

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT **Adolfo Carrión Jr., Commissioner**



WHAT WE DO

The NYC Department of Housing Preservation and Development (HPD) promotes quality and affordability in the city's housing, and diversity and strength in the city's neighborhoods. The agency carries out its mission through the following objectives: 1) Ensure the physical safety and quality of NYC homes in order to maintain the health and well-being of those who live in them. 2) Create, maintain, and expand opportunities for New Yorkers to achieve the economic and social benefits of housing affordability. 3) Conduct publicly-inclusive planning, engaging NYC residents and communities to strengthen neighborhoods.

FOCUS ON EQUITY

HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, 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, while prioritizing those with extremely low incomes, seniors, households experiencing homelessness, and residents who need services and support to remain stably housed. Using a targeted, neighborhood-based approach to preservation, HPD works to protect the ability of low-income families to remain in their current neighborhoods if they wish to do so, even as rents increase. At the same time, the Department's neighborhood planning team seeks to engage communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community, commercial and open space, and other assets that neighborhoods need to thrive.

In June 2022, the City released *Housing our Neighbors: A NYC Blueprint for Housing and Homelessness*, which will guide HPD's upcoming work. The Blueprint emphasizes the need to invest in housing 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. It 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. Priority investments include an unprecedented expansion of resources to combat source-of-income discrimination in New York City's competitive housing market, so that low-income New Yorkers benefiting from rental assistance are empowered with greater housing choice, and doubling the budget of HPD's HomeFirst program, so that more first-time homebuyers have the resources they need to buy high-quality homes in a wide range of neighborhoods. Under *Housing Our Neighbors*, HPD will shape its investments in City-financed affordable housing to prioritize housing stability for renters, support existing homeowners and improve access to homeownership, increase development opportunities for BIPOC-led non-profits and M/WBEs, and preserve the quality and affordability of the affordable housing stock, among other goals. HPD will also place an unprecedented focus on reducing administrative burdens and streamlining access to affordable housing and housing supports for households in need.

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 low affordability areas of New York City.
 - 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 IN FISCAL 2022

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

Goal 1a Respond to reported housing maintenance complaints efficiently.

HPD protects the quality of the housing stock by enforcing the New York City Housing Maintenance Code. Members of the public can log complaints through 311 or borough offices, which create a record of any housing quality problem or problems reported. Complaints are closed when a tenant verifies the condition is corrected or after an HPD inspection attempt. In Fiscal 2022, the total number of reported complaints increased by 25 percent to 583,230.

When a housing quality complaint that may affect a painted surface is reported to HPD—whether it is for mold, leaks, or broken plaster—if the property receiving the complaint meets certain criteria and there is a child under six who resides in the household, HPD is prompted to conduct an inspection for the presence of lead-based paint hazards, in addition to following up on the problem that was reported. Complaints that meet these criteria are referred to in this report as complaints prompting lead hazard inspections. Compared to Fiscal 2021, complaints prompting lead hazard inspections increased by 48 percent in Fiscal 2022. This increase is due to two changes in the law. First, complaints meeting the relevant criteria in one- and two-family homes now require lead hazard inspections. Prior to this change, the law only defined that a lead hazard inspection could take place in properties with three or more apartments. Second, the law's definition of where a child resides was expanded to include homes where a child routinely spends 10 or more hours per week, as opposed to requiring that a child live in the unit, making more apartments eligible for a lead hazard inspection.

The total number of complaints closed increased 24 percent to 577,325 in Fiscal 2022, which is consistent with the percent increase of complaints reported. The number of complaints prompting lead inspections that were closed increased by 50 percent to 39,782; this increase corresponds to the increase in related complaints. The overall number of complaints closed is returning to pre-pandemic levels.

In Fiscal 2022, HPD closed emergency complaints in 16.4 days on average, 3 days slower than in Fiscal 2021. HPD closed nonemergency complaints in 28.6 days on average, also 3 days slower than the previous fiscal year. To protect the health of tenants and staff during the height of the COVID-19 pandemic, HPD prioritized addressing immediate emergency conditions, such as heat and hot water complaints, while at times slowing the responses to other types of complaints. In early Fiscal 2022, HPD was able to close out many of these older complaints, which increased the average times to close complaints. Staffing challenges have also contributed to longer complaint response times.

Despite the increase in average times to close emergency and nonemergency complaints, HPD closed 73 percent of emergency complaints within 12 days and 69 percent of nonemergency complaints within 20 days. This performance is consistent with previous years' performance.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total complaints reported	530,619	570,476	418,785	466,320	583,230	*	*	Neutral	*
★ Emergency complaints reported	327,359	351,133	261,339	293,985	362,180	*	*	Neutral	*
– Heat and hot water	114,709	121,727	103,952	120,582	131,579	*	*	Up	*
– Complaints prompting lead hazard inspections	27,654	30,349	18,460	26,974	39,787	*	*	Up	*
– Other emergency	184,996	199,057	138,927	146,429	190,814	*	*	Neutral	*
Inspections completed	706,664	737,216	571,622	627,958	738,928	675,000	675,000	Neutral	*
Inspection visits per team per day	12.4	12.3	12.5	13.7	12.6	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	79%	80%	81%	83%	82%	*	*	Neutral	Up
Total complaints closed	532,571	568,822	415,228	467,079	577,325	*	*	Neutral	*
– Emergency complaints closed	328,180	350,676	260,097	294,810	360,596	*	*	Neutral	*
– Heat and hot water	114,641	121,757	104,225	120,548	131,638	*	*	Up	*
– Complaints prompting lead hazard inspections closed	27,938	30,362	18,637	26,575	39,782	*	*	Up	*
– Other emergency	185,601	198,557	137,235	147,687	189,176	*	*	Neutral	*
★ Average time to close emergency complaints (days)	11.4	10.4	10.9	13.3	16.4	12.0	12.0	Up	Down
★ Average time to close nonemergency complaints (days)	17.5	17.7	21.4	25.6	28.6	20.0	20.0	Up	Down
★ Emergency complaints closed within 12 days of receipt (%)	71%	72%	72%	75%	73%	↑	↑	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	77%	78%	69%	74%	69%	*	*	Down	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

In Fiscal 2022, HPD issued 731,684 violations, an 18 percent increase compared to Fiscal 2021 with the number of violations increasing in several major categories, including general repair, mold, self-closing doors, leaks, pests, heat, hot water, and lead-based paint hazards. Compared to Fiscal 2021, the number of lead-based paint hazard violations increased 63 percent to 15,448 because of the inclusion of one to two family homes and, in December 2021, the definition of lead-based paint expanded to include more types of paint and other surface coating materials. HPD inspectors began citing these violations immediately.

Despite the increase in average times to close emergency and nonemergency complaints, HPD closed 73 percent of emergency complaints within 12 days and 69 percent of nonemergency complaints within 20 days. This performance is consistent with previous years' performance.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total violations issued	522,199	604,068	474,619	620,108	731,684	*	*	Up	*
– Emergency violations issued	76,887	86,258	89,614	89,200	112,138	*	*	Up	*
– Heat and hot water	11,143	11,481	9,838	10,380	13,073	*	*	Up	*
– Lead-based paint hazard violations	10,990	13,770	9,619	9,489	15,448	*	*	Up	*
– Other emergency	54,754	61,007	70,157	69,331	85,255	*	*	Up	*
– Nonemergency violations issued	445,312	517,810	385,005	530,908	619,546	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	43%	41%	44%	38%	40%	40%	40%	Neutral	Up
★ Emergency violations corrected by owner (%)	57%	57%	53%	50%	47%	55%	55%	Down	Up
Emergency violations corrected by HPD (%)	9%	8%	8%	9%	8%	*	*	Neutral	Down
Violations closed	510,713	539,777	467,785	443,278	554,558	*	*	Neutral	Up
Violations certified as corrected by owner	219,318	258,035	216,473	208,133	255,302	*	*	Neutral	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

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

The agency uses various tools to enforce the Housing Maintenance Code to ensure housing quality and compliance with legal and regulatory obligations. The Office of Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions, and develop appropriate strategies to address those conditions. ENS also works closely with responsible owners to develop plans to improve conditions. HPD introduced new indicators to reflect the work of the agency and its partners to improve the quality and safety of housing units through comprehensive litigation, Emergency Repair Program (ERP), Alternative Enforcement Program (AEP), Underlying Conditions (UC), and 7A.

In Fiscal 2022, Housing Court began returning to pre-pandemic operations. As a result, the number of dismissed violations increased by 82 percent. There were 5,541 units in buildings where comprehensive litigation was closed due to compliance with the Order to Correct and/or payment of civil penalties, a 35 percent increase from Fiscal 2021.

The number of units discharged through AEP, UC, and 7A has fluctuated between Fiscal 2020 and Fiscal 2022 because of changes in program operations due to the COVID-19 pandemic. Fiscal 2022 reflects a return to pre-pandemic levels of units discharged.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	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	NA	NA	6,690	4,108	5,541	*	*	NA	*
Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	NA	NA	21,327	17,428	31,787	*	*	NA	*
Distinct units where emergency repair work is completed pursuant to HPD Emergency Repair generating violations	NA	NA	363,480	40,547	42,039	*	*	NA	*
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	NA	NA	1,256	6,484	4,135	*	*	NA	*
Units in buildings discharged from the Underlying Conditions program due to owner compliance	NA	NA	602	1,488	223	*	*	NA	*
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	NA	NA	40	23	34	*	*	NA	*

★ Critical Indicator ● Equity 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.

HPD increases the available supply of affordable housing, encouraging greater affordability in the housing market as a whole. In Fiscal 2022, the City financed the creation and preservation of 16,042 affordable units, a 45 percent decrease from Fiscal 2021. Lower production levels in Fiscal 2022 were largely due to increasing construction costs and agency staffing challenges. HPD is committed to investing in staff and resources to support the creation and preservation of as many affordable housing units as possible.

13,779 affordable housing units completed construction in Fiscal 2022. While there was an eight percent increase in completions over Fiscal 2021, the agency is still seeing the impacts of restrictions and precautions enacted in response to the COVID-19 pandemic that delayed construction, tenant relocation, and inspections, affecting the completions for the fiscal year. To help combat these challenges, HPD has continued its efforts to work proactively and closely with its development partners and teams to ensure the timeliness of project completion schedules. The overall percentages of preservation and homeownership completions were much higher than in previous Fiscal Years because an extremely large homeownership preservation project was completed in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total affordable housing starts (units)	32,517	25,654	30,331	29,408	16,042	25,000	18,000	Down	*
– New construction starts (%)	29%	37%	23%	42%	60%	*	*	Up	*
– Preservation starts (%)	71%	63%	77%	58%	40%	*	*	Down	*
– Rental starts (%)	78%	72%	46%	61%	91%	*	*	Neutral	*
– Homeownership starts (%)	22%	28%	54%	39%	9%	*	*	Down	*
Total affordable housing completions (units)	27,534	19,493	14,965	12,714	13,779	13,350	15,000	Down	*
– New construction completions (%)	21%	50%	41%	60%	28%	*	*	Up	*
– Preservation completions (%)	79%	50%	59%	40%	72%	*	*	Down	*
– Rental completions (%)	90%	91%	95%	87%	42%	*	*	Down	*
– Homeownership completions (%)	10%	9%	5%	13%	58%	*	*	Up	*

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

Goal 2b Increase the quantity of affordable housing in low affordability areas of New York City.

New Yorkers should have meaningful choice in the housing market and the opportunity to choose the neighborhood that best meets their individual and household needs. Neighborhoods across the city offer a diverse array of benefits such as access to transportation, open space, and high-performing schools. HPD is committed to investing in affordable housing in neighborhoods that currently lack low-cost housing options so that low-income New Yorkers have equitable access to these benefits and more.

HPD introduced new indicators about the percent of affordable housing production in low affordability areas, which are defined as U.S census areas where the share of low-cost rentals is less than 20 percent of the existing housing stock. This definition aligns with the Qualified Allocation Plan (QAP) that HPD uses to allocate federal low-income housing tax credits to eligible rental housing projects.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of new construction in low affordability areas (%)	NA	NA	NA	NA	9%	*	*	NA	*
Percent of preservation in low affordability areas (%)	NA	NA	NA	NA	10%	*	*	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 housing with affordable rents, HPD works to address the lack of affordable housing options for low-income individuals and families. More than 75 percent of the units started in Fiscal 2022 are designated for extremely low-, very low-, and low-income households earning less than 80 percent of the Area Median Income (AMI), or \$96,080 a year for a three-person family. While this share of overall production is about 10 percent lower than in previous fiscal years, the percent of Fiscal 2022 units started for extremely low-income households (those earning up to \$36,030 for a family of three) increased to 23 percent of all housing starts.

In Fiscal 2022, HPD created and preserved 1,459 units reserved for low-income seniors, or 56 percent fewer than in the previous fiscal year. This is because an unusually high number of senior units were produced in Fiscal Year 2021 due to a one-time increase of almost 1,000 additional units of senior housing resulting from the conclusion of the Privately Financed Affordable Senior Housing (PFASH) program.

HPD introduced new indicators for extremely low, very low, and low-income unit completions.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Extremely low income (0-30% AMI) starts (%)	19%	21%	8%	18%	23%	*	*	Up	*
Very low income (31-50% AMI) starts (%)	38%	33%	45%	40%	21%	*	*	Down	*
Low income (51-80% AMI) starts (%)	36%	32%	29%	24%	31%	*	*	Down	*
Extremely low income (0-30% AMI) completions (%)	16%	22%	17%	27%	15%	*	*	Neutral	*
Very low income (31-50% AMI) completions (%)	30%	17%	11%	24%	49%	*	*	Up	*
Low income (51-80% AMI) completions (%)	43%	43%	44%	33%	28%	*	*	Down	*
Units started that serve senior households	2,059	2,293	814	3,808	1,459	*	*	Neutral	*
Units completed that serve senior households	870	854	514	1,404	619	*	*	Neutral	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

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

After HPD develops and preserves housing, HPD’s Division of Asset Management ensures that this housing remains affordable and safe in the long term. This work involves tracking the physical and financial condition of buildings, confirming compliance with regulatory agreements and requirements, and identifying risks to fiscal viability or resident health and safety.

In Fiscal 2022, HPD increased the number of rental projects in its portfolio by six percent, and the number of co-op projects in its portfolio increased by one percent. The Asset Management portfolio of rental projects has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. Growth is expected in future years due to further housing production.

For Fiscal 2022, nearly 9 percent of rental projects and 27 percent of co-op projects in the Asset Management portfolio were at high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff used these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes, and ownership changes, the agency worked to proactively identify and address at-risk projects before physical or financial distress escalates.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Asset management - Rental projects in portfolio	1,261	1,317	1,512	1,659	1,758	*	*	Up	*
Asset management - High risk rental projects in portfolio (%)	8.0%	7.0%	8.0%	7.0%	8.6%	*	*	Neutral	Down
Asset management - Co-op projects in portfolio	1,028	999	1,012	1,015	1,022	*	*	Neutral	*
Asset management - High risk co-op projects in portfolio (%)	29.0%	28.0%	27.0%	27.0%	26.9%	*	*	Neutral	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

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

Goal 3a Connect New Yorkers to affordable housing.

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

To reflect this new, resident-focused framework, HPD is introducing new indicators about lottery applicant and homeless placement timing. These include but are not limited to the number of households that were approved for new construction units through the affordable housing lottery and the median number of days that the applicant approval process takes.

Many affordable housing units can be leased up within one or two weeks of applicant approval; for these units, HPD's new metrics approximate the time it took for an applicant to move in. Some units take longer to lease up after applicants have been approved, particularly when households are moving in with a Section 8 voucher or other rental subsidy.

HPD will continue to refine and improve these metrics to provide a more holistic view of how residents experience the impacts of City investments in affordable housing. Because this new approach marks a significant change in how the agency measures and tracks its success, operational and technological improvements are needed. As the agency improves its systems for tracking and reporting on data, indicators will be adjusted to more accurately measure how many households moved into affordable units, and how long the lease-up process takes.

In Fiscal 2022, 6,173 applicants (households) were approved for newly constructed units through the affordable housing lotteries. This 24 percent increase over Fiscal 2021 in the number of households approved for new units occurred because more affordable units were created in prior years and recently made available for occupancy.

The City finances the creation of homeless set-aside units each year, growing the pool of available new and re-rental homeless units over time. 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 2022, HPD moved 1,600 homeless households into newly constructed units and 603 homeless households into re-rental units—a 9 percent and 33 percent increase, respectively, compared to Fiscal 2021.

In Fiscal 2022, HPD saw a 5 percent increase, to 177 days, in the median time required to complete applicant approvals for a lottery project. This increase appears to be due to two factors impacting many lottery projects that completed in this timeframe: lease-up process challenges resulting from the COVID-19 pandemic, and delays in advertising and approval processes following the launch of Housing Connect

2.0. Housing Connect 2.0 is the new online portal with advanced lottery housing search and application processing features; some refinements and improvements were needed after its initial launch.

Regarding individual lottery unit approval timing, the median time to approve applicants for a lottery unit also increased in Fiscal 2022, to 176 median days, due to the same factors noted above. Furthermore, HPD approved applicants for 51 percent of lottery units within 6 months in Fiscal 2022—down from 73 percent the prior year.

Median time to lease-up new homeless set-aside units increased to 203 days in Fiscal 2022, up 92 percent from Fiscal 2021, while the median time to lease-up new homeless voluntary units remained steady. In Fiscal 2022, HPD made a record number of placements of homeless households into permanent housing. This high number of placements, as well as an increase in large projects with homeless set-asides (which take longer to process), may have led to the increased time to lease-up new homeless set-asides.

HPD is committed to connecting households in need with affordable housing as quickly as possible. As the City continues to implement its goals of increasing efficient access to services and shaping government processes to prioritize the resident experience, HPD will be examining all additional factors affecting lease-up timing for lottery and homeless set-aside units. These findings will be used to inform policy and process changes to expedite and streamline the process by which New Yorkers are connected to City-financed affordable housing.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Applicants approved for a new construction unit through the lottery	NA	NA	5,559	4,993	6,173	*	*	NA	*
Homeless households moved into a newly constructed unit	NA	NA	410	1,468	1,600	*	*	NA	*
Homeless households moved into a re-rental unit	NA	NA	342	453	603	*	*	NA	*
Percent of lottery projects that completed applicant approvals within three months	NA	NA	12%	24%	26%	*	*	NA	*
Percent of lottery projects that completed applicant approvals within six months	NA	NA	32%	54%	52%	*	*	NA	*
Percent of lottery projects that took longer than two years to complete applicant approvals	NA	NA	7%	4%	NA	*	*	NA	*
Median time to complete applicant approvals for a lottery project (days)	NA	NA	246	168	177	*	*	NA	*
Percent of lottery units with applicants approved within three months	NA	NA	46%	56%	32%	*	*	NA	*
Percent of lottery units with applicants approved within six months	NA	NA	70%	73%	51%	*	*	NA	*
Percent of lottery units with applicants approved after two years	NA	NA	1%	2%	NA	*	*	NA	*
Median time to approve an applicant for a lottery unit (days)	NA	NA	104	88	176	*	*	NA	*
Median time to lease-up a homeless placement set-aside new construction unit (days)	NA	NA	115	106	203	*	*	NA	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	NA	NA	210	215	214	*	*	NA	*

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

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

The Section 8 program (Housing Choice Vouchers and Project-Based Vouchers) provides housing stability and mobility for low-income households with Section 8 vouchers. Section 8 funds provide subsidies for low-income households, allowing them to pay 30 percent of their income in rent to live in housing that meets federal Housing Quality Standards.

In Fiscal 2022, HPD's overall Section 8 voucher utilization rate was 98.77 percent, just above the target of 98 percent. The number of vouchers issued decreased by 49 percent, to 1,367, due to lower levels of voucher turnover resulting from COVID-19 waivers and policies put in place to keep voucher holders stable during the pandemic.

The 12 percent increase in households assisted through other programs reflects the growth in households assisted through the Emergency Housing Choice Voucher (EHV) program and the NYC 15/15 supportive housing initiative. As more NYC 15/15 units are constructed and approved for occupancy, program participation will continue to grow. Additionally, HPD focused on using its award of 2,050 Emergency Housing Vouchers to meet assistance needs.

HPD introduced new indicators to measure how long it takes for HPD to issue a Section 8 voucher, and for voucher recipients to move into housing. The median time from completed application to voucher issuance remained steady over the past three fiscal years, at around 26 days. In Fiscal 2022, the median time from voucher issuance to lease-up was 101 days, or 24 percent faster than the previous year. This change can be attributed to more households having utilized their voucher in their current apartment, rather than using them to move into new homes.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Section 8 - Housing choice voucher utilization rate	96.4%	96.6%	97.2%	97.2%	98.8%	98.0%	98.0%	Neutral	Up
Section 8 – Housing choice vouchers issued	1,679	3,227	2,951	2,663	1,367	*	*	Down	Up
Section 8 - Housing choice voucher households assisted	34,829	35,332	36,025	36,891	37,502	*	*	Neutral	Up
Section 8 - Median time from completed application to voucher issuance (days)	34	31	25	26	26	*	*	Down	*
Section 8 - Median time from voucher issuance to lease up (days)	76	126	155	133	101	*	*	Up	*
Section 8 - subsidized units in abatement (%)	2%	3%	2%	1%	6%	*	*	Up	Down
Households assisted through other programs	4,697	4,574	4,611	4,385	4,914	*	*	Neutral	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

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

HPD is committed to prioritizing the creation of affordable housing for individuals and families who are experiencing homelessness, including supportive housing for homeless New Yorkers who need ongoing services and supports to remain stably housed. HPD introduced two new indicators measuring supportive housing starts and completions. These indicators are a subset of the housing production in Goal 2a.

In Fiscal 2022, HPD produced 2,170 units for homeless households, including 1,216 supportive housing units.. These production numbers are lower than previous years because of the lower overall levels of affordable housing production in Fiscal 2022. However, HPD’s production of units for homeless households (including supportive housing), as a percentage of total production, is consistent with previous years.

Fiscal 2022 completions of units for homeless households decreased 35 percent. This reduction is attributable to the continued impacts of the restrictions and precautions enacted in response to the COVID-19 pandemic, which delayed construction, tenant relocation, and inspections. Despite these challenges, HPD completed 29 percent more supportive housing units than in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Units started for homeless individuals and families	2,272	2,682	1,417	2,849	2,170	2,500	2,500	Neutral	*
Supportive units started	1,307	1,387	673	1,408	1,216	*	*	Neutral	*
Units completed for homeless individuals and families	2,462	2,230	1,197	1,601	1,041	*	*	Down	*
Supportive units completed	753	1,075	448	697	900	*	*	Neutral	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

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

As New York City buildings experience damage from fires and other unanticipated hazards, HPD will continue to ensure that displaced individuals find safe temporary housing and facilitate placement into permanent housing for those unable to return to their homes. The Emergency Housing Services (EHS) unit provides emergency relocation services and rehousing assistance to households who have been displaced from their homes as a result of fires or vacate orders. HPD introduced new indicators that measure the number of individuals in EHS emergency shelters and the average length of stay for EHS shelter residents.

In Fiscal 2022, the emergency shelter census remained constant for single adults but increased for adult families and families with children, by 28 percent and 14 percent respectively, compared to Fiscal 2021. This increase was due to lifting pandemic restrictions and increased capacity in a new EHS shelter. The overall census in Fiscal 2022 was 710 single adults, 275 adult families, and 408 families with children.

Length of stay remained steady at 661 days for single adults, 406 days for adult families, and 327 days for with families with children.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Census for single adults	NA	NA	NA	713	710	*	*	NA	*
Census for adult families	NA	NA	NA	215	275	*	*	NA	*
Census for families with children	NA	NA	NA	357	408	*	*	NA	*
Average length of stay for single adults (days)	NA	NA	NA	706	661	*	*	NA	*
Average length of stay for adult families (days)	NA	NA	NA	400	406	*	*	NA	*
Average length of stay for families with children (days)	NA	NA	NA	328	327	*	*	NA	*

★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None

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

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

HPD is committed to promoting the participation of Minority- and Women-Owned Business Enterprises (M/WBEs) in the development and management of affordable housing. HPD seeks to address demonstrated disparities in M/WBE participation in affordable housing development and create inclusive development opportunities that direct the economic benefits of housing to communities that have historically benefited less. HPD introduced new indicators related to the M/WBE Build Up program, which aims to increase development opportunities for M/WBEs. Through the program, developers with projects receiving HPD or NYC Housing Development Corporation funding greater than \$2 million are required to allocate at least 25 percent of certain costs on M/WBE services.

Seventy-five percent of financed affordable housing projects that started in Fiscal 2022 were subject to the program. Collectively these projects are expected to spend over \$142 million on M/WBE services in three years. Developers have until the project’s completion to meet the M/WBE Build Up goal requirements.

In Fiscal 2022, 100 percent of the projects that completed construction met or exceed their M/WBE allocation goals. M/WBE contractors were awarded over \$146 million over the course of construction on projects that completed in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of financed affordable housing projects with an M/WBE Build Up goal	75%	79%	73%	82%	75%	*	*	Neutral	*
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program	\$274,816,549	\$291,804,841	\$237,657,680	\$215,779,463	\$142,872,610	*	*	Down	*
Percent of completed affordable housing projects that met or exceeded their M/WBE Build Up goal	98%	100%	93%	100%	100%	*	*	Neutral	*
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program	\$735,596	\$10,431,010	\$50,733,937	\$126,611,722	\$146,090,650	*	*	Up	*

★ 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.

City investment in the preservation and new construction of affordable housing drives economic growth and creates jobs. HPD is introducing new indicators that measure city investment in affordable housing development and jobs created as a result of increased housing production.

In Fiscal 2022, the city invested over \$885 million in subsidy through HPD affordable housing programs. This 30 percent decrease from Fiscal 2021 is due to the decreased number of affordable housing starts discussed earlier in the chapter. This decrease, in turn, reduced the employment impact for Fiscal 2022, with fewer temporary and permanent jobs created associated with housing production. In Fiscal 2022, 24,468 temporary construction jobs were created, and 472 permanent jobs were created related to residential, commercial, or community space created by these projects.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total Direct City Investment	NA	NA	\$760,799,419	\$1,262,775,955	\$885,180,734	*	*	NA	*
Employment impacts - Estimated number of temporary jobs associated with housing production	NA	NA	15,958	28,346	24,468	*	*	NA	*
Employment impacts - Estimated number of permanent jobs associated with housing production	NA	NA	328	602	472	*	*	NA	*

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	59%	51%	46%	26%	40%	58%	58%	Down	Up
Letters responded to in 14 days (%)	52%	44%	36%	31%	42%	52%	52%	Down	Up
Average customer in-person wait time (minutes)	15	15	17	0	13	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	86%	87%	89%	0%	NA	95%	95%	NA	Up
Completed customer requests for interpretation	860	1,071	1,534	328	NA	*	*	NA	*
CORE customer experience rating (0-100)	93	NA	NA	NA	NA	85	85	NA	Up

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Heating (5 days)	79%	95%	97%	92%	91%	90%	90%	Neutral	*
Percent meeting time to close - Pests (30 days)	61%	65%	57%	61%	59%	60%	60%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	76%	72%	76%	78%	70%	70%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	67%	69%	63%	64%	62%	69%	69%	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	66%	69%	62%	63%	62%	68%	68%	Neutral	*

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	
Expenditures (\$000,000) ³	\$1,000.8	\$1,090.4	\$1,129.8	\$1,129.9	1426.428	\$1,271.6	\$1,256.8	Up
Revenues (\$000,000)	\$93.9	\$72.7	\$72.7	\$62.3	\$98.1	\$43.9	\$38.9	Neutral
Personnel	2,295	2,380	2,429	2,335	2,251	2,511	2,729	Neutral
Overtime paid (\$000,000)	\$2.9	\$4.0	\$3.5	\$2.9	\$3.0	\$2.0	\$3.0	Down
Capital commitments (\$000,000)	\$1,231.4	\$1,508.5	\$699.8	\$1,033.8	\$915.7	\$1,431.6	\$2,097.8	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21 ¹ (\$000,000)	Modified Budget FY22 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$183.6	\$196.2	
001 - Office of Administration	\$46.0	\$48.1	All
002 - Office of Development	\$29.9	\$32.5	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	\$17.8	\$26.9	2a, 4a
004 - Office of Housing Preservation	\$66.9	\$67.5	1a, 1b
006 - Housing Maintenance and Sales	\$23.1	\$21.3	2a, 3a, 4b
Other Than Personal Services - Total	\$946.3	\$1,230.3	
008 - Office of Administration	\$8.4	\$11.1	All
009 - Office of Development	\$61.8	\$94.2	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$9.9	\$16.2	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$71.9	\$83.2	1a, 1b, 4b
012 - City Assistance to NYC Housing	\$237.4	\$353.0	All
013 - Rental Subsidy Program	\$557.0	\$628.6	2a, 4a
014 - Emergency Shelter Operations ⁴	NA	\$43.9	1b
Agency Total	\$1,129.9	\$1,426.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. ²City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

As part of the agency's effort to align with the new Administrations' priorities and expand the scope of performance management, HPD changed the following services and goals:

- Updated and replaced the enforcement Services and Goals
 - Service 1 Enforce the Housing Maintenance Code *changed to* Ensure that housing throughout NYC is physically safe and habitable.
 - » Goal 1a Resolve housing maintenance complaints efficiently *changed to* Respond to reported housing maintenance complaints efficiently.
 - » Goal 1b Improve compliance with the Housing Maintenance Code *changed to* Track and promote the resolution of housing maintenance violations.
 - » *Added* Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.
- Expanded the housing production Service and added new Goals
 - Service 2 Preserve and create quality affordable housing *changed to* Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.
 - » Goal 2a Increase affordable housing opportunities through new construction and preservation *changed to* Increase the quantity of affordable housing in New York City.
 - » *Added* Goal 2b Increase the quantity of affordable housing in low affordability areas of New York City.
 - » *Added* Goal 2c Increase the quantity of affordable housing for low-income and senior households.
 - » *Moved to* Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.
- *Added* a new Service and Goals for housing subsidies and support
 - Service 3 Effectively manage HPD affordable housing assets *changed to* Efficiently offer New Yorkers housing-related subsidies and support.
 - » Goal 3a Improve financial and physical stability of existing affordable housing *moved to* Service 2 and Goal 3a *changed to* Connect New Yorkers to affordable housing.
 - » *Moved to* Goal 3b Optimize rental subsidies for low-income New Yorkers.
 - » *Added* Goal 3c Increase the quantity of housing for people experiencing homelessness.
 - » *Added* Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.
- *Added* a new Service and Goals for economic opportunities
 - Service 4 Provide affordable housing opportunities for the lowest income New Yorker and maximize federal rent subsidies *changed to* Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.
 - » Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers *moved to* Service 3 and Goal 4a *changed to* Promote M/WBE participation in HPD subsidized affordable housing.
 - » Goal 4b Target HPD financed housing to the lowest income New Yorkers *changed to* Support wage growth and workforce growth in New York through housing-related City contracting.

As part of the larger chapter changes, HPD made the following indicator changes:

- Retired
 - ‘Housing court cases initiated by HPD’
 - ‘Housing court cases initiated by HPD that resulted in judgments’
 - ‘Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)’
 - ‘Alternative Enforcement Program—Building currently active’
 - ‘Alternative enforcement program—Buildings discharged from program (%) (Cumulative)’
 - ‘Total Dollars spent on emergency repairs in the Alternative Enforcement Program’
 - ‘Section 8 Voucher Activity—# of Households assisted (total)’
- Changed
 - ‘Lead complaints reported’ *changed to* ‘Complaints prompting lead hazard inspections’
 - ‘Complaints closed’ *changed to* ‘Total complaints closed’
 - ‘Lead complaints closed’ *changed to* ‘Complaints prompting lead hazard inspections closed’
 - ‘Lead violations’ *changed to* ‘Lead-based paint hazard violations’
 - ‘Housing court cases initiated by HPD that were disposed’ *changed to* ‘Units in building where Comprehensive Litigation was closed due *changed to* compliance with the Order to Correct and payment of civil penalties’
 - ‘Housing court cases initiated by HPD that were settled’ *changed to* ‘Violations dismissed as a result of comprehensive litigation closed due to compliance with the Order to Correct’
 - ‘Alternative enforcement program—buildings discharged (cumulative)’ *changed to* ‘Units in building discharged from the Alternative Enforcement Program due to owner compliance’
 - ‘Total housing starts under housing New York (HNY) (units) changed’ *to* ‘Total affordable housing starts (units)’
 - ‘Housing NY—New constructions starts’ *changed to* ‘—New construction starts (%)’
 - ‘Housing NY—Preservation starts’ *changed to* ‘—Preservation starts (%)’
 - ‘Housing New York—Units started for homeless individuals and families’ *changed to* ‘Units started for homeless individuals and families’
 - ‘Total housing completions under Housing New York (units)’ *changed to* ‘Total affordable housing completions (units)’
 - ‘Housing NY—New construction completions (units)’ *changed to* ‘—New construction completions (%)’
 - ‘Housing NY—New preservation completion (units)’ *changed to* ‘—Preservation completions (%)’
 - ‘HNY units completed for homeless individuals and families’ *changed to* ‘Units completed for homeless individuals and families’
 - ‘Housing New York units started—extremely low income (0-31% AMI)’ *changed to* ‘Extremely low income (0-30% AMI) starts (%)’
 - ‘Housing New York units started—Very low income (31%-50% AMI)’ *changed to* ‘Very low income (31-50% AMI) starts (%)’

- ‘Section 8—Voucher utilization rate’ *changed to* ‘Section 8—Housing choice voucher utilization rate’
- ‘Section 8—Vouchers issued’ *changed to* ‘Section 8—Housing choice vouchers issued’
- ‘Section 8—# of households assisted: Housing choice vouchers (subset of total)’ *changed to* ‘Section 8—Housing choice voucher households assisted’
- ‘Section 8—# of households assisted: All other programs (subset of total)’ *changed to* ‘Households assisted through other programs’
- New
 - ‘Distinct units where emergency repair work is completed pursuant to HPD Emergency Repair generating violations’
 - ‘Units in buildings discharged from the Underlying Conditions program due to owner compliance’
 - ‘Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order’
 - ‘Rental starts (%)’
 - ‘Homeownership starts (%)’
 - ‘Rental completions (%)’
 - ‘Homeownership completions (%)’
 - ‘Supportive units started’
 - ‘Supportive units completed’
 - ‘Percent of new construction in low affordability areas (%)’
 - ‘Percent of preservation in low affordability areas (%)’
 - ‘Low income (51-80% AMI) starts (%)’
 - ‘Extremely low income (0-30% AMI) completions (%)’
 - ‘Very low income (31-50% AMI) completions (%)’
 - ‘Low income (51-80% AMI) completions (%)’
 - ‘Census for single adults’
 - ‘Census for adult families’
 - ‘Census for families with children’
 - ‘Average length of stay for single adults (days)’
 - ‘Average length of stay for adult families (days)’
 - ‘Average length of stay for families with children (days)’
 - ‘Applicants approved for a new construction unit through the lottery’
 - ‘Homeless households moved into a newly constructed unit’
 - ‘Homeless households moved into re-rental unit’
 - ‘Percent of lottery projects that completed applicant approvals within three months’
 - ‘Percent of lottery projects that completed applicant approvals within six months’

- ‘Percent of lottery projects that took longer than two years to complete applicant approvals’
- ‘Median time to complete applicant approvals for a lottery project (days)’
- ‘Percent of lottery units with applicants approved within three months’
- ‘Percent of lottery units with applicants approved within six months’
- ‘Percent of lottery units with applicants approved after two years’
- ‘Median time to approve an applicant for a lottery unit (days)’
- ‘Median time to lease-up a homeless placement set-aside new construction unit (days)’
- ‘Median time to lease-up a homeless placement voluntary new construction unit (days)’
- ‘Section 8 - Median time to from completed application to voucher issuance (days)’
- ‘Section 8 - Median time to from voucher issuance to lease up (days)’
- ‘Percent of financed affordable housing projects with an M/WBE Build Up goal’
- ‘Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program’
- ‘Percent of completed affordable housing projects that met or exceeded their M/WBE Build Up goal’
- ‘Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program’

As part of the larger chapter changes, HPD:

- Changed the Fiscal 2023 targets for the following:
 - ‘Total affordable housing starts’ from 25,000 to 18,000
 - ‘Total affordable housing completions’ from 13,350 to 15,000
- Removed Fiscal 2023 targets for the following:
 - ‘New construction starts’
 - ‘Preservation starts’
 - ‘Units started for homeless individuals and families’
 - ‘Units started that serve senior households’

As part of its routine updates and data clean-up efforts, HPD revised previously reported data for the following fiscal years:

- Housing production data including:
 - ‘Total housing starts’ in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021
 - ‘Total housing completions (units)’ in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021
 - ‘Units started for homeless individuals and families’ in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021
 - ‘Units completed for homeless individuals and families’ in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021
 - ‘Units started that serve senior households’ in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021

- Asset management data for Fiscal 2021 including:
 - ‘Asset management—Rental projects in portfolio’
 - ‘Asset management—High risk rental projects in portfolio (%)’
 - ‘Asset management—Co-op projects in portfolio’
 - ‘Asset management—High risk co-op projects in portfolio (%)’

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/>

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