	72%	72%	↑	↑	65%	67%
Nonemergency complaints closed within 20 days of receipt (%)	77%	78%	69%	*	*	81%	74%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

Goal 1b Improve compliance with the Housing Maintenance Code.

Performance Indicators	Actual			Target		4-Month Actual	
	FY18	FY19	FY20	FY21	FY22	FY20	FY21
Total violations issued	522,199	604,068	474,619	*	*	203,944	160,422
– Emergency violations issued	76,887	86,258	89,614	*	*	34,797	24,628
– Heat and hot water	11,143	11,481	9,838	*	*	1,556	1,307
– Lead	10,990	13,770	9,619	*	*	4,582	2,780
– Other emergency	54,754	61,007	70,157	*	*	28,659	20,541
– Nonemergency violations issued	445,312	517,810	385,005	*	*	169,147	135,794
★ Violations issued and removed in the same fiscal year (%)	43%	41%	44%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	57%	57%	53%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	9%	8%	8%	*	*	NA	NA
Violations closed	510,713	539,777	467,785	*	*	185,942	107,248
Violations certified as corrected by owner	219,318	258,035	216,473	*	*	90,036	59,732
Housing Court cases initiated by HPD	7,093	4,957	3,656	*	*	1,054	143
Housing Court cases initiated by HPD that were disposed	6,938	5,245	2,970	*	*	1,180	366
– Cases settled	5,546	3,901	2,164	*	*	772	268
– Cases resulting in judgments	671	563	349	*	*	188	9
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,680,843	\$9,500,718	\$9,500,718	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	553	491	628	*	*	NA	NA
– Buildings discharged (cumulative)	1,834	2,146	2,259	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	73%	78%	80%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$2,322,680	\$2,353,336	\$2,678,697	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

SERVICE 2 Preserve and create quality affordable housing.

Goal 2a

Increase affordable housing opportunities through new construction and preservation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY18	FY19	FY20	FY21	FY22	FY20	FY21
★ Total housing starts under Housing New York (HNY) (units)	32,285	25,597	30,281	25,000	25,000	5,063	4,468
– New construction starts	9,370	9,419	6,759	10,000	10,000	636	2,564
– Preservation starts	23,109	16,178	23,522	15,000	15,000	4,427	1,904
HNY units started for homeless individuals and families	1,911	2,682	1,417	2,500	2,500	400	934
HNY units started that serve senior households	1,889	2,001	698	2,250	2,250	157	365
HNY units completed for homeless individuals and families	2,264	2,538	1,197	*	*	313	392
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a

Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY18	FY19	FY20	FY21	FY22	FY20	FY21
Asset management - Rental projects in portfolio	1,261	1,317	1,512	*	*	1,340	1,576
Asset management - High risk rental projects in portfolio (%)	8.0%	7.0%	8.0%	*	*	7.0%	7.0%
Asset management - Co-op projects in portfolio	1,028	999	1,012	*	*	1,004	1,013
Asset management - High risk co-op projects in portfolio (%)	29.0%	28.0%	27.0%	*	*	22.0%	27.0%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

Goal 4a

Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY18	FY19	FY20	FY21	FY22	FY20	FY21
★ Section 8 - Voucher utilization rate	96.4%	96.6%	97.2%	98.0%	98.0%	96.7%	97.4%
– Vouchers issued	1,679	3,227	2,951	*	*	1,228	772
– Households assisted	39,526	39,906	40,636	*	*	40,024	40,760
Section 8 subsidized units in abatement (%)	2%	3%	2%	*	*	3%	2%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

Goal 4b

Target HPD financed housing to the lowest-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY18	FY19	FY20	FY21	FY22	FY20	FY21
Housing New York units started – Extremely low income (0-30% AMI)	6,130	5,394	2,360	*	*	555	1,371
Housing New York units started – Very low income (31%-50% AMI)	12,250	8,542	12,841	*	*	297	486
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY20	FY21
E-mails responded to in 14 days (%)	59%	51%	46%	30%	58%	53%	25%
Letters responded to in 14 days (%)	52%	44%	36%	30%	52%	38%	17%
Average customer in-person wait time (minutes)	15	15	17	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	86%	87%	89%	95%	95%	NA	NA
Completed customer requests for interpretation	860	1,071	1,534	*	*	NA	NA
CORE customer experience rating (0-100)	93	NA		85	85	NA	NA
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY20	FY21
Percent meeting time to close - Heating (5 days)	79%	95%	97%	90%	90%	91%	94%
Percent meeting time to close - Pests (30 days)	61%	65%	57%	60%	60%	65%	67%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	76%	72%	70%	70%	75%	77%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	67%	69%	63%	60%	69%	70%	68%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	66%	69%	62%	60%	68%	70%	65%
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2020 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY18	FY19	FY20	FY21	FY21¹	FY22¹	FY20	FY21
Expenditures (\$000,000)²	\$1,000.8	\$1,090.4	\$1,129.8	\$1,055.5	\$1,271.6	\$1,032.9	\$422.5	\$648.0
Revenues (\$000,000)	\$93.9	\$72.7	\$72.7	\$39.0	\$43.9	\$39.1	\$38.6	\$21.1
Personnel	2,295	2,380	2,429	2,559	2,511	2,534	2,409	2,414
Overtime paid (\$000,000)	\$2.9	\$4.0	\$3.5	\$2.0	\$2.0	\$2.0	\$1.0	\$0.4
Capital commitments (\$000,000)	\$1,231.4	\$1,508.5	\$699.8	\$741.5	\$1,431.6	\$1,449.5	\$0.1	\$111.3
¹January 2021 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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 FY20 ¹ (\$000,000)	January 2021 Financial Plan FY21 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$184.9	\$190.1	
001 - Office of Administration	\$45.4	\$46.6	All
002 - Office of Development	\$31.5	\$34.1	2a, 3a, 4a, 4b
003 - Rental Subsidy Program		\$16.4	2a, 4a
004 - Office of Housing Preservation	\$66.5	\$69.2	1a, 1b
006 - Housing Maintenance and Sales	\$41.5	\$23.9	2a, 3a, 4b
Other Than Personal Services - Total	\$944.8	\$1,081.5	
008 - Office of Administration	\$9.6	\$10.3	All
009 - Office of Development	\$585.1	\$75.6	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$11.3	\$15.0	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$72.8	\$89.7	1a, 1b, 4b
012 - City Assistance to NYC Housing	\$265.9	\$402.3	All
013 - Rental Subsidy Program	\$0.0	\$488.6	2a, 4a
Agency Total	\$1,129.8	\$1,271.6	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD is retiring indicators related to the New Housing Marketplace Plan (NHMP) as most of the of NHMP housing starts have completed. Equivalent indicators that measure completions for Housing New York (HNY) already exist or will be replaced as metrics in the PMMR. NHMP indicators that the agency is retiring include:
 - Total housing completions (NHMP and HNY)
 - New construction completions (NHMP and HNY)
 - Preservation completions (NHMP and HNY)
 - Units completed for homeless individuals and families (NHMP and HNY)
 - Total housing completions (NHMP)
 - New construction completions (NHMP)
 - Preservation completions (NHMP)
- The Department replaced the ‘Units completed for homeless individuals and families (NHMP and HNY)’ indicator with one specific to HNY alone, ‘HNY units completed for homeless individuals and families.’ The new indicator measures completed HNY new construction and preservation units that are restricted to homeless individuals and families.
- In Fiscal Year 2021, the HPD Asset Management indicator for “Rental buildings in AM Portfolio” was changed to “Rental projects in AM Portfolio”, and the indicator for “Co-op buildings in AM Portfolio” was changed to “Co-op projects in AM Portfolio.” This change was made to better align with the way that HPD’s Asset Management unit oversees its portfolio. HPD finances buildings in groups, known as “projects”, where buildings in the project are tied together financially by the owner and share financial resources. As such, a physical or financial issue with one building can affect the entire project, so buildings are best managed at a project level.
- In Fiscal Year 2021, the HPD Asset Management indicator for “High/Medium risk rental buildings in AM Portfolio” was changed to “High risk rental projects in AM Portfolio, and the indicator for “High/Medium risk co-op buildings in AM Portfolio” was changed to “High risk co-op projects in AM Portfolio.” The change was made because the revised indicator better highlights the segment of Asset Management’s portfolio with the greatest need for improvement (i.e. high risk rental and co-op projects), and is a more meaningful performance metric for understanding how well the Department is managing its portfolio over time.

ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:
<http://www.nyc.gov/html/housing/pages/home/index.shtml>

For more information on the agency, please visit: www.nyc.gov/hpd.

