

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT



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 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. Through development, preservation, marketing, subsidy programs, and administration of vouchers, HPD seeks to ensure that New Yorkers at all incomes can access stable housing and that they can choose the homes and neighborhoods that best fit their needs. Through neighborhood planning, HPD engages communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community facilities, commercial space, open space, and other assets that neighborhoods need to thrive.

In June 2022, the City released *Housing our Neighbors: A NYC Blueprint for Housing and Homelessness*, which guides HPD's work. *Housing our Neighbors* emphasizes the need to invest in the physical and financial stability of the City's existing housing stock and services that benefit New Yorkers with the greatest needs, including those experiencing homelessness, housing instability, and housing quality issues that affect health and safety. HPD is placing an unprecedented focus on reducing administrative burdens and streamlining access to affordable housing and housing supports for households in need, as well as prioritizing the residential stability of households where they live. *Housing our Neighbors* also moves forward with many commitments that the City made through *Where We Live NYC*, the City's comprehensive plan from 2020 to affirmatively further fair housing. Under *Housing our Neighbors*, HPD is shaping its investments in City-financed affordable housing to support existing homeowners and improve access to homeownership.

HPD is also leading a set of initiatives to advance equity by increasing development opportunities for Black, Indigenous, and People Of Color (BIPOC)-led non-profits and Minority- and Women-owned Business Enterprises (M/WBEs), including at the contracting and vendor sourcing stages. These efforts address long-standing barriers to access, including capital, visibility, and capacity-building. Through initiatives like *Build Up*, HPD tracks M/WBE engagement across development stages and works to reduce procurement barriers. HPD also embeds workforce and contracting requirements into its Requests for Proposals (RFPs) and collaborates with partners like the Department of Small Business Services (SBS) and the Mayor's Office of M/WBEs to strengthen business and talent pipelines. These and other initiatives ensure HPD's investments in housing contribute to long-term economic empowerment for New Yorkers across all communities.

OUR SERVICES AND GOALS

SERVICE 1 Ensure that housing throughout NYC 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 through housing-related City contracting.

HOW WE PERFORMED

- HPD saw a slight increase in the number of housing maintenance problems reported in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. Over 229,000 housing maintenance problems were reported, a three percent increase from the same period in the prior year. Unique emergency housing maintenance problems requiring HPD response increased by six percent to more than 92,000, largely driven by heat and hot water complaints, which rose 39 percent to 26,279. Non-emergency problems decreased by three percent to just under 97,000. Problems prompting lead-based paint hazard inspections decreased nine percent to 14,261 in Fiscal 2025 compared with Fiscal 2026, likely due to wetter weather conditions, which can cause peeling paint.
- Despite the increase in problems reported across comparative reporting periods, the Department maintained strong response times to emergency problems. The median time to first inspection of a complaint remained steady at one day for immediate emergencies and 1.3 days for heat and hot water problems. Median response time for other emergency problems increased slightly to 4.3 days, while the median response time for lead-based paint inspections improved slightly to 2.7 days, attributed to the lower number of problems received in this category. Non-emergency problems were addressed in a median of 5.3 days, unchanged from last year.
- HPD closed a greater number of housing maintenance problems in this period, including over 94,800 emergency problems, a seven percent increase from the first four months of Fiscal 2025, and introduced new initiatives to better prioritize among older emergency cases. Heat and hot water problem closures rose 31 percent to 24,679, reflecting the increase in reported problems. The median time to close non-emergency problems increased from nine to 11 days, which is attributed to the Agency's summer focus on closing older non-emergency problems. Approximately 71 percent of emergency problems were closed within 12 days, and 83 percent within 21 days, while 69 percent of non-emergency problems were closed within 20 days.
- In the first four months of Fiscal 2026, HPD issued fewer total violations, down nine percent to 265,408. Class A non-hazardous violations decreased 14 percent to 49,474, largely driven by reductions in failure-to-post notice violations, violations requiring painting, and mold violations. Class B hazardous violations decreased six percent to 131,841, and Class C immediately hazardous violations decreased nine percent to 84,093. Heat and hot water violations, however, increased sharply, with heat violations more than tripling from 52 to 171 and hot water violations increasing 32 percent, from 2,746 to 3,635. This reflects the increase in problems reported in these categories.
- In the first four months of Fiscal 2026, there were 19 percent fewer violations dismissed as a result of comprehensive litigation closed compared to the reporting period the prior year, down to 11,021. The decrease is attributed to significant delays in receipt of settlement approvals, which are needed to close cases, from the Office of the New York City Comptroller.
- Distinct units affected by emergency repair work completed pursuant to emergency repair generating violations increased 15 percent across comparative reporting periods, up to 73,783. This increase is largely due to repairs made in the public areas of buildings or work that impacts the entire building, leading to all units in the building being counted as affected by emergency repair work.
- Units discharged from the Underlying Conditions program surged from 54 in the first four months of Fiscal 2025 to 460 in the first four months of Fiscal 2026, due to enhanced outreach efforts made to encourage compliance, which resulted in the discharge of large buildings from the program. The number of units in buildings discharged from the Alternative Enforcement Program (AEP) increased 13 percent from 1,173 to 1,327, in part due to the larger size of AEP buildings in recent rounds.
- The Department saw significant increases in proactive building visits across all programs across comparative reporting periods. Heat Sensor Program visits rose 39 percent from 181 to 251, while self-closing door surveys increased 74 percent from 54 to 94 as a result of the change in the timing of the inspections within the fiscal year. Building visits by Division of Neighborhood Preservation staff increased 16 percent from 1,199 to 1,385, due to additional staffing and more efficient deployment of field staff. Staffing changes also contributed to a significant increase in Anti-Harassment Unit visits, which climbed from 369 to 436.

- HPD saw an increase in affordable housing starts and completions in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. A total of 4,539 units were started, an 11 percent increase from the prior year, while 7,240 units were completed, a 78 percent increase. These variations reflect the timing of project closings early in the fiscal year. A full fiscal year will provide a more accurate point of comparison for housing production data.
- In the first four months of Fiscal 2026, there was an increase in the number of rental projects in HPD’s Asset Management portfolio, a portfolio of buildings monitored by HPD to ensure compliance with regulatory and financial requirements. The portfolio grew 16 percent to 2,457 projects. This rise was partially driven by a large number of projects developed under the 421-a affordable housing tax abatement program that were added to the portfolio. The share of high-risk rental projects remained largely stable at 14 percent. Co-op projects in the portfolio remained mostly unchanged at 1,040, with high-risk co-ops increasing slightly to 32 percent.
- In the first four months of Fiscal 2026, the number of homeless households moved into newly constructed units increased to 1,489, up 41 percent from 1,056 households in the same period of the prior year. Higher placement levels reflect policy changes to the Augmented City Fighting Homelessness and Eviction Prevention Supplement (CityFHEPS) program, which prompted a surge in the volume of new, voluntary homeless units. At the same time, because of staff capacity focused on new units, placements into re-rental units declined during the first four months of Fiscal 2026. HPD housed 251 households in re-rental units, a 42 percent decrease from 434 households during the same period last fiscal year.
- Section 8 voucher activity decreased in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. The Housing Choice Voucher utilization rate was 87 percent, down two percentage points from last year. The Agency issued 765 vouchers, a 20 percent decrease, while the number of households assisted decreased two percent to 36,666. A big driver of the decrease in utilization and voucher issuance was the combination of increased subsidy costs and federal funding, with subsidy costs growing faster than funding. In addition, program reserves that could have provided a pathway to increase voucher utilization were significantly recaptured by the U.S. Department of Housing and Urban Development in Calendar 2025. Due to these budget constraints, the Agency issued fewer vouchers relative to the same period in the prior fiscal year. Median time from completed application to voucher issuance was 78 days, and median time from voucher issuance to lease-up increased to 137 days, reflecting ongoing operational challenges and the time needed to match households to available units. The proportion of subsidized units in abatement, meaning that they failed HPD inspections and the rent subsidy is suspended until the unit’s conditions are corrected, was seven percent, a slight increase from the same period of the prior year. In addition, the Agency assisted 8,192 households through other programs such as Shelter Plus Care, NYC 15/15, and Moderate Rehabilitation, a four percent increase compared to the reporting period in Fiscal 2025.
- HPD increased housing production for homeless and supportive households across comparative reporting periods. Units started for homeless individuals and families increased to 581 units, a 12 percent increase, while supportive units started rose 56 percent to 240 units. Units completed for homeless households decreased by 18 percent to 619, and supportive units completed declined 44 percent to 188. These fluctuations are driven by the timing of project closings and completions in the first four months of the fiscal year. A full fiscal year will provide a more accurate picture of production for homeless and supportive households.
- The census for households in HPD temporary emergency housing remained relatively stable. Single adults decreased 10 percent to 405, adult families increased four percent to 219, and families with children declined two percent to 309. Average lengths of stay also shifted across comparative reporting periods. Single adults averaged 608 days, a one percent decrease; adult families averaged 494 days, an 11 percent increase; and families with children averaged 353 days, an 18 percent increase. These increases for adult families and families with children may be related to the impact of unpredictable events such as fires and emergency vacates and the overall citywide housing availability and access to rental subsidies.

SERVICE 1 Ensure that housing throughout NYC is physically safe and habitable.

Goal 1a Respond to reported housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total housing maintenance problems reported	706,738	812,238	835,011	*	*	222,898	229,326
Unique housing maintenance problems requiring HPD response	597,620	702,132	694,831	*	*	210,614	211,879
Unique immediate emergency housing maintenance problems requiring HPD response	22,564	25,720	25,811	*	*	8,332	8,353
★ Unique emergency housing maintenance problems requiring HPD response	303,305	350,720	357,028	*	*	86,838	92,284
— Heat and hot water	133,274	144,134	161,773	*	*	18,870	26,279
— Other emergency	170,031	206,586	195,255	*	*	67,968	66,005
Unique problems prompting lead-based paint hazard inspections	38,753	48,763	42,774	*	*	15,714	14,261
Unique non-emergency housing maintenance problems requiring HPD response	232,998	276,929	269,218	*	*	99,730	96,981
Housing maintenance problem inspections attempted	636,209	784,225	746,402	*	*	237,211	228,076
Median time to first inspection (days) — Immediate emergency problems	1.0	0.9	1.0	*	*	1.0	1.0
Median time to first inspection (days) — Heat and hot water problems	2.0	1.6	1.9	*	*	1.3	1.3
Median time to first inspection (days) — Other emergency problems	6.0	5.2	4.9	*	*	4.1	4.3
Median time to first inspection (days) — Lead-based paint problems	3.9	3.0	2.5	*	*	3.0	2.7
Median time to first inspection (days) — Non-emergency problems	7.9	7.1	6.0	*	*	5.3	5.3
Unique housing maintenance problems closed	571,703	707,232	686,137	*	*	219,518	222,381
Unique emergency housing maintenance problems closed	301,326	353,239	352,869	*	*	88,882	94,814
— Heat and hot water	133,247	144,106	161,766	*	*	18,826	24,679
— Other emergency	168,079	209,133	191,103	*	*	70,056	70,135
Unique problems prompting lead-based paint hazard inspections closed	39,073	48,859	42,630	*	*	15,793	14,177
★ Median time to close emergency problems (days)	4.0	3.0	3.0	↓	↓	5.0	5.0
★ Median time to close non-emergency problems (days)	13.0	12.0	10.0	↓	↓	9.0	11.0
★ Unique emergency housing maintenance problems closed within 12 days of receipt (%)	74%	75%	79%	↑	↑	73%	71%
Unique emergency housing maintenance problems closed within 21 days of receipt (%)	84%	84%	88%	*	*	87%	83%
Unique non-emergency problems closed within 20 days of receipt (%)	65%	66%	71%	*	*	75%	69%
★ Critical Indicator * Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total violations issued	722,597	895,457	878,481	*	*	290,523	265,408
Class A non-hazardous violations	217,167	228,273	217,595	*	*	57,447	49,474
Class B hazardous violations	287,550	379,303	372,811	*	*	140,395	131,841
Class C immediately hazardous violations	217,880	287,881	288,075	*	*	92,681	84,093
— Heat	6,211	9,204	9,055	*	*	52	171
— Hot Water	10,395	14,199	15,190	*	*	2,746	3,635
— Lead-based paint hazard	18,112	21,854	20,380	*	*	6,962	6,109
— Self-closing doors	49,897	73,325	72,714	*	*	23,989	21,978
— Other Class C	133,265	169,299	170,736	*	*	58,932	52,200
Class C violations certified as corrected (%)	41%	42%	43%	*	*	40%	37%
Class C violations for which HPD initiated the emergency repair process (%)	60%	61%	62%	*	*	60%	63%
Class C emergency repair violations corrected by owner (%)	50%	49%	49%	55%	55%	NA	NA
Class C emergency repair violations corrected by HPD (%)	7%	7%	7%	*	*	NA	NA
Class C violations closed (%)	56%	57%	60%	*	*	NA	NA
★ Violations issued and removed in the same fiscal year (%)	40%	41%	NA	40%	40%	NA	NA
Violations closed	596,736	782,576	847,206	*	*	266,433	250,475
Inspection visits per team per day	10.5	11.8	11.4	*	*	10.8	11.0
Ratio of completed inspections to attempted inspections (%)	82%	82%	84%	*	*	80%	80%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	6,007	5,335	3,805	*	*	2,334	2,125
★ Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	35,480	36,181	21,934	*	*	13,612	11,021
Distinct units affected by emergency repair work completed pursuant to HPD emergency repair generating violations	71,075	164,271	177,416	*	*	64,445	73,783
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	2,810	3,374	4,592	*	*	1,173	1,327
Units in buildings discharged from the Underlying Conditions program due to owner compliance	173	27	234	*	*	54	460
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	18	6	31	*	*	6	0
Proactive Building Visits — Heat Sensor Program	1,738	1,648	1,768	*	*	181	251
Proactive Building Visits — Fire Vacate Monitoring	3,667	3,814	4,075	*	*	1,325	1,497
Proactive Building Visits — Anti-Harassment Unit	973	872	1,079	*	*	369	436
Proactive Building Visits — Self-closing Door Survey	NA	354	338	*	*	54	94
Proactive Building Visits — Division of Neighborhood Preservation	3,322	3,734	3,809	*	*	1,199	1,385
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total affordable housing starts (units)	24,689	25,552	28,281	20,000	20,000	4,102	4,539
— New construction starts (%)	52%	59%	47%	*	*	80%	52%
— Preservation starts (%)	48%	41%	53%	*	*	20%	48%
— Rental starts (%)	96%	92%	92%	*	*	99%	96%
— Homeownership starts (%)	4%	8%	8%	*	*	1%	4%
★ Total affordable housing completions (units)	24,678	25,558	20,975	17,500	17,500	4,068	7,240
— New construction completions (%)	39%	52%	59%	*	*	78%	68%
— Preservation completions (%)	61%	48%	41%	*	*	22%	32%
— Rental completions (%)	65%	82%	86%	*	*	97%	98%
— Homeownership completions (%)	35%	18%	14%	*	*	3%	2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ New construction in limited affordability areas (%)	6%	11%	16%	*	*	NA	NA
★ Preservation in limited affordability areas (%)	9%	2%	6%	*	*	NA	NA
Additional housing starts (unrestricted units)	13,193	14,516	13,593	*	*	NA	NA
Stabilization housing assistance starts (units)	15,060	12,566	8,650	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Extremely low income (0-30% Area Median Income) starts (%)	23%	21%	20%	*	*	NA	NA
★ Very low income (31-50% Area Median Income) starts (%)	22%	24%	18%	*	*	NA	NA
Low income (51-80% Area Median Income) starts (%)	31%	26%	32%	*	*	NA	NA
Extremely low income (0-30% Area Median Income) completions (%)	15%	19%	16%	*	*	NA	NA
Very low income (31-50% Area Median Income) completions (%)	33%	28%	25%	*	*	NA	NA
Low income (51-80% Area Median Income) completions (%)	31%	28%	28%	*	*	NA	NA
Units started that serve senior households	1,842	2,875	1,904	*	*	67	78
Units completed that serve senior households	1,631	2,906	950	*	*	206	422
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Asset management — Rental projects in portfolio	1,868	2,090	2,454	*	*	2,112	2,457
★ Asset management — High risk rental projects in portfolio (%)	12%	14%	16%	↓	↓	13%	14%
Asset management — Co-op projects in portfolio	1,034	1,036	1,038	*	*	1,036	1,040
Asset management — High risk co-op projects in portfolio (%)	28%	28%	32%	*	*	30%	32%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

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

Goal 3a Connect New Yorkers to affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Applicants approved for a new construction unit through the lottery	8,903	9,305	9,869	*	*	3,280	3,356
★ 🌟 Homeless households moved into a newly constructed unit	1,989	3,371	3,743	*	*	1,056	1,489
Homeless households moved into a re-rental unit	548	642	908	*	*	434	251
Lottery projects — Completed applicant approvals within three months (%)	15%	18%	16%	*	*	NA	NA
Lottery projects — Completed applicant approvals within six months (%)	32%	37%	41%	*	*	NA	NA
Lottery projects — Completed applicant approvals after two years (%)	13%	9%	NA	*	*	NA	NA
Lottery projects — Median time to complete applicant approvals (days)	262	202	210	*	*	NA	NA
Lottery units — Applicants approved within three months (%)	21%	24%	32%	*	*	NA	NA
Lottery units — Applicants approved within six months (%)	41%	45%	57%	*	*	NA	NA
Lottery units — Applicants approved after two years (%)	5%	5%	NA	*	*	NA	NA
★ Lottery units — Median time to approve an applicant (days)	192	191	142	*	*	NA	NA
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	243	196	235	*	*	NA	NA
Median time to lease-up a homeless placement voluntary new construction unit (days)	142	156	162	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 3b Optimize rental subsidies for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Section 8 — Housing choice voucher utilization rate	98%	89%	86%	98%	98%	89%	87%
Section 8 — Housing choice vouchers issued	1,311	2,289	2,126	*	*	956	765
Section 8 — Housing choice voucher households assisted	37,444	37,394	36,263	*	*	37,093	36,666
★ Section 8 — Median time from completed application to voucher issuance (days)	57	44	77	*	*	77	78
★ Section 8 — Median time from voucher issuance to lease up (days)	99	81	142	*	*	128	137
Section 8 — Subsidized units in abatement (%)	6%	6%	7%	*	*	6%	7%
Households assisted through other programs	6,878	7,838	8,059	*	*	7,877	8,192
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Units started for homeless individuals and families	3,581	4,126	4,178	*	*	518	581
Supportive units started	2,004	2,147	1,962	*	*	154	240
Units completed for homeless individuals and families	2,794	2,377	2,324	*	*	750	619
Supportive units completed	1,346	886	738	*	*	334	188
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Census for single adults	754	664	739	*	*	450	405
Census for adult families	298	314	357	*	*	211	219
Census for families with children	456	486	607	*	*	314	309
Average length of stay — Single adults (days)	617	573	564	*	*	616	608
Average length of stay — Adult families (days)	462	447	436	*	*	445	494
Average length of stay — Families with children (days)	340	283	318	*	*	300	353
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Financed affordable housing projects with an M/WBE Build Up goal (%)	75%	86%	84%	*	*	NA	NA
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program (\$)	\$240,458,397	\$328,206,342	\$328,412,938	*	*	NA	NA
★ Completed affordable housing projects that met or exceeded their M/WBE Build Up goal (%)	86%	100%	100%	*	*	NA	NA
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program (\$)	\$130,734,287	\$454,898,226	\$249,061,610	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 4b

Support wage growth and workforce growth in New York through housing-related City contracting.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total direct city subsidy investment	\$1,580,501,114	\$1,988,701,575	\$2,067,625,413	*	*	NA	NA
Employment impacts — Temporary jobs associated with housing production	33,194	37,834	23,412	*	*	NA	NA
Employment impacts — Permanent jobs associated with housing production	629	713	674	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Human services contracts	NA	NA	8	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	25%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$215.35	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	28%	23%	25%	58%	58%	36%	47%
Letters responded to within 14 days (%)	9%	29%	30%	52%	52%	62%	57%
Average customer in-person wait time (minutes)	13	21	24	29	29	23	20
Visitors to the Division of Tenant and Owner Resources (DTOR) rating customer service as good or better (%)	NA	100%	96%	95%	95%	NA	NA
Completed requests for interpretation	127	182	195	*	*	215	250
CORE facility rating	94	97	98	85	85	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	94%	99%	99%	90%	90%	97%	100%
Percent meeting time to close - Pests (30 days)	59%	61%	66%	60%	60%	74%	72%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	77%	78%	80%	70%	70%	83%	82%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	64%	67%	70%	69%	69%	75%	71%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	60%	62%	66%	68%	68%	70%	67%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$1,324.1	\$1,871.8	\$1,978.5	\$1,611.1	\$2,023.1	\$1,457.6	\$771.6	\$856.8
Revenues (\$000,000)	\$92.3	\$110.1	\$123.8	\$39.5	\$96.9	\$39.4	\$36.3	\$56.3
Personnel	2,410	2,433	2,424	2,861	2,891	2,905	2,393	2,458
Overtime paid (\$000,000)	\$3.8	\$3.7	\$4.1	\$4.3	\$4.3	\$4.3	\$0.9	\$0.4
Capital commitments (\$000,000)	\$1,410.9	\$2,400.4	\$2,742.8	\$3,252.6	\$5,930.3	\$2,947.5	\$335.7	\$641.4
¹ February 2026 Financial Plan. ² Expenditures 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 FY25 ¹ (\$000,000)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$216.0	\$249.1	
001 - Office of Administration	\$56.8	\$65.6	All
002 - Office of Development	\$34.3	\$41.9	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	\$24.5	\$28.1	2a, 4a
004 - Office of Housing Preservation	\$76.7	\$85.7	1a, 1b
006 - Housing Maintenance and Sales	\$23.7	\$27.8	2a, 3a, 4b
Other Than Personal Services - Total	\$1,762.5	\$1,773.9	
008 - Office of Administration	\$14.4	\$17.9	All
009 - Office of Development	\$58.1	\$85.4	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$68.6	\$11.8	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$72.6	\$76.5	1a, 1b, 4b
012 - City Assistance to NYC Housing Authority	\$435.1	\$536.9	All
013 - Rental Subsidy Program	\$791.1	\$884.4	2a, 4a
014 - Emergency Shelter Operations	\$322.7	\$161.1	1b
Agency Total	\$1,978.5	\$2,023.1	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Goal 1b, figures were changed for 'Inspection visits per team per day' to reflect finalized data. Data for Fiscal 2023 was updated from 14.3 to 10.5, for Fiscal 2024 from 15.2 to 11.8, for Fiscal 2025 from 14.5 to 11.4, and for Fiscal 2025 four-month actual from 13.6 to 10.8.
- In Goal 1b, figures were changed for 'Ratio of completed inspections to attempted inspections (%)' as previously calculated totals incorrectly included reinspections. Data for Fiscal 2023 was updated from 84 to 82, for Fiscal 2024 from 86 to 82, for Fiscal 2025 from 86 to 84, and for Fiscal 2025 four-month actual from 84 to 80.
- In Goal 2a, figures for some indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. These were: for 'Total affordable housing starts (units)' from 4,018 to 4,102, for 'Total affordable housing completions (units)' from 3,341 to 4,068, for 'New construction completions' from 76 to 78, for 'Preservation completions' from 24 to 22, and for 'Rental completions' from 98 to 97.
- In Goal 2c, figures for two indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. 'Units started that serve senior households' was changed from 47 to 67, and 'Units completed that serve senior households' was changed from 128 to 206.
- In Goal 3c, figures for two indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. 'Units completed for homeless individuals and families' was changed from 676 to 750, and 'Supportive units completed' from 316 to 334.

- The 'Agency-wide Management' section was added to the chapter to catalog indicators which apply to broad aspects of agency management rather than a single goal. The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to this section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.

ADDITIONAL RESOURCES

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

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