

# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Vicki Been, 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 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. In enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable environments. In 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 and 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 for strategic 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 even the lowest income households.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Enforce the Housing Maintenance Code.**

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

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### **SERVICE 2 Preserve and create quality affordable housing.**

- Goal 2a Increase the supply of quality affordable housing.

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### **SERVICE 3 Manage HPD affordable housing assets.**

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

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### **SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers.**

- 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

- Total housing starts for the first four months of Fiscal 2015 were almost three times higher than in the same Fiscal 2014 period, 2,094 units compared to 725 units. HPD has made a significant effort to ramp up production under Housing New York in an effort to reach the goal of creating or preserving 200,000 units by 2024.
- Although the overall number of emergency complaints reported decreased by more than nine percent, the number of emergency heat and hot water complaints rose, increasing by nearly 14 percent to 14,670. HPD closed over 13,000 heat and hot water complaints, an increase of 20.7 percent, in an average of 4.2 days, on par with performance a year ago.
- HPD increased its asset management portfolio by two percent compared to the same four month period last year. The Department continues to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues. In addition to tracking real-time information on the physical and financial condition of properties, HPD's asset managers work with property owners to provide assistance on reducing municipal arrears and housing code violations. They also liaise with other departments within HPD, other City agencies and HPD's partner organizations to assist in resolving financial, physical and regulatory issues. Based on the program's criteria, 1.0 percent of the rental portfolio and 4.0 percent of the co-op portfolio were identified as distressed.
- Due to a more positive federal budget outlook and creative use of administrative reserves in 2015, HPD issued 586 more Section 8 vouchers than in the same period last year and maintains a voucher utilization rate of 93 percent. As of October 2014 HPD completed 15,187 inspections of units with Section 8 rental subsidy as required by federal regulations. At the end of the reporting period, 3.0 percent of units with Section 8 rental subsidy failed housing quality inspections and rental subsidies were temporarily suspended (in abatement) until all conditions resulting in failure were corrected.

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total complaints reported	589,245	541,397	548,626	*	*	156,144	159,075
★ - Emergency complaints reported	388,276	364,627	363,501	*	*	95,419	86,782
- Nonemergency complaints reported	200,969	176,770	185,125	*	*	60,725	72,293
Inspections completed	697,736	661,206	675,760	600,000	600,000	202,836	200,557
Inspection visits per team per day	11.8	12.2	12.3	*	*	11.0	11.1
Ratio of completed inspections to attempted inspections (%)	71%	72%	78%	*	*	71%	79%
Total complaints closed	599,374	540,035	544,229	*	*	153,258	153,497
- Emergency complaints closed	389,952	364,049	363,995	*	*	93,203	83,163
- Heat and hot water	99,430	108,742	120,106	*	*	10,801	13,032
- Lead	39,862	34,022	33,600	*	*	10,979	10,432
- Other emergency	250,660	221,285	210,289	*	*	71,423	59,699
- Nonemergency complaints closed	209,422	175,986	180,234	*	*	60,055	70,334
★Average time to close emergency complaints (days)	10.3	10.2	11.9	12.0	12.0	11.2	12.6
★Average time to close nonemergency complaints (days)	41.7	14.5	18.1	20.0	20.0	12.9	20.4
★Outstanding emergency complaints at end of month	10,089	10,667	10,173	10,000	10,000	12,883	13,792
★Outstanding nonemergency complaints at end of month	6,229	7,013	11,904	11,000	11,000	7,383	13,863

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

**Goal 1b**

**Improve compliance with the Housing Maintenance Code through enforcement.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total violations issued	468,644	386,804	392,456	*	*	131,891	135,877
- Emergency violations issued	92,665	78,564	77,909	*	*	22,665	22,985
- Heat and hot water	10,869	12,216	12,352	*	*	1,446	1,437
- Lead	20,496	13,615	13,046	*	*	4,912	4,213
- Other emergency	61,300	52,733	52,511	*	*	16,307	17,335
- Nonemergency violations issued	375,979	308,240	314,547	*	*	109,226	112,892
★Violations issued and removed in the same fiscal year (%)	43%	41%	38%	40%	40%	NA	NA
★Emergency violations corrected by owner (%)	57%	53%	51%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	15%	15%	14%	*	*	NA	NA
Violations removed	536,010	433,960	416,454	*	*	144,596	157,173
Housing Maintenance Code compliance - Cases opened	13,251	12,435	14,336	*	*	3,931	3,610
- Cases closed	14,109	12,106	14,296	*	*	4,725	4,611
Average cost of repair work performed by HPD (\$)	\$537	\$514	\$475	*	*	NA	NA
- Emergency (non-lead) (\$)	\$465	\$467	\$442	*	*	NA	NA
- Lead (\$)	\$2,302	\$2,108	\$1,653	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	473	498	502	*	*	NA	NA
- Buildings discharged (cumulative)	527	702	885	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	53%	59%	64%	*	*	NA	NA

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**SERVICE 2 Preserve and create quality affordable housing.**

**Goal 2a**

**Increase the supply of quality affordable housing.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total housing starts under Housing New York (units)	NA	NA	8,797	16,000	18,000	NA	2,094
- New construction starts	NA	NA	3,826	5,962	7,200	NA	916
- Preservation starts	NA	NA	4,971	10,038	10,800	NA	1,178
★Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	NA	NA	9,370	11,851	10,945	2,523	3,364
- New construction completions	NA	NA	3,234	4,950	5,228	1,347	581
- Preservation completions	NA	NA	6,136	6,901	5,717	1,176	2,783

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## SERVICE 3 Manage HPD affordable housing assets.

### Goal 3a

Ensure financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Asset management - Rental buildings in portfolio	NA	2,651	3,110	*	*	3,110	3,157
Physically and financially distressed rental buildings in portfolio (%)	NA	0.7%	0.6%	*	*	0.7%	1.0%
Asset management - Co-op buildings in portfolio	NA	1,069	1,151	*	*	1,151	1,176
Physically and financially distressed co-op buildings in portfolio (%)	NA	4.8%	3.9%	*	*	5.5%	4.0%

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## SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers.

### Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Section 8							
- Utilization rate	97.1%	98.2%	98.2%	96.0%	96.0%	97.7%	93.0%
- Vouchers issued	2,786	1,404	1,138	*	*	48	634
- Households assisted	37,116	37,232	36,859	*	*	37,112	37,392
Section 8 subsidized units in abatement (%)	NA	NA	3%	*	*	1%	3%

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

### Goal 4b

Target HPD financed housing to the lowest income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Housing New York units started – Extremely low income (0-30% AMI)	NA	NA	NA	*	*	NA	144
Housing New York units started – Very low income (31%- 50% AMI)	NA	NA	NA	*	*	NA	57

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## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Customer Experience							
Emails responded to in 14 days (%)	58%	60%	56%	58%	58%	55%	72%
Letters responded to in 14 days (%)	49%	53%	49%	52%	52%	52%	43%
Average customer in-person wait time (minutes)	29	30	43	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	99%	99%	NA	95%	95%	NA	NA
Completed customer requests for interpretation	2,312	1,611	1,053	*	*	NA	NA
CORE customer experience rating (0-100)	85	87	89	85	85	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	83%	84%	83%	78%	78%	81%	81%
Percent meeting time to close - Pests (30 days)	65%	66%	64%	59%	59%	67%	60%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	76%	74%	71%	71%	79%	71%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	72%	74%	70%	69%	69%	76%	64%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	71%	75%	69%	68%	68%	76%	66%

## AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15 <sup>1</sup>	FY16 <sup>1</sup>	FY14	FY15
Expenditures (\$000,000) <sup>2</sup>	\$731.3	\$675.3	\$690.0	\$555.3	\$959.4	\$719.9	\$285.7	\$320.8
Revenues (\$000,000)	\$43.8	\$78.9	\$52.6	\$22.1	\$41.4	\$22.6	\$15.0	\$19.7
Personnel	2,153	2,062	2,001	2,245	2,331	2,307	2,062	2,025
Overtime paid (\$000,000)	\$0.4	\$1.7	\$1.7	\$0.8	\$0.9	\$0.7	\$0.4	\$0.4
Capital commitments (\$000,000)	\$297.7	\$375.7	\$415.4	\$482.1	\$672.0	\$667.9	\$32.9	\$16.7
Work Experience Program (WEP) participants assigned	234	162	134	*	*	*	152	142

<sup>1</sup>February 2015 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD corrected the Fiscal 2015 targets for new construction and preservation units started under Housing New York, with new units increasing to 5,962 and preservation decreasing to 10,038; the overall start target of 16,000 remained unchanged. The Department also updated Fiscal 2014 data for preservation completions under the New Housing Marketplace Plan for a net increase of 300 units.
- HPD added a new service area - Provide affordable housing opportunities for the lowest income New Yorkers - with corresponding goal and metrics. The indicators report on the number of new housing units started for households earning less than 30 percent and 50 percent of Area Median Income (AMI). The goal and indicators that report on Section 8 have been moved to this new service area.

## 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/hpd/html/about/Housing-New-York.shtml>

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