

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Maria Torres-Springer, 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 and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. By enforcing the Housing Maintenance Code, HPD works to ensure that all 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 special needs, seniors and the formerly homeless. Through the Housing Connect lottery, marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. 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 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, including the lowest income households.

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 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

- HPD closed emergency and nonemergency complaints faster in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. Average closing times decreased by .8 and .2 days, respectively, despite a 23 percent increase in total complaints, including a 28 percent increase in emergency complaints.
- HPD issued more violations during the reporting period. The number of total violations issued increased by 13 percent to 205,809, and emergency violations increased by 16 percent to 25,892. The increase in violations is consistent with an increase in both emergency and nonemergency complaints.
- Heat and hot water violations increased by 52 percent, consistent with a 75 percent increase in heat and hot water complaints in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. The cold temperatures in October caused an increase in the number of heat complaints that HPD received.
- Total housing starts for the first four months of Fiscal 2019 were lower than during the same period of Fiscal 2018. Despite the decline, HPD is on track to meet or exceed its goal of creating or preserving 25,000 units of affordable housing in Fiscal 2019. 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 affected the affordability distribution and other attributes. Overall housing completions are behind last year's pace, but HPD is expected to meet the annual target of 18,120 units by year-end.
- HPD increased the rental buildings in its asset management portfolio by five percent, while the co-op buildings in its portfolio decreased by three percent. The overall increase in the number of buildings represents the natural growth of the portfolio over time as additional HPD housing projects are transferred to asset management. In the first four months of Fiscal 2019, 38 percent of rental buildings and 58 percent of co-op buildings were at medium or high risk of physical or financial distress, in line with previous ratings.
- HPD issued 567 more Section 8 vouchers in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018 because of increased federal funding from the Department of Housing and Urban Development. HPD's voucher utilization rate for the first four months of Fiscal 2019 stands at 96.3 percent; similar to its voucher utilization rate in the same period of Fiscal 2018.

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total complaints reported	549,640	541,858	530,619	*	*	150,608	185,134
★ – Emergency complaints reported	337,791	334,242	327,359	*	*	80,098	102,521
Inspections completed	692,943	698,948	706,664	600,000	600,000	218,230	232,865
Inspection visits per team per day	12.6	12.3	12.4	*	*	11.8	11.9
Ratio of completed inspections to attempted inspections (%)	78%	80%	79%	*	*	78%	77%
Total complaints closed	558,417	541,216	532,571	*	*	148,055	174,007
– Emergency complaints closed	339,524	334,143	328,180	*	*	77,585	96,698
– Heat and hot water	110,007	115,262	114,641	*	*	8,997	18,145
– Lead	32,170	28,356	27,938	*	*	8,681	10,934
– Other emergency	197,347	190,525	185,601	*	*	59,907	67,619
★ Average time to close emergency complaints (days)	11.3	12.4	11.4	12.0	12.0	11.2	10.4
★ Average time to close nonemergency complaints (days)	23.3	21.0	17.5	20.0	20.0	12.8	12.6
★ Emergency complaints closed within 12 days of receipt (%)	71%	71%	71%	↑	↑	67%	68%
Nonemergency complaints closed within 20 days of receipt (%)	75%	73%	77%	*	*	86%	75%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b

Improve compliance with the Housing Maintenance Code.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total violations issued	440,849	481,085	522,199	*	*	181,530	205,809
– Emergency violations issued	72,000	81,750	76,887	*	*	22,326	25,892
– Heat and hot water	8,858	10,340	11,143	*	*	1,272	1,933
– Lead	11,625	12,774	10,990	*	*	3,842	4,328
– Other emergency	51,517	58,636	54,754	*	*	17,212	19,631
– Nonemergency violations issued	368,849	399,335	445,312	*	*	159,204	179,917
★ Violations issued and removed in the same fiscal year (%)	45%	42%	43%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	57%	55%	57%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	11%	10%	9%	*	*	NA	NA
Violations closed	489,900	485,251	510,713	*	*	176,859	164,626
Violations certified as corrected by owner	170,109	193,461	219,318	*	*	74,859	79,417
Housing Court cases initiated by HPD	5,659	6,371	7,093	*	*	1,290	1,126
Housing Court cases initiated by HPD that were disposed	5,633	6,222	6,938	*	*	1,473	1,369
– Cases settled	4,308	5,056	5,546	*	*	1,037	899
– Cases resulting in judgments	842	578	671	*	*	162	214
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,139,937	\$10,009,946	\$10,680,843	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	609	579	553	*	*	NA	NA
– Buildings discharged (cumulative)	1,278	1,558	1,834	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	64%	73%	73%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$1,935,904	\$2,499,910	\$2,314,322	*	*	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 construction and preservation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total housing starts under Housing New York (HNY) (units)	23,610	24,332	32,203	25,000	25,000	3,019	2,285
– New construction starts	6,297	7,744	9,227	10,000	10,000	375	924
– Preservation starts	17,313	16,588	22,976	15,000	15,000	2,644	1,361
HNY units started for homeless individuals and families	1,907	2,625	2,264	2,400	2,400	120	386
HNY units started that serve senior households	1,365	929	1,888	2,000	2,000	268	92
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	20,702	23,673	26,189	18,120	18,787	6,092	4,449
– New construction completions	4,483	5,713	5,857	5,500	5,900	2,122	2,900
– Preservation completions	16,219	17,960	20,332	12,620	12,887	3,970	1,549
★ 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Asset management - Rental buildings in portfolio	3,604	3,843	3,914	*	*	3,887	4,090
– Medium/high risk rental buildings in portfolio (%)	NA	32.0%	38.0%	*	*	35.0%	38.1%
Asset management - Co-op buildings in portfolio	1,217	1,231	1,199	*	*	1,238	1,198
– Medium/high risk co-op buildings in portfolio (%)	NA	54.0%	55.0%	*	*	58.0%	57.9%
★ 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Section 8 - Voucher utilization rate	94.5%	96.6%	96.4%	98.0%	98.0%	96.9%	96.3%
– Vouchers issued	2,999	2,334	1,679	*	*	545	1,112
– Households assisted	39,058	39,694	39,526	*	*	39,771	39,472
Section 8 subsidized units in abatement (%)	2%	3%	2%	*	*	2%	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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Housing New York units started – Extremely low income (0-30% AMI)	3,885	4,014	6,126	*	*	326	659
Housing New York units started – Very low income (31%-50% AMI)	2,979	6,444	12,240	*	*	799	531
★ Critical Indicator	“NA” Not Available	⇕⇓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	55%	67%	67%	58%	58%	64%	52%
Letters responded to in 14 days (%)	53%	45%	49%	52%	52%	48%	36%
Average customer in-person wait time (minutes)	27	19	15	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	83%	89%	86%	95%	95%	NA	NA
Completed customer requests for interpretation	1,202	969	860	*	*	NA	NA
CORE customer experience rating (0-100)	97	98	93	85	85	NA	NA
★ Critical Indicator	“NA” Not Available	⇕⇓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	82%	88%	79%	78%	78%	82%	87%
Percent meeting time to close - Pests (30 days)	59%	59%	61%	59%	59%	69%	70%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	74%	74%	71%	71%	79%	82%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	66%	64%	67%	69%	69%	74%	76%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	66%	64%	66%	68%	68%	73%	76%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$850.0	\$1,026.6	\$1,000.8	\$1,142.5	\$1,259.9	\$947.0	\$661.2	\$555.0
Revenues (\$000,000)	\$61.3	\$79.1	\$93.9	\$30.8	\$59.0	\$31.8	\$35.2	\$27.2
Personnel	2,246	2,278	2,295	2,582	2,634	2,628	2,282	2,327
Overtime paid (\$000,000)	\$2.2	\$2.4	\$2.9	\$2.0	\$2.0	\$2.0	\$0.8	\$0.9
Capital commitments (\$000,000)	\$634.3	\$880.0	\$1,231.4	\$1,264.2	\$1,346.2	\$1,268.1	\$72.9	\$229.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$164.3	\$184.3	
001 - Office of Administration	\$40.6	\$45.2	All
002 - Office of Development	\$27.7	\$36.0	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	\$58.5	\$62.6	1a, 1b
006 - Housing Maintenance and Sales	\$37.4	\$40.5	2a, 3a, 4a, 4b
Other Than Personal Services - Total	\$836.5	\$1,075.6	
008 - Office of Administration	\$9.6	\$12.9	All
009 - Office of Development	\$759.6	\$646.6	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$9.3	\$17.2	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$58.1	\$87.2	1a, 1b, 2a, 4b
012 - City Assistance to NYC Housing ⁴	NA	\$311.7	All
Agency Total	\$1,000.8	\$1,259.9	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² Includes all funds. ³ Refer to agency goals listed at front of chapter. ⁴ This UA originated in Fiscal 2019 "NA" Not Available * None			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for Fiscal 2017 and Fiscal 2018 as follows:
 - Fiscal 2017 HNY housing starts data increased by a net of 33 new construction units for a revised overall total of 24,332.
 - Fiscal 2018 HNY housing starts data increased by a net of 87 new construction units for a revised overall total of 32,203.
 - Fiscal 2017 HNY housing units started for households earning 31-50% of area median income (AMI) increased from 6,437 to 6,444.
 - Fiscal 2018 HNY housing units started for households earning 0-30% of area median income (AMI) increased from 6,080 to 6,126.

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.