

Ombudsperson Call Center Annual Report – 2022

Reporting Quarters 10 - 13
(February 1, 2022 – January 31, 2023)

Baez, et al. v. New York City Housing Authority [NYCHA],
No. 13-cv-8916 [WHP]



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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”).¹

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 2022, for the reporting periods from February 1, 2022, through January 31, 2023 (“Q10 – Q13,” “reporting period” or “the year”).² OCC recommendations for resident communication, factors necessary for continued success at NYCHA, and the IDA initiatives to support NYCHA can be found in OCC Q7 – Q9 reports.

¹ 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-month in which residents will have access the OCC until the Special Master certifies that the partner is no longer subject to the PACT Agreement.

² Q10 reporting period is February 2022 through April 2022; Q11 reporting period is May 2022 through July 2022; Q12 reporting period is August 2022 through October 2022; and Q13 reporting period is November 2022 through January 2023. PACT reporting period begins in Q11 due to the launch on May 1, 2022.

I. Executive Summary

The Ombudsperson Call Center (“OCC”) was established in November 2019 to assist New York City Housing Authority (“NYCHA”) residents with mold- and leak-related complaints. Since its inception, the OCC has helped nearly 19,300 NYCHA households with 12,710 reported complaints through January 31, 2023.³ Resident-reported complaints originated from over 270 NYCHA developments, which represent 80% of NYCHA’s current portfolio.

Throughout the reporting period, the OCC for NYCHA residents processed an average of 701 complaints per quarter, with the highest number of complaints reported in Q12. Approximately 50% of these complaints processed this year were of high priority, indicating severe mold and leak conditions, as depicted in the images below.⁴ Despite this, high priority complaints have decreased from 64% of OCC cases in Q10 to 46% in Q13, suggesting NYCHA’s progress in addressing severe conditions before residents contact the OCC. The OCC’s services have resulted in improved health and safety for NYCHA residents, better operational responses, improved resident communication, and the identification of significant operational and management issues within NYCHA.

The OCC also identified challenges such as multiple appointments being required for repairs, scheduling delays, missed appointments, and the premature closing of work orders. These hurdles have obstructed the swift resolution of resident-reported complaints to the OCC and increased the average resolution time.

NYCHA remains committed to the success of OCC operations by providing resources to service resident-reported complaints and understands the work needed to be able to expedite the necessary repair activity to ensure its residents are living in a healthier home. NYCHA’s Mold Response Unit (“MRU”) has worked diligently to help NYCHA residents towards living in healthier homes. In coordination with the OCC, MRU has made efforts to work nearly every development within NYCHA to improve communication with residents and be held accountable for the quality of work required to the residents’ satisfaction when



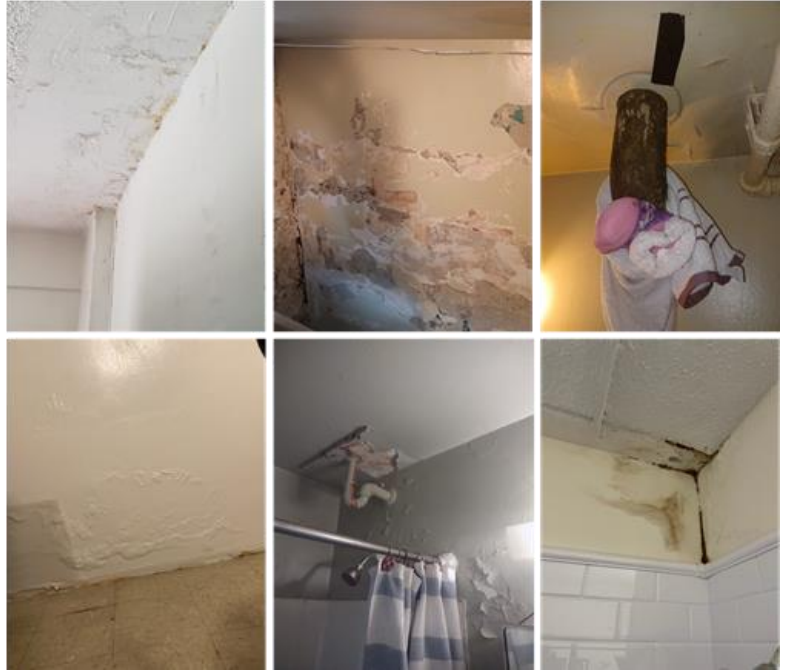
³ This metric is for NYCHA OCC only. PACT OCC metrics are separately reported from NYCHA, as discussed later in this section. The unique number of complaints is less than the number of households because some complaints impact multiple apartments.

⁴ Refer to **Exhibit 1** for additional pictures. Images are based on time of intake before repairs were under the OCC’s oversight.



servicing OCC complaints. NYCHA's Office of Mold Assessment and Remediation ("OMAR") (which MRU is part of), has also been a key to the OCC's success by supporting and implementing various strategies for mold and leak remediation. OMAR has also led initiatives to reduce mold occurrences in NYCHA apartments, demonstrating significant collaboration and responsiveness to the OCC.

In PACT Section 8 housing where NYCHA leases the land and buildings to development partners, the OCC's services were extended in December 2021. Since then, the OCC has received 103 complaints from 13 of the 14 PACT developments.⁵ Approximately **38%** of such complaints processed this year were high priority (compared to 50% for NYCHA OCC), indicating mold and active leak conditions, as depicted in the images below. However, the severity of these resident-reported conditions were, on average, significantly less severe than resident-reported conditions to the NYCHA OCC.⁶ The OCC effectively resolved 96% of these complaints within an average of 12-16 days, largely due to the responsiveness of PACT partners and their use of vendors, who typically complete all necessary work within a few days. Furthermore, the process was made more efficient due to the low rates of missed appointments and the ability of PACT partners to schedule repairs based on residents' availability, highlighting a more resident-centered approach.



Throughout the reporting period, NYCHA, PACT partners and the OCC have undertaken efforts to raise awareness about the OCC's services. This includes outreach campaigns, distributing OCC flyers, and engagement with legal service organizations and tenant associations. The OCC's services will continue to be vital in addressing resident complaints and improving NYCHA's operations.

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. More recently, NYCHA has made progress in conducting complex repair activities, ensuring the proper root cause(s) are identified, ensuring the proper remediation steps are being taken, and working to re-establish trust with residents for OCC resident-reported complaints. As shown above though, the conditions within certain NYCHA units are very severe and NYCHA needs to continue to prioritize its efforts to promptly repair them.

⁵ Refer to **Exhibit 2** for details associated with each "PACT development", including a full development list, the number of units, and the construction status as of the end of Q13.

⁶ Refer to **Exhibit 1.G** for additional pictures.



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' aids in overcoming communication barriers and ensuring residents' needs are met.



II. 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 impacted nearly 19,300 NYCHA households (within over 17,700 unique apartments) with 12,710 resident-reported complaints associated with 11,134 unique apartments.⁷ **Figure 1** highlights some of the OCC’s key statistics regarding assistance provided to NYCHA residents since its establishment.

Figure 1

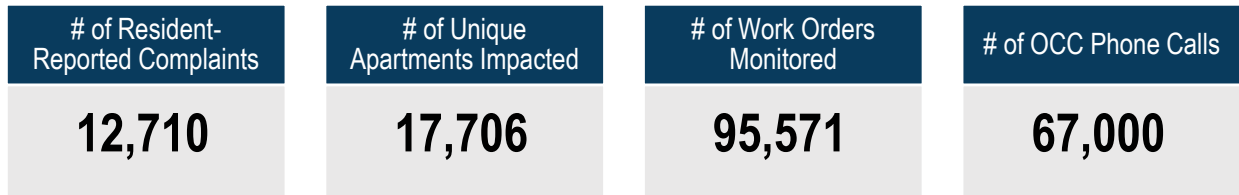
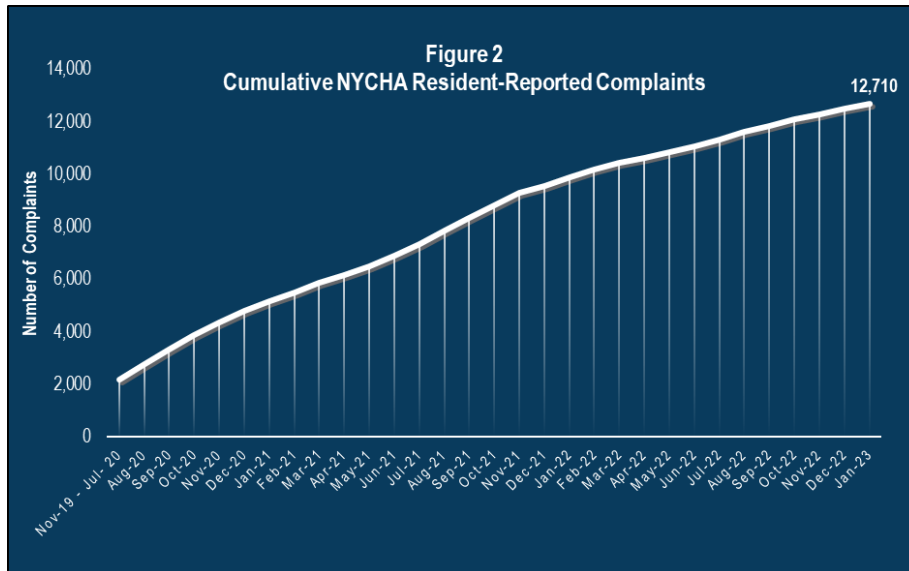


Figure 2 shows the cumulative number of resident-reported complaints made to the OCC since its establishment. There has been consistent demand for the OCC’s assistance as shown in **Figure 2**, totaling 12,710 resident-reported complaints created since its establishment. Resident-reported complaints originated from 270 NYCHA developments in all 5 boroughs, which represents 80% of NYCHA’s portfolio. The OCC has monitored over 95,000 individual mold or leak work orders, guided nearly 67,000 phone calls regarding resident-reported complaints, and conducted approximately 150 virtual inspections of residents’ apartments.

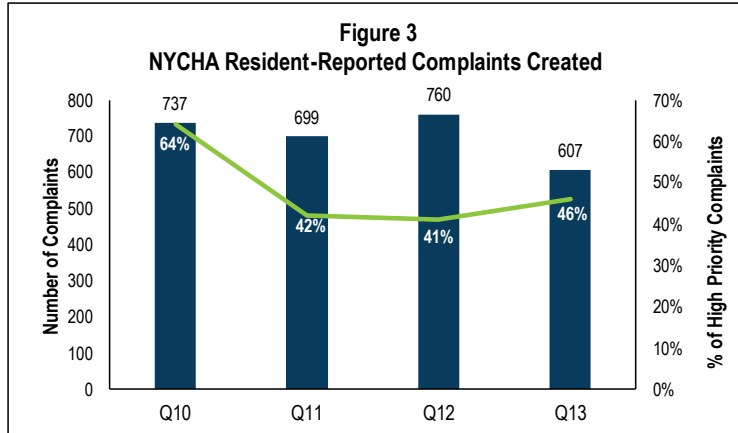


⁷ The unique number of complaints is less than the number of households because some complaints impact multiple apartments.



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

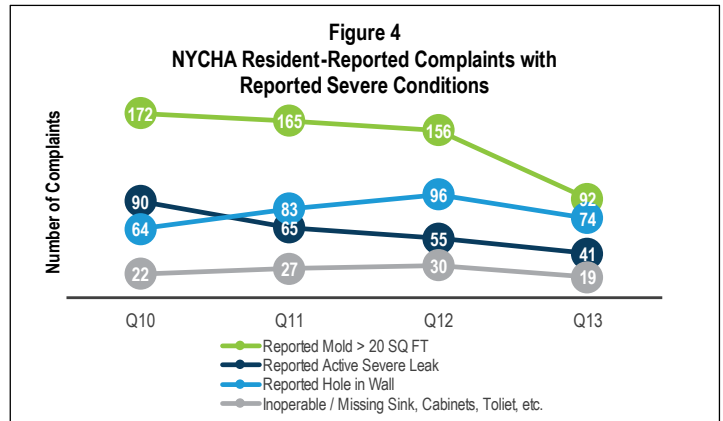
Figure 3 shows the distribution of resident-reported complaints made to the OCC per quarter and the percentage of those that were “high priority” with severe conditions reported.⁸ As depicted in **Figure 3**, the number of quarterly resident-reported complaints was relatively consistent, with the highest number of complaints in Q12 (correlated with “condensation season” from June to October) and a low in Q13 (November to January). The number of high-priority complaints declined from 64% (472 resident-reported complaints) in Q10 to 46% (279 resident-reported complaints) in Q13, indicating that NYCHA has made progress on addressing severe mold and leak conditions before residents contact the OCC.



During the reporting period, the OCC guided approximately 23,000 calls with NYCHA residents, an average of 80 calls per business day. The distribution of languages preferred by residents included 85% English, 14% Spanish, and 1% other languages (including Russian and Chinese).

1. Resident-Reported Complaints by Reported Conditions

Figure 4 shows the distribution of resident-reported complaints made to the OCC with reported severe conditions per quarter. As discussed above, on average 45% of new resident-reported complaints were high priority involving reports of severe conditions or a lack of proper repair work leaving the resident without a fully operational apartment. During this period, the OCC conducted 54 virtual inspections to better understand the reported conditions. 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.



⁸ A “high priority” complaint contains severe conditions such as a flooding condition, mold growth of greater than 20 square feet, mold or leak issues involving several rooms of the unit, a missing fixture (e.g., tub enclosure, sink, cabinets, etc.) or other possible health hazards reported.



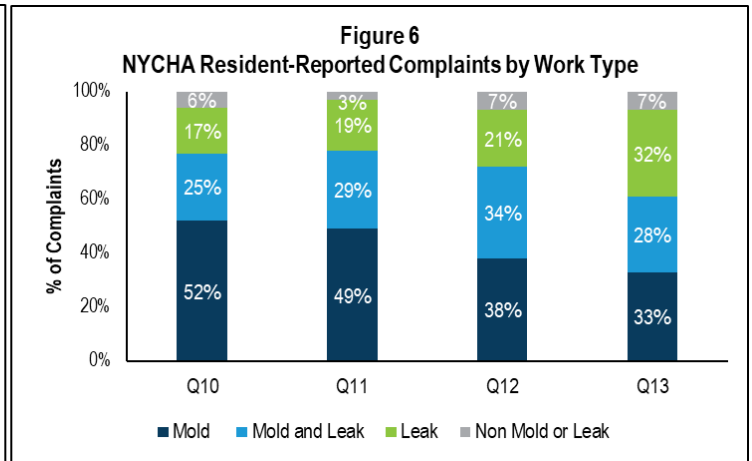
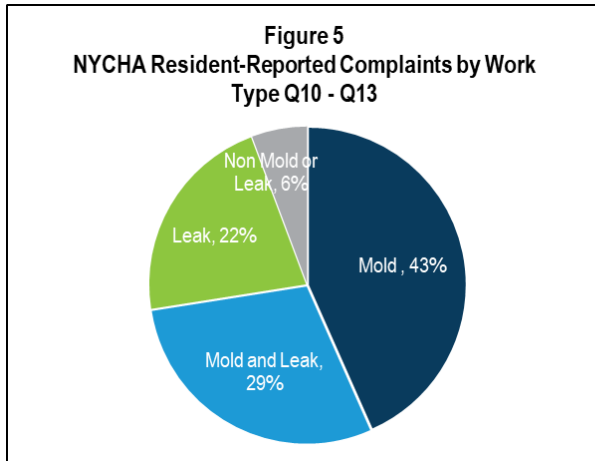
From Q10-13 there were:

- 585 (or 21%) resident-reported complaints to the OCC where the resident-reported a large area of visible mold (e.g., over 20 square feet of mold);
- 251 (or 9%) resident-reported complaints to the OCC where the resident reported a severe or active leak (often requiring repair work within several apartments within the building line);
- 317 (or 11%) resident-reported complaints to the OCC where the resident reported a hole in the wall (exposed cavity due to mold or leak repair activity); and
- 98 (or 3%) resident-reported complaints to the OCC where the resident reported an inoperable or missing sink, toilet, cabinet, etc.

As depicted in **Figure 4**, there has been a continued decline in the number of resident-reported severe conditions, including declining rates of reported mold greater than >20 square feet (from 172 complaints in Q10 to 92 in Q13, notably a 41% decline from Q12 to Q13) and declining rates of resident-reported active severe leaks (from 90 complaints in Q10 to 41 in Q13). In 2022, NYCHA made progress in reducing and preventing mold growth in residential apartments, with a 14% decline in mold work orders being created. This progress can be attributed (in part) to measures like the Mold Busters Standard Procedure, monthly roof fan inspections and replacements, the Clean Vent Initiative, Operation Mold Cleanup Initiative, and resident education materials from the new Mold campaign. These efforts likely contributed to improved ventilation within bathrooms, preventative measures residents can take to prevent bathroom condensation, and continued oversight of the mold inspection and remediation process. However, as highlighted in **Section II. H**, there is a significant gap in resident awareness of the services offered by the OCC. The largest proportion of resident-reported complaints in Q13 was reported through the OCC's targeted outreach focused on unresolved leaks and aging work orders rather than severe mold conditions, which could contribute to the explanation regarding the declining rates of OCC clients reporting severe mold conditions in Q13.

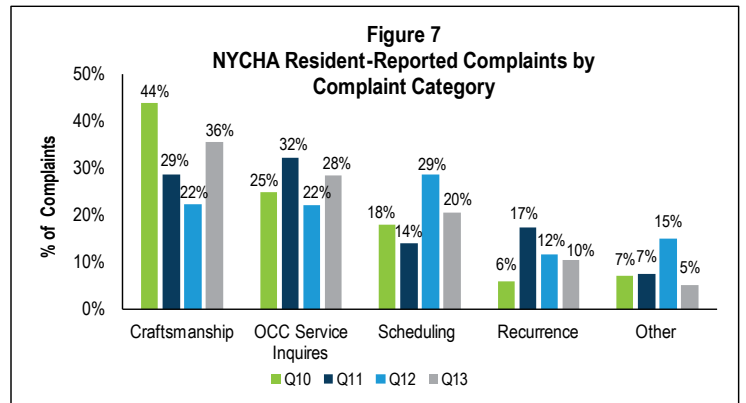
2. Resident-Reported Complaints by Work Type

Figures 5 and **6** show the distribution of resident-reported complaints made to the OCC by the mold or leak work type. Overall, the largest proportion of complaints involve only mold (43%). However, as depicted below, the proportion of complaints involving only leaks has increased from 17% in Q10 to 32% in Q13 (while the proportion of mold-related complaints, including mold-only complaints and mold- and leak-related complaints has decreased). The increase in leak-related complaints is correlated to the OCC's targeted outbound outreach to residents with aging open leak work orders, as discussed below. Additionally, the declining rate of mold-related complaints is likely correlated to the 14% decline of mold work orders created at NYCHA as discussed above.

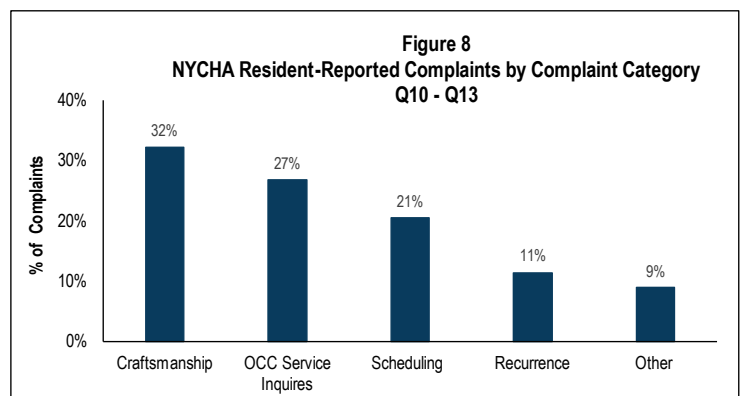


3. Resident-Reported Complaints by Complaint Category

Figures 7 and 8 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 8), the most common resident-reported complaint reason was Craftsmanship (32%), where the resident reported a complaint regarding the quality of the work performed, primarily that NYCHA started the work but it was never completed. During the reporting period there were 415 residents who reported that NYCHA started the repairs, but the resident was left with a hole in the wall or a missing/inoperable sink, bathtub, cabinet, or toilet.



In 2022, the total proportion of Recurrence complaints to the OCC declined to 11%, from 16% in the previous year. In Q11 and Q13 there was a continued decline of Recurrence complaints to the OCC (in number and proportion). This is likely due (in part) to seasonality in Q13 and the recent reduction in mold work orders created during the year. This could also be an indication that NYCHA has shown improvements in conducting root cause repairs rather than



improperly closing work orders without addressing the underlying leak or excessive moisture conditions, reducing the rates of recurring mold- and leak-related conditions.⁹

In Q12, there was an increase in Scheduling complaints (from 14% in Q11 to 29% in Q12) made by residents to the OCC which is likely attributed (in part) to the OCC's targeted aging work order email outreach (discussed below in **Section II.H**). However, there was a decline in Q13 despite this outreach (from 29% in Q12 to 20% in Q13) which may be attributed (in part) to NYCHA's improvements with scheduling work orders through its Work Order Reform (WOR) program which began a phased implementation in 2022.¹⁰ Through this program, residents are contacted by a Neighborhood Planner who attempts to schedule all remaining work orders during one interaction with the resident. If the resident needs to reschedule a repair, they can contact the planner to do so. The OCC has found Scheduling complaints persist (even following implementation of Work Order Reform) due to missed appointments where NYCHA may be understaffed and not always able to service all appointments scheduled for a day. Without continued improvements to NYCHA's scheduling procedures and resident notification processes for when appointments need to be rescheduled, missed appointments will likely continue.¹¹ Missed appointments often significantly delay the repair process because rescheduling dates may be weeks or months in advance. This causes frustration for residents who have unresolved mold and leak conditions and have also already waited weeks or months for resolution. The problem often escalates as residents may take a full day off work for an appointment that ends up being missed.¹²

⁹ In 2022, NYCHA had a decline in the number of mold and leak work orders completed with No Work Done or Cancelled by 7%.

¹⁰ [NYCHA's Work Order Reform Continues Making Strides After Citywide Rollout; Nov 2022.](#)

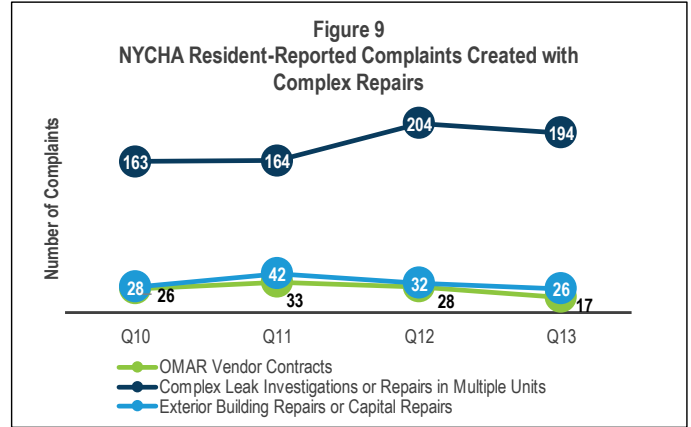
¹¹ Refer to the OCC periodic reports for the OCC's recommendations for resident communication strategies and scheduling best practices (E.g., OCC Q5 Quarterly Report, pp.26 - 28) - www.ombynyc.com

¹² NYCHA sets appointments from 8:00 a.m. to 4:00 p.m. during weekdays, with little to no availability for scheduling on weekends.



4. Resident-Reported Complaints by Complex Repairs

Figure 9 shows the number of resident-reported complaints made to the OCC that required complex repairs per quarter. A significant portion of the complaints involve issues such as inadequate previous repair efforts, intricate repairs necessitating access to multiple units, exterior building repairs (including the roof and façade), or extensive apartment reconstruction often requiring vendor work and resident relocations. Over 30% of resident-reported complaints created in the reporting period required complex repairs. These complaints often require substantial work that requires scheduling of several appointments, interaction with a variety of departments within NYCHA, and quality assurance checks to ensure the work was adequately completed. As depicted in Figure 9, the number of complex repairs per quarter has remained consistent throughout the reporting period.

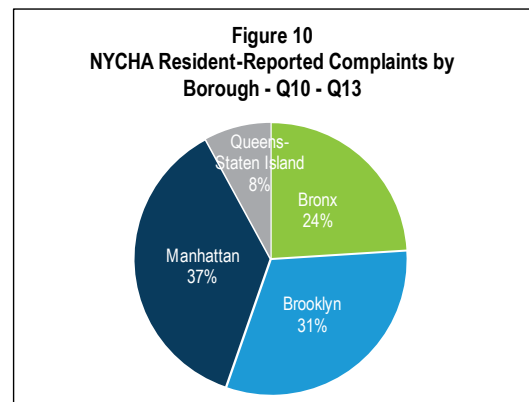


As a result of the complexities and the required repair work, the following requests and activities were utilized for these complaints:

- Recommended that NYCHA’s compliance department conduct a review or investigation into 130 resident complaints to the OCC of improper closure of work order(s), reports of possible misconduct or other resident-reported concerns;
- NYCHA utilized OMAR-secured vendor contracts for 104 resident-reported complaints given the extensive work required;
- Recommended that NYCHA’s Quality Assurance (QA) department conduct a re-inspection for 73 resident-reported complaints to the OCC of resident reports of dissatisfaction of the repairs performed; and
- Recommended that NYCHA have a 3rd party, independent of the development, attend an inspection due to conflict between the resident and the development staff for 29 resident complaints to the OCC.

5. Resident-Reported Complaints by Location

Figure 10 shows the distribution of resident-reported complaints made to the OCC by borough. As depicted in Figure 10, resident-reported complaints were opened in each borough, with the largest volume in Manhattan (37%) and Brooklyn (31%). 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).



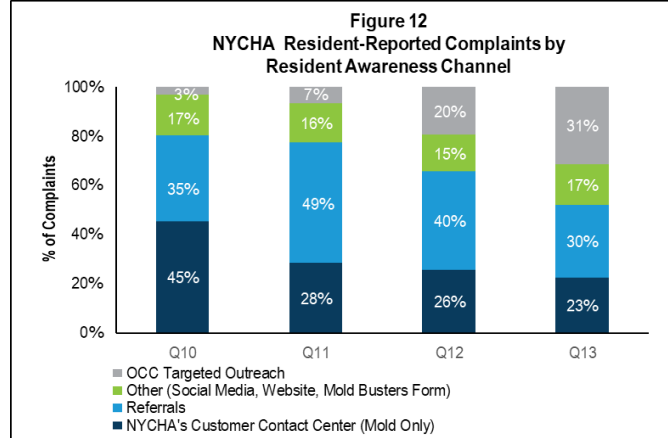
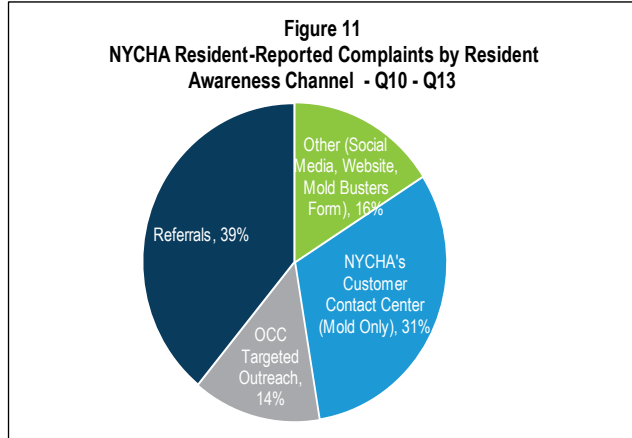


Resident-reported complaints to the OCC were created across 232 developments, with a range of 1 to 81 complaints per development. There were 6 developments that each had over 50 resident-reported complaints (Jefferson (81), Mitchel (54), Patterson (53), Baruch (53), Red Hook East (52) and Wagner (51)). Approximately 30% of all resident-reported complaints came from 20 developments. The 10 additional developments with the highest rates of resident-reported complaints per capita (over 10 complaints per 500 residents) were Metro North Plaza, 303 Vernon Ave, First Houses, WSUR Brownstones, 1471 Watson Ave, Lower East Side Rehab, 131 Saint Nicholas Ave, UPACA (Site 6), and Brown. Complaints at these developments often stem from poor management (such as not prioritizing work for severe conditions, lack of vendor management, lack of managing material shortages, etc.), staffing limitations, and recurring mold and leak issues in aging buildings, fostering resident dissatisfaction, communication barriers, access problems, and repair delays. The OCC and MRU effectively address and escalate these issues.

Developments with high rates of resident-reported complaints created per quarter are closely monitored by the Ombudsperson to ensure accountability and proper completion of work. Developments with high rates of resident-reported complaints are also considered for OMAR's Enhanced Oversight Program (EOP) which launched in Q11. Developments within this program (including Jefferson and Red Hook East) are provided with additional resources to ensure mold and leak work orders are completed as soon as possible and work with the development to understand issues such as staff shortages, procurement delays, capital needs, or need for staff training.

6. Resident-Reported Complaints by Awareness Channel

Figures 11 and **12** show the distribution of resident-reported complaints made to the OCC by resident-reported awareness channels. As depicted in **Figure 11**, referrals (including the HUD Monitor, 3-1-1, tenant organizers, legal service providers, elected officials, press coverage, schools, healthcare workers, housing court, and NYCHA's compliance department etc.) accounted for the largest proportion of resident-reported complaints during the year (39%). During the same period, NYCHA's Customer Contact Center (CCC) also referred 31% of resident-reported complaints to the OCC. 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. Other forms of resident awareness were from NYCHA's social media posts, the OCC website, and forms that residents receive after a mold inspection is performed (an inspection receipt and remediation plan). As discussed in **Section II.H** below, the OCC began targeted outreach in July 2023 (end of Q11). This outreach allows the OCC to make outbound calls and distribute emails to residents for whom work order data indicates the potential for severe mold or leak-related conditions that may not have been promptly addressed.



As depicted in **Figure 12**, there were substantial changes in trends among the different channels throughout the year, including:

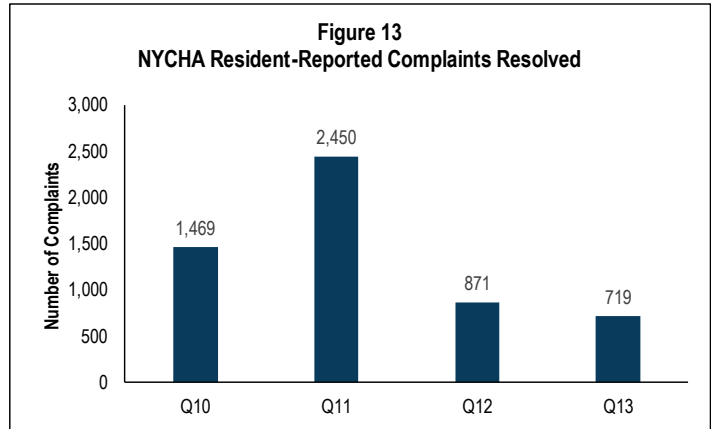
- **NYCHA Customer Contact Center (“CCC”)** – There was a significant reduction of complaints created through the CCC, due in part to the CCC’s temporary disruption in procedures identified in Q11. The CCC stopped informing residents of the OCC unless the resident was reporting a follow-up complaint. This was corrected in the beginning of Q13 (November 2022) and the CCC indicates it resumed informing residents of the OCC during the initial complaint. The decline could also be attributable, in part, to the reduction of new mold work orders created at NYCHA, which reduced the number of residents who were informed of the OCC’s services.
- **Referrals** – This channel exhibited fluctuations but generally shows an increase in usage from Q10 to Q12. The decline in Q13 was attributed to a change in NYCHA’s compliance referral process where it began to refer resident-reported complaints directly to NYCHA’s MRU rather than the OCC. However, the OCC held 6 virtual outreach events with Legal Service Providers and Community Organizations to increase awareness of the OCC, which led to increased referrals from these organizations in Q12 and Q13.
- **OCC Targeted Outreach** – This channel officially launched in Q11. The OCC has found this to be a very effective channel to identify residents with unresolved mold and leak conditions in need of assistance, and who may not be aware of the OCC.¹³
- **Other (Social Media, Website, Mold Busters Form)** – This channel is a steady source of resident-reported complaints and does not appear to exhibit significant fluctuations across the year.

¹³ Refer to **Section II.H** for additional information.



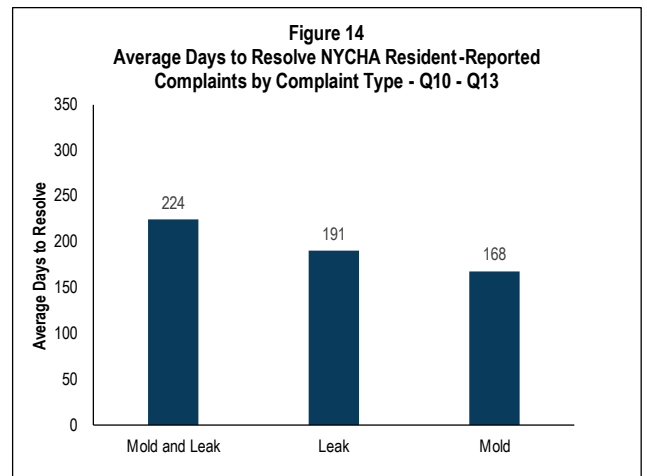
C. Resolved NYCHA Resident-Reported Complaints during the Reporting Period

Figure 13 shows the number of resolved resident-reported complaints per quarter. In total, 5,509 resident-reported complaints were resolved during the year. The increased rates of complaints resolved in Q10 and Q11 were attributed to a backlog of resident-reported complaints previously placed on hold due to remaining repairs associated with paint work orders created during periods of the COVID-19 pandemic when paint work was deprioritized or were pending resident confirmation that the work was completed appropriately. NYCHA has made considerable progress in prioritizing OCC resident-reported complaints and working to ensure the root cause(s) of the reported issue are identified and resolved. In Q11, there was a change in MRU’s management which led to increased responsiveness to the OCC and more effective engagement with Development staff to resolve OCC resident-reported complaints. As of the end of June 2022 (within Q11), NYCHA hired over 500 new staff in over twenty titles for painters, plasterers, carpenters, plumbers, bricklayers, electricians, exterminators, roofers, glaziers, planners, and planner secretaries. While there were still significant scheduling delays, these additional resources contributed to NYCHA’s ability to resolve resident-reported complaints timelier than in past quarters.



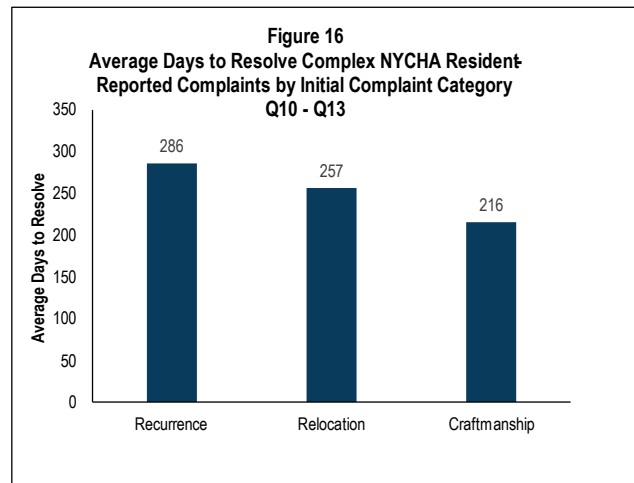
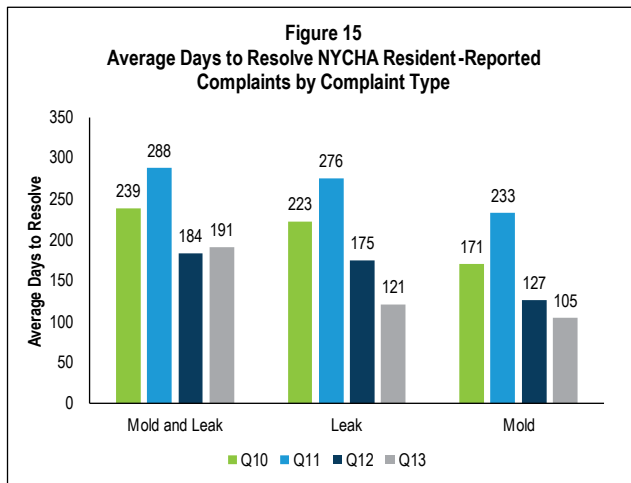
1. Average Days to Resolve Resident-Reported Complaints

Figures 14 and 15 show the average days to resolve resident-reported complaints made to the OCC by work type and by quarter. The average days to resolve a resident-reported complaint is not representative of the number of days for NYCHA to complete repairs because of the OCC resident communication processes. 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.





As depicted in **Figure 14**, the average days to resolve resident-reported complaints to the OCC ranged from 168 days (after the complaint) for mold complaints to 224 days (after the complaint) for mold and leak complaints. As depicted in **Figure 15**, the average days in Q10 and Q11 are particularly high due to NYCHA's previous COVID-19 work order guidance. During this time, many complaints were placed on hold for weeks or months. During the re-opening process for complaints previously on hold, the OCC found that numerous residents required additional repairs (e.g., recurring mold, flaking plaster) due to delays from previous on-hold work.



The time required for NYCHA to effectively resolve OCC resident-reported complaints is more accurately depicted by the notable decrease in average resolution days in Q12 and Q13. Due to scheduling delays ranging from weeks or months and the need for multiple appointments, the average resolution time is beyond a reasonable timeframe. Missed appointments or work sequencing errors can extend this further. As depicted in **Figure 16**, 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. The OCC is hopeful that as WOR expands and NYCHA addresses the mold and leak work order backlog, the average resolution time for OCC cases will improve in future quarters.

2. Positive NYCHA Resident-Reported Feedback

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

- "I wanted to take a few moments to thank the OCC and MRU for all your help during this whole situation [requiring extensive mold and leak repairs in the Kitchen, Bathroom, Bedroom, and Foyer due to a severe leak]. I am beyond grateful for all your hard work. I even cried when I saw my apartment painted. Thank you for everything, without you I would still feel stuck. Blessings 🙏 I am happy 🙏" (*Jefferson Development*)
- "Everything is great since I called the OCC to help. I had recurring mold for years, with an underage son who suffers from asthma. Since calling the OCC, the appointments weren't missed by NYCHA and the bathroom now looks great!" (*Smith Development*)



- “I am very satisfied with the mold and leak repairs completed in my apartment. The OCC was able to have work scheduled by a vendor on the weekend, and the work was excellent. The MRU supervisor was very competent and helpful. Thank you!” (*Sumner Development*)

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

Figure 17 shows the number of unresolved resident-reported complaints at the end of each reporting quarter. The chart shows a significant decline in the number of unresolved complaints over the reporting period. In Q10, there were 2,410 unresolved complaints, which declined to 795 in Q11, 725 in Q12, and 620 in Q13. This represents a 74% decrease in unresolved complaints from Q10 to Q13.¹⁴

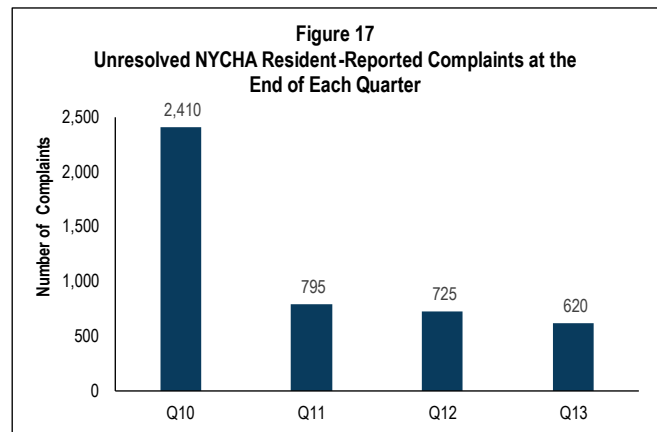
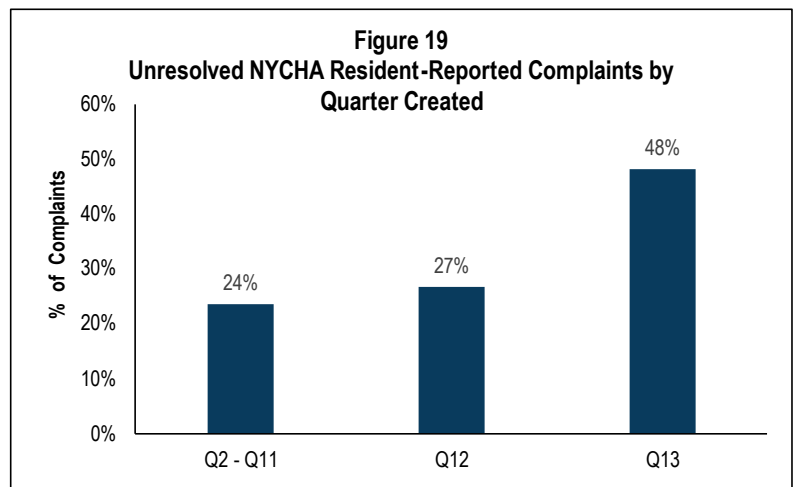
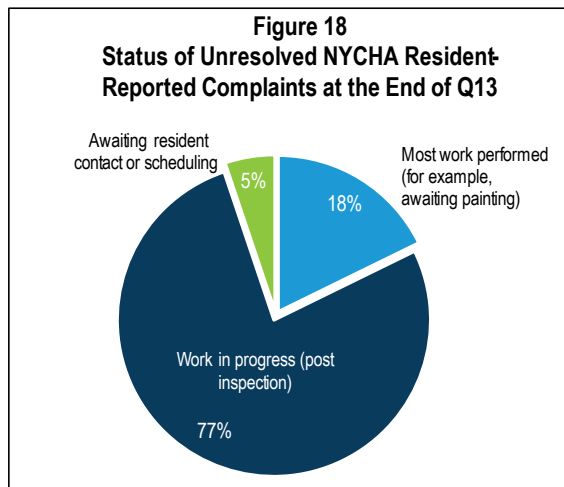


Figure 18 shows the status of unresolved resident-reported complaints at the end of Q13: 5% were awaiting scheduling dates or contact from the resident to finalize the intake process or seek satisfaction of repairs, 77% had work in progress (post inspection), and 18% had only follow-up work remaining (e.g., painting). **Figure 19** shows the percentage of unresolved resident-reported complaints by the quarter they were created. As depicted in **Figure 19**, 75% of the unresolved complaints open at the end of the quarter were created within the last two quarters. Complaints created prior to Q12 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.

¹⁴ As discussed in **Section II.C**, the increased rates of complaints unresolved in Q10 was attributed to a backlog of resident-reported complaints placed on hold due to remaining repairs associated with paint work orders created during periods of the COVID-19 pandemic when paint work was deprioritized or were pending resident confirmation that the work was completed appropriately.



E. NYCHA's Responsiveness to Resident-Reported Complaints to the OCC

Throughout the reporting period, NYCHA committed to ensuring the success of the OCC operations by allocating dedicated resources to address resident-reported complaints. NYCHA had some success in expediting repairs to promote healthier living conditions for residents. Additionally, NYCHA had some success in addressing complaints promptly and satisfactorily, in hopes of preventing future complaints to the OCC. Through better resident communication, operational enhancements, and ensuring root causes repairs are performed correctly, future complaints to the OCC can be reduced.

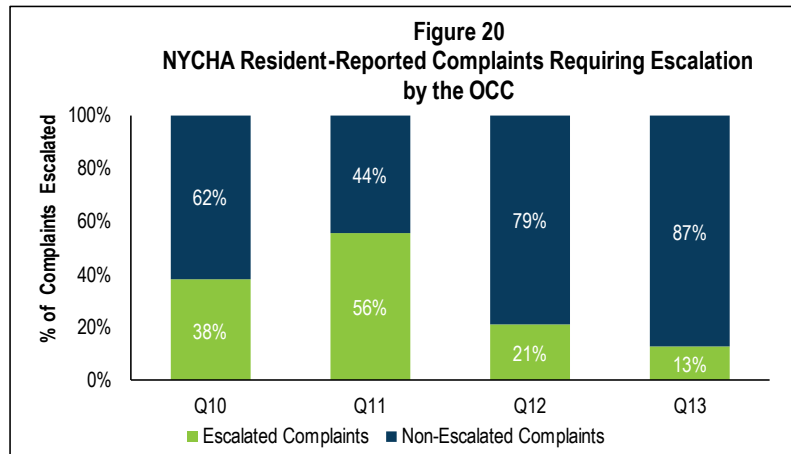
To achieve this, the MRU team (composed of 30 Resident Community Associates (RCAs) and supervisors) works closely with the OCC to manage resident complaints, from inspection scheduling to creating remediation plans and coordinating repair work. The MRU's role is to provide quick and resident-centered responses throughout the complaint process, keeping residents informed about repair progress. The OCC remains involved to monitor complaints and assist residents with any unaddressed concerns and provides feedback to NYCHA on severe conditions that require prioritization.

The MRU collaborates with various NYCHA stakeholders, including property management, scheduling teams, skilled trade management, legal department, and others, to effectively address each complaint. The MRU also keeps track of activities, such as issue causes, remediation plans, scheduling, resident questions, relocation plans, progress on capital projects, and more to ensure a comprehensive resident-centric approach to complaint resolution.



1. OCC Interactions with the MRU

Throughout the reporting period, MRU has demonstrated a commitment to resolve resident-reported complaints to the OCC. The RCA must communicate with residents, NYCHA, and the OCC to ensure progress. However, the RCA lacks control over responsiveness from developments and other stakeholders which can sometimes cause delays. In the beginning of Q11, MRU initiated numerous improvements, notably enhancing staff training, and increasing oversight. These changes, coupled with the added resources, led to accelerated and improved processes to effectively manage OCC resident-reported complaints. As discussed above, there was a 74% decline of unresolved resident-reported complaints from Q10 (prior to new MRU leadership) to Q13 (two quarters after new MRU leadership). Throughout the reporting period, the OCC observed consistent progress in decreasing the number of resident-reported complaints that required escalation.



The OCC has a 4-step escalation process to inform NYCHA of resident-reported follow-up complaints, reports of dissatisfaction, or a lack of responsiveness.¹⁵ For any resident-reported complaint that is escalated to step 3, it is automatically included in the weekly coordination call with the OCC and various departments within NYCHA including OMAR, compliance, Environmental Health and Safety (EH&S), and the CCC for increased oversight to ensure process is made. **Figure 20** shows the percentage of resident-reported complaints escalated by quarter. As depicted in the chart, there was a significant decline in escalated complaints from 56% in Q11 to 13% in Q13.

2. Overall Responsiveness with NYCHA Stakeholders

Throughout the reporting period, the OCC has observed incremental progress towards effectuating an organizational culture change within NYCHA. At certain developments, NYCHA has made progress in conducting complex repair activities, ensuring the proper remediation steps are being taken (sometimes requiring re-inspections or follow-up work at the OCC's request), and working on reestablishing trust with residents.

However, the MRU also experienced on-going responsiveness issues at certain developments requiring substantial efforts and follow-up communication (and internal escalations) to receive the necessary information needed (e.g., scheduling date, remediation plan, results of a leak investigation, a question

¹⁵ The OCC escalation process includes - Step 1 – RCA (with a copy to RA); Step 2 – RA (with a copy to MRU); Step 3 – MRU (with a copy to OMAR), and Step 4 – OMAR (with a copy to the Ombudsperson). The process includes an email push notification outside of the call center platform and allows for prompt action.

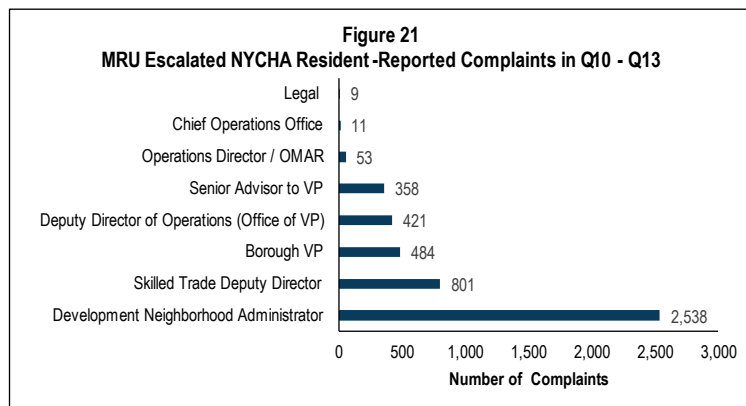


regarding a missed appointment, verification of work being completed), or ensure the proper information is logged and created in the data system, to respond to the OCC and provide an update to the resident.

While it is our understanding that some of these delays in responsiveness have been due to staffing and management constraints, there will need to be a greater level of prompt and continuous, detailed, responsiveness for all resident-reported complaints to the OCC.

As depicted in **Figure 21**, MRU internal escalations to other stakeholders at NYCHA included 8 different management offices, whereby some complaints were escalated to NYCHA's highest level (Chief Operations Office). MRU internal escalations to the Neighborhood Administrator (NA) totaled over 2,500 during the reporting period or 630 per quarter. This accounted for nearly 55% of resident-reported complaints serviced during the reporting period.

When there was still a lack of progress due to lack of staffing or delayed responsiveness (after multiple follow-up attempts to the NA) MRU further escalated the complaint, accounting for over 2,100 internal escalations during the reporting period. This included the Skilled Trade Deputy Director with 801



escalations, followed by the Borough VP with 484. The Deputy Director of Operations and the Senior Advisor to VP received 421 and 358 escalations, respectively. The Operations Director/OMAR, Chief Operations Office, and Legal received fewer escalations, with 53, 11, and 9 respectively. The developments with the largest number of escalations included Red Hook West, Red Hook East, Mitchel, Baruch, Jefferson, Polo Grounds Tower, Saint Nicholas, Queensbridge North, Adams, Manhattanville, Sumner, Jackson, Castle Hill and East River. Increased responsiveness of the developments will be critical for the success of MRU and the OCC. As the rate of response from the developments increases, the workload for the RCAs will decline and the average days to resolve an OCC resident-reported complaint will improve.

F. Challenges at NYCHA Identified through the OCC

The OCC has outlined many of the factors necessary for continued success in its periodic reports, available on its website.¹⁶ During the reporting period, the OCC and NYCHA were faced with multiple operational hurdles that obstructed the swift resolution of resident-reported complaints and increased the average resolution time, including the following key challenges (which had been identified in previous OCC periodic reports):

- Multiple Appointments Required to Complete the Repair Process** – NYCHA's repair procedure typically necessitates distinct, consecutive appointments for each stage of the process. For instance, an individual NYCHA staff member usually cannot inspect, repair a leak, plaster, and repaint a wall all at once. Instead, this process would typically necessitate 3-4 separate appointments, each completed by different workers or teams. The MRU's efforts in enhancing resident communication and work order scheduling are helping to speed up the repair process. However, when there is a disruption to the process, such as a missed appointment or a work order is not closed out for a prior step, the sequencing of the remaining work can be disrupted, causing additional work for MRU to reschedule appointments or seek verification that the prior appointment was completed. These issues are amplified when NYCHA staff are unresponsive to MRU, causing further delays to reschedule and confirm availability with residents.
- Scheduling Delays** – The MRU is presently grappling with delays in scheduling skilled trades repairs (like plumbing, carpentry, plastering, bricklaying, etc.) due to significant staffing shortages. Current scheduling for certain skilled trade ranges from two to six months in advance, which can notably prolong the resolution of resident-reported complaints to the OCC. These delays are especially concerning when severe conditions pose health and safety risks to residents. For instance, a complaint from a Bronx resident had a repair scheduled for four months post-inspection, despite the critical conditions (as shown in the picture). Although the MRU has been collaborating with skilled trades to expedite repairs, even resorting to after-hours overtime, their success has been limited, particularly in less severe situations. By the end of Q13, nearly 200 work orders linked to OCC resident-reported complaints were scheduled for dates between April and October 2023, a delay of 3 to 7 months.



¹⁶ Refer to the OCC periodic reports for information regarding these efforts (OCC Quarterly Reports) - www.omnyc.com.



- **Missed Appointments Worsened by Scheduling Delays** – A significant issue the MRU is currently facing is that any missed appointments, whether by NYCHA or the resident, greatly affect NYCHA's ability to promptly complete repairs due to the scheduling delays. If an appointment is missed, the wait time for a new date could be months away. While the MRU is striving to minimize missed appointments, it remains a significant problem at certain NYCHA developments. On average, there were 250 missed appointments for resident-reported complaints during the reporting period.
- **Improperly Closing Work Orders** – The MRU also faces the challenge of staff prematurely closing work orders without completing any work, either because the resident was not home when they arrived (which may or may not have been at the scheduled time, if a scheduled time was set at all) or the root cause of a leak wasn't in the specific unit linked to the work order. This necessitates additional effort from the MRU to assess why the work order was closed and whether a new one needs to be created and rescheduled. It can also lead to confusion or frustration among residents who do not understand why the work order was closed without any work done. This issue is expected to be resolved or reduced with the implementation of NYCHA's Leak Standard Procedure in 2024. In the meantime, the OCC's Leak Cluster outbound outreach identifies certain of these situations and helps ensure residents receive assistance to resolve the issue.

G. Effectiveness of the OCC

The increased oversight provided by the OCC and dedicated MRU resources has been extremely effective in ensuring NYCHA's accountability for completing necessary repairs, adhering to standard procedures, communicating with residents about scheduling, and confirming resident satisfaction. The OCC has also been a reliable tool to identify opportunities for refining NYCHA's culture, improving resident communication, streamlining operational processes, and identifying buildings with capital needs contributing to mold and leaks.

The OCC's oversight offers numerous additional benefits for NYCHA and its residents, including, but not limited to:

- Improved health and safety for the residents that reported complaints to the OCC;
- Improved operational responses to scheduling work;
- Improved resident communication;
- Identification of significant staffing constraints at specific locations;
- Identification of material shortages or lack of vendor contracts at specific locations;
- Identification of a lack of management or proper oversight of workers at specific locations;
- Ability to overcome resident communication barriers which were previously preventing repairs to be completed;
- Ability to identify and resolve severe conditions within units that were not properly addressed by staff;
- Ability to identify buildings that have significant health and safety concerns that may require immediate repairs; and



- Reducing residents' incentives to file complaints or lawsuits with external outlets such as news press, 3-1-1 or other public forums because they can have work monitored by the OCC, to which NYCHA responds to with urgency.

H. Raising Awareness of the OCC

As NYCHA undergoes significant organizational changes and shifts towards a service-oriented landscape, it is crucial to ensure residents are fully informed about the services the OCC offers. A recent observational study conducted by the OCC revealed a significant gap in resident awareness regarding available services from the OCC, particularly related to leak conditions. 96% of residents surveyed had no awareness of the OCC. Residents lack awareness of OCC services, often forgetting due to infrequent reminders and services, may not be noticeable until a mold or leak issue arises. 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 OCC has also found that residents are often confused about whether the OCC is a part of NYCHA, which can lead to possible skepticism and decreased engagement due to doubts about potential positive outcomes in light of their past experiences engaging with NYCHA directly. The OCC's independence is a key aspect of its communication with residents, fostering opportunities for open dialogue and trust-building. It is crucial for NYCHA to emphasize the OCC's independence to residents and affirm NYCHA's commitment to resolving all resident-reported complaints to the OCC.

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.

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

NYCHA has indicated its commitment to ensuring residents are made aware of the OCC and the importance of regular, multi-channel outreach. NYCHA has also indicated its commitment to ensuring residents understand the independence of the OCC, as well of the actions NYCHA will ensure are taken to address any resident-reported complaints to the OCC. Summarized below are ways in which NYCHA raised awareness about the OCC's services:

- **Mold Notification** – NYCHA shares information about the OCC whenever a resident submits a mold or mildew service request via the CCC, MyNYCHA App, or NYCHA Kiosk. Additionally, the OCC's contact details can be found on the Mold Busters Inspection Receipt and Review Form following the completion of an inspection. Over the reporting period this outreach channel accounted for 39% of resident-reported complaints, highlighting its effectiveness.
 - This notification process is not provided to residents who submit a leak service request via the CCC, MyNYCHA App, or NYCHA Kiosk. NYCHA intends to extend outreach, similar to mold, after implementing its Leak Standard Procedure in mid-2024. In the interim, NYCHA has committed to informing residents residing in 4 developments involved in the Leak Standard Procedure Pilot. This is expected to launch by the end of 2023.



- **NYCHA's Proactive Outreach Efforts** – Despite the robust outreach efforts made by NYCHA upon the OCC's establishment between 2019 and 2020, there has been a noticeable decline in similar activities in the current year. NYCHA's previous outreach included varied channels such as emails, robo-calls, rent mailers with OCC flyers, targeted outbound calls, newsletter articles, social media posts, and stakeholder communication. Yet, from Q10 to Q13 this year, NYCHA's efforts were limited to approximately 25 social media posts across different platforms, resulting in only 36 resident-reported complaints, a mere 1% of all complaints. Given the ineffectiveness of these recent efforts, the OCC suggests that NYCHA urgently reevaluates its outreach strategies, considering more direct and engaging methods like distributing the OCC flyers in rent mailers or at NYCHA Family Day events. Due to capacity constraints, OMAR approved the OCC to instead conduct independent to improve awareness of the OCC's services.

2. OCC Independent Outreach Efforts

As outlined above, in May 2023 (during Q11), OMAR authorized the OCC to independently raise awareness of the OCC's services available to NYCHA residents. The approved outreach strategies include Targeted Outbound Outreach, Email communication to former OCC clients, 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:

- **Targeted Outbound Outreach** – This outreach channel was initiated in July 2023 (towards the end of Q11). This initiative enables the OCC to make outbound calls and distribute emails to residents whose work order data suggests the possible existence of unresolved severe mold- or leak-related conditions. As depicted in **Figure 12** above, this outreach channel accounted for 31% of resident-reported complaints in Q13, highlighting its effectiveness. Because of this success, the OCC plans to sustain this outreach approach.
 - **Leak Clusters** – For the initial scope of this outreach channel the IDA identified 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 reviewed the leak work order data and contacted the affected residents to better understand the issues they are experiencing and assess whether the situation had been resolved or not. The OCC conducted two to four Leak Clusters per week, resulting in 164 resident-reported complaints created throughout the reporting period. Refer to Exhibit 1.B for pictures of the conditions identified through this outreach channel. Per NYCHA's request, Stout issued two reports detailing the outcomes of these efforts, including the severity of conditions, root causes, and feedback gathered from residents.¹⁷ Key findings of the January 2023 report noted: (1) The IDA was able to successfully identify emerging leak issues using the Tableau data visualization tools; (2)

¹⁷ "Targeted Outbound Outreach – Leak Cluster Results" dated January 25, 2023; "Targeted Outbound Outreach – Leak Cluster Results" dated September 9, 2023.



the OCC was able to reach 43% of affected units, of which 74% required OCC assistance; and (3) 90% of residents reached had no awareness of the OCC.

- **Targeted Aging Work Order Emails** – For the initial scope of this outreach channel the IDA identified leak work orders assigned to a plumber or maintenance worker that have been open for more than 200 days. For each identified work order with an email address, the OCC sent an automated email to the resident to verify whether conditions still require repairs or not. The OCC sent 2,832 automated emails during the reporting period (at a rate of no more than 10 emails per hour during the OCC’s business hours), which had a 6% response rate (163 replies). Of the 163 replies, 156 resident-reported complaints were created where the residents confirmed the conditions were still unresolved and the remaining 7 replies residents confirmed the repairs were completed or no longer needed so they were forwarded to OMAR for administrative closure. The OCC will continue to conduct this outreach channel weekly to better serve these residents, ensuring their complaints are effectively resolved.
- **Email to all Former OCC Clients** – The OCC, in coordination with the Ombudsperson, developed an email template to use as a follow-up communication to OCC clients encouraging them to share information about the OCC, leveraging the capability of word-of-mouth outreach. The outreach encourages prior OCC clients to tell their friends, family, and neighbors about the OCC. The OCC emailed 500 prior clients in July and August 2022. During the reporting period, 259 resident-reported complaints were based on word-of-mouth referrals, which could have been impacted by this outreach activity. The OCC also observed increased call volumes of 5 – 10% following the dates the emails were sent. The OCC will continue to conduct this outreach channel every other quarter to further enhance awareness of the OCC.
- **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.
 - **Legal Services Organizations** – During the reporting period, the OCC held 5 virtual meetings with legal service organizations at the Legal Aid Society (LAS), New York Legal Assistance Group (NYLAG), and Legal Services NYC. In total, more than 50 representatives attended the virtual meetings.
 - **Tenant Association Leaders** – During the reporting period, NYCHA’s resident engagement department provided a contact list for 5 tenant association leaders at select developments. NYCHA provided feedback to the tenant associations of the introduction.



However, the OCC was unable to present to any of the tenant association organizations within the reporting period due to a lack of responsiveness. The OCC will continue to work with NYCHA or other stakeholders to assist with arranging presentations with these stakeholders.

- **Community Organizations** – During the reporting period, the OCC held a virtual meeting with a community organizer, Community Voices Heard (CVH). After this meeting, a CVH member distributed over a hundred OCC Flyers to residents through door-to-door canvassing efforts across 3 developments in Manhattan. Due to a lack of resident-reported awareness of the OCC that CVH observed during canvassing, CVH offered to organize a NYCHA resident “Know your Rights” event in 2023. The OCC and a legal service organization have been invited to participate.

III. 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 Q13, NYCHA’s PACT portfolio consisted of 15,983 units of housing across 14 developments in four boroughs (Queens, Bronx, Brooklyn, Manhattan). Of the 14 developments, 6 had comprehensive repairs and construction completed and the remaining 8 developments had construction on-going.¹⁸ NYCHA’s compliance and real estate development department (REDD) are responsible for ensuring that PACT partners adhere to the requirements outlined in the “*Agreement Regarding Settlement of Section 8 Claims*” entered on December 20, 2021, including monthly data submissions of all mold and leak work orders, as well as an “alternative repair schedule” for any mold or leak complaints not completed within 30 days. Additionally, these NYCHA departments ensure PACT partners meet their obligations to the court-appointed PACT IMA and OCC.

The OCC’s services were extended to PACT residents in December 2021 and formally launched in May 2022 (beginning of Q11). 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.

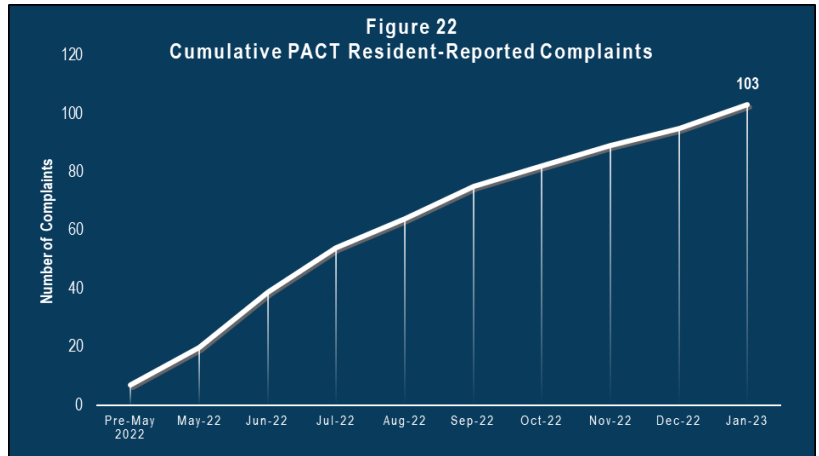
¹⁸ Refer to **Exhibit 2** for details associated with each “PACT development”, including a full development list, the number of units, and the construction status as of the end of Q13.



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

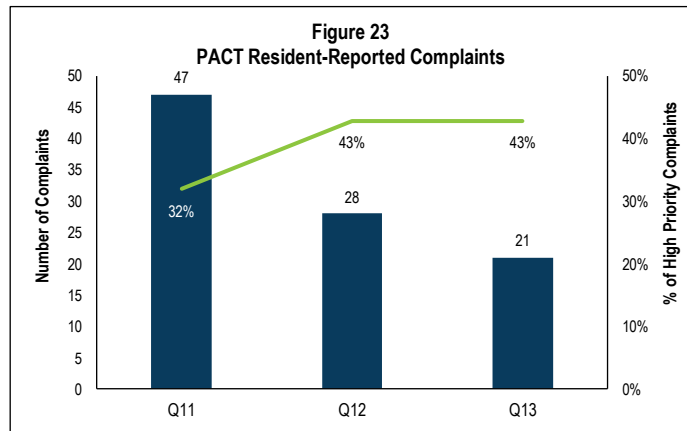
Figure 22 shows the cumulative number of resident-reported complaints made to the OCC since its establishment. There has been consistent demand for the OCC’s assistance as shown in **Figure 22**, totaling 103 resident-reported complaints created since its establishment.¹⁹ The PACT OCC received complaints from 13 of the 14 PACT developments available for PACT OCC assistance during the reporting period.²⁰

The demand for OCC services for PACT residents is considerably lower than that for NYCHA residents.²¹ This is largely due to the smaller number of housing units involved in PACT. Additionally, 8 of the 14 PACT developments have already completed construction. Another factor contributing to the lesser demand is the presence of new on-site property managers who have improved organizational processes. These managers not only have additional resources at their disposal, but they also provide enhanced social services and community programs to residents (per NYCHA).



1. Resident-Reported Complaints by Quarter

Figure 23 shows the distribution of PACT resident-reported complaints made to the OCC per quarter and the percent of those that were “high priority.” In the reporting period, there were 96 new PACT resident-reported complaints created. As depicted in **Figure 23**, the minimum resident-reported complaint was 21 in Q13, and the maximum was 47 in Q11, averaging 32 per quarter and 11 per month throughout the reporting period. The decrease in the number of new complaints reported by residents is largely due to the surge in activity during the first quarter of the OCC launch.



¹⁹ While reporting on PACT OCC complaints began May 1, 2022, 7 complaints were submitted to the OCC before then. Of those 7 complaints 4 were resolved prior to May 1, 2022, while 3 were resolved between May 1, 2022, and July 31, 2022 (Q11).

²⁰ Audubon, Bethune, Marshall (ABM) was converted to PACT on January 10, 2023 (just before the end of Q13) and did not formally on-board to the OCC until February 2023 (30 days post conversion) in Q14.

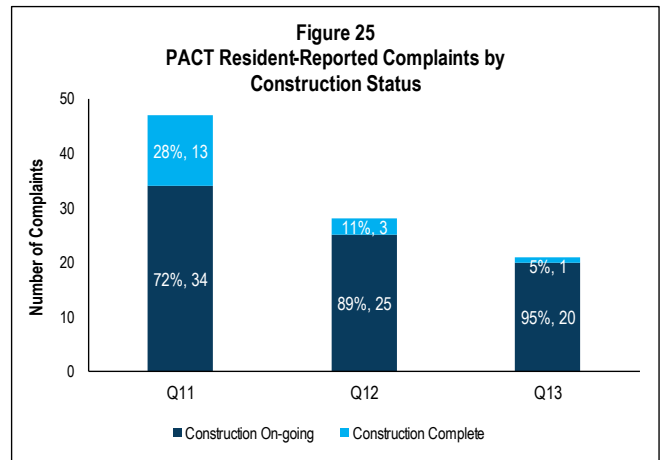
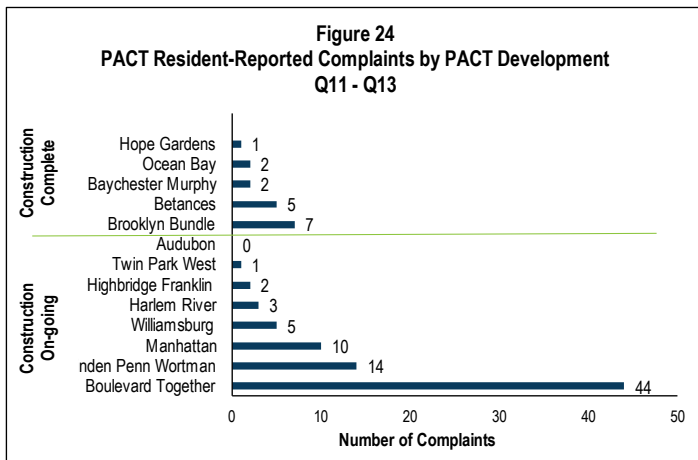
²¹ Comparison of OCC resident-reported complaints per development normalized based on number of units.



This initial period saw extensive outreach efforts conducted across various channels, which likely contributed to the subsequent decrease in resident-reported complaints. While the number of PACT resident-reported complaints declined over the reporting period, the proportion of new PACT resident-reported complaints that were “high priority” increased initially and then remained stable over the last two quarters. The correlation between “high priority” OCC complaints reported by PACT residents in Q12 and Q13 is related to the majority of complaints being made by residents at developments where construction is still planned or on-going where often comprehensive repairs are still pending. Between Q12 and Q13, both NYCHA and PACT resident-reported high-priority complaints to the OCC accounted for 41% to 46% of all complaints.

2. Resident-Reported Complaints by Development and Construction Status

Figures 24 and 25 show the distribution of PACT resident-reported complaints to the OCC by PACT development and its construction status. As depicted in Figure 24, the OCC received complaints from 13 of the 14 PACT developments, ranging from 1 to 44 complaints per development.²² Complaints from Boulevard Together account for 46% of all PACT resident-reported complaints created during the period. This development converted to PACT in December 2021, with construction on-going during the reporting period. During the reporting period, NYCHA reported that half of the mold work orders it received from the PACT partner at Boulevard Together were closed as unfounded and the average days to complete mold repairs were over 20 days, significantly higher than most PACT developments. Over 80% of the OCC complaints reported by PACT residents are from developments where construction is still on-going. This percentage has increased throughout the reporting period, from 70% in Q11 to 95% in Q13 as shown in Figure 25. On-going construction, often involving comprehensive repairs, can intensify the need for assistance, which in turn leads to a higher number of complaints. Moreover, the elevated number of complaints during Q11 can be attributed to the recent launch of the OCC for PACT residents. This event caused a high volume of inquiries from residents seeking to understand the services offered by the OCC.

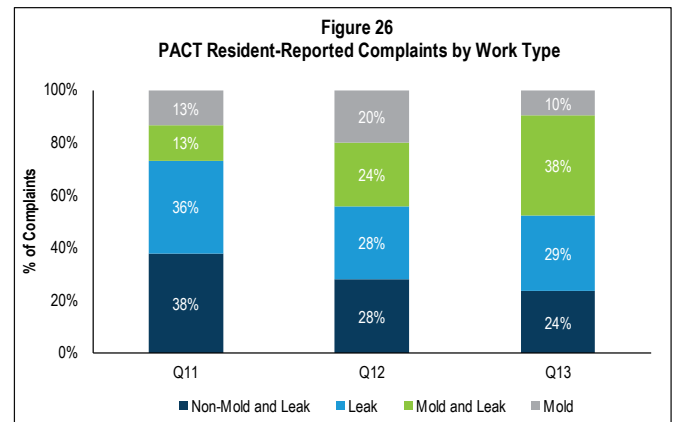


²² Audubon, Bethune, Marshall (ABM) was converted to PACT on January 10, 2023 (just before the end of Q13) and did not notify residents of the OCC until February 2023 (30 days post-conversion) in Q14.



3. Resident-Reported Complaints by Complaint Type

Figure 26 shows the distribution of PACT resident-reported complaints made to the OCC by the work or issue type. Initially, at the inception of the PACT OCC, 38% of resident-reported complaints to the OCC were unrelated to mold or leaks, compared to 6% during the first quarter of the NYCHA OCC. This was largely due to residents' lack of awareness about the OCC services available to them. As depicted in **Figure 25** above, 28% of the complaints reported by residents in Q11 came from PACT developments whose construction had been completed. These developments transitioned before 2019, prior to the OCC launch at NYCHA. As such, residents in these developments were not acquainted with the services they could access through the OCC in the same way residents at developments that recently transitioned were, because the latter were already aware of the OCC as residents of NYCHA-managed properties. By Q13, non-mold and leak complaints declined to 24% as awareness about OCC services increased. In the reporting period, leak complaints represented the largest proportion of resident-reported complaints (32%), which increases to 47% when only considering complaints that were mold- or leak-related. The most common rooms affected by the mold or leak conditions were the bathroom (30%), kitchen (24%) or bedroom (21%). Only a small number of complaints were in the living room or foyer at PACT developments, consistent with our observations at NYCHA developments.



During the reporting period, between 14% and 21% of PACT resident-reported complaints received by the OCC involved reports of severe conditions or lack of proper repair work leaving the resident without a fully functional apartment. This is considerably less than comparable cases reported to the OCC for developments operated by NYCHA during the same timeframe. For most of these resident-reported complaints to the OCC, vendors were utilized to conduct repairs.

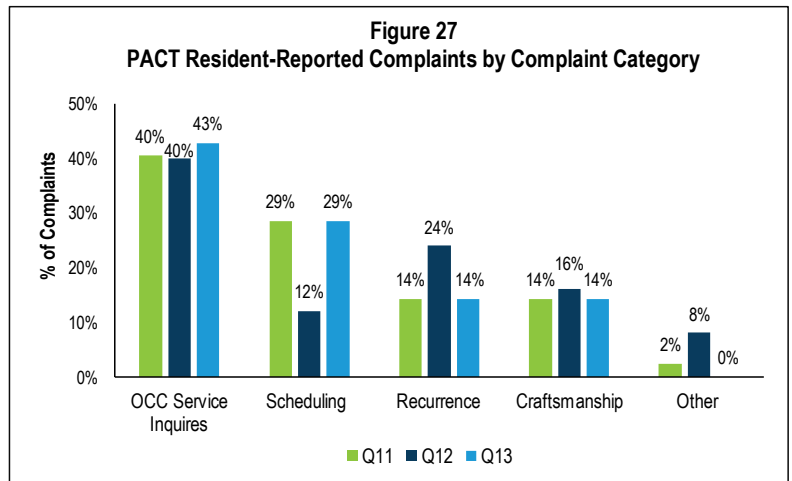
During the reporting period there were:

- 7 (or 7%) PACT resident-reported complaints to the OCC where the resident reported a severe or active leak (often requiring repair work within several apartments within the building line);
- 6 (or 6%) PACT resident-reported complaints to the OCC where the resident-reported a hole in the wall (exposed cavity due to mold or leak repair activity);
- 3 (or 3%) PACT resident-reported complaints to the OCC where the PACT resident reported a large area of visible mold (e.g., over 20 Sq. Ft. of mold); and 1 (or 1%) PACT resident-reported complaint to the OCC at Boulevard Together where the resident-reported an inoperable or missing fixture (sink, toilet, cabinet, etc.).



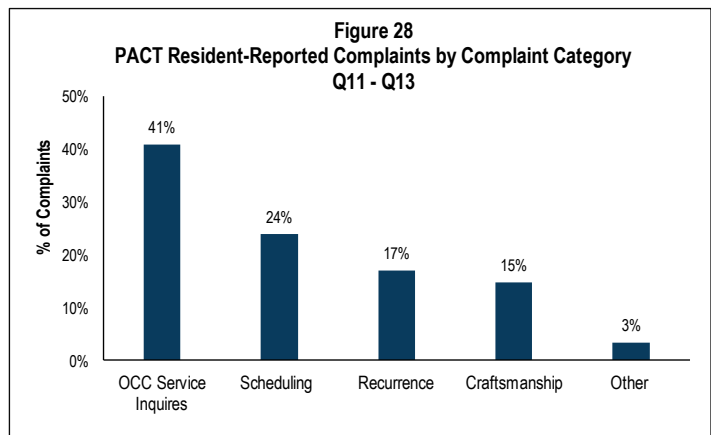
4. Resident-Reported Complaints by Complaint Category

Figures 27 and 28 show the distribution of PACT resident-reported complaints made to the OCC by initial complaint category. While the distribution below reflects the residents' initial complaint to the OCC, the OCC found that residents complaint category may evolve over time (e.g., complaint may start out as a scheduling complaint but there could be components of recurrence or missed appointments, etc.). During the reporting period, 41% of complaints reported by PACT residents were related to OCC service inquiries where residents were seeking information or clarification about how the OCC can help them solve any mold or leak issues they may be experiencing now or in the future. This can be partially attributed to a lack of resident awareness about the OCC and the services it offers and due to resident inquiries about relocation dates for upcoming capital repairs.



As depicted in Figure 28, the least common type of PACT resident-reported complaint to the OCC was related to Craftsmanship, accounting for only 15% of total complaints. These complaints involved the quality of work performed, a significant contrast to NYCHA, where Craftsmanship was the most common resident-reported complaint to the OCC during the same period.

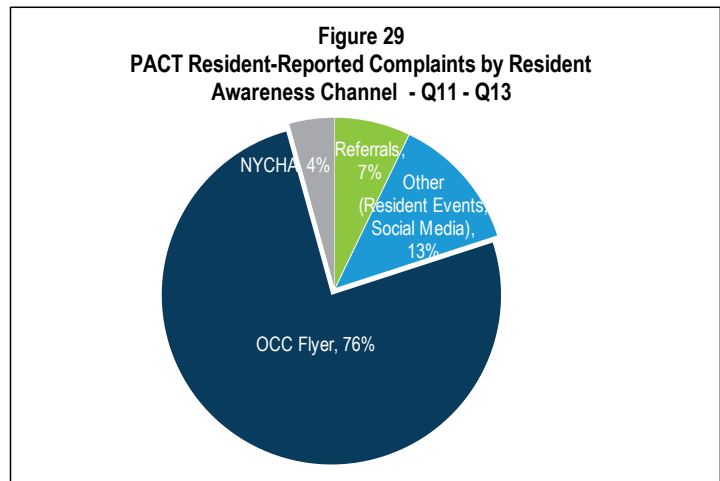
The difference in Craftsmanship complaints to the OCC between PACT and NYCHA residents could be linked to the use of vendors or better engaged and responsive property management teams in PACT developments. Utilizing vendors often means bringing in specialized professionals who are adept in their respective fields, thus potentially resulting in high quality work. Additionally, engaged and responsive on-site property management teams may have improved resident communication to ensure the resident is satisfied with the quality of repairs performed. This could lead to a reduction in complaints related to the quality of work, as seen in the PACT OCC.





5. Resident-Reported Complaints by Awareness Channel

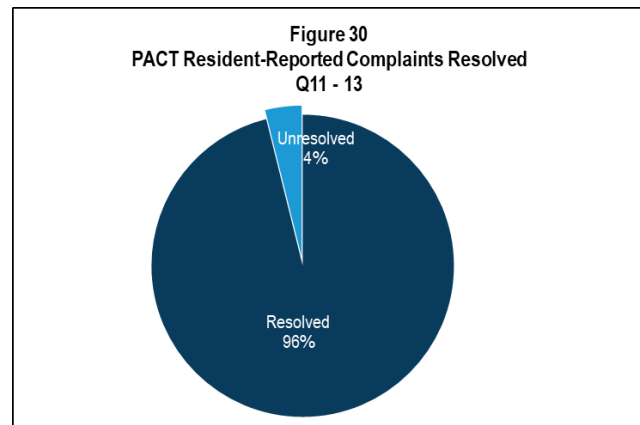
Figure 29 shows the distribution of PACT resident-reported complaints to the OCC based on the different awareness channels. As depicted in **Figure 29**, there was a high prevalence of OCC flyers used by PACT partners to raise awareness of the OCC, accounting for 76% of complaints. Outreach efforts included incorporating the flyers in rent mailers, distributing them at buildings, placing them under residents' doors, and handing them out at resident events. Other outreach channels included referrals from tenant organizers, NYCHA residents, and NYCHA's compliance or CCC departments.



See **Section III.D** below for additional information regarding outreach efforts.

B. Resolved Resident-Reported Complaints during the Reporting Period

Figure 30 shows the distribution of PACT resident-reported complaints made to the OCC resolved at the end of the reporting period. In total, 100 PACT resident-reported complaints were resolved (99 closed and 1 pending resident confirmation). As depicted in **Figure 30**, 96% of PACT resident-reported complaints were resolved during the reporting period. The effectiveness of resolving complaints can be attributed to several factors. The PACT partners are very responsive and prioritize scheduling work related to resident-reported complaints to the OCC based on the resident's availability (including nights and weekends), which ensures timely attention to the issues raised. There are also very low rates of missed appointments, which contributes to the highly prompt resolution rate. Furthermore, the use of vendors, who typically complete all necessary work within a few days, greatly expedites the resolution process. The PACT partners also provide the OCC with documentation of the work performed, including before and after pictures and invoices which allow greater transparency of the work performed. Refer to **Exhibit 1.G** for example before and after pictures for resident-reported complaints to the OCC from PACT developments. There were a limited number of resident-reported follow-up complaints regarding the completeness of the work, which was concentrated at 2 PACT developments (Boulevard Together and Linden Penn Wortman). For these situations, the OCC requested follow-up inspections, closely monitored to ensure root cause repairs were performed, and informed NYCHA's compliance and REDD departments so they could monitor progress.

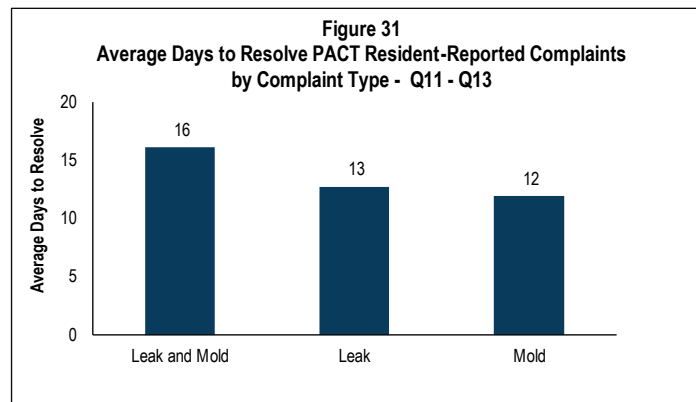




1. Average Days to Resolve Resident-Reported Complaints

Figure 31 shows the average days to resolve resident-reported complaints to the OCC from PACT developments made during the reporting period by work type per quarter. The OCC's process has a baseline resolution time of at least 7 days for resident-reported complaints. While complaints can be resolved quicker, expedited resolution is typically not sought unless the complaint is of high priority due to severe conditions. Hence, the 7-day mark should be considered the standard time limit for resolving such complaints. As depicted in **Figure 31**, the average days to resolve mold or leak complaints ranged from 12 days for mold to 16 days for situations when both mold *and* leak conditions are reported.

The average days to resolve mold complaints to the OCC decreased throughout the reporting period from a high of 17 days in Q12 to a low of 4 days in Q13. This can be attributed, in part, to PACT partners' use of contractors for mold complaints to the OCC, who are more responsive. The average days to resolve leak complaints to the OCC remained consistent throughout the reporting period. Non-mold and leak complaints to the



OCC are usually resolved the same day the complaint to the OCC is made. The average time to resolve complaints to the OCC reported by residents at PACT developments varied, ranging from less than a day to 13 days. PACT developments with a higher number of mold *and* leak complaints tended to have a longer average resolution time. However, there was no clear correlation between the average resolution time and the construction status of the PACT development. The developments with the longest average resolution times were Hope Gardens, Harlem River, and Linden Penn Wortman, each averaging between 12 to 13 days for complaint resolution.

2. Positive PACT Resident-Reported Feedback

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

- “Without you [the OCC] it never would have gotten done this fast. This has been a recurring leak for a long time now. Thank you!” (*Betances Development*)
- “Thank you for all you've done! My bathroom looks great. Nobody was coming to help me until I called [the OCC].” (*Hope Gardens Development*)
- “I thank you so much because I know your involvement had a lot to do with getting work accomplished after I've had this problem for many years. I really appreciate you.” (*Boulevard Together Development*)



C. Unresolved Resident-Reported Complaints during the Reporting Period

There were 3 resident-reported complaints to the OCC from PACT developments that remained unresolved (2 open and 1 pending intake with the OCC) at the end of the quarter. All 3 of the unresolved PACT resident-reported complaints were created in the last week of Q13. One of the open complaints was awaiting a scheduling date and the other had work in progress. Both open complaints were leak complaints from Boulevard Together. The complaint that had work in progress involved a complex leak investigation and work involving multiple units. Due to PACT partners' responsiveness, there were few resident-reported complaints that remained open at the end of each quarter. At the end of Q10 there were no open complaints and at the end of Q11 there was only one open complaint.

D. Raising Awareness of the OCC

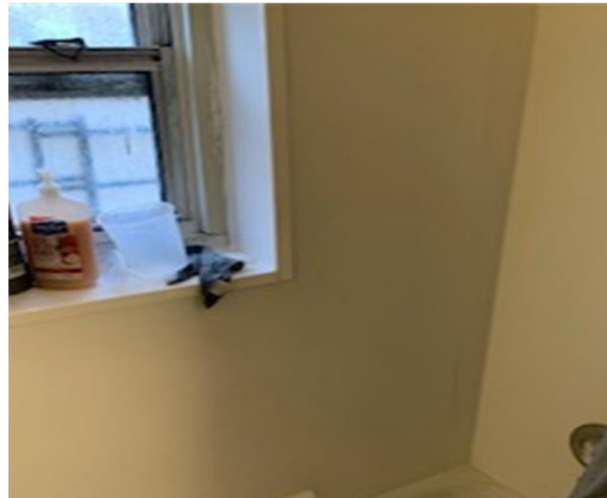
Before the OCC was launched at PACT developments, NYCHA informed elected officials about the expansion of the OCC to include PACT residents and directed PACT partners to relay this information to tenant association leaders. Upon the OCC's launch, PACT partners were asked by NYCHA to conduct a multi-channel outreach campaign, which included distributing OCC flyers to residents and displaying this information in building lobbies and other shared areas.

PACT partners were further encouraged to maintain on-going communication about the OCC with residents through various methods such as Partner webpages, email notifications, monthly rent notices, social media posts, during mold inspections or leak-associated repairs, and at resident meetings. NYCHA's REDD team confirmed that each partner complied with the outreach requests and continued these efforts throughout the entire reporting period.

The effectiveness of these measures is evidenced by the fact that the OCC received resident-reported complaints from all the PACT developments except ABM, which had just converted. This suggests that the outreach efforts were successful in reaching and informing the residents.

Exhibit 1 – Resident-Reported Complaint Examples to the OCC

A. Before and After NYCHA Resident Examples

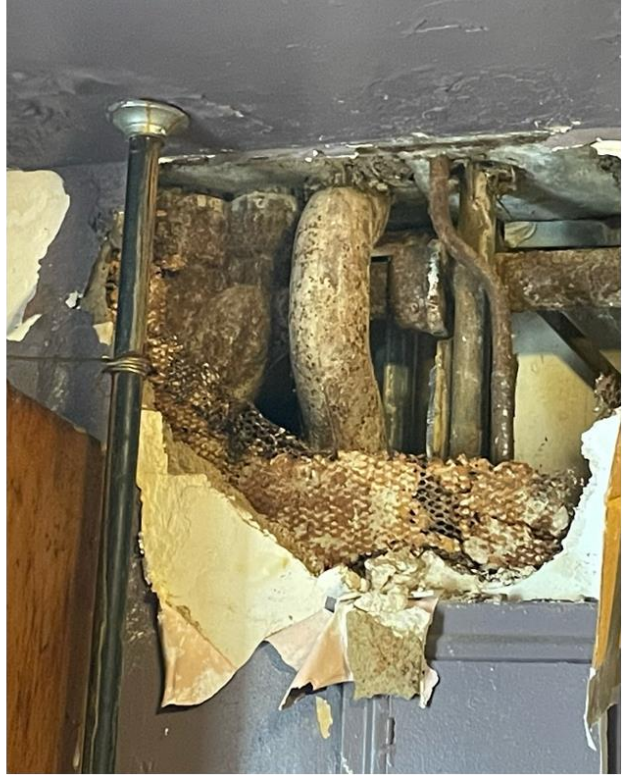




B. Examples Identified through Leak Cluster Outreach – NYCHA Residents



C. Brooklyn NYCHA Residents



D. Bronx NYCHA Residents



E. Manhattan NYCHA Residents



F. Queens and Staten Island NYCHA Residents



G. Before and After PACT Resident Examples



Boulevard Together - Construction Ongoing



Williamsburg - Construction Ongoing



Betances - Construction Complete





Exhibit 2 – PACT Property Details (End of Q13)

	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, Conventional, Highbridge Rehabs - Anderson Ave, 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, Murphy	722	Complete
6	Hope Gardens	Bushwick II – Groups A and C, Bushwick II – Group B and D, Bushwick II CDA – Group E, Palmetto Gardens, Hope Gardens	1,321	Complete
7	Brooklyn Progressive (part of “Brooklyn Bundle”)	Berry Street – South 9 th Street, Independence, Williams Plaza	1,471	Complete
8	Brooklyn Reliant (part of “Brooklyn Bundle”)	572 Warren Street, Armstrong I and II, Marcy Ave – Green Ave Sites A and B Weeksville Gardens	1,154	Complete
9	Manhattan	335 East 111 th Street, 344 East 28 th Street, Fort Washington Ave Rehab, Grampion, Manhattanville Rehab – Groups 2 and 3, Park Ave – East 122 nd and 123 rd Streets, Public School 139 – Conversion, Samuel MHOP I, II, and III, Washington Heights Rehab – Groups 1 and 2, Washington Heights Rehab – Phase III, Washington Heights Rehab – Phase IB C and D, Wise Towers	1,718	On-going
10	Boulevard Together	Boulevard, Belmont-Sutter Area, Fiorentino Plaza	1,673	On-going
11	Linden Penn Wortman	Linden, Pennsylvania Avenue-Wortman Avenue	1,922	On-going



12	Williamsburg Houses	Williamsburg	1,621	On-going
13	Harlem River	Harlem River Houses, Harlem River II	693	On-going
14	Audubon, Bethune, Marshall (ABM)	Audubon, Bethune Gardens, Marshall Plaza	557	On-going



End Notes – Resident-Reported Complaint Methodology Considerations

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.