

THE COUNCIL OF THE CITY OF NEW YORK



Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Jumaane Williams
Chair, Committee on Housing and Buildings

Hearing on the Fiscal 2015 Preliminary Budget & the Fiscal 2014 Preliminary Mayor's Management Report

Department of Housing Preservation and Development

March 24, 2014

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Table of Contents

Department of Housing Preservation and Development Overview	1
Fiscal 2015 Preliminary Plan Summary	1
Federal and Council Funding	4
Fiscal 2015 Federal Funding.....	4
Council Initiatives and Funding.....	5
Housing Preservation and Development Financial Summary.....	6
Program Areas.....	7
Administration	7
Administration Program.....	8
Development.....	9
Housing Operations – Section 8 Programs.....	10
Housing Operations – Emergency Housing.....	12
Housing Operations – Management & Disposition	13
Preservation – Anti-Abandonment.....	15
Preservation – Code Enforcement	16
Preservation – Emergency Repair	17
Preservation – Lead Paint	18
Preservation – Other Agency Services	19
Capital Program.....	20
New Housing Market Place Plan.....	23
Appendix A.....	24
Budget Action Chart	24
Appendix B.....	25
Contract Budget	25
Appendix C:.....	26
Fiscal 2014 Preliminary Mayor’s Management Report (MMR) Performance Measures.....	26
Appendix D:	28
Reconciliation of Program Areas to Units of Appropriation.....	28

Department of Housing Preservation and Development Overview

The Department of Housing Preservation and Development (HPD) works to maximize the production of affordable housing in New York City by encouraging cost-effective development. The Department also promotes the preservation and improvement of existing housing stock by providing loan assistance, education, and code enforcement. In conjunction with these housing objectives, the Department supports a comprehensive community development agenda by conveying City-owned properties, both occupied and vacant, to responsible private owners, while promoting retail development, homeownership initiatives, and productive community partnerships.

This report provides a review of the Department of Housing Preservation and Development's Fiscal 2015 Preliminary Budget. In the first section, the highlights of the Fiscal 2015 expense budget are presented, followed by a financial summary of HPD's budget. The report then presents the Department's budget by program area and provides an analysis of significant program areas, discusses initiatives included in the November and February Financial plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2014. This is followed by a review of the proposed Capital Plan.

Fiscal 2015 Preliminary Plan Summary

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Personal Services	\$134,721	\$129,964	\$139,875	\$137,307	\$133,847	(\$6,028)
Other Than Personal Services	596,622	545,295	437,832	628,023	419,253	(18,579)
Agency Total	\$731,343	\$675,260	\$577,707	\$765,331	\$553,100	(\$24,607)

**The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.*

The Department of Housing Preservation and Development's (HPD) Fiscal 2015 Preliminary Budget is \$553.1 million, which is \$24.6 million or 4.3% less than the Fiscal 2014 Adopted Budget of \$577.7 million. Community Development Block Grant funding is the largest source of operating support for the agency with over \$122.7 million in Fiscal 2015 funding. Because the City's fiscal year and the state and federal fiscal years do not coincide, HPD reports only baseline funding and grants that it anticipates from the other two branches of government at the beginning of each year and makes adjustments as additional funds are received. Therefore, program areas that are primarily funded through non-City sources might align with Fiscal 2014 Adopted once the agency knows these allocations. The Fiscal 2015 Preliminary budget assumes approximately \$485.1 million from federal and state funds. HPD's Fiscal 2015 Preliminary Plan includes a \$9.6 million reduction in City funds from Fiscal 2014 Adopted. Since the Fiscal 2014 Adopted Budget, the agency has implemented the following initiatives:

- **Headcount Reductions.** HPD's Fiscal 2015 Preliminary Budget includes a net headcount reduction of 128 positions, from 2,348 in Fiscal 2014 Adopted to 2,220 in the Fiscal 2015

Preliminary. These reductions are technical adjustments and are expected to be restored in the Executive Plan.

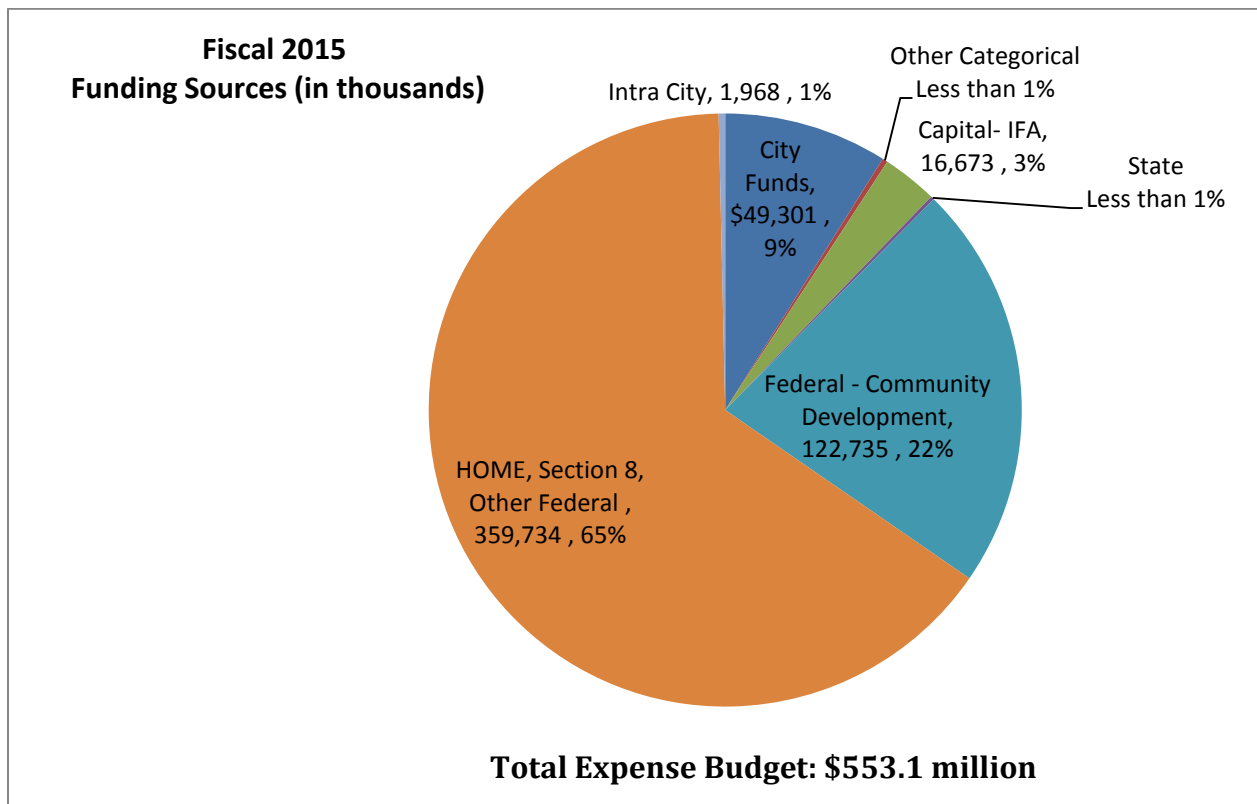
- **Mortgage Foreclosure Assistance Program (MAP).** HPD's Fiscal 2015 Preliminary Budget includes a \$750,000 increase for MAP from City funds. MAP uses public and private funds to provide interest-free, deferred repayment loans. Homeowners also work with a non-profit housing counselor or legal services provider to determine eligibility and complete the application process.
- **Shelter Plus Care.** The agency's budget also reflects a \$238,000 increase in funding for Shelter Plus Care. This program provides rental subsidies targeted to homeless individuals and households.
- **Multifamily Rehabilitation Loans.** HPD offers zero-interest loans to make repairs and incorporate resiliency measures to prevent future storm damage in multi-family buildings. The agency estimates that this initial allocation will invest in almost 13,000 residential units. To date, HPD has closed on 3 loans.
- **Storm Recovery Loan Program.** HPD provides loans to rehabilitate multifamily housing (5 or more units) damaged by Superstorm Sandy. HPD provides City Capital or Federal Funds to borrowers at 1% interest. Eligible uses include refinancing of existing debt or repairing damage and mitigating future storm impacts. To date, HPD has issued about 200 loans.
- **Temporary Disaster Assistance Program (TDAP).** In April 2013, HPD set aside \$20 million in Community Development Block Grant-Disaster Recovery (CDBG-DR) funds to support a 2 year rental subsidy program for approximately 600 Sandy impacted households at or below 50% of the federally determined Area Media Income (AMI). TDAP rental subsidy is limited to two years and must be used within New York City. Households are required to pay 30% of their income toward rent.
- **Contracts.** The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personal service provided to the City by means of a contract. The Contract Budget is actually a subset of the Other Than Personal Services (OTPS) portion of the City's Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. In January, it is prepared with the Departmental Estimates, and in late April it is submitted to the Council with the Executive Budget. HPD's Fiscal 2015 Preliminary Budget includes 204 registered City contracts, at a total cost of \$53.1 million. Of these 204 registered contracts, 81 are for community consultants. This is anticipated to cost approximately \$14.6 million in Fiscal 2015 (See Appendix B).
- **Tax Incentive Program Fee Revenue.** HPD will generate revenue from applications for real property tax exemptions for new construction on vacant lots, and for low-income housing developed with tax credits. The additional revenue generated from 420-c and 421-a tax incentive program fees in Fiscal 2014 is \$5,480,000.
- **Decrease in issuance of Section 8 vouchers.** Due to the ongoing impact of federal sequestration, HPD issued 93 percent fewer Section 8 vouchers during the first four months of Fiscal 2014 than in the same period last year, 48 compared to 724, but continued to maintain a

high voucher utilization rate of 97.7 percent. As of October 2013, HPD completed 5,731 inspections of subsidized units as required by federal regulations; 89 percent of inspected units met inspection criteria.

Federal and Council Funding

Fiscal 2015 Federal Funding

Of the agency’s total \$553.1 million expense budget, approximately \$485.1 million or 87.7% is funded by the federal government. Federal funds are comprised of the following sources: Community Development Block Grants (CDBG), Section 8 Rental Subsidy and Administrative Fees, Home Investment Partnership, Lower Income Housing Assistance, Temporary Assistance for Needy Families, and Lead Hazard Reduction Demonstration. Of these programs, CDBG accounts for approximately \$122.7 million, or 25.3% of the total expense budget for Preliminary Fiscal 2015.



The Impact of Sequestration on Section 8. In March 2013, due to sequestration, HPD had a 5 percent, across the board cut on all federal programs for Federal Fiscal Year 2013 and out years. In order to restore this funding, HPD spent down \$35 million in Section 8 reserves. The Office of Management and Budget (OMB) restored these funds in the Fiscal 2014 Executive budget in order to keep the Section 8 subsidy baselined, but these funds were not restored by the federal government. In July 2013, HPD employed two new policy changes to their Section 8 program in an effort to keep its existing tenants housed; the agency required voucher holders to either pay a greater share of their rent or move to a smaller apartment. These cost saving policy measures will be applied at the first annual recertification after July 15, 2013.

Council Initiatives and Funding

In Fiscal 2014, the City Council funding provided approximately \$5.8 million to HPD's annual operating budget. Most of this funding (\$5.1 million) is allocated to local community-based organizations which are tasked with carrying out the goals of Council initiatives, including advocacy and education on issues related to housing preservation. The remaining amount of \$765,534 is allocated towards Council discretionary funds.

FY2014 Council Initiatives	Amount
Citywide Task Force on Housing Court	\$500,000
Community Consultants	\$415,000
Housing Preservation Initiative	\$1,250,000
Mortgage Foreclosure Prevention Program: Center for NYC Neighborhoods	\$750,000
Anti-Eviction & SRO Legal Services	\$2,000,000
Subsidized Housing Information Project (SHIP)	\$45,000
Association for Neighborhood and Housing Development	\$100,000
Local Initiatives	\$765,534
TOTAL	\$5,825,534

Housing Preservation and Development Financial Summary

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Budget by Program Area						
Administration	\$32,584	\$32,320	\$31,425	\$31,915	\$30,938	(\$487)
Administration Program	19,878	13,564	14,120	17,077	13,064	(\$1,056)
Development	58,671	24,883	18,572	55,000	14,364	(\$4,208)
Housing Operations - Section 8 Programs	454,021	455,498	348,814	487,914	349,508	\$694
Housing Operations- Emergency Housing	25,162	21,893	19,504	22,303	17,578	(\$1,926)
Housing Operations- Mgmt. & Disposition	43,727	34,806	36,570	38,538	32,114	(\$4,456)
Preservation - Anti-Abandonment	8,545	7,505	6,332	8,355	5,082	(\$1,250)
Preservation - Code Enforcement	30,773	28,432	31,106	31,491	30,631	(\$475)
Preservation - Emergency Repair	24,304	19,800	26,881	25,898	26,420	(\$461)
Preservation - Lead Paint	15,109	14,558	17,702	16,737	16,564	(\$1,138)
Preservation - Other Agency Services	18,570	21,999	26,679	30,103	16,835	(\$9,844)
TOTAL	\$731,344	\$675,258	\$577,707	\$765,331	\$553,100	(\$24,607)
Funding						
City Funds	\$35,819	\$45,884	\$58,883	\$60,985	\$49,301	(\$9,582)
Other Categorical	32,733	6358	3,199	16,427	1,615	(1,584)
Capital- IFA	14,784	14511	16,673	16,673	16,673	0
State	3,708	2820	1,968	1,075	1,075	(893)
Federal - CDBG	127,392	107993	123,319	153,035	122,735	(584)
Federal - Other	514,789	494670	371,418	515,167	359,734	(11,684)
Intra City	2,118	3023	2,248	1,968	1,968	(280)
TOTAL	\$731,344	\$675,258	\$577,707	\$765,331	\$553,100	(\$24,607)
Positions						
Full-Time Positions	2,105	2,015	2,348	2,281	2,220	(128)
TOTAL	2,105	2,015	2,348	2,281	2,220	(128)

**The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.*

Program Areas

Administration

The Administration in HPD serves all the other agency program areas.

	2012	2013	2014	2014	2015	*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Prelim. Plan	Prelim. Plan	2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$23,905	\$22,473	\$23,728	\$23,546	\$23,541	(\$187)
Other Salaried and Unsalaries	411	399	516	516	516	(0)
Additional Gross Pay	974	1,210	569	402	569	0
Overtime - Civilian	117	0	0	167	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	0	0	0	0	0	0
Amounts to be Scheduled	0	0	49	0	0	(49)
Subtotal PS	\$25,407	\$24,082	\$24,862	\$24,630	\$24,626	(\$236)
Other Than Personal Services						
Supplies & Materials	\$1,141	\$998	\$1,175	\$1,089	\$1,178	\$3
Fixed & Misc. Charges	44	19	66	19	66	0
Property & Equipment	303	317	442	344	442	0
Other Services & Charges	4,090	4,188	3,695	4,088	3,444	(251)
Contractual Services	1,599	2,715	1,186	1,744	1,182	(3)
Subtotal OTPS	\$7,177	\$8,237	\$6,563	\$7,284	\$6,312	(\$251)
TOTAL	\$32,584	\$32,319	\$31,425	\$31,914	\$30,938	(\$488)
Funding						
City Funds			\$22,350	\$22,765	\$22,238	(\$112)
Other Categorical			0	160	0	0
Capital- IFA			1,994	1,864	1,864	(130)
State			0	0	0	0
Federal - CDBG			4,643	4,700	4,643	0
Federal - Other			2,376	2,363	2,131	(245)
Intra City			62	62	62	0
TOTAL	\$32,584	\$32,319	\$31,425	\$31,914	\$30,938	(\$488)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Administration budget will decrease approximately \$488,000, from \$31.4 million Fiscal 2014 to \$30.9 million in the Fiscal Preliminary Plan. This is primarily due to a decrease in other services and charges associated with other than personal services.

Administration Program

This area provides programs where the agency function is primarily administrative and not service related.

<i>Dollars in Thousands</i>	2012	2013	2014	2014	2015	*Difference
	Actual	Actual	Adopted	Prelim. Plan	Prelim. Plan	2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$6,269	\$6,010	\$5,919	\$6,842	\$5,973	\$54
Other Salaried and Unsalaries	72	\$0	\$11	\$36	\$11	0
Additional Gross Pay	254	\$231	\$90	\$129	\$90	0
Overtime - Uniformed	0	0	\$0	\$0	\$0	0
Overtime - Civilian	0	0	\$0	\$0	\$0	0
P.S. Other	0	0	\$0	\$0	\$0	0
Fringe Benefits	0	0	\$0	\$0	\$0	0
Amounts to be Scheduled	0	0	\$380	\$0	\$0	(380)
Subtotal	\$6,595	\$6,241	\$6,400	\$7,007	\$6,074	(\$326)
Other Than Personal Services						
Supplies & Materials	\$0	\$0	\$23	\$163	\$23	\$0
Fixed & Misc. Charges	7,975	4,378	1,584	3,044	1,584	0
Property & Equipment	0	0	4,997	12	0	(4,997)
Other Services & Charges	4,048	2,240	0	5,254	4,547	4,547
Contractual Services	1,260	706	1,117	1,598	837	(280)
Subtotal	\$13,283	\$7,324	\$7,721	\$10,071	\$6,991	(\$730)
TOTAL	\$19,878	\$13,565	\$14,121	\$17,078	\$13,065	(\$1,056)
Funding						
City Funds			\$5,869	\$6,253	\$5,802	(\$67)
Other Categorical			0	0	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - CDBG			5,683	8,235	5,683	0
Federal - Other			2,029	2,331	1,321	(708)
Intra City			539	259	259	(280)
TOTAL	\$19,878	\$13,565	\$14,121	\$17,078	\$13,065	(\$1,056)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Administration program budget will decrease approximately \$1.1 million, from \$14.1 million Fiscal 2014 Adopted to \$13.1 million in Fiscal 2015 Preliminary. This is due to budget realignment of OTPS expenses that are not yet baselined.

Development

Funding for Development initiatives in the production and/or rehabilitation of residential projects citywide. HPD works to identify privately owned sites suitable for housing development, facilitates the procurement of funds for property acquisition, collaborates with other agencies with land and buildings suitable for housing development, and creates the appropriate programs and policies to facilitate housing development.

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$11,199	\$10,594	\$14,613	\$14,270	\$12,965	(\$1,648)
Other Salaried and Unsalariated	42	41	5	5	5	0
Additional Gross Pay	441	548	75	87	75	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	0	0	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$11,682	\$11,183	\$14,693	\$14,362	\$13,045	(\$1,648)
Other Than Personal Services						
Supplies & Materials	\$0	\$0	\$0	\$400	\$0	\$0
Fixed & Misc. Charges	0	0	0	0	0	0
Property & Equipment	0	0	0	0	0	0
Other Services & Charges	1	0	722	0	0	(722)
Contractual Services	46,987	13,700	3,157	40,238	1,319	(1,838)
Subtotal	\$46,988	\$13,700	\$3,879	\$40,638	\$1,319	(\$2,560)
TOTAL	\$58,670	\$24,883	\$18,572	\$55,000	\$14,364	(\$4,208)
Funding						
City Funds			\$6,839	\$4,458	\$4,158	(\$2,681)
Other Categorical			1,028	12,286	410	(618)
Capital- IFA			5,388	5,518	5,518	130
State			0	0	0	0
Federal - CDBG			281	23,209	681	400
Federal - Other			5,036	9,528	3,597	(1,439)
Intra City			0	0	0	0
TOTAL	\$58,670	\$24,883	\$18,572	\$55,000	\$14,364	(\$4,208)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Development program budget reflects a decrease of approximately \$4.2 million, from \$18.6 million in Fiscal 2014 Adopted to \$14.4 million in Fiscal 2015 Preliminary. The decrease is largely due to a decrease in contractual services in the OTPS budget that are not baselined. Specifically, this program area includes Council funded initiatives such as the Community Consultant Contracts and the Mortgage Foreclosure Prevention program, which are not baselined in the Preliminary Plan. It is expected that the Council will be able to restore this funding for Fiscal 2015.

Housing Operations – Section 8 Programs

The federally funded Section 8 program provides rental subsidies to low-income households. The bulk of the rental subsidies are Section 8 vouchers and project-based Section 8, although HPD also handles Shelter Plus Care funding and other rental subsidies targeted to homeless individuals and households. HPD generally targets its Section 8 assistance to specific categories of New Yorkers, including homeless households; households that are residing in a building owned by the City which is in need of substantial renovation, in which case the voucher will be issued to allow the applicant to locate permanent, alternate housing; and households residing in buildings that have been developed with financial assistance from HPD or buildings for which HPD maintains regulatory responsibility. HPD also administers “enhanced vouchers,” which are given to tenants when building owners pre-pay federal loans to opt out of project-based subsidy programs, or opt not to renew project-based Section 8 contracts. The Rental Assistance program also includes some limited social service and asset accumulation initiatives for households receiving Section 8, in particular the Family Self Sufficiency Program.

<i>Dollars in Thousands</i>	2012	2013	2014	2014	2015	*Difference
	Actual	Actual	Adopted	Prelim. Plan	Prelim. Plan	2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$12,261	\$12,442	\$12,547	\$12,801	\$12,547	\$0
Other Salaried and Unsalariated	254	251	55	55	55	0
Additional Gross Pay	272	256	19	19	19	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	2	2	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$12,789	\$12,951	\$12,621	\$12,875	\$12,621	\$0
Other Than Personal Services						
Supplies & Materials	\$316	\$413	\$0	\$299	\$0	\$0
Fixed & Misc. Charges	437,217	438,388	334,530	471,840	335,224	694
Property & Equipment	128	74	0	108	0	0
Other Services & Charges	120	103	865	215	865	0
Contractual Services	3,452	3,569	798	2,576	798	0
Subtotal	\$441,233	\$442,547	\$336,193	\$475,038	\$336,887	\$694
TOTAL	\$454,022	\$455,498	\$348,814	\$487,913	\$349,508	\$694
Funding						
City Funds			\$0	\$0	\$0	\$0
Other Categorical			0	7	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - CDBG			0	1,000	0	0
Federal - Other			348,814	486,907	349,508	694
Intra City			0	0	0	0
TOTAL	\$454,022	\$455,498	\$348,814	\$487,913	\$349,508	\$694

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Section 8 programs budget will increase by approximately \$649,000 in the Fiscal 2015 Preliminary budget. This amount may be adjusted once HPD receives a Section 8 funding approval letter from HUD.

Housing Operations – Emergency Housing

HPD provides programs that provide emergency shelter to distressed households who suffer hardships from situations such as fires or vacate orders.

	2012	2013	2014	2014	2015	*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Prelim. Plan	Prelim. Plan	2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,998	\$3,202	\$5,049	\$3,404	\$3,384	(\$1,665)
Other Salaried and Unsalariated	61	64	0	0	0	0
Additional Gross Pay	250	323	1	1	1	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	2	2	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$3,311	\$3,591	\$5,050	\$3,405	\$3,385	(\$1,665)
Other Than Personal Services						
Supplies & Materials	\$81	\$32	\$261	\$0	\$0	(\$261)
Fixed & Misc. Charges	0	1	0	0	0	0
Property & Equipment	0	0	0	0	0	0
Other Services & Charges	0	0	1,428	0	1,428	0
Contractual Services	21,770	18,270	12,765	18,897	12,765	0
Subtotal	\$21,851	\$18,303	\$14,454	\$18,897	\$14,193	(\$261)
TOTAL	\$25,162	\$21,894	\$19,504	\$22,303	\$17,578	(\$1,926)
Funding						
City Funds			\$628	\$595	\$575	(\$53)
Other Categorical			1,000	1,000	1,000	0
Capital- IFA			0	0	0	0
State			1,968	1,075	1,075	(893)
Federal - CDBG			12,618	14,723	12,618	0
Federal - Other			1,930	3,550	950	(980)
Intra City			1,360	1,360	1,360	0
TOTAL	\$25,162	\$21,894	\$19,504	\$22,303	\$17,578	(\$1,926)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Emergency Housing program budget decreased by approximately \$1.9 million, from \$19.5 million in Fiscal 2014 Adopted to \$17.6 million in the Fiscal 2015 Preliminary Plan. This is primarily due to a decrease costs associated with personal services that have not yet been baselined.

Housing Operations – Management & Disposition

HPD has the responsibility for managing, operating and disposing of City-owned dwelling units. In recent years, HPD has made it a priority to dispose these properties to the private market by initiating programs that target occupied and vacant City-owned buildings for rehabilitation and sale to community-based owners, such as local entrepreneurs, neighborhood nonprofit housing organizations, or qualified tenant groups. The programs that comprise the disposition programs include: the Neighborhood Entrepreneurs Program (NEP); the Neighborhood Redevelopment Program (NRP); the Tenant Interim Lease Apartment Purchase Program (TIL); the Tenant Interim Lease II Apartment Purchase Program; the Tenant Ownership Program; the Asset Sales Building Purchase Program; and the Neighborhood Homes Program. In addition, DAMP includes program staff for the 7A Program.

	2012	2013	2014	2014	2015	*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Prelim. Plan	Prelim. Plan	2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$16,690	\$14,668	\$16,979	\$15,664	\$15,789	(\$1,190)
Other Salaried and Unsalaries	15	14	57	54	54	(3)
Additional Gross Pay	1,186	1,052	1,114	1,114	1,114	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	0	0	0	0	0	0
Amounts to be Scheduled	0	0	86	0	0	(86)
Subtotal	\$17,891	\$15,734	\$18,236	\$16,832	\$16,957	(\$1,279)
Other Than Personal Services						
Supplies & Materials	\$6,205	\$6,980	\$6,178	\$6,246	\$6,093	(\$85)
Fixed & Misc. Charges	1,725	964	0	0	0	0
Property & Equipment	4	2	35	18	35	0
Other Services & Charges	3,762	3,869	5,175	4,604	4,734	(441)
Contractual Services	14,140	7,256	6,947	10,837	4,295	(2,652)
Subtotal	\$25,836	\$19,071	\$18,335	\$21,705	\$15,157	(\$3,178)
TOTAL	\$43,727	\$34,805	\$36,572	\$38,539	\$32,115	(\$4,457)
Funding						
City Funds			\$6,062	\$5,363	\$4,066	(\$1,996)
Other Categorical			1,171	2,974	205	(966)
Capital- IFA			9,229	9,229	9,229	0
State			0	0	0	0
Federal - CDBG			17,804	19,417	17,362	(442)
Federal - Other			2,306	1,556	1,253	(1,053)
Intra City			0	0	0	0
TOTAL	\$43,727	\$34,805	\$36,572	\$38,539	\$32,115	(\$4,457)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Management and Disposition program budget will decrease approximately \$4.5 million, from \$36.6 million in Fiscal 2014 Adopted to \$32.1 million in the Fiscal 2015 Preliminary plan. The decrease is largely due to a decrease in contractual services in the OTPS budget that are not baselined.

Preservation – Anti-Abandonment

HPD's anti-abandonment initiatives are intended to address the City's at-risk housing stock. These initiatives include assessing the physical and financial needs of distressed properties, reaching out to building owners to encourage code and tax compliance, and providing education and support services for owners. One such initiative is the Neighborhood Preservation Consultants (NPC) program, in which nonprofit organizations provide early intervention, preservation and anti-abandonment services throughout the five boroughs. NPC also assist HPD in identifying and assessing at-risk buildings.

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$4,083	\$3,701	\$4,180	\$3,960	\$3,751	(\$429)
Other Salaried and Unsalaries	0	4	0	0	0	0
Additional Gross Pay	234	344	0	0	0	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	3	3	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$4,320	\$4,052	\$4,180	\$3,960	\$3,751	(\$429)
Other Than Personal Services						
Supplies & Materials	\$0	\$0	\$0	\$0	\$0	\$0
Fixed & Misc. Charges	0	0	0	0	0	0
Property & Equipment	0	0	0	0	0	0
Other Services & Charges	0	0	0	0	750	750
Contractual Services	4,226	3,454	2,151	4,395	580	(1,571)
Subtotal	\$4,226	\$3,454	\$2,151	\$4,395	\$1,330	(\$821)
TOTAL	\$8,546	\$7,506	\$6,331	\$8,355	\$5,081	(\$1,250)
Funding						
City Funds			\$2,000	\$4,024	\$750	(\$1,250)
Other Categorical			0	0	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - CDBG			4,332	4,332	4,332	0
Federal - Other			0	0	0	0
Intra City			0	0	0	0
TOTAL	\$8,546	\$7,506	\$6,331	\$8,355	\$5,081	(\$1,250)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Management and Disposition program budget will decrease approximately \$1.3 million, from \$6.3 million in Fiscal 2014 Adopted to \$5.1 million in Fiscal 2015 Preliminary. The decrease is largely due to a decrease in contractual services in the OTPS budget that are not baselined.

Preservation – Code Enforcement

HPD is responsible for enforcing the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law. In order to enforce this law, HPD sends inspectors to respond to buildings with maintenance deficiencies, and issue violations where appropriate.

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$21,391	\$19,942	\$21,915	\$22,021	\$21,941	\$26
Other Salaried and Unsalariated	332	281	308	308	308	0
Additional Gross Pay	1,542	1,781	620	620	620	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	27	26	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$23,292	\$22,030	\$22,843	\$22,949	\$22,869	\$26
Other Than Personal Services						
Supplies & Materials	\$1,366	\$1,013	\$917	\$1,132	\$928	\$11
Fixed & Misc. Charges	0	0	0	0	0	0
Property & Equipment	35	33	16	72	16	0
Other Services & Charges	1,356	1,191	681	1,291	681	0
Contractual Services	4,724	4,166	6,649	6,048	6,138	(511)
Subtotal	\$7,481	\$6,403	\$8,263	\$8,543	\$7,763	(\$500)
TOTAL	\$30,773	\$28,433	\$31,106	\$31,492	\$30,632	(\$474)
Funding						
City Funds			\$5,341	\$5,434	\$4,946	(\$395)
Other Categorical			0	0	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - CDBG			25,766	26,057	25,686	(80)
Federal - Other			0	0	0	0
Intra City			0	0	0	0
TOTAL	\$30,773	\$28,433	\$31,106	\$31,492	\$30,632	(\$474)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Code Enforcement program budget will decrease by approximately \$474,000, from \$31.1 million in Fiscal 2014 Adopted to \$30.6 million in Fiscal 2015 Preliminary plan. The decrease is largely due to a decrease in contractual services in the OTPS budget.

Preservation – Emergency Repair

In this program area if an emergency condition is verified by a code inspector, the owner and/or managing agent of the property will be notified of the emergency condition and instructed to repair it. If the owner fails to make the necessary repairs in a timely manner, HPD's Emergency Repair Program (ERP) may repair the condition. If ERP repairs the emergency condition, the City will bill the owner for the cost of repairs. If the owner fails to pay the bill within 60 days, a lien is placed on the property.

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$6,867	\$6,944	\$8,793	\$8,793	\$8,231	(\$562)
Other Salaried and Unsalariated	492	476	393	393	393	0
Additional Gross Pay	432	452	337	337	337	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	4	4	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$7,795	\$7,876	\$9,523	\$9,523	\$8,961	(\$562)
Other Than Personal Services						
Supplies & Materials	\$2,881	\$1,873	\$1,241	\$2,401	\$1,241	\$0
Fixed & Misc. Charges	0	0	0	0	0	0
Property & Equipment	15	3	80	90	80	0
Other Services & Charges	3,784	3,715	1,843	3,542	1,843	0
Contractual Services	9,830	6,334	14,195	10,341	14,295	100
Subtotal	\$16,510	\$11,925	\$17,359	\$16,374	\$17,459	\$100
TOTAL	\$24,305	\$19,801	\$26,882	\$25,897	\$26,420	(\$462)
Funding						
City Funds			\$36	\$36	\$36	\$0
Other Categorical			0	0	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - CDBG			26,845	25,861	26,383	(462)
Federal - Other			0	0	0	0
Intra City			0	0	0	0
TOTAL	\$24,305	\$19,801	\$26,882	\$25,897	\$26,420	(\$462)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Emergency Repair program budget will decrease by approximately \$462,000, from \$26.9 million in Fiscal 2014 Adopted to \$26.4 million in Fiscal 2015 Preliminary plan. The decrease is largely due to a decrease in costs associated with personal services.

Preservation – Lead Paint

HPD is responsible for identifying lead-based paint hazards, issuing violations and remediating the condition when necessary. The two service areas within the lead-based paint program are inspections and emergency repairs.

	2012	2013	2014	2014	2015	*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Prelim. Plan	Prelim. Plan	2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$13,418	\$12,539	\$14,301	\$14,289	\$14,084	(\$217)
Other Salaried and Unsalari ed	132	97	134	134	134	0
Additional Gross Pay	951	1,018	15	15	15	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	14	13	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$14,515	\$13,667	\$14,450	\$14,438	\$14,233	(\$217)
Other Than Personal Services						
Supplies & Materials	\$81	\$62	\$217	\$223	\$202	(\$15)
Fixed & Misc. Charges	0	0	0	0	0	0
Property & Equipment	21	1	17	1	17	0
Other Services & Charges	23	27	329	57	306	(23)
Contractual Services	470	801	2,688	2,018	1,806	(882)
Subtotal	\$595	\$891	\$3,251	\$2,299	\$2,331	(\$920)
TOTAL	\$15,110	\$14,558	\$17,701	\$16,737	\$16,564	(\$1,137)
Funding						
City Funds			\$97	\$85	\$85	(\$12)
Other Categorical			0	0	0	0
Capital- IFA			0	0	0	0
State			0	0	0	0
Federal - CDBG			15,220	14,261	15,220	0
Federal - Other			2,099	2,104	973	(1,126)
Intra City			287	287	287	0
TOTAL	\$15,110	\$14,558	\$17,701	\$16,737	\$16,564	(\$1,137)

*The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.

The Lead Paint program budget will decrease by approximately \$1.1 million, from \$17.7 million in Fiscal 2014 Adopted to \$16.6 million in the Fiscal 2015 Preliminary plan. The decrease is largely due to a decrease in contractual services in OTPS spending.

Preservation – Other Agency Services

This program area funds a variety of small agency initiatives aimed at preserving affordable housing.

<i>Dollars in Thousands</i>	2012 Actual	2013 Actual	2014 Adopted	2014 Prelim. Plan	2015 Prelim. Plan	*Difference 2014 - 2015
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$6,616	\$7,253	\$6,727	\$7,035	\$7,035	\$308
Other Salaried and Unsalaries	85	91	173	173	173	0
Additional Gross Pay	423	1,214	118	118	118	0
Overtime - Uniformed	0	0	0	0	0	0
Overtime - Civilian	0	0	0	0	0	0
P.S. Other	0	0	0	0	0	0
Fringe Benefits	1	1	0	0	0	0
Amounts to be Scheduled	0	0	0	0	0	0
Subtotal	\$7,125	\$8,559	\$7,018	\$7,326	\$7,326	\$308
Other Than Personal Services						
Supplies & Materials	\$23	\$17	\$37	\$34	\$37	\$0
Fixed & Misc. Charges	0	0	18,527	0	0	(18,527)
Property & Equipment	124	151	90	150	90	0
Other Services & Charges	269	440	1,007	2,385	279	(728)
Contractual Services	11,029	12,831	0	20,209	9,103	9,103
Subtotal	\$11,445	\$13,439	\$19,661	\$22,778	\$9,509	(\$10,152)
TOTAL	\$18,570	\$21,998	\$26,679	\$30,104	\$16,835	(\$9,844)
Funding						
City Funds			\$9,660	\$11,972	\$6,645	(\$3,015)
Other Categorical			0	0	0	0
Capital- IFA			62	62	62	0
State			0	0	0	0
Federal - CDBG			10,128	11,240	10,128	0
Federal - Other			6,829	6,829	0	(6,829)
Intra City			0	0	0	0
TOTAL	\$18,570	\$21,998	\$26,679	\$30,104	\$16,835	(\$9,844)

**The difference of Fiscal 2014 Adopted compared to Fiscal 2015 Preliminary Plan funding.*

The decrease of \$9.8 million in this program area at Fiscal 2015 Preliminary is due to city funds not yet baselined. These funds are anticipated to be restored at adoption.

Capital Program

Capital Budget Summary

The total City Capital Commitment Plan for Fiscal 2014 has increased from \$21.2 billion in the November Capital Commitment Plan to \$21.3 billion in the Preliminary Capital Commitment Plan, an increase of \$163 million, or less than 1%. For HPD, the Capital Commitment Plan has increased \$100 thousand, or 0.01% from the November Plan of \$778.9 million to \$779 million in the Preliminary Plan. The majority of capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal Year 2013, HPD committed \$375.6 million or about 50% percent of its annual capital plan. Therefore, it is assumed that a significant portion of the agency’s Fiscal 2014 Capital Plan will be rolled into Fiscal 2015, thus increasing the size of the Fiscal 2015-2018 Capital Plan.

Fiscal 2014-2017 Commitment Plan: November and Preliminary Budget Chart

<i>Dollars in Thousands</i>	FY14	FY15	FY16	FY17	Total
November					
Total Capital Plan	\$778,912	\$208,810	\$209,907	\$241,704	\$1,439,333
Preliminary					
Total Capital Plan	779,012	208,810	209,907	241,704	1,439,433
Change					
Level	\$100	\$0	\$0	\$0	\$100
Percentage	0.01%	0.00%	0.00%	0.00%	0.01%

Selected Capital Programs

- Multifamily Preservation Loan Program.** HPD created its HUD Multifamily Preservation Loan Program to facilitate workouts of troubled projects with existing mortgages from HUD, assistance and/or use restrictions, that are at-risk of converting to market-rate or that face similar challenges to financing acquisition or rehabilitation while maintaining affordability. The program provides low-interest loans to preserve and rehabilitate housing for low to moderate-income households. Moderate or substantial rehabilitation of existing multi-family projects are eligible uses and preserving the affordability of properties receiving HUD Section 8 Housing Assistance Payments is a priority. HPD provides City Capital or federal HOME funds at 1% interest. Combined with bank or tax-exempt bond financing, the blended financing cost is below the market rate. Projects may be eligible to apply in HPD’s competitive rounds of the Federal Low Income Housing Tax Credits (LIHTC) and other sources of financing. During construction and after rehabilitation, real property taxes may be eligible for abatement. Allowable income levels and rents depend on the type of subsidy used and on the existing affordability restrictions already in place. Preservation projects may be subject to LIHTC and HUD affordability and use restrictions. Following rehabilitation all units are registered in the New York State Rent Stabilization system. The multifamily preservation loan program budget for the 2014-2017 Preliminary Plan is \$74.1 million.

- **Low-Income Housing Tax Credit 15-Year Preservation Program.** The Federal Low-Income Housing Tax Credit (LIHTC) program provides funding for affordable housing units throughout New York City by offering investors a tax credit for ten years in return for providing equity to affordable housing developments. Thousands of affordable housing developments in New York City that were financed with LIHTC will reach the end of their 15-year compliance period within the next year. The Fiscal 2015 Preliminary Plan includes \$63.3 million for the LIHTC 15-year preservation program, which is in line with the November Plan.
- **421-A Trust Fund.** The 421-A Trust Fund was established from the reform of the 421-A tax benefit program in 2006. The Fund, in particular, was established in a three-way Memo of Understanding (MOU) signed on March 29, 2010 by the Mayor, the New York City Comptroller and the President of the Battery Park City Authority (BPCA). The fund which totals \$200 million must be utilized pursuant to the income guidelines established in the MOU. The Fiscal 2012 Preliminary Plan established a new dedicated budget line for the Trust Fund, although HPD had been earmarking funds to certain projects over the three previous fiscal years in anticipation that these funds would be realized in the Capital Plan. The Fiscal 2014-2017 Preliminary plan includes \$85 million which is the same as the November 2014 plan.
- **Article 8a Loan Program.** The Article 8A program provides rehabilitation loans to correct substandard or unsanitary conditions and to prolong the useful life of multiple dwellings in New York City. The Preliminary Plan includes approximately \$103.4 million in City and Non-City funds for this program.
- **Supportive Housing Program- Rehabilitation.** This program provides funding for new construction and rehabilitation of supportive housing for homeless single adults, including people suffering from disabilities such as mental illness and AIDS, families with special needs and youth aging out of foster care. The Preliminary Plan includes \$5.4 million for these programs in City and Non-City funds.
- **Participation Loan Program:** This program provides low-interest loans to private residential building owners for the moderate-to-gut rehabilitation of housing for low to moderate income households. City capital funds, loaned at below-market interest with a thirty-year term, and/or Federal HOME Grant funds are combined with bank financing to produce a below market interest rate loan. Funds may also be used for refinancing or acquisition in conjunction with rehabilitation. A small percentage of the loan may be for payment of property tax arrears. The Preliminary Plan includes \$81.1 million, where \$1.5 million is funded by Council citywide initiatives.
- **Multifamily Homeownership Programs:** HPD funds initiatives such as the Cornerstone Program to construct and rehabilitate housing for moderate and middle income families with incomes ranging from 80 to 175 percent of AMI. The Preliminary Plan for 2014-2017 is \$14.5 million.
- **Affordable Neighborhood Cooperative Program.** This program is funded by taxable bonds financed under the HDC Multi-Family Secured Mortgage Revenue Bonds Resolution. HDC financed the development of affordable cooperatives by providing a construction loan and a permanent mortgage for the cooperative. HDC also provided subordinate financing for a second mortgage during construction; the low-interest rate on the subordinate loan was blended with the first mortgage to reduce the overall interest rate paid by the developer. In

exchange for this funding, HDC required the developer to build at least 50 affordable units and to sell a maximum of 25 percent of the units in the building at market price. Though income requirements varied, most affordable apartments went to households with incomes up to 175 percent of AMI. The Preliminary Plan includes \$92.6 million for this program.

- **Distressed Multifamily Housing:** HPD has begun a serious effort to address the issue of overleveraged multifamily buildings that were purchased at inflated values and now carry an unsustainable level of debt. Specifically, HPD will provide \$750 million to responsible owners to purchase overleveraged properties. The sources of financing for these properties include \$500 million in HDC bonds, \$150 million from the New York City Acquisition Fund, and \$100 million in City capital funding utilizing existing HPD programs such as the Article 8A Loan Program and the Participation Loan Program. HPD will specifically target buildings that have severe physical and financial distress, buildings that were formerly part of publicly assisted stock, and rent stabilized buildings with financial risks.

New Housing Market Place Plan

When it was originally implemented in 2003, the New Housing Market Place Plan's (NHMP) goal was to create and preserve 165,000 units of affordable housing. Since its launch, NHMP has financed the preservation and development of approximately 157,230 units of affordable housing, which has been largely dependent on leveraging private financing. The original NHMP gave priority to the construction of new units rather than the preservation of units in order to take advantage of the booming real estate market that existed in the mid-2000's. Due to the faltering economy and its impact on the lending market, HPD has had to revise the timeline and projection of how many units can be created and preserved. In addition, the focus has shifted away from the new construction units in the NHMP to units being preserved. Greater emphasis has been given to rental units rather than homeownership units, while the affordability levels have shifted more towards lower income units rather than moderate or middle income units. The table below illustrates the number of new construction and preservation unit starts that have been built by the NHMP and the populations they serve. HPD expects that the plan's goal of 165,000 units will be realized by June 2014.

New Housing Marketplace Initiative	
By Construction Type	Units
New Construction	52,046
Preservation	109,120
TOTAL Units	161,166
By Area Median Income	
Low Income (<80% AMI)	128,760
Moderate Income (81-120% AMI)	11,506
Middle Income (121-180% AMI)	14,870
Other	6,030
TOTAL Units	161,166

**as of January 2014*

Appendix A Budget Action Chart

<i>Dollars in Thousands</i>	FY 2014			FY 2015		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as of Fiscal 2014 Adopted Plan	\$58,985	\$568,001	\$626,986	\$48,551	\$507,156	\$555,707
Program to Eliminate the Gap (PEGs)						
None	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL, PEGs	\$0	\$0	\$0	\$0	\$0	\$0
New Needs						
None	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL, New Needs	\$0	\$0	\$0	\$0	\$0	\$0
Other Adjustments						
Bring Up Community Development Funds	\$0	\$2,318	\$2,318	\$0	\$0	\$0
Bring Up Federal Funds for EHS	0	2,600	2,600	0	0	0
CDBG-DR Housing Admin PS FY14	0	619	619	0	0	0
Decrease Intra-City Funds	0	(280)	(280)	0	(280)	(280)
Demolition Funding	2,000	0	2,000	0	0	0
Foreclosure Assistance	0	0	0	750	0	750
Reallocate Funds Temp Contr	0	7	7	0	0	0
Section 8 Housing Choice Voucher HAP Funds	0	133,197	133,197	0	0	0
Security Services/Division of Tenant Resources	0	174	174	0	0	0
Shelter Plus Care	0	834	834	0	238	238
To Allocate funds for NYMC	0	42	42	0	0	0
To Schedule NYCHA Funds- Demo	0	150	150	0	0	0
To Take Down PS HO Budget	0	(3,316)	(3,316)	0	(3,316)	(3,316)
TOTAL, Other Adjustments	\$2,000	\$136,345	\$138,345	\$750	(\$3,358)	(\$2,608)
TOTAL, All Changes	\$2,000	\$136,345	\$138,345	\$750	(\$3,358)	(\$2,608)
Agency Budget as of Fiscal 2015 Preliminary Plan	\$60,985	\$704,346	\$765,331	\$49,301	\$503,798	\$553,100

Appendix B

Contract Budget

Category	Number	Budgeted	Pct. of Agency Total	Pct. of City Total
Contractual Services General	16	\$23,043,975	43%	4.2%
Telecommunications Maintenance	1	21,586	0%	0.0%
Maint & Repair of Motor Vehicle Equipment	3	54,036	0%	0.4%
Maint & Repair, General	57	10,092,690	19%	7.6%
Office Equipment Maintenance	3	169,751	0%	1.2%
Data Processing Equipment	2	214,514	0%	0.1%
Community Consultant Contracts	81	14,672,662	28%	94.3%
Costs Associated with Financing	1	1,359	0%	0.0%
Security Services	3	805,000	2%	0.8%
Temporary Services	7	1,294,416	2%	3.3%
Cleaning Services	1	76,117	0%	0.4%
In Rem Maintenance Costs	18	1,577,618	3%	100.0%
Training Programs for City Employees	5	657,437	1%	4.1%
Professional Services: Legal	3	113,236	0%	0.1%
Professional Services: Engineer & Architect	1	1	0%	0.0%
Professional Services: Other	2	324,689	1%	0.2%
Fiscal 2015 Preliminary Budget	204	\$53,119,087	100.0%	3.3%

Appendix C: Fiscal 2014 Preliminary Mayor's Management Report (MMR) Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total complaints reported	611,989	589,245	541,397	*	*	159,515	156,144
Emergency complaints reported	407,772	388,276	364,627	*	*	97,615	95,419
Nonemergency complaints reported	204,217	200,969	176,770	*	*	61,900	60,725
Inspections completed	678,038	697,736	661,206	600,000	600,000	207,954	202,836
Inspection visits per team per day	11.3	11.8	12.2	*	*	11.2	11.0
Ratio of completed inspections to attempted inspections (%)	71%	71%	72%	*	*	70%	71%
Total complaints closed	612,428	599,374	540,035	*	*	158,243	153,258
Emergency complaints closed	408,379	389,952	364,049	*	*	96,898	93,203
- Heat and hot water	115,583	99,430	108,742	*	*	11,714	10,801
- Lead	38,047	39,862	34,022	*	*	11,146	10,979
- Other emergency	254,749	250,660	221,285	*	*	74,038	71,423
Nonemergency complaints closed	204,049	209,422	175,986	*	*	61,345	60,055
Average time to close emergency complaints (days)	12.3	10.3	10.2	12.0	12.0	10.7	11.2
Average time to close nonemergency complaints (days)	16.8	41.7	14.5	30.0	30.0	11.9	12.9
Outstanding emergency complaints at end of month	11,603	10,089	10,667	11,000	10,000	10,806	12,883
Outstanding nonemergency complaints at end of month	14,533	6,229	7,013	14,500	11,000	6,784	7,383
Total violations issued	462,721	468,644	386,804	*	*	134,120	131,891
Emergency violations issued	88,342	92,665	78,564	*	*	23,431	22,665
- Heat and hot water	12,945	10,869	12,216	*	*	1,472	1,446
- Lead	21,973	20,496	13,615	*	*	4,803	4,912
- Other emergency	53,424	61,300	52,733	*	*	17,156	16,307
- Nonemergency violations issued	374,379	375,979	308,240	*	*	110,689	109,226
Violations issued and removed in the same fiscal year (%)	41%	43%	41%	38%	40%	NA	NA
Emergency violations corrected by owner (%)	56%	57%	53%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	14%	15%	15%	*	*	NA	NA
Violations removed	556,777	536,010	433,960	*	*	153,062	144,596
Housing Maintenance Code compliance - Cases opened	13,687	13,251	12,435	*	*	3,016	3,931
- Cases closed	14,846	14,109	12,106	*	*	3,553	4,725
Average cost of repair work performed by HPD (\$)	\$657	\$537	\$514	*	*	NA	NA
- Emergency (non-lead) (\$)	\$562	\$465	\$467	*	*	NA	NA
- Lead (\$)	\$2,623	\$2,302	\$2,108	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	478	473	498	*	*	NA	NA
- Buildings discharged (cumulative)	322	527	702	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	40%	53%	59%	*	*	NA	NA
Total starts financed/assisted under the New Housing Marketplace Plan (units)	15,735	17,042	15,382	13,000	*	1,428	773

Performance Indicators	Actual			Target		4-Month Actual	
	- New construction starts	4,055	2,642	4,626	5,444	*	592
- Preservation starts	11,680	14,400	10,756	7,556	*	836	505
Planned starts initiated (%)	109%	117%	106%	*	*	10%	6%
Total completions financed/assisted under the New Housing Marketplace Plan (units)	14,963	15,905	9,337	11,606	*	2,700	1,314
- New construction completions	7,754	4,598	3,167	4,184	*	1,095	1,229
- Preservation completions	7,209	11,307	6,170	7,422	*	1,605	85
Planned units completed (%)	97%	144%	79%	*	*	23%	11%
Asset management - Rental buildings in portfolio	NA	NA	2,651	*	*	2,651	3,110
Physically and financially distressed rental buildings in portfolio (%)	NA	NA	0.7%	*	*	0.5%	0.7%
Asset management - Co-op buildings in portfolio	NA	NA	1,069	*	*	1,069	1,345
Physically and financially distressed co-op buildings in portfolio (%)	NA	NA	4.8%	*	*	5.3%	5.5%
Asset management - Rental buildings in portfolio	NA	NA	2,651	*	*	2,651	3,110
Physically and financially distressed rental buildings in portfolio (%)	NA	NA	0.7%	*	*	0.5%	0.7%
Asset management - Co-op buildings in portfolio	NA	NA	1,069	*	*	1,069	1,345
Physically and financially distressed co-op buildings in portfolio (%)	NA	NA	4.8%	*	*	5.3%	5.5%
Section 8 Utilization rate	96.8%	97.1%	98.2%	96.0%	96.0%	98.0%	97.7%
- Vouchers issued	1,821	2,786	1,404	*	*	724	48
- Households assisted	36,259	37,116	37,232	*	*	37,460	37,112
Section 8 subsidized units passing annual Housing Quality Standard inspections (%)	NA	NA	88%	*	*	83%	89%
Emails responded to in 14 days (%)	48%	58%	60%	58%	*	68%	55%
Letters responded to in 14 days (%)	54%	49%	53%	52%	*	52%	52%

*continuation from previous page

Appendix D: Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	Personal Services				Other Than Personal Services				Grand Total
	001	002	004	006	008	009	010	011	
Administration	\$21,487	\$378	\$2,760	\$0	\$5,869	\$327	\$15,051	\$116	\$45,989
Administration Program	175	5,670	0	229	1,950	675	0	4,366	\$13,064
Development	1,035	12,011	0	0	0	1,291	0	0	\$14,336
Housing Operations - Section 8 Programs	0	125	0	12,496	21,127	315,760	0	0	\$349,508
Housing Operations- Emergency Housing	0	0	2,025	1,360	0	0	0	14,193	\$17,578
Housing Operations- Mgmt. & Disposition	0	0	138	16,820	106	0	0	0	\$17,063
Preservation - Anti-Abandonment	0	0	3,751	0	0	1,330	0	0	\$5,082
Preservation - Code Enforcement	0	0	22,868	0	0	0	0	7,763	\$30,631
Preservation - Emergency Repair	1,315	0	7,645	0	0	0	0	17,459	\$26,420
Preservation - Lead Paint	723	759	12,541	210	0	932	1,279	120	\$16,564
Preservation - Other Agency Services	0	0	6,522	803	398	0	90	9,049	\$16,863
Grand Total	\$24,735	\$18,943	\$58,252	\$31,918	\$29,450	\$320,316	\$16,420	\$53,067	\$553,100