



# Ombudsperson Call Center Annual Report **2025**

Reporting Quarters 22-25  
(February 1, 2025-January 31, 2026)

*Baez, et al. v. New York City Housing Authority (NYCHA)*  
No. 13-cv-8916 (WHP)

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## I. Preface

On April 17, 2014, the United States District Court for the Southern District of New York (the “Court”) approved a Consent Decree obligating NYCHA to abate mold and excessive moisture and their root causes in a timely and effective manner. In July 2018, the Court approved the Revised Consent Decree (“RCD”), which included the appointment of an independent Ombudsperson. Since September 20, 2019, the Court appointed César de Castro as the Ombudsperson to address NYCHA residents’ complaints about leak, mold, and excessive moisture repair orders and Stout Risius Ross, LLC (“Stout”) to operate the Ombudsperson’s call center (“OCC”). On December 20, 2021, the “Agreement Regarding Settlement of Section 8 Claims” (the “PACT Agreement”) expanded the scope of the OCC to all NYCHA Section 9 housing units that converted to Section 8 units through the Department of Housing and Urban Development’s (“HUD”) Rental Assistance Demonstration (“RAD”) and Permanent Affordability Commitment Together (“PACT”) programs which are managed by private and non-profit development partners (“PACT Partners”).<sup>1</sup>

The OCC was developed to assist residents in situations where their mold and leak-related complaints are not being adequately addressed or resolved by NYCHA or the PACT organization. Residents can reach an independent party (the OCC) that offers effective and empathetic listening, proactive communication, and timely case management to ensure their complaint is addressed. The OCC also analyzes information gathered through the resident-reported complaint process as opportunities to identify and raise systemic issues that can be refined to help transform culture and operational processes, as needed. The OCC and the Ombudsperson, working collaboratively with the *Baez* Plaintiffs, plaintiff organizations, the Special Master, the Court-Appointed Independent Data Analyst (“IDA”), the Court-Appointed Independent Mold Analyst (“IMA”) for NYCHA, the Court-Appointed Independent Mold Analyst for PACT (the “PACT IMA”), the HUD Monitor and NYCHA (collectively herein as the “Parties”), have been successful in their efforts to assist residents with mold and leak-related complaints and identify opportunities for systemic operational change at NYCHA. Understanding the feedback from both the residents’ perspective as well as the operations perspective offers a unique opportunity for on-going and sustainable transformative change in NYCHA’s response to mold and leaks, and its efforts to effectively prevent recurrence and improve resident communication.

This report provides an update of the OCC call center metrics in 2025, for the reporting periods from February 1, 2025, through January 31, 2026 (“Q22 – Q25,” “reporting period” or “the year”).<sup>2</sup> Prior years’ reports describing the OCC’s role and recommendations for resident communication, progress, challenges, and continued opportunities for changes at NYCHA can be found on the Ombudsperson Call Center website ([Link](#)).<sup>3</sup>

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<sup>1</sup> Among other things, the PACT Agreement requires PACT Partners to remediate mold and excessive moisture complaints within thirty days of receiving the complaint, to investigate and abate flooding complaints within 24 hours of receiving the complaint, and to remove standing water within 48 hours unless specific circumstances prevent it from being done within this time. As a part of the PACT Agreement, the PACT Partner enters a review period of no less than 18-months in which residents will have access to the OCC until the Special Master certifies that the partner is no longer subject to the PACT Agreement.

<sup>2</sup> Q22 reporting period is February 2025, through April 2025; Q23 reporting period is May 2025, through July 2025; Q24 reporting period is August 2025, through October 2025; and Q25 reporting period is November 2025, through January 2026.

<sup>3</sup> <https://ombnyc.com/ombudsperson-call-center>.



## II. Executive Summary

In the 2025 reporting year (Q22–Q25), 2,892 resident-reported complaints were created serving nearly 4,500 NYCHA households. Since the launch of the OCC in 2019, 21,781 resident reported complaints have been created serving nearly 33,500 NYCHA households.

For the 2025 reporting year, the OCC experienced a continued concentration of high-severity conditions and complex repair needs. The number of complaints each quarter was directly related to the volume of independent outreach conducted by the OCC, demonstrating a continued lack of awareness about OCC services among NYCHA residents. The distribution of resident-reported complaints continued to shift toward leaks, with the proportion of leak complaints increasing each year since 2023 as the number of mold complaints to the OCC declined. Craftsmanship issues remained the most common resident complaint to the OCC in 2025, while recurrence complaints declined by more than 50% from 2024, aligning with the decline in mold recurrence across NYCHA since the implementation of the Mold Busters 2.0 standard procedure and Authority-wide roof fan replacement and vent cleaning initiatives.

NYCHA's operational performance improved in important ways, even as some timeliness metrics faced challenges. The OCC notably observed improved responsiveness at many NYCHA developments compared to previous years. Developments responded quicker and followed up more consistently. This has led to more resident complaints to the OCC getting closed than opened each quarter, and while the average days to resolve complaints rose from 2024 it remained far below 2023 levels. Scheduling constraints and skilled trade shortages continued to be common occurrences that prevented the timely resolution of resident-reported complaints to the OCC. Despite these continued challenges, NYCHA's Mold Response Unit ("MRU") has shown significant improvement in its operations, with improved tracking, escalation, and follow-through than in prior years. This has helped prevent OCC cases from stalling and has contributed to better overall case management.

As an independent, resident-facing office distinct from NYCHA operations, the OCC serves as a trusted problem-solving resource that can verify facts, escalate appropriately, and keep cases moving when residents encounter barriers. In the reporting year, the OCC conducted over 250 work order investigations to validate scope and status, completed more than 130 virtual inspections to document conditions and guide triage, and



*Examples of severe conditions in NYCHA apartments reported to the OCC in 2025.*



recommended reopening over 120 work orders where premature closure or incomplete remediation was identified. These actions, paired with consistent follow-through by OCC and MRU staff to confirm repair progress, explain next steps, and resolve discrepancies-reduced uncertainty for households and improved alignment between resident reports and field work.

Lack of resident awareness about the OCC remained a persistent challenge throughout the year, requiring sustained effort to ensure residents knew how and when to seek OCC services and what to expect from the process. The OCC pursued a mix of approaches – independent outreach, partnerships with NYCHA and stakeholder engagement – to meet NYCHA residents where they are and translate awareness into access. While new partnerships connected the OCC to unserved households, they did not, on their own, produce broad or durable awareness across developments. In practice, independent OCC outreach remained the most reliable source of awareness for new complaints, but it is resource-intensive and constrained where resident contact information is outdated or missing in NYCHA data sources. The OCC will continue working with NYCHA and community partners to create broad-based awareness of the OCC among NYCHA residents and other stakeholders throughout 2026.

In PACT Section 8 developments, demand for OCC assistance remained comparatively low and resolution speed comparatively high, though 2025 saw an expected increase in OCC activity following several conversions of NYCHA developments to PACT. PACT Project-specific complaint increases were concentrated at specific post-construction projects and often could be attributed to increased OCC awareness or reflected communication or scheduling gaps rather than capital repair failures. PACT Partners were generally responsive, aided by on-site staffing, coordinated scheduling tools, and vendor use. Overall, the PACT portfolio continued to exhibit faster, resident-centered responses and fewer craftsmanship complaints relative to NYCHA-managed properties.

Independence has been and will continue to be essential to the success of the OCC. The OCC requires NYCHA and each PACT partner to be held accountable for its work by following standard procedures, addressing the OCC's questions, and ensuring residents' satisfaction. This has resulted in positive outcomes for NYCHA and PACT residents. In February 2025, NYCHA launched the Maintenance Cares initiative to expedite apartment repairs that need immediate attention by skilled trades employees or vendors.<sup>4</sup> When maintenance workers conduct annual NYCHA-led inspections, they immediately report a repair for escalation if it meets 1 of 10 serious conditions that could impact health and safety, including loss of power, significant leaks, damaged ceilings, open walls, or excessive hoarding.<sup>5</sup> While significant progress has been made to proactively address severe conditions in NYCHA residents' homes, as shown above, the OCC continues to observe certain NYCHA units with very severe conditions and NYCHA needs to continue to prioritize its efforts to promptly repair them.

The Ombudsperson, César de Castro, has been essential in the OCC's activities. He effectively communicates his role, obligations under the Consent Decree, and potential actions if NYCHA does not actively resolve resident complaints. He emphasizes the need for NYCHA's prompt responses and his extensive experience with NYCHA residents' aid in overcoming communication barriers and ensuring residents' needs are met.

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<sup>4</sup> [Development Staff Answer the Call for 'Maintenance Cares' - The NYCHA Journal](#)

<sup>5</sup> NYCHA is required to conduct annual inspections of each apartment across the portfolio under the U.S. Department of Housing and Urban Development's ("HUD") inspection model, the [National Standards for the Physical Inspection of Real Estate \(NSPIRE\)](#).

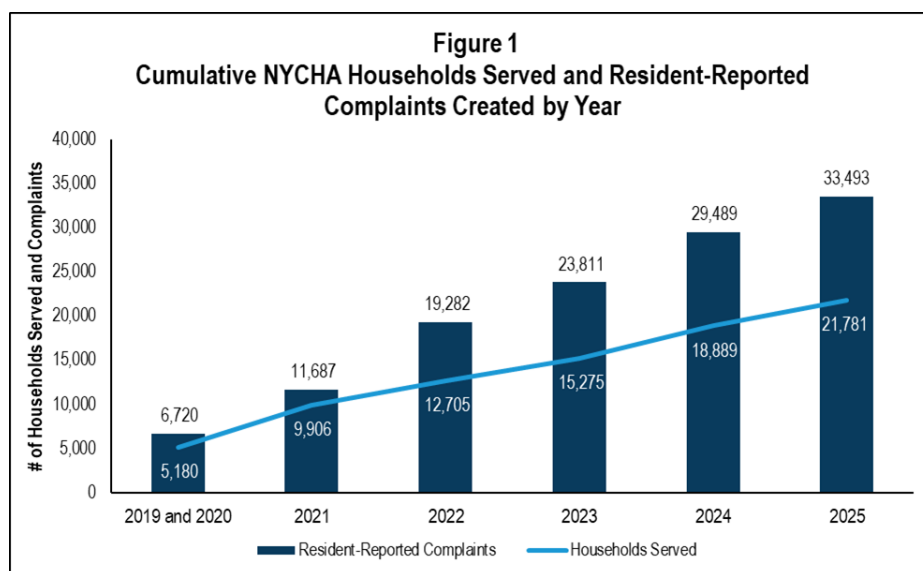


### III. NYCHA Resident-Reported Complaint Metrics

This section discusses OCC metrics associated with NYCHA's Section 9 housing where NYCHA is the owner and operator.

#### A. NYCHA Resident-Reported Complaint Metrics Since Launch

Since being launched in November 2019, the OCC has served nearly 33,500 NYCHA households (over 29,000 unique apartments) processing 21,781 resident-reported complaints associated with 17,309 unique apartments.<sup>6</sup>



As shown in **Figure 1**, the number of resident-reported complaints decreased in 2025 compared to 2024 reflecting NYCHA's ongoing improvements in complaint resolution and smaller portfolio.<sup>7</sup> Between the 2024 and 2025 reporting years, annual resident-reported complaints decreased by approximately 24%. Since the 2023 reporting year, the number of complaints has been increasing at a higher rate than the number of households served. This can be attributed to several factors.

- The OCC has now been operating for over 6 years, and as such, there is a greater likelihood that residents that have used the OCC in the past will call again when they have an issue.
- Due to PACT conversions, the number of units that can be served has declined annually.
- The number of households served does not account for unit turnover. Due to how long the OCC has been operating, it is possible that two households may have lived in a unit.

<sup>6</sup> The unique number of households served includes households that were served when work was required in multiple units or on a whole building line. One resident-reported complaint may serve multiple units, if they are impacted or involved in the repair process.

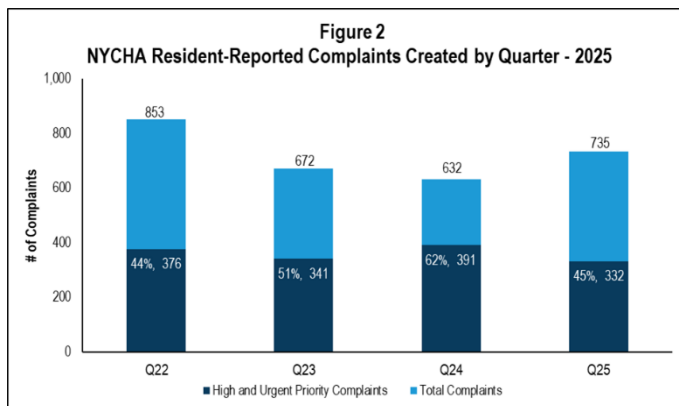
<sup>7</sup> In the 2025 reporting year, 21 NYCHA developments converted to Section 8 funded PACT Projects, containing 6,664 units.



## B. NYCHA Resident-Reported Complaints Created during the Reporting Period

**Figure 2** shows the distribution of resident-reported complaints made to the OCC per quarter and the number and percent of those that were “high priority” with severe conditions reported.<sup>8</sup> The number of quarterly resident-reported complaints decreased from Q22 to Q24. The final quarter of the reporting year Q25 saw a 22% increase compared to Q24. The number of resident-reported complaints created in each quarter is directly related to the volume of OCC outreach done in that quarter. In Q22 and Q25, targeted email outreach saw high response rates that led to the creation of a significant number of resident-reported complaints.

From its launch, the OCC has observed a concentration of escalated and more severe conditions, which were also an intentional part of the OCC’s design. The high proportion of complaints with severe conditions indicates that the OCC is functioning as intended and should not be interpreted as representative of the average NYCHA housing unit. As shown in **Figure 2**, the number of high-priority complaints remained steady throughout the reporting period (Q23 saw the highest number of high-priority complaints with 390 and Q22 the lowest with 340). The targeted email outreach done by the OCC in 2025 more frequently led to the creation of normal-priority resident-reported complaints, with between 35% and 40% of resident-reported complaints from targeted outreach resulting in a normal-priority.



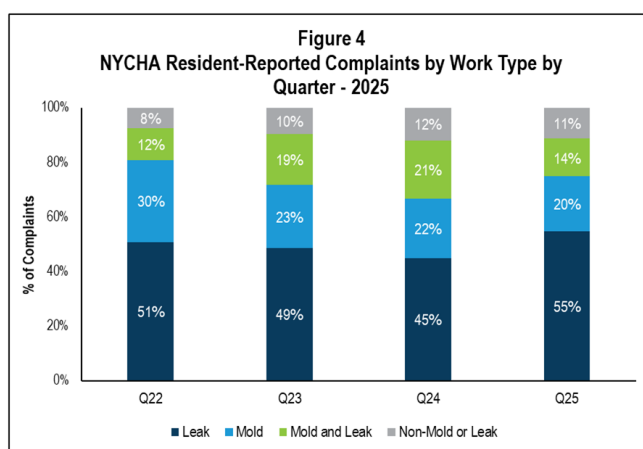
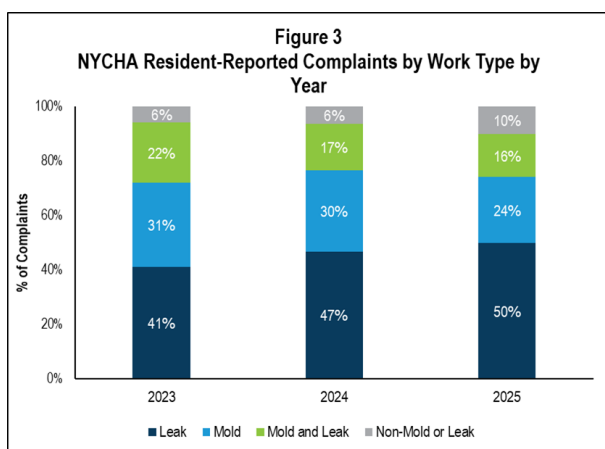
When excluding OCC cases created from targeted outreach, the number of OCC cases created in the reporting year decreased. This decrease in normal priority resident-reported complaints reflects NYCHA’s efforts to complete work on time with better work quality, possibly correlated with NYCHA’s Enhanced Oversight Program and ongoing focus on improving scheduling and reducing missed appointments through effective performance management. Normal priority complaints are often for uncompleted post-repairs work (such as painting), missed appointments, and recurrent issues after repairs have been made. However, the decline in Q24 and Q25 could also be attributable to a decrease in OCC awareness events in the latter half of the reporting year. See **Section E** for OCC outreach and awareness events done in the reporting year.

<sup>8</sup> A resident-reported complaint is considered high-priority if there is more than 25 sq. ft. of mold growth, an active leak, inoperable fixtures (missing/broken sink, cabinets, toilet etc.) or there is a reported health concern (child with asthma, senior with COPD, pregnancy, etc.). A resident-reported complaint is considered urgent-priority if there is mold growth in a significant area of the apartment (more than 100 sq. ft. or in more than three rooms) or if there is a leak causing flooding, water near an electrical outlet, possible ceiling collapse or water containing sewage.



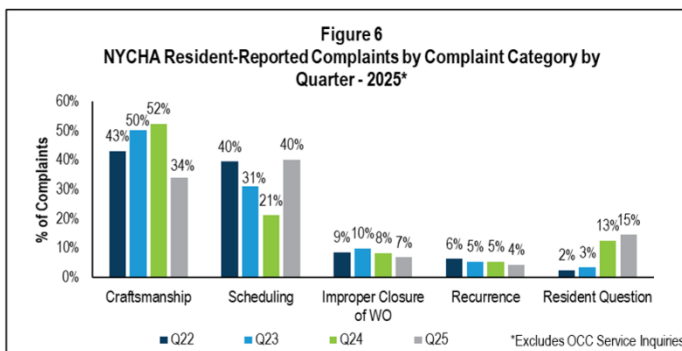
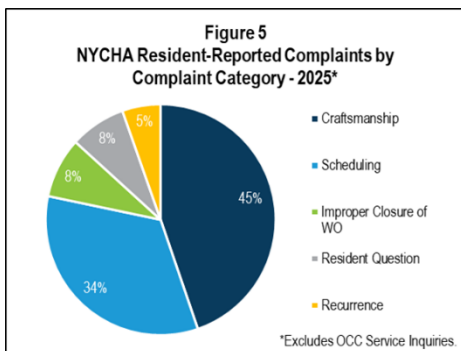
### 1. Resident-Reported Complaints by Work Type

Figures 3 and 4 show the distribution of resident-reported complaints made to the OCC by the Mold or Leak work type, from reporting years 2023 through 2025 and in 2025 by quarter. Overall, the largest proportion of complaints involve only Leak issues (50%). Since 2023, the proportion of resident-reported complaints due to Leaks has increased each year, while the proportion of mold-related complaints has declined. Persistent leaks resulting in OCC cases are often the result of building lines in need of significant plumbing capital repair. The decline in mold-related complaints can be partially attributed to the decline in mold work orders across the NYCHA portfolio and the increase in mold work orders completed within 15 days. From the 2023 to 2025 reporting years, the number of parent mold inspections created decreased by approximately 20% and the percentage of parent mold work orders fully resolved within 15 days increased from approximately 4% in 2023 and 2024 to approximately 11% in 2025.



### 2. Resident-Reported Complaints by Complaint Category

Figures 5 and 6 show the distribution of resident-reported complaints made to the OCC during the reporting period by initial complaint category. While the distribution below reflects the residents’ initial complaints to the OCC, the OCC found that the residents’ complaint categories can evolve over time (e.g., complaint may start out as a scheduling complaint but there could be components of recurrence or missed appointments, etc.).





Over the last year (depicted in **Figure 6**), the most common resident-reported complaint reason was Craftsmanship (45%), where the resident reported a complaint regarding the quality of the work performed, primarily that NYCHA started the work, but it was never completed. Of resident-reported complaints originating as Craftsmanship complaints,

- 80% of residents reported work being started but never completed.
- 357 (40%) residents reported that NYCHA started the repairs, but the resident was left with a hole in the wall.
- 135 (14%) residents reported that NYCHA started the repairs, but the resident was left with a missing/inoperable sink, bathtub, cabinet, or toilet. The OCC has observed that either work orders were never created for these repairs or if they were created, they were both not scheduled and assigned at a low priority.

The number of recurrence related resident-reported complaints, where the resident indicated a previously repaired issue had returned, has fallen by over 60% since 2023 and by over 50% since 2024. The decline in recurrence complaints extended throughout 2025, with the number of recurrence complaints decreasing by approximately 33% from Q22 to Q25. The continued decline in recurrence complaints coincides with a decline in overall mold recurrence at NYCHA-developments, where Mold Busters 2.0 recurrence declined by 3 percentage points on the room level from 2024 to 2025, and further demonstrates that NYCHA has improved its process for addressing the underlying root causes of mold and effectively increased operational oversight through the Mold and Leak Scorecard.

Throughout the reporting year, the number of scheduling-related complaints ranged from 21% in Q23 to 40% in Q22 and Q25. The resident-reported complaints resulting from email outreach conducted in Q22 and Q25 were more likely to be for scheduling, comprising between 48% and 50% of all complaints from email outreach.

In Q24 and Q25 there was an increase in resident-reported complaints associated with a resident question about their work order number or remediation plan. Resident questions differ from OCC service inquiries in that residents already have mold or leak work orders for their apartment but have a question about NYCHA's plan to remediate the work. In the 2024 reporting period, the percentage of these resident-reported complaints was never higher than 2% of complaints in any quarter, except in Q25, where they peaked at 15%. The majority of resident question complaints are opened at normal priority. When residents have more complex issues in their apartment, even if they are calling with a question about their remediation plan, the complaint will be opened with the category associated with the issue they are currently facing.

### **3. Resident-Reported Complaints with Severe Conditions and Complex Repairs**

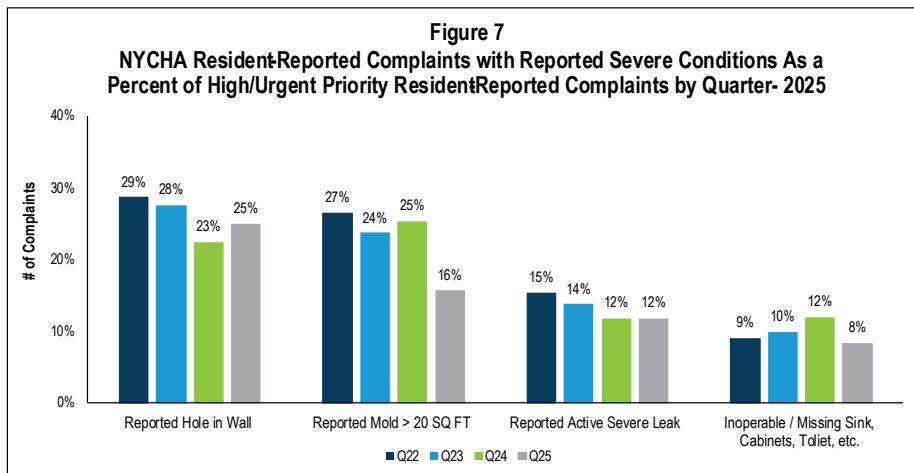
As discussed above, between 44% and 62% of resident-reported complaints in the 2025 reporting year involved high or urgent conditions.<sup>9</sup> High or urgent priority resident-reported complaints often involve severe conditions or a lack of repair work that has left the resident without a fully operational apartment. These complaints often require substantial repair work, scheduling of several appointments, interaction with a variety of departments within NYCHA, and quality assurance checks to ensure the work was adequately completed. **Figure 7** shows the percentage of high and urgent priority resident-reported complaints with reported severe conditions.

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<sup>9</sup> The priority of a resident-reported complaint can shift throughout the life of the complaint, as once the conditions that warrant a high or urgent priority are remediated, then the complaint can be moved to normal priority.



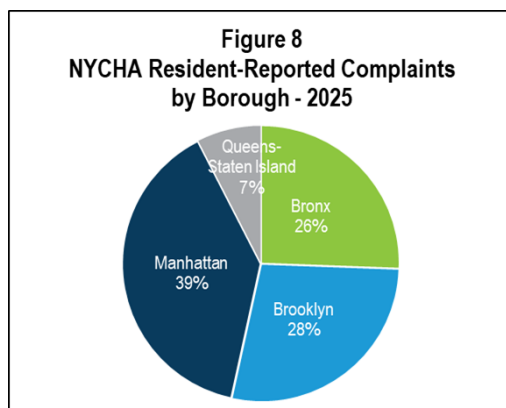
Remediating these conditions often requires complex repair work, involving inadequate prior repairs, multi-apartment access (regarding complex piping leaks), exterior building work (e.g., roofs and façades), or extensive reconstruction requiring vendor work and/or resident relocation. In the 2025 reporting year:



- 532 (18%) resident-reported complaints required work in multiple units;
- 263 (9%) resident-reported complaints required a complex leak investigation;
- 88 (3%) resident-reported complaints required an asbestos inspection by a licensed asbestos inspector; and
- 56 (2%) resident-reported complaints required extensive exterior work to be completed before work could be completed.

**4. Resident-Reported Complaints by Location**

In the reporting period, resident-reported complaints to the OCC were created in over 200 NYCHA developments, representing over 95% of NYCHA’s portfolio.<sup>10</sup> As shown in **Figure 8**, resident-reported complaints were created in every borough, with Manhattan (39%) accounting for the highest proportion of complaints, followed by Brooklyn (28%), the Bronx (26%) and Queens-Staten Island (7%). Queens-Staten Island has fewer resident-reported complaints in relation to its unit population (accounting for 12% of NYCHA’s portfolio) and Manhattan had more resident-reported complaints in relation to its unit population (accounting for 31% of NYCHA’s portfolio).



Resident-reported complaints to the OCC were created across 201 developments, with a range of 1 to 91 complaints per development. There were 5 developments that each had over 60 resident-reported complaints (Jefferson (91), Johnson (70), Baruch (64), Patterson (62), and Washington (61)). Over 35% of all resident-reported complaints came from 20 developments and approximately 21% of complaints came from 10 developments. Four developments were in the top 10 developments for resident-reported complaint creation in both 2024 and 2025 - Jefferson, Baruch, Wagner, and Grant. Jefferson has been the NYCHA development with the most resident-reported complaints every year since the 2022 reporting period. The 10 additional developments with the highest rates of resident-reported complaints per capita (over 25 complaints per 1,000 residents) were Claremont Rehab, Holmes Towers, WSUR (Brownstones), 303 Vernon Avenue, Jefferson, Throggs Neck Addition, Johnson, De Hostos Apartments,

<sup>10</sup> Over the course of the reporting period, 17 NYCHA developments converted to Section 8 through the RAD-PACT program and are no longer operated by NYCHA.



and Throggs Neck Addition.<sup>11</sup> Complaints at these developments are often attributable to staffing limitations (insufficient superintendent and maintenance workers and skilled trade shortages) recurring mold and leak issues in aging buildings where significant repairs to plumbing, façade, and roofing are needed. When residents report dissatisfaction with repairs, communication barriers, access problems, and repair delays, the OCC and MRU have effectively addressed and escalated these issues.

Several developments showed substantial decreases in the volume of resident-reported complaints in the 2025 reporting period compared to 2024. Five of the 10 developments with the most resident-reported complaints to the OCC in 2024, decreased the number of reported complaints between 48% and 56% in 2025 (Red Hook East (56%), King Towers (54%), Queensbridge North (50%), Riis (49%), and Mitchel (48%)).

Developments with high rates of resident-reported complaints are also considered for OMAR's Enhanced Oversight Program ("EOP") which launched in Q11. Developments participating in this program are provided with additional resources to ensure mold and leak work orders are completed as soon as possible and work with MRU to understand issues such as staff shortages, procurement delays, capital needs, or need for staff training. Developments that participated in EOP in late 2024 or during 2025 and saw significant decreases in the number of resident-reported complaints in 2025 compared to 2024 were Polo Grounds (36% decrease, currently in EOP), Pink (33% decrease, graduated EOP in October 2024), and Throggs Neck (20% decrease, graduated EOP in October 2025). Howard (44% increase, graduated EOP in January 2025) and Cypress Hills (26% increase, graduated EOP in June 2025) saw increases in resident-reported complaints in 2025 compared to 2024.

## **5. Resident-Reported Complaints by Awareness Channel**

The most frequent sources of resident-reported awareness in the reporting year remained OCC targeted outreach.<sup>12</sup> The majority of resident-reported sources of OCC awareness in the reporting year remained consistent with prior report years. A few notable exceptions were resident-reported complaints originating from the OCC website and OCC mentions in media, which all increased in percent and absolute terms in the reporting year.

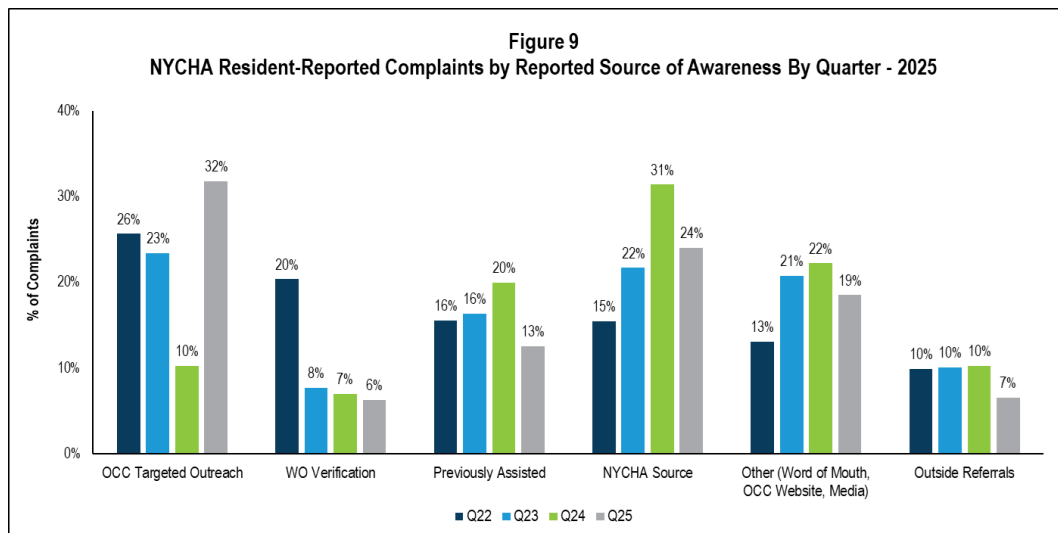
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<sup>11</sup> The developments with less than 200 residents are excluded from the ranking of resident-reported complaints to the OCC per 1,000 residents.

<sup>12</sup> Targeted outreach includes phone and email outreach to specific resident populations, such as those with aging work orders, unscheduled work orders, and units on lines where a leak that has impacted multiple units in the building line. See Section IV.2 for detailed descriptions of OCC outbound outreach efforts in the reporting year.



**Figure 9** shows the distribution of resident-reported complaints made to the OCC by awareness channel over the reporting period. The percentage of resident-reported complaints with the source of awareness of targeted outbound outreach or work order verification is correlated to the volume of work order activity performed in that quarter. Aside from resident-reported complaints originating from targeted outbound outreach and work order verification, the most resident-reported complaints originated from NYCHA sources, which include NYCHA’s Customer Contact Center (“CCC”),<sup>13</sup> the Mold Busters Form/Website, the MyNYCHA App/Kiosk, OCC Flyer in NYCHA buildings or attached to rent flyers, NYCHA Social Media Posts and referrals from NYCHA Compliance Department.



Provided below is a summary of relevant activities for various outreach channels throughout the reporting year:

- **OCC Targeted Outreach** – Targeted outbound calling and email blasts were conducted throughout the 2025 reporting year. These outreach efforts targeted specific populations of NYCHA residents with certain work order criteria who the OCC determined may need OCC assistance. Similar to work order verification, the volume of complaints originating from targeted outreach depended on the amount of outreach conducted that quarter. See **Section IV.B.1** for details on OCC targeted outbound outreach done in 2025.
- **Work Order Verification** – Residents with aging work orders who indicate they still need work done through work order verification are offered OCC assistance if there are active leak or mold conditions in their apartment.<sup>14</sup>
- **NYCHA’s Efforts to Increase Awareness of the OCC** – There was an increase in resident complaints created from NYCHA’s efforts to increase awareness of the OCC throughout the second half of 2025. In particular, referrals to the OCC from NYCHA Compliance increased in frequency in the final quarter of 2025. NYCHA Compliance uses the Compliance Inquiry Review and Assessment to address complaints of violations of federal, state, and local laws and

<sup>13</sup> The CCC informs NYCHA residents of the OCC when they create a mold service request or follow-up for a missed appointment for the mold inspection.

<sup>14</sup> In certain instances, NYCHA may request that Stout conduct email and outbound phone outreach to NYCHA residents with aging work orders to verify the status of the repairs. As a part of this outreach, residents may be asked if they require assistance with resolving active leak and mold conditions in their apartments and may be referred to the OCC.

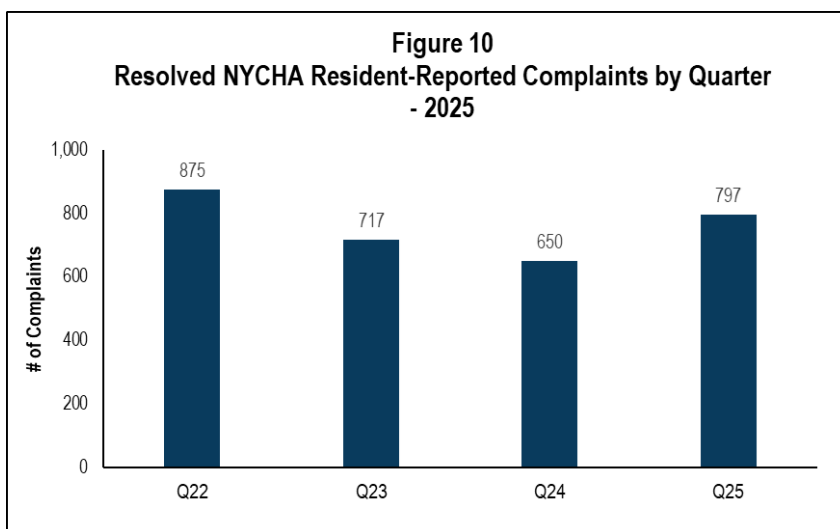


regulations from residents. While Compliance will investigate complaints independently, cases can be referred to the OCC to ensure work is completed.

- **Outside Referrals** – Includes referrals from Housing Court, plaintiff organizations, community organizations, tenant organizers, elected officials, and 3-1-1. The OCC typically observed increases in resident-reported complaints from this channel following events hosted by tenant organizers or elected officials that promote the OCC. See **Section IV.B.2** for a summary of OCC outreach events done in the reporting year.
- **Other (Social Media, Media, Website, Word of Mouth)** – In 2025, residents more frequently reported their source of awareness was from the OCC website and social media in number and in proportion compared to 2024 while the number of residents who reported that they became aware of the OCC through word-of-mouth remained consistent compared to 2024.

**C. Resolved NYCHA Resident-Reported Complaints during the Reporting Period**

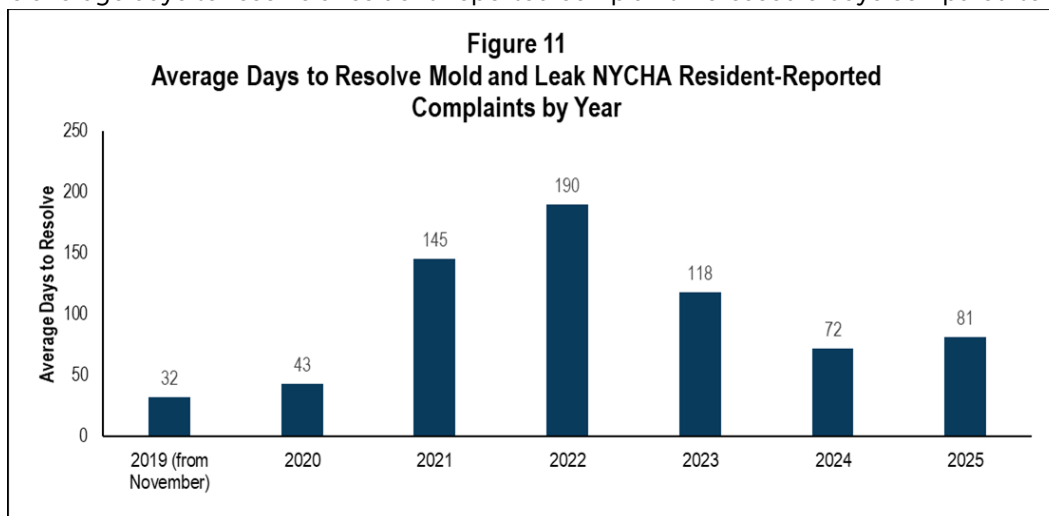
Since its launch, the OCC has resolved 21,365 complaints, with 3,039 complaints resolved in 2025. **Figure 10** shows the number of OCC complaints resolved each quarter in 2025. In 2025, the OCC oversaw 58 resident household relocations to a new unit or hotel when conditions required the unit to be rehabilitated. Throughout the reporting year, the OCC closed more complaints than were created each quarter, reflecting process



improvements and NYCHA’s ability to address new resident-reported complaints as they are created.

**Average Days to Resolve Resident-Reported Complaints**

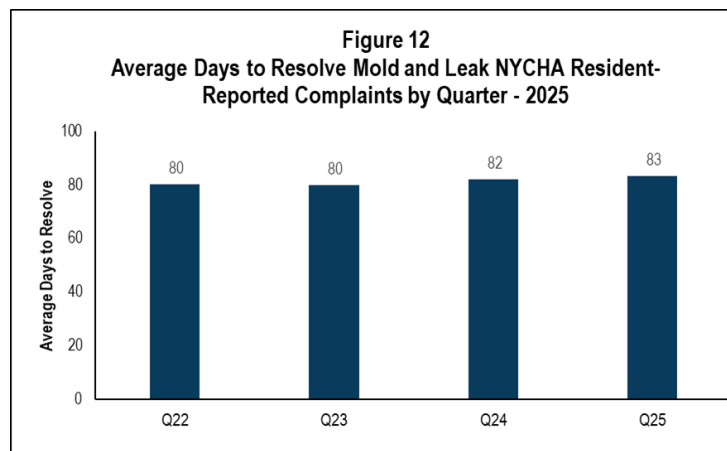
**Figure 11** shows the average days to resolve resident-reported complaints made to the OCC by year. While the average days to resolve a resident-reported complaint increased 9 days compared to 2024,





the average days to resolve is still significantly lower compared to 2023. The increase in average days to resolve resident-reported complaints reflects frequent scheduling delays, as overtime for maintenance and skilled trades staff was limited in 2025, with the Bronx being the most impacted. In Manhattan, a shortage of carpenters resulted in further delays resolving certain resident-reported complaints.

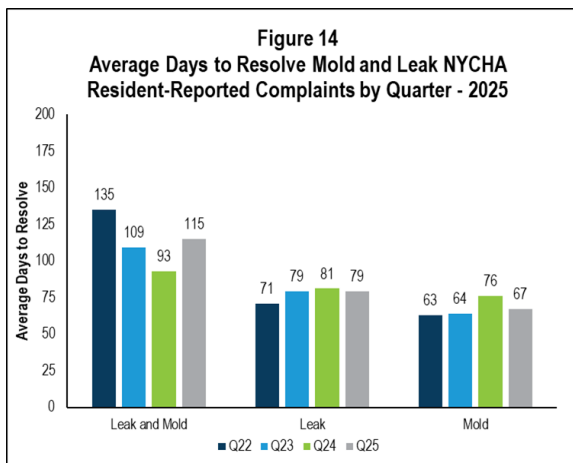
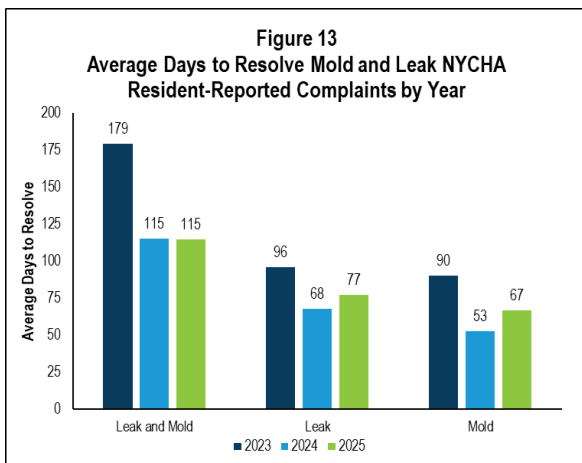
As shown in **Figure 12**, in 2025, the overall average days to resolve resident complaints made to the OCC remained consistent with a low of 80 days in Q22 and Q23 and a high of 83 days in Q25. The average days to resolve reflects consistent implementation of MRU and OCC processes, ensuring urgent work is done quickly, restoration and cosmetic work is scheduled and scheduled dates are met. This is evidenced by the decline in scheduling resident-reported complaints from 2024 to 2025, as discussed in **Section III.B.2**.



The OCC can place a complaint in a pending status until contact is made (up to 3 attempts) for both intake and resident confirmation of satisfaction, which at times takes a week or more to reach the resident at a convenient time. Additionally, there are times the OCC did not close a resident-reported complaint until all outstanding questions regarding root cause repairs are answered or the related work orders are closed in NYCHA's work order system.

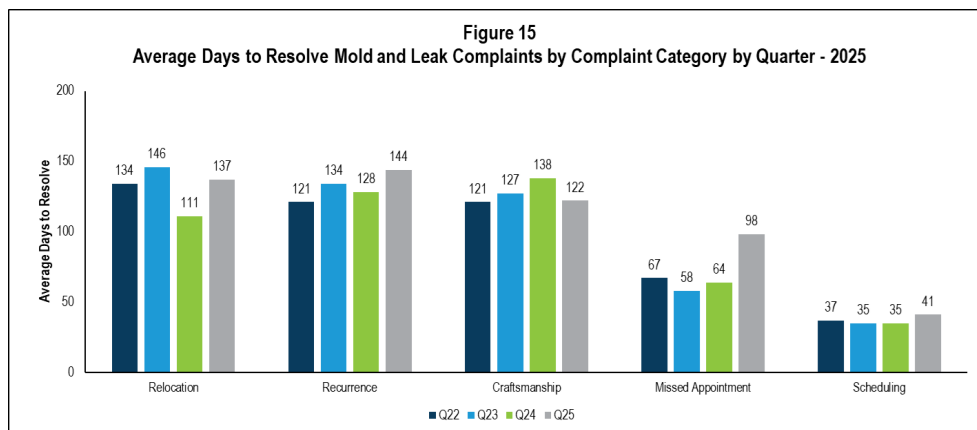
### **1. Average Days to Resolve Resident-Reported Complaints by Complaint Type**

**Figures 13 and 14** show the average days to resolve resident-reported complaints to the OCC by reporting year from 2023 to 2025 and by quarter in 2025. As shown in **Figure 13**, the average days to resolve resident-reported complaints increased for mold and leak complaints, separately, but remained consistent for complaints involving both leaks and mold from 2024 to 2025. Despite the increases from 2024 to 2025, the average days to resolve decreased in 2025 for all complaint types compared to 2023. As shown in **Figure 14**, the average days to resolve a resident-reported complaint ranged from 63 days (after the complaint) for mold complaints to 135 days (after the complaint) for mold and leak complaints.



**2. Average Days to Resolve Resident-Reported Complaints by Resolution**

As depicted in **Figure 15**, complex repairs, recurrence issues (including capital repairs) or issues requiring relocation required more than 215 days (after the complaint) to resolve due to necessary planning and monitoring. Scheduling and missed appointment complaints on the other hand are resolved in fewer days on average as they typically involve cases where work has already begun. As mentioned in **Section B.2**, in the reporting year there was a decrease in scheduling work orders, which likely also contributed to the increase in average days to resolve resident-reported complaints from 2024 to 2025.



Resident-reported complaints involving missed appointments are often triggered by outreach targeting residents that have had missed appointments. However, given the nature of these complaints—either difficulty rescheduling quickly or added complexity requiring additional work orders—they often take longer to resolve and effectively became higher-touch cases. The average days to resolve these complaints can vary significantly based on the skilled trades involved. There are times when certain skilled trades (e.g., Plasterers) do not have availability for new appointments for many months. This can cause the ticket to be open longer as the OCC works to expedite the repair process.

**3. Positive NYCHA Resident-Reported Feedback**

The OCC received positive feedback, gratitude, and appreciation from many residents throughout the year, including the following examples:

- “Thank you so much for everything, I really appreciate it. Because if not I’m going to have to wait until June to get everything fixed but thank you so much, I really appreciate it”. (Van Dyke)



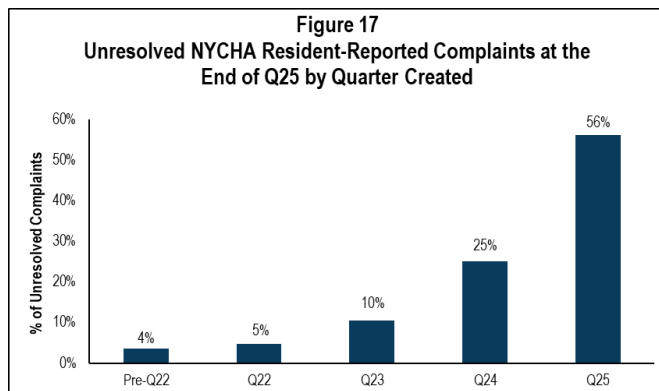
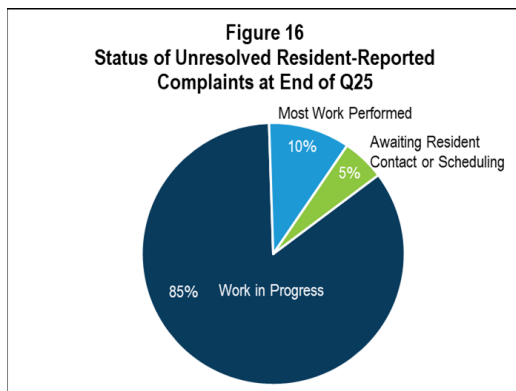
- “I really appreciate [the OCC] because this has been a fight for so long and I’m so glad y’all were able to advocate for me and make sure everything got done so I’m grateful.” (Carey Gardens)
- “They fixed the mold that was underneath the sink in the kitchen, and they fixed the bathrooms, they plastered and painted. With [the OCC]’s help, everything was done and even more.” (Baruch)
- “I wish I had known [about the OCC] before because I had the same problem I think in 2022 and I wish I had known I could have sent [message to the OCC].” (Brevoort)
- “Everything is good, everything is beautiful. It was done. Thanks so much. I really appreciate that [the OCC’s] people came through for me. It was like a year of me going back and forth and finally I found somebody that did something. Thanks so much.” (Clinton)
- “I have someone from the [OCC] that is in communication with me all the time, he’s wonderful, and you guys are wonderful. I appreciate you guys so much.” (King Towers)
- “NYCHA say they’ll email the maintenance guys, and the maintenance people were saying, it’s not our problem, it’s the plumbers’, so I called and called and called the OCC. The leak finally got fixed, but if I hadn’t called the OCC, I would still be waiting on NYCHA to fix it.” (Morris)

NYCHA residents also often provided positive feedback for the MRU and their case manager.

- “I just wanted to take a moment to recognize how fantastic my case manager has been in handling the leak issue. She was incredibly friendly and approachable throughout the process, always quick to respond and ready to help. Her follow-up was consistent and thorough, making sure every detail was addressed and nothing slipped through the cracks. It’s clear that she takes her responsibilities seriously, and her professionalism and care made a stressful situation much easier to navigate. Truly appreciated!” (Marlboro)
- “I wanted to take a moment to sincerely thank you for your exceptional diligence and unwavering follow-through on the recent repairs at my elderly parents’ apartment. Your attention to detail and commitment to ensuring everything was properly addressed truly made a difference. My parents and I deeply appreciate your efforts—it’s comforting to know that NYCHA has someone as dependable and considerate on their team. Thank you once again for your dedication and hard work.” (Carey Gardens)
- “I truly want to thank you so much for working with my schedule in order to have work done, I love my new bathroom and appreciate you.” (Wald)

**D. Unresolved NYCHA Resident-Reported Complaints during the Reporting Period**

At the end of Q25 there were 416 open resident-reported complaints. **Figure 16** shows the status of unresolved resident-reported complaints at the end of Q25: 5% were awaiting scheduling dates or contact from the resident to finalize the intake process or seek satisfaction of repairs, 85% had work in





progress (post inspection), and 10% had only follow-up work remaining (e.g., painting). As depicted in **Figure 17**, 81% of the unresolved complaints open at the end of the quarter were created in the last two quarters. Complaints created prior to Q22 are multifaceted requiring complex repairs by a vendor or requiring relocation, complaints involved in litigation with NYCHA, residents awaiting relocation or are relocated awaiting repairs to be completed, or waiting on materials (e.g., cabinets or tub enclosures) or test results (e.g., asbestos testing). The OCC holds weekly discussions with various departments at NYCHA about these longstanding complaints to ensure consistent weekly progress.



## IV. OCC Outreach and Awareness

Residents' lack of awareness about OCC services continued to be a challenge throughout 2025. At the end of each quarter in the reporting year an average of 2% of residents with a mold or leak work order open for more than 15 days had an open complaint with the OCC. Residents who called the OCC in 2025, often reported that they had been experiencing the conditions in their apartment for several months or even years, but were previously unaware of the OCC. The OCC has recommended using multiple communication channels, with frequent distribution, to ensure NYCHA residents are aware of the OCC services available to them.

The following provides information on the efforts undertaken by NYCHA and the OCC to increase awareness about the OCC's services during the reporting period.

### A. NYCHA's Outreach Efforts to Raise Awareness of the OCC

NYCHA continued embedding OCC information in the primary mold service workflows (Customer Contact Center, MyNYCHA app, and kiosks). OCC contact information also appeared on the Mold Busters Inspection Receipt and Review Form. These embedded notifications continued to account for a significant portion of NYCHA resident-reported complaints during the reporting period.

Broader NYCHA-led outreach—flyers in rent mailers, newsletters, robo-calls, Family Day events—decreased in 2025 relative to earlier years. Approximately 25 NYCHA social media posts in 2025 produced 50 OCC resident-reported complaints. This limited yield underscores the need for more direct, building-level communication (e.g., rent-mailer inserts, lobby postings, etc.).

### B. OCC Independent Outreach Efforts

The OCC continued performing outbound outreach in the 2025 reporting year, including targeted outbound outreach, and engagement with external stakeholders. The OCC's outreach efforts were effective in identifying and reaching residents that needed assistance with unresolved mold and leak related issues.

Summarized below are ways in which Stout raised awareness about the OCC's services:

#### 1. Targeted Outbound Outreach

OCC outreach to specific resident populations continued throughout the 2025 reporting year and contributed to a significant number of resident-reported complaints to the OCC (See **Figure 9** for the volume of complaints originating from target outbound outreach). This initiative enables the OCC to make outbound calls and send emails to residents whose work order data suggests the possible existence of unresolved severe mold- or leak-related conditions.

- Leak Clusters** - The IDA identifies emerging issues where a single building line may be having issues with persistent leaks or severe flooding conditions involving multiple units or floors (referred to as "Leak Clusters"). For each identified Leak Cluster, the OCC reviews the leak work order data and contacts the affected residents to better understand the issues they are experiencing and assess whether the situation had been resolved or not. From May through October, the OCC conducted outreach to 48 leak clusters, resulting in 157 resident-reported complaints created throughout the reporting period. Refer to **Exhibit 1.B** for pictures of the conditions identified through this outreach channel.



- **Targeted Aging Work Order Emails** – The OCC expanded the volume of outbound email outreach performed in 2025, working with OMAR and the IDA to identify populations of residents with aging work orders. Once the target population was identified, the OCC sent an email to the residents (“Email Blast”) asking if they required assistance from the OCC. In the reporting year, the OCC sent 6 Email Blasts involving over 12,000 email messages to NYCHA residents. The overall response rate was less than 1%. However the final Email Blast completed in 2025 (targeted at residents with mold or leak work orders with no scheduling date, no OCC case, and that were pending 200 - 250 days) proved particularly successful. leading to the creation of 211 resident-reported complaints to the OCC (approximately a 5% response rate).

## 2. Engagement with Stakeholders

Recognizing that many NYCHA residents may reach out to legal services organizations, elected officials, community organizations or resident association leaders when repairs are not being completed or when there are other concerns related to mold and leak repairs, the OCC and Ombudsperson proposed engaging these organizations to be able to refer clients to the OCC for resolution. This outreach channel allows the OCC to host sessions (in-person or virtual) with these stakeholders and their constituents to provide a briefing on the OCC operations and ways they can help increase awareness or refer resident-reported complaints to the OCC. During the reporting period, the OCC held 6 meetings with stakeholders to help increase awareness of the OCC. These were successful events, with nearly all participants having no previous awareness of the OCC. The OCC will continue to conduct this outreach channel every other quarter to further enhance awareness of the OCC.

- **Elected Officials’ Offices** – During the reporting period, the OCC hosted an OCC info session with New York State Senator Dan Kavanaugh’s office also attended by local assemblymembers, community organizers, and residents.
- **Community Events** – OCC advanced community outreach through two events with Metro IAF and other key partners. The OCC participated with Metro IAF by attending and hosting a live intake booth for NYCHA residents, engaging over 100 tenants. The OCC also partnered with Bronx community organizations, local congregations, and Congressman Ritchie Torres on a coordinated social media campaign promoting OCC services. These events led to the creation of 27 resident-reported complaints.
- **Health Service Providers** – The OCC trained community advocates at Lincoln Hospital, located in the Bronx, on its role and complaint submission, targeting low-income NYCHA residents with asthma. This partnership has led to the creation of over a dozen resident-reported complaints to the OCC in 2025, all of which involve households with children with asthma.



## C. OCC in the Public Sphere

Activities to increase awareness of the OCC in 2025 also included several media publications, including both local NYC and national publications, and testimony provided to the New York City Council.

### 1. OCC in the Media

In the first half of the 2025 reporting year, the OCC was featured in several news publications. The articles provided resident remarks indicating the OCC was essential to getting the necessary repairs done in their apartment, as well as the OCC phone number and email. Select news articles in 2025 are listed below.

- “Why Is It So Hard to Eradicate Mold at NYCHA?” Tatiana Turner, City Limits. February 12, 2025. [Link](#).
- “NYCHA takes about 415 days to make repairs, data shows. This resource may offer a faster fix for some issues.” Tim McNicolas, CBS News. March 13, 2025. [Link](#).
- “Bronx community teams up to promote call center for NYCHA residents” Monica Morales, WPIX New York City. June 17, 2025. [Link](#).
- “NYCHA Completes Infrastructure Upgrades Across Five Boroughs with \$1.2B State Investment” Sile Moloney, Norwood News. July 11, 2025. [Link](#).

### 2. City Council Testimony

On October 27, 2025, The Ombudsperson as well as representatives from the OCC testified in front of the New York City Council’s Committee on Public Housing on the role of the OCC, the impact the OCC has had on NYCHA residents and challenges making residents aware of the OCC.<sup>15</sup> Additional testimony was provided by community organizers from Manhattan Together, Metro IAF, South Bronx Churches, tenant association leaders, and NYCHA residents who had been assisted by the OCC.

- A Tenant Association leader stated, “The OCC has proven that tenants don’t have to accept these terrible conditions.”
- A resident at Amsterdam Houses told City Council Members the OCC “made my daughter safe at home” after she had experienced significant scheduling delays.

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<sup>15</sup> [NYCHA City Council Testimony and Presentation on Mold and Leaks](#)



## V. PACT Resident-Reported Complaints Metrics

This section discusses OCC metrics associated with PACT Section 8 housing where NYCHA leases the land and buildings to development partners (“PACT Partners”), who will conduct renovations and comprehensive repairs. PACT Partners serve as the operator and on-site property manager. As of the end of the 2025 reporting year, NYCHA’s PACT portfolio consisted of 31,248 units of housing across 28 PACT projects. In the 2025 reporting year the NYCHA’s PACT portfolio increased by 6,664 units in 7 PACT projects (Eastchester Gardens, Northwest Bronx Consolidated, Metro-North White, Ocean Hill-Stuyvesant Gardens, Jackie Robinson and Harlem Scattered Sites, and Bayview). The 7 PACT projects that converted in 2025 are managed by PACT Partners who already manage PACT projects and were familiar with the OCC process at the time of conversion. As the OCC works with each PACT Partner directly to resolve resident-reported complaints (NYCHA’s Real Estate Development & Disposition (“REDD”) and Compliance departments are copied on all communication), awareness of the OCC process is essential for resolving complaints in a timely manner.

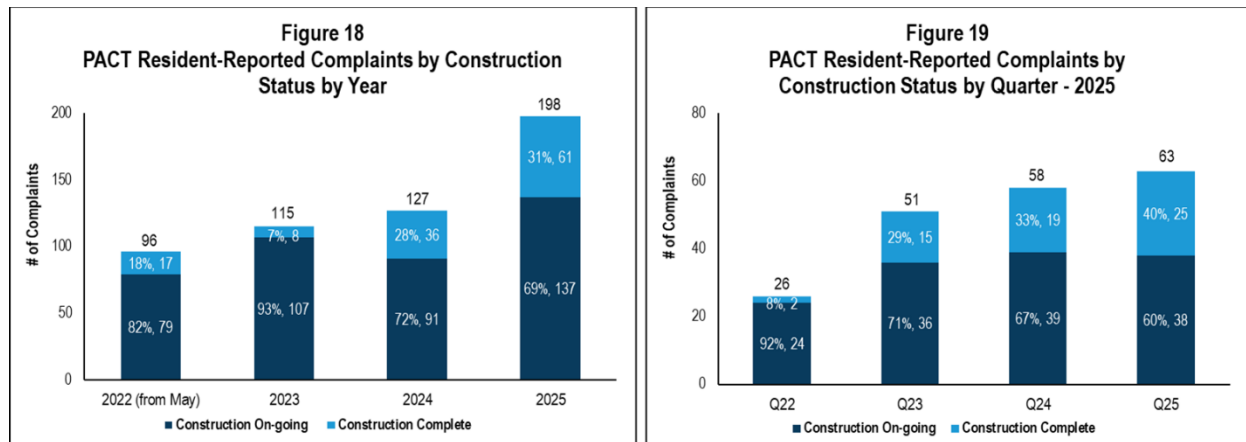
For PACT resident-reported complaints, the OCC engages directly with each PACT Partner, in coordination with NYCHA, to resolve resident-reported complaints to the OCC. NYCHA’s compliance and REDD departments are copied on correspondence for awareness and monitoring. The OCC’s engagement with PACT property managers has resulted in improvements to resident-reported complaint tracking and response times, while also identifying concerns, recurring repair issues, and instances of premature work order closures. PACT Partners are generally highly responsive to the OCC, with the overall volume of newly reported complaints per PACT project remaining low, averaging just 9 per month across all PACT Partners. These complaints are typically addressed promptly and resolved to the satisfaction of the residents. To date, the Ombudsperson has not had to intervene in any PACT OCC resident-reported complaints.

### A. PACT Resident-Reported Complaints Created during the Reporting Period

Demand for OCC assistance at PACT projects has remained consistently lower than NYCHA-managed developments. The OCC found that for the majority of PACT projects, the average number of resident complaints reported to the OCC each year decreased after conversion to PACT. Many PACT developments have completed construction, making them less prone to complex mold and leak issues, thereby reducing the need for OCC intervention. Additionally, these developments benefit from new on-site property managers who implement specialized organizational processes and scheduling tools, as well as dedicated on-site maintenance and resident engagement staff who can quickly address resident concerns. They also have access to resources that enable the use of third-party vendors for efficient handling of complex repairs.

#### 1. PACT Resident-Reported Complaints Created

There has been an ongoing need for the OCC’s assistance, with a total of 534 resident-reported complaints created since launch. In the 2025 reporting year, the PACT OCC received 198 resident-reported complaints, an increase from 127 resident-reported complaints in the 2024 reporting year (**Figure 18**). New PACT project conversions contributed significantly to the increase in resident-reported complaints, constituting 22% of all PACT resident-reported complaints in the reporting period. Of the 198 resident-reported complaints, 151 were related to mold or leak issues (76%), while the remaining 24% consisted of PACT OCC service inquiries.



As shown in **Figure 19**, the number of PACT resident-reported complaints increased throughout 2025. The increase in resident-reported complaints throughout 2025 was largely driven by complaints at PACT projects where work was already completed, suggesting complaints were made due to a lack of management responsiveness to resident complaints as opposed to capital repair issues. A common complaint to the OCC from residents at PACT Projects with completed construction is lack of management responsiveness to simple leaks (less so for leaks due to major plumbing issues). When the OCC has informed PACT Partners about these issues, they were typically very responsive, and repairs were done quickly. PACT projects where construction has been completed with significant increases in resident-reported complaints in 2025 were Boulevard Together, Betances, and Brooklyn Bundle A. Each quarter the number of resident-reported complaints from PACT projects that has converted to PACT that quarter constituted between 8% and 15% of total complaints.

- Boulevard Together:** Since the launch of the PACT OCC, Boulevard Together has had the highest number of resident-reported complaints and the highest number of complaints monitored as recurrence each reporting year. Residents reported that they've been reporting issues for years and while repairs are conducted, the issue reported does not get fully resolved. Residents have also shared that scheduling and next steps are not provided after an inspection is conducted. However, once an OCC complaint is opened, Boulevard Together consistently provides clear updates, inspection results, and scheduling dates until all work is completed.
- Betances:** Residents frequently reported that scheduling and next steps are not provided once an inspection is conducted. In addition, inspection findings are not consistently shared. While PACT property management consistently responded to newly created resident-reported on time, responses were frequently not clear or information on scheduling was not included, requiring OCC follow-ups or complaint escalation.
- Brooklyn Bundle A (Reliant):** This PACT project reported the largest increase in resident-reported complaints from 2024 (2 complaints) to 2025 (17 complaints). Resident-reported complaints monitored by the OCC were mostly for scheduling, with residents consistently indicating a lack of communication after inspections. The increase in OCC complaints can largely be attributed to outreach efforts done by both the OCC and tenant organizers, with 8 residents indicating they were made aware of the OCC through tenant organizers and 5 residents responding to OCC targeted outreach.

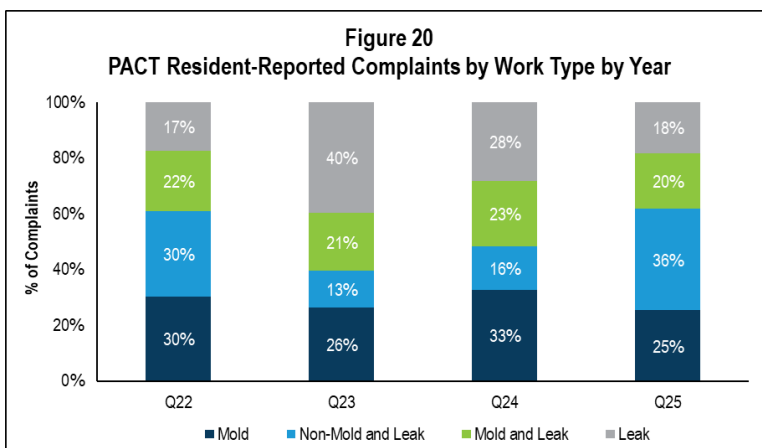
Two developments, Highbridge Franklin and Williamsburg, reported no resident-reported complaints in the 2025 reporting year. Highbridge Franklin has not reported a resident-reported complaint since 2022, while Williamsburg observed a significant decrease, down from 9 resident-reported complaints in the 2024 reporting year. Additionally, 12 other PACT projects reported 5 or less complaints over the 2025



reporting year, demonstrating the effectiveness of PACT property managers to timely respond to resident complaints.

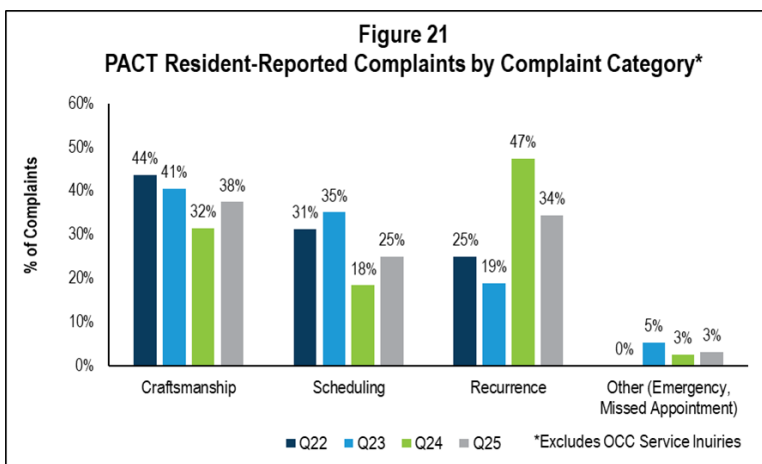
### 2. PACT Resident-Reported Complaints by Type

The distribution of PACT OCC resident-reported complaints by work type has slightly fluctuated over the 2025 reporting year (**Figure 20**). Leak-related complaints in particular saw the most variation, peaking at 40% of complaints in Q23 while constituting only 17% of complaints in Q22. Non-Leak and Mold resident-reported complaints increased in Q25, driven by PACT project transitions. The OCC has observed an increase in OCC service inquiries following a project’s conversion to PACT, such as heat outages, management concerns, and pests.



### 3. PACT Resident-Reported Complaints by Complaint Category

**Figure 21** below shows the initial complaint category for resident-reported complaints throughout the 2025 reporting year. The distribution of complaint categories reflects the residents’ initial resident-reported complaint and may evolve over time (e.g., resident-reported complaint may start out as a scheduling resident-reported complaint but there could be components of recurrence or missed appointments, etc.).



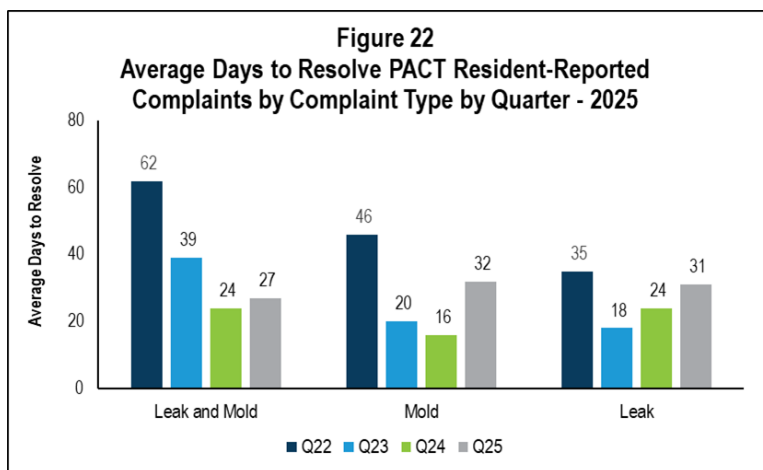
The difference in the distribution of resident-reported complaints categories in the OCC between PACT and NYCHA residents is attributable to several factors. In PACT developments, on-site property staff are



often trained in multiple skilled trade areas in addition to having dedicated skilled trades on site, allowing for most work to be completed on one or two visits. Additionally, PACT developments may benefit from more engaged and responsive on-site property management teams, which improves resident communication and satisfaction, leading to fewer scheduling complaints. As mentioned above, the large percentage of resident-reported complaints that are service inquiries are due in large part to residents of recently transitioned to PACT and interested in learning about what services are available to them.

#### 4. Average Days to Resolve PACT Resident-Reported Complaints

As shown in **Figure 22**, over the 2025 reporting year, the average time to resolve resident-reported complaints ranged from 15 to 62 days. In the 2025 reporting period, the average resolution time for leak-related issues was 25 days, mold-related issues also averaged 25 days, while combined leak and mold issues took an average of 32 days to resolve. Compared to the 2024 reporting year, every complaint type observed a decrease in the average days to resolve. In the reporting year, PACT Partners were generally more responsive to OCC requests which contributed to quicker resolutions for resident-reported complaints. For the majority of resident-reported complaints, scheduled dates for repairs were consistently provided promptly, tailored to align with the resident's availability, and often accommodated requests for evening or weekend appointments when requested.



#### B. **Increasing Awareness of the OCC to PACT Residents**

The OCC coordinates with NYCHA and PACT Partners to ensure that PACT residents are aware of the OCC and understand how to submit a resident-reported complaint. However, resident surveys indicate that a significant portion of PACT residents remain unaware of the OCC.

In the 2025 reporting year, the amount of OCC outreach completed varied by PACT Partner, some actively working to increase awareness of PACT OCC and some limiting their efforts to the minimum required standard. Given the low awareness of the OCC awareness by PACT residents, the amount of outreach by the PACT Partner significantly impacts the volume of resident-reported complaints the OCC receives. Thus, the OCC receiving more resident-reported complaints for a PACT project does not necessarily indicate worse conditions or less responsive management compared to the rest of the PACT portfolio, but that its residents are more aware of the OCC. Outreach done by PACT Partners included,

- Posting OCC Flyers in all floors in all buildings,
- Mentioning the OCC in rent notices,
- Providing the OCC Flyer after mold inspections or after repairs are done,



- Posted to the management website,
- Sending an email blast to residents, and
- Distributing the OCC Flyer during resident meetings.

NYCHA tracks and evaluates each PACT Partner's outreach efforts to promote OCC awareness and provides recommendations based on its findings. NYCHA's Real Estate Development Department confirmed that each partner complied with outreach requirements and continued these efforts annually, which include posting flyers in building lobbies and making elected officials aware of the OCC and distributing flyers to residents at the time of PACT conversion.

### **C. PACT OCC Impact**

While demand for the OCC's services at PACT developments remains relatively low, its impact and effectiveness have remained considerable, ensuring residents with unresolved mold or leak-related issues receive the necessary assistance or are connected with other services. In the 2025 reporting year, the OCC referred 4 residents to NYCHA Compliance for non-mold or leak related issues and oversaw the relocation of an additional 4 resident households to new units. The OCC also assisted PACT management in restoring resident communication during disputes between PACT management and the resident, such as when the resident is involved in a court case. By working to build residents' trust, the OCC often helps secure access to units for repairs when access had previously been denied. These cases frequently involve complex, multi-unit work, with successful remediation improving conditions across multiple apartments.

#### **1. Positive PACT Resident-Reported Feedback**

The OCC received positive feedback, gratitude, and appreciation from many residents throughout the year, including the following examples:

- "Thank you so much I really appreciate the OCC. I have a nice clean bathroom with no mold in my bedrooms. I appreciate you so much". (Eastchester Gardens).
- "Had I not contacted your office for help nothing would've been done, I just want to thank you for everything you've done". (Sack Wern).
- "Thank you for reaching out back to me to confirm everything was done, I really appreciate it." (Northwest Bronx).



## Exhibit 1 – Resident-Reported Complaints to the OCC - Examples

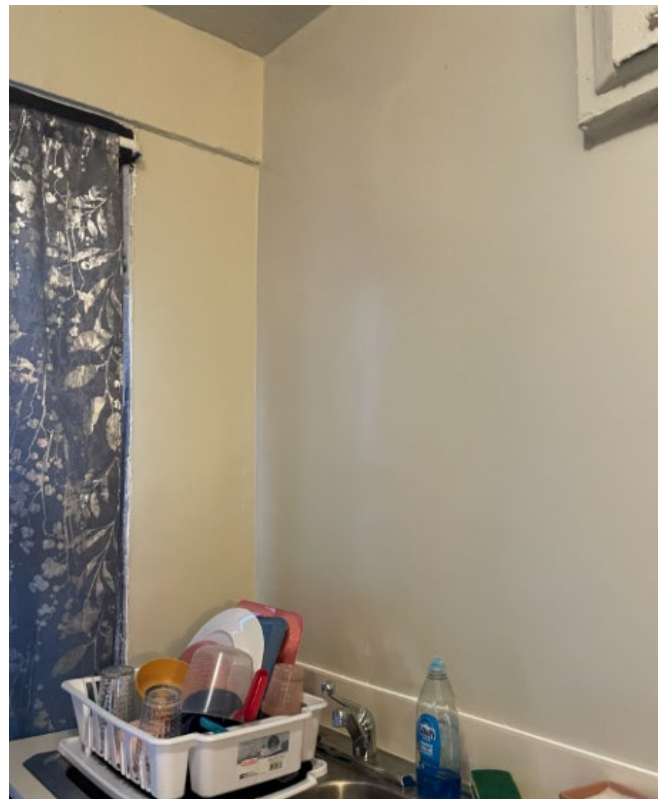
### A. Before and After NYCHA Resident Examples

#### Bronx NYCHA Residents



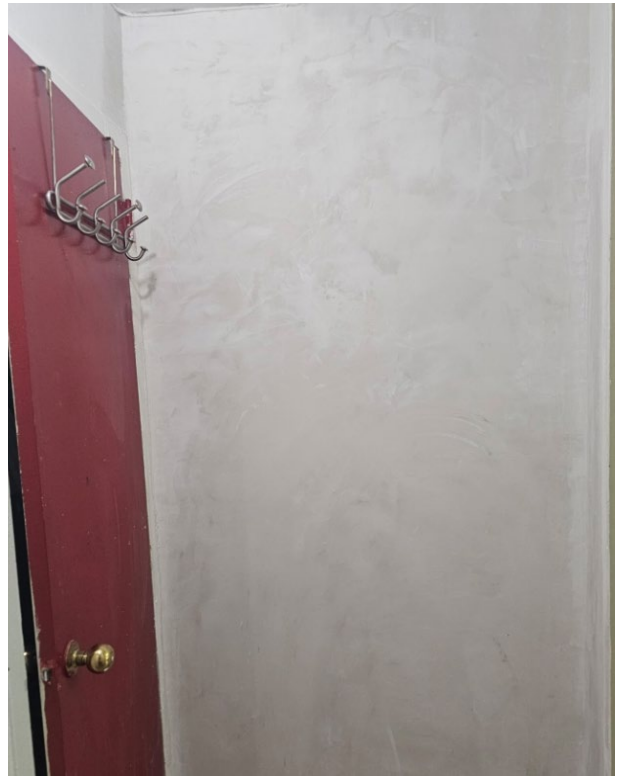


**Brooklyn NYCHA Residents**



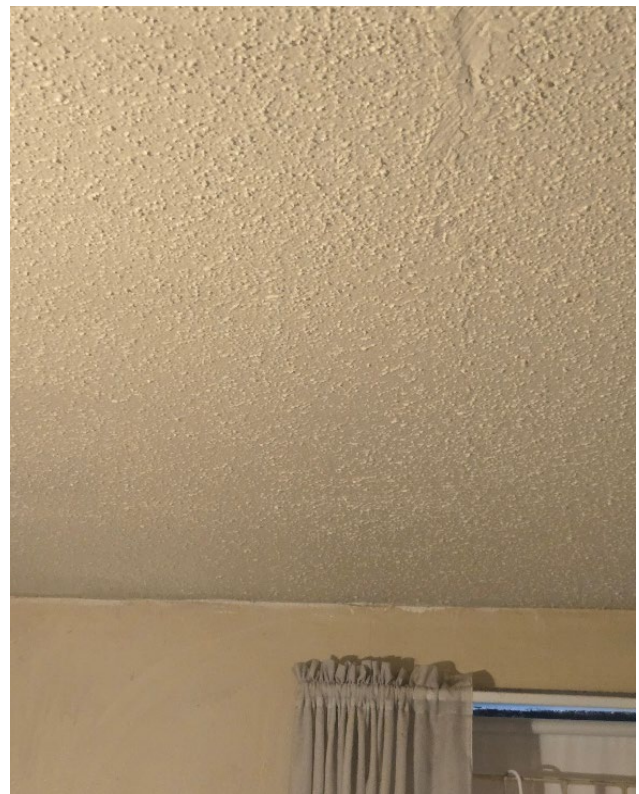
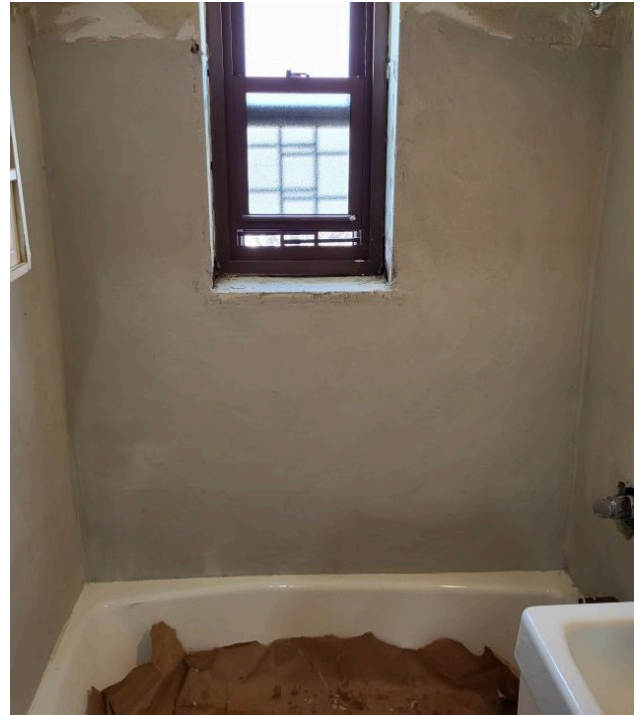
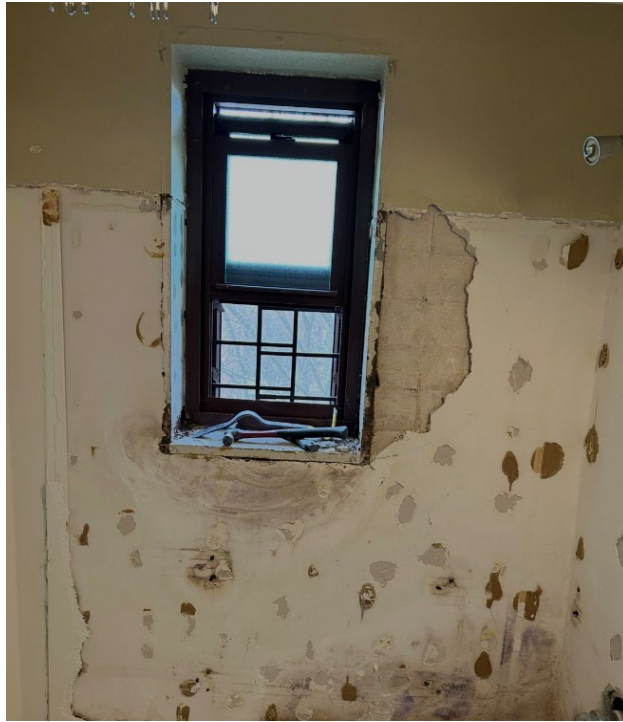


**Manhattan NYCHA Residents**





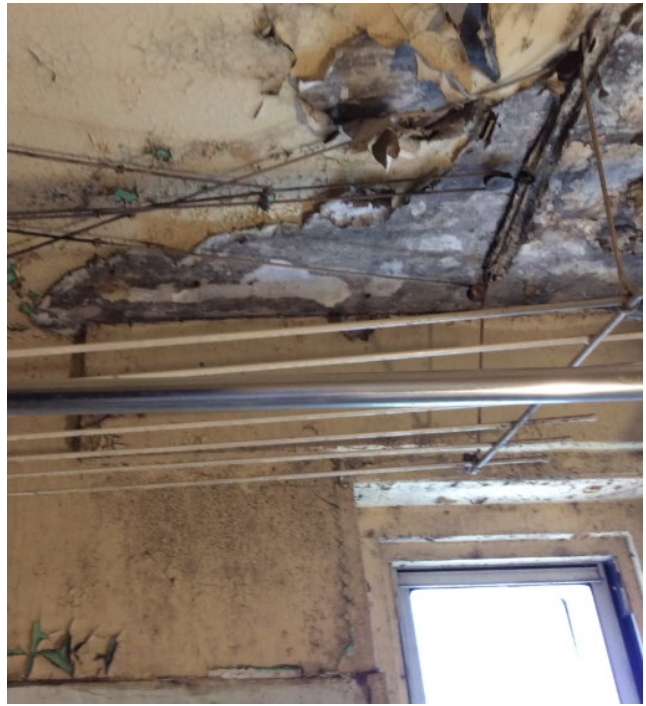
**Queens-Staten Island NYCHA Residents**





**B. Example Photos of NYCHA Resident-Reported Conditions During Intake**

**Bronx NYCHA Residents**





**Brooklyn NYCHA Residents**





**Manhattan NYCHA Residents**





**Queens-Staten Island NYCHA Residents**





## Exhibit 2 – PACT Property Details (End of Q25)

|   | PACT Development                                 | Development Listing   | Total Number of Units | Construction Status |
|---|--|---|-----------------------|---------------------|
| 1 | Ocean Bay  | Ocean Bay Apartments - Bayside  | 1,395                 | Complete            |
| 2 | Highbridge Franklin                              | Franklin Avenue I, II, and III,<br>Conventional,<br>Highbridge Rehabs - Anderson Ave,<br>Highbridge Rehabs - Nelson Ave   | 336                   | Complete            |
| 3 | Twin Parks West                                  | Twin Parks West Sites 1 and 2   | 312                   | Complete            |
| 4 | Betances   | Betances I, II, III, IV, VI, 13, 18, and 9A   | 1,088                 | Complete            |
| 5 | Baychester Murphy                                | Baychester,<br>Murphy   | 722                   | Complete            |
| 6 | Hope Gardens                                     | Bushwick II – Groups A and C,<br>Bushwick II – Group B and D,<br>Bushwick II CDA – Group E,<br>Palmetto Gardens,<br>Hope Gardens  | 1,321                 | Complete            |
| 7 | Brooklyn Progressive (part of “Brooklyn Bundle”) | Berry Street – South 9 <sup>th</sup> Street,<br>Independence,<br>Williams Plaza   | 1,471                 | Complete            |
| 8 | Brooklyn Reliant (part of “Brooklyn Bundle”)     | 572 Warren Street,<br>Armstrong I and II,<br>Marcy Ave – Green Ave Sites A and B,<br>Weeksville Gardens   | 1,154                 | Complete            |
| 9 | Manhattan  | 335 East 111 <sup>th</sup> Street,<br>344 East 28 <sup>th</sup> Street,<br>Fort Washington Ave Rehab,<br>Grampion,<br>Manhattanville Rehab – Groups 2 and 3,<br>Park Ave – East 122 <sup>nd</sup> and 123 <sup>rd</sup> Streets,<br>Public School 139 – Conversion, | 1,718                 | Complete            |



|    |                                  |   |       |          |
|----|----------------------------------|---|-------|----------|
|    |                                  | Samuel MHOP I, II, and III,<br>Washington Heights Rehab – Groups 1 and 2,<br>Washington Heights Rehab – Phase III,<br>Washington Heights Rehab – Phase IB C and D,<br>Wise Towers   |       |          |
| 10 | Boulevard Together               | Boulevard,<br>Belmont-Sutter Area,<br>Fiorentino Plaza  | 1,673 | On-going |
| 11 | Linden Penn Wortman              | Linden,<br>Pennsylvania Avenue-Wortman Avenue   | 1,922 | On-going |
| 12 | Williamsburg Houses              | Williamsburg  | 1,621 | On-going |
| 13 | Harlem River                     | Harlem River Houses,<br>Harlem River II   | 693   | On-going |
| 14 | Audubon, Bethune, Marshall (ABM) | Audubon,<br>Bethune Gardens,<br>Marshall Plaza  | 557   | On-going |
| 15 | Edenwald                         | Edenwald  | 2,035 | On-going |
| 16 | Union Avenue Consolidated        | Union Avenue- East 166th Street,<br>Claremont Parkway- Franklin Avenue,<br>Stebbins Avenue- Hewitt Place,<br>Union Avenue- East 163rd Street,<br>South Bronx Area (Site 402),<br>Davidson,<br>Eagle Avenue- East 163rd Street | 983   | On-going |
| 17 | Reid Park Rock                   | 104-14 Tapscott,<br>Crown Heights,<br>Fenimore-Lefferts,<br>Howard Ave,<br>Howard Ave-Park Place,<br>Lenox Road-Rockaway Parkway,<br>Ocean Hill-Brownsville,  | 1,696 | On-going |



|    |   |  |       |          |
|----|---|--|-------|----------|
|    |   | Park Rock Rehab,<br>Ralph Ave Rehab,<br>Reid Apartments,<br>Rutland Towers,<br>Sterling Place Rehab (St. Johns-<br>Sterling),<br>Sterling Place Rehab (Sterling-<br>Buffalo),<br>Sutter Ave-Union Street,<br>Tapscott Street Rehab |       |          |
| 17 | West Brighton   | West Brighton I,<br>West Brighton II   | 586   | On-going |
| 19 | Sack Wern   | Sack Wern  | 413   | On-going |
| 20 | Boston Road, Boston Secor and<br>Middletown Plaza (BBM) | Boston Road,<br>Boston Secor,<br>Middletown Plaza  | 952   | On-going |
| 21 | Frederick Samuel  | Frederick Samuel   | 664   | On-going |
| 22 | Manhattanville  | Manhattanville   | 1,272 | On-going |
| 23 | Eastchester Gardens                                     | Eastchester Gardens  | 877   | On-going |
| 24 | Northwest Bronx Scattered Sites                         | 1010 East 178th Street,<br>East 180th St-Monterey Ave,<br>Twin Parks East, Baily Ave – West<br>193rd St,<br>Fort Independence St – Heath Ave,<br>Harrison Ave Rehab Group A & B,<br>University Ave Rehab                           | 1,669 | On-going |
| 25 | Metro North Plaza & White                               | Metro North Plaza,<br>White  | 523   | On-going |
| 26 | Ocean Hill & Stuyvesant Gardens                         | Ocean Hill Apartments,<br>Saratoga Village,<br>Stuyvesant Gardens I,<br>Stuyvesant Gardens II,<br>Bedford-Stuyvesant Rehab   | 927   | On-going |



|    |  |   |       |          |
|----|--|---|-------|----------|
| 27 | Jackie Robinson and Harlem Scattered Sites | Robinson,<br>Morris Park Senior Citizens Home,<br>UPACA (Site 5),<br>UPACA (Site 6),<br>Corsi Houses,<br>131 Saint Nicolas Avenue,<br>Taft Rehabs | 1,058 | On-going |
| 28 | Bayview                                    | Bayview   | 1,610 | On-going |



## **End Notes – Resident-Reported Complaint Methodology Considerations**

The number of unique resident-reported complaints can vary over time based on the source of the complaint (e.g., resident-reported complaint and referral complaint for the same unit may be reported as 2 unique complaints and later merged into 1 complaint), eligibility of assistance (e.g., a complaint may be created for a NYC resident but if it later determined that the resident is not a NYCHA or PACT resident, the complaint will be excluded from reporting), and number of complaints per unit (e.g., resident may have created a complaint in Month 1 in the bathroom and an additional complaint in the bedroom in Month 2, depending on the nature the complaint, it may be reported separately or merged into 1 complaint). Resident-reported complaints that involve work within other units (e.g., the floors above or below) or if the resident submits an additional complaint after the initial complaint are often understated due to a lack of reporting on the number of units that each OCC resident-reported complaint affects. Any resident-reported complaints to the OCC that transitioned to PACT prior to December 2021 are excluded. These resident-reported complaints would be presented in any prior OCC periodic reports but were then excluded post transition. Since the OCC was extended to PACT in May 2022, the resident-reported complaints would be transferred from NYCHA OCC to PACT OCC.

The resident-reported complaint metrics may change over time. The OCC evaluates call volumes, issues raised, escalations required, number of resident interactions, etc., to identify process refinement opportunities that could create operational improvements and efficiencies. Since adjustments to the data fields and methods of recording the data have been and continue to be modified and enhanced, it is possible that certain metrics are understated or not entirely representative of the actual activities conducted. The PACT and NYCHA OCC also collect different data fields so not all observations identified through the call center can be compared.

The status of resident-reported complaints can vary over time based on the required repair activity (e.g., work may have been completed but is re-opened due to recurrence), or the resident's requests (e.g., to place the complaint on hold). Therefore, the number of unique complaints and complaint statuses may change from one reporting period to another.

The percentage of high priority resident-reported complaints represents the average number of open complaints in the quarter that were high or urgent priority. Often complaints will shift priority over its life, the OCC examines weekly data to determine how many complaints are high priority each week to determine the average number of high priority complaints that were serviced in the quarter.

For the NYCHA, the number of monitored work orders is estimated on work order activity recorded in NYCHA's Maximo data system during the period that the OCC resident-reported complaint was opened. The work orders are likely understated since it excludes all work orders in other units that are connected to the OCC complaint (e.g., complex leak complaint affecting 4 floors), any inspections or work performed by OMAR or the QA department, and any work orders not closed in the system.

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