



# Ombudsperson Call Center Report – September 20, 2019 – January 31, 2020

STOUT RISIUS ROSS, LLC

*Baez, et al. v. New York City Housing Authority (NYCHA),*

No. 13-cv-8916 (WHP)

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On April 17, 2014, Judge William H. Pauley of 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 (the “Consent Decree”). In July 2018, the Court approved the Revised Consent Decree, which among other things, included the appointment of an independent Ombudsperson.

On September 20, 2019, the Court appointed César de Castro as the Ombudsperson. Mr. de Castro has been approved to serve in this role through December 31, 2020, to address NYCHA residents’ complaints about leak, mold and excessive moisture repair orders. Included in the Order, the Court also appointed and directed Stout Risius Ross, LLC (“Stout”) to operate the Ombudsperson’s call center (“OCC”) for a period contemporaneous with that of the Ombudsperson’s appointment and to file quarterly reports with the Court.

This report provides an update and overview of the OCC operations, activities and call center metrics for the first reporting period from September 20, 2019 (appointment) through January 31, 2020 (“Quarter 1” or “Q1”). Call center operations began on November 4, 2019.

Pursuant to the Court’s September 20, 2019 order, this report is filed independently from the Ombudsperson.

## I. Executive Summary

The Ombudsperson's Call Center ("OCC") and the Ombudsperson, working collaboratively with the Baez Plaintiffs, plaintiff organizations, the Special Master, the Independent Data Analyst ("IDA"), the Independent Mold Analyst ("IMA") and NYCHA (collectively herein as the "Parties"), has been successful in its efforts to assist NYCHA residents with mold and leak related complaints and identify opportunities for systemic operational change at NYCHA. The OCC was developed to assist residents in situations where their mold and leak related complaints were not being adequately addressed or resolved by NYCHA. NYCHA residents can now reach an independent party which offers effective and empathetic listening, proactive communication and timely case management to ensure their complaint is addressed. Throughout this process, the OCC seeks to have resident complaints promptly resolved by NYCHA and works with NYCHA to use OCC resident complaints as opportunities to refine and transform its culture and operational responses.

César de Castro, the Ombudsperson, has been actively involved and instrumental to the success of the OCC in Q1. Mr. de Castro has attended meetings with the parties, reviewed OCC calls, monitored NYCHA's responses, reviewed communications, participated in planning and outreach efforts, participated in dialogue with NYCHA regarding staffing limitations and funding constraints, and has been able to effectively communicate the significance of his appointment, the obligations he has under the Consent Decree, and the actions he can take if NYCHA does not use its best efforts to resolve resident complaints to the OCC. His ability to convey this while also offering meaningful support to NYCHA has led to a positive and collaborative launch of the OCC in Q1. Further, the fact that the Ombudsperson and OCC are independent of NYCHA has enabled them to overcome tenant skepticism arising from past experiences with NYCHA. This independence from NYCHA has been an important element of the success of the OCC in Q1.

During Q1, the OCC was only operational at a single NYCHA consolidation (The Jefferson Houses). The OCC received 87 complaints from residents regarding mold or leak-related issues. The vast majority of complaints were caused, at least in part, from a lack of adequate communication between NYCHA and the resident. The OCC and Ombudsperson have been collaborating and aiding NYCHA's new Mold Response Unit ("MRU") to improve communication with tenants and those doing and scheduling the repair work. NYCHA's Office of Mold Assessment and Remediation ("OMAR") developed this specialized task force in October 2019 to monitor all complaints received by the OCC and to ensure successful resolution and closure.<sup>1</sup> During Q1 NYCHA was able to obtain additional maintenance workers and plumbers for Jefferson to improve its response to OCC complaints. As a result, 71% of the complaints reported to the OCC were resolved in the quarter, and the remaining complaint are being resolved by NYCHA.

On February 3, 2020, the OCC expanded coverage to the 29 developments of NYCHA's Next Generation Operations ("NGO1") and will expand to the entire NYCHA portfolio by July 1, 2020. Based on the OCC's Q1 operations, the continued success of the OCC will depend on NYCHA's ability to:

- Provide a continuous level of prompt, detailed, resident-focused responsiveness to all complaints reported to the OCC;
- Retain additional resources to remediate mold and leak complaints promptly;
- Effectively use vendors to overcome temporary staffing constraints;

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<sup>1</sup> The MRU was responsible for creating and coordinating the Mold Busters training program (including training nearly 3,000 NYCHA staff) and has extensive experience with resident and stakeholder engagement.

- Increase oversight of work order activity to ensure that standard procedures are being followed and proper remediation steps are being taken;
- Evolve to a more customer-centric culture through increased communication with residents regarding root cause issues, remediation plans and scheduling of work; and
- Maintain a commitment to data strategy, individual accountability, collaboration and resident engagement with a continuous pursuit of opportunities for improvement.

**Complaint Metrics** – The OCC launched on November 4, 2019, as initially contemplated and agreed upon by the parties, at the Jefferson consolidation in East Harlem (referred to as “Jefferson” or “Jefferson Houses”), which has 1,730 apartments with nearly 4,000 residents.<sup>2</sup> Please refer to **Appendix A** of this report for further details regarding complaint volume, distribution, timing and related metrics, however, below are key observations from Q1:

- There were 87 resident complaints, of which 62 (71%) were resolved during the quarter and 25 (29%) remained open as of January 31, 2020.<sup>3</sup>
- Of the 87 resident complaints, 58 were in the Jefferson consolidation.<sup>4</sup>
- Nearly 60% of all reported complaints involved a leak work order ticket.
  - This is an indication that Jefferson may have extensive leak related issues in need of capital repair and/or that Jefferson needs to retain specialized plumbers that are equipped to identify complex leaks and offer additional training to the staff.
- Of the 62 resolved complaints, the overall average number of days to resolve a complaint was 27 days.
  - Nearly 20% of all resolved complaints were closed within 24 hours, 4% within one week, 23% within a month, and 54% over 30 days.
  - Resolved complaints involving leaks required the most time to resolve, on average, 38 days.
- The reported complaint type varied from simple issues (such as resolving a resident’s complaint regarding a scheduling date or needing assistance with opening a mold or leak work order) to complex issues (such as severe leaks that required multi-day, multi-unit investigations).
  - Since the OCC began requiring a reason from NYCHA for a missed appointment (creating individual work order accountability) there has been a decline in the number of missed appointments from 5 in December to 2 in January.
- In Q1, there were several cases that required residents to be relocated or have extensive repair work conducted to resolve their complaints (e.g., replacement of cabinets in kitchen, replacement of bathroom tub enclosures, and repair to walls as a result of wall breaks required).

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<sup>2</sup> Operations were launched at only the Jefferson Houses consolidation during Q1 to ensure that the OCC and NYCHA would be able to effectively assist residents while testing and refining processes, procedures, and resources needed from NYCHA to be successful. This allowed the OCC to have a manageable volume of complaints to process and resolve. It also provided the ability to assess and revise action steps, improve processes, and refine data collection efforts.

<sup>3</sup> Nearly 30% of complaints that remained open (7 of the 25) at the end of the quarter were created during the last week of the quarter (between January 27 – 31).

<sup>4</sup> Even though the OCC is not yet active across the entire NYCHA portfolio, it accepted complaints outside of the Jefferson Houses. All resident complaints followed the same intake process. Depending on the circumstances of the complaint, the OCC would service the request or provide a referral to the appropriate point of contact at NYCHA.

***NYCHA Responsiveness to the OCC Has Been Exceptional*** – In Q1, there were no resident cases that required escalation to the Ombudsperson.<sup>5</sup> Based on the OCC’s observations, NYCHA has taken the appointment of the Ombudsperson very seriously and has ensured success in the program through increased communication with residents and dedication of additional resources to ensure the resident complaints are being addressed without requiring escalation to the Ombudsperson.

- In Q1, the OCC was able to address 48% of the resident complaints without escalation to any party.
- In Q1, the MRU was involved in 52% of OCC complaints; the Environmental Health & Safety (“EH&S”) Department was involved in 9% of OCC complaints, and the Compliance Department was involved in 8% of OCC complaints.<sup>6</sup> Due to the high level of responsiveness by NYCHA, there were no complaints that required escalation to the General Manager or above.
- The MRU has been very responsive and dedicated to these efforts. In order to effectively resolve OCC complaints, the MRU must interact with various stakeholders at NYCHA for each complaint (such as property management staff, borough schedulers, skilled trade management staff, NYCHA’s Legal Department, vendors, labor workers, etc.). MRU’s communication with various parties within NYCHA is marked with a notification that the request is from the Ombudsperson and OCC, which has created escalated priority at NYCHA and prompt responses. We have been informed by NYCHA that NYCHA has retained 2 permanent employees, and 6 temporary employees to support the OCC and plans to hire 26 additional employees (NYCHA is prioritizing its residents for these hires) in the upcoming months.
- While the MRU has been very responsive, a significant amount of follow-up communication has been required by the OCC to ensure NYCHA has communicated the various updates to the resident and that each of the OCC’s requests is being addressed. With various stakeholders involved, it is extremely important for all communication to contain information on what steps have been taken, what steps are in process, and what was communicated to the resident. The OCC is hopeful that increased MRU staffing will streamline follow-up communications and related resources required of the OCC.

***Effective, Empathetic Communication with the Resident is Essential*** – Nearly all complaints to the OCC involved a breakdown of communication between the resident and NYCHA. Residents were often unaware of the Mold Busters protocol, the status of the repair work needed in their unit or the next scheduling date. There have been situations in which residents have contacted the OCC for a scheduling date for their work order without knowing that it had already been closed by NYCHA. The OCC has found that many residents recognize and understand the limitations NYCHA is facing but simply ask that NYCHA begin by communicating more effectively about the reasonable timing and expectations necessary to identify the root cause and complete the repair. In response to this finding, as discussed herein, NYCHA created a new Resident Coordinator (“RC”) position that has the singular focus and responsibility to communicate with residents and relevant teams within NYCHA (e.g., property management staff, maintenance workers, MRU, etc.) to ensure successful completion of OCC complaints. The OCC is currently working with the MRU to ensure proper levels of communication and case management are being implemented for each complaint.

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<sup>5</sup> In Q1, there was one complaint that was directed to the Ombudsperson because it was outside the purview of the OCC process and outside the Jefferson consolidation. At the end of Q1, this case was unresolved as NYCHA worked to identify a unit suitable for the relocation of the resident.

<sup>6</sup> In Q1, all complaints escalated to the departments discussed above were due to the circumstances of the remediation work required, the health or safety concern reported by the resident, or the OCC’s observations from detailed work order reviews in NYCHA’s Maximo data system.

The OCC is hopeful that in Q2 the MRU will ensure that there is more proactive communication with residents for all work orders.

***Transparency and Individual Accountability are Necessary to Effectuate Culture Change*** – The OCC has received extensive feedback from residents in Jefferson indicating that they have reported mold and leak related issues to NYCHA in the past and nothing was done to fix the issue. For all OCC complaints, there is an increased level of case management and oversight of work performed which provides for accountability for each worker involved in the remediation process. The OCC will not close a complaint until the resident has indicated that the work has been performed to their satisfaction. For situations where the resident contacts the OCC dissatisfied with repair work, the OCC requests that the MRU conducts a re-inspection of the work. Jefferson property management, as well as NGO1 management, indicated that such efforts have been hampered by data and process limitations (in addition to resource constraints) that created a lack of transparency regarding open work orders, or those closed with no work done. The OCC and IDA have created new data platforms to provide greater visibility and clarity to NYCHA regarding open and closed work orders, in combination with feedback from residents contacting the OCC.

As the OCC continues to expand across the portfolio, there will be a required change in the culture at NYCHA to effectively communicate with residents (and internally) the accountability and commitment needed to ensure that the proper repair work is completed. Such effective communication activities with residents would include:

- NYCHA listening to the residents' description of health concerns, safety concerns, and prior experiences with NYCHA;
- NYCHA listening to the residents' description of the current complaint (diagnosis of the historic problem, not just the current situation);
- NYCHA carefully and empathetically discussing with the resident the findings of any inspection, the series of activities / work that need to be completed to effectively remediate the situation, any unknowns or uncertainties that are still being reviewed, whether a relocation may be necessary (and if so, what that process will be and why), when they will hear from someone regarding the next step in the process (and who that person will be), and what they can do if they have any questions or concerns about what was discussed or about work that is completed later; and
- NYCHA feedback from residents *via* survey (or other methods) to gauge the effectiveness of the communication efforts being implemented and to offer the residents the ability to provide feedback.

***The Commitment to Data Strategy, Individual Accountability at NYCHA, Collaboration and Resident Engagement Creates Significant Opportunities for Improvement*** –The OCC's resident engagement, findings from detailed work order reviews, and collaboration with various internal and external stakeholders (including the Plaintiffs and Tenant Associations) has already provided significant opportunities for operational changes across the NYCHA portfolio. This combination of perspectives, activities and processes informs standard procedure, use and interpretation of data, resident communication, and the effective use of NYCHA resources. Understanding the feedback from both the residents' perspective as well as the operations perspective offers a unique opportunity for ongoing and sustainable transformative change in NYCHA's response to mold and leaks, and its efforts to effectively prevent recurrence.

## II. OCC Operations and Observations – Q1

The OCC was developed and launched in Q1 with the collaboration and input of the Ombudsperson, Special Master, NYCHA, plaintiff organizations, IMA and IDA. Operating at a single NYCHA consolidation (the Jefferson Houses) during Q1, the OCC has identified preliminary elements for successful response to resident complaints and resources that NYCHA must increase for continued success in responding to resident reports of leaks and mold, and related complaints associated with NYCHA response and remediation activities.

- A. **Preparation for the Launch and Expansion of the OCC** - Since September 20, 2019, Stout has worked with the Parties to prepare for the launch and expansion of the OCC. This collaborative process resulted in enhancements to the OCC processes and procedures. Such activities included:
- a. **Development of infrastructure to enhance the resident experience** - The OCC developed an informational website, a complaint intake portal (1-800 phone number and web-based form), and calling features for resident communication (including virtual queuing, call back options, recording of calls, etc.). Several enhancements and modifications have been made throughout the quarter based on feedback received through residents' experiences and inputs from the Parties.
  - b. **Data integration with NYCHA's data systems and platforms** - The OCC has developed an integrated data platform that allows call center agents to efficiently and effectively review various data sets to better understand the resident's reported complaint, work order history, and other information regarding their unit and building. Such data sets include resident work order data, capital improvement data, resident contact information, as well as Customer Contact Center ("CCC") resident call records, call record notes, resident leak and mold questions/answers, and follow-up call records. The OCC has access to upcoming scheduling dates, pictures attached to work order tickets in Maximo, and the names of workers who were assigned to the work order tickets. In Q1, the OCC started to share the unit history reports with NYCHA's borough schedulers when planning skilled trade appointments to help them ensure that work orders are sequenced properly and to assist in identifying other open work orders for the unit.
  - c. **Stakeholder Meetings** – In Q1, the Ombudsperson, the OCC and the parties participated in several meetings with the Property Management and Skilled Trade Departments at Jefferson (and NGO1) to prepare for the launch and expansion of the OCC. This offered NYCHA the ability to share relevant information with the Ombudsperson (and the OCC) regarding NYCHA's staffing limitations, challenges, and ways to better collaborate together to better serve the residents. The Ombudsperson offered feedback and assistance to help ensure the success of the launch but also indicated the need for prompt resolution to each reported complaint. The IDA also reviewed the open and closed mold and leak work order data. The Parties met each month in Q1 to discuss the on-going efforts needed to resolve resident complaints, root cause issues, breakdowns in the system, and other opportunities for change. The OCC and the Parties will continue these meetings as the OCC expands.



- d. **Communication to Residents about the OCC** – In Q1, a communication plan for residents was developed to inform residents about the OCC. The OCC contact information has been made accessible to residents on the MyNYCHA app, the MyNYCHA kiosks, the Mold Inspection Review form and located on the NYCHA Mold Busters website.<sup>7</sup> Additionally, residents in Jefferson received various forms of outreach such as flyers in the building (both under resident’s doors, in-person communication, and posted in common areas) and in the rent statement, automated telephone calls, and door-to-door canvassing. The communication has been clear that the Ombudsperson is independent from NYCHA. The OCC found that the flyer was the most common method of resident awareness of the OCC in Q1 and that on-going resident communication helps build awareness of the Ombudsperson.
- i. It will be important to reinforce the independence of the Ombudsperson and OCC to residents as the OCC expands. Residents have expressed confusion to the OCC, and the Parties, about whether the OCC is part of NYCHA, creating the potential for lack of engagement from resident skepticism or fear. The fact of its independence has been an important element of the OCC’s communication with residents and provides an opportunity for dialogue and trust with the resident.
  - ii. As the OCC expands, NYCHA will need to be clearly communicating with residents, resident associations, and property staff on a regular basis to ensure awareness among residents about the OCC. This communication will need to utilize multiple channels of communication (flyers, posters, rent bill inserts, discussions at resident association meetings, etc.). In Q1 NYCHA prepared a communication plan for the OCC expansion to NGO1 that used multiple communication channels over several weeks. NYCHA will need to continue advance planning of effective, multi-channel communications during the expansion to other borough groupings. Thereafter, NYCHA will need regular supplemental communication to new residents and those who may not be aware of the OCC. In Q1, the most effective form of outreach appeared to be the distribution of the OCC flyer by NYCHA staff who could provide supplemental context about why the resident should contact the OCC.

## B. NYCHA’s Response to OCC Feedback and Observations:

- a. **New Staffing Resources to Improve Resident Communication** – In Q2 the OCC observed that nearly all complaints involved, in part, a breakdown of communication between the resident and NYCHA. Residents often contacted the OCC to complain about:
- i. Reporting a complaint to the CCC (NYCHA Customer Call Center) but not knowing when someone is going to come to make the repair (i.e., no scheduling date);
  - ii. A missed appointment with no notification from NYCHA;
  - iii. A worker starting the repair but having to leave for a brief period of time and then never returning;
  - iv. A worker reviewing the issue and indicating a problem, but never conducting the repair; and
  - v. A resident not being aware of the repair / remediation process and next steps.
- b. **New Resident Communication Coordinators** — Due to the lack of proper communication, the OCC has had to follow-up with NYCHA frequently to provide updates to the resident. As

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<sup>7</sup> Please refer to **Exhibit 2** for examples of the communication channels available to the residents.

a result, and in recognition of the importance of improving resident communication regarding the leak and mold remediation process, NYCHA created a Resident Coordinator (“RC”) position exclusively to address OCC complaints and provide resident satisfaction. The primary role of the RC is to communicate with residents and relevant teams to ensure successful closure of OCC complaints. The RC’s ability to establish trust with the resident will allow better communication between the resident and NYCHA on the repair work being conducted and identification of any obstacles that the resident might be facing. At the end of Q1, NYCHA hired 4 RCs and plans to have 26 when the OCC expansion has been completed.

- c. **Additional Training for Workers** – In Q1, 20% of resident complaints involved the craftsmanship of the work completed. In these situations, the mold or leak repair was made but the work was unsatisfactory or did not solve the problem. Based on the initial findings in Q1 and feedback from Jefferson’s property management and the IMA, NYCHA will be offering additional Mold Busters field training to each borough groupings during the month which the OCC launches at that location. Additional hands-on-training will enable workers to better serve the residents and may decrease the number of new complaints to the OCC. NYCHA is also in the process of developing a new leak standard procedure which will provide additional opportunities to train staff on leak investigation and remediation.
- d. **Need for Better Data Recording** – The OCC observed that in Q1 there were several instances where NYCHA would indicate that work was completed for a work order but there would be no indication of any progress in the Maximo data system. In situations where there were complex leak investigations, there was no information in Maximo to understand what investigation steps had been completed, where access was denied, and what were the next steps to resolve the issue. Feedback from Jefferson’s property management and borough schedulers indicated that there is a need for better training and reinforcement to record detailed notes and pictures in Maximo. It was also communicated that some workers do not have access to hand-held devices to enter such information. Based on these observations, NYCHA’s borough schedulers have been communicating the need for better recording of information in Maximo and the OCC has seen improvement in the last month of the quarter. NYCHA should consider conducting regular formal training on the importance of updating tickets real-time, providing more detailed notes in the system and uploading pictures for each work order. The IDA is working with NYCHA to better understand data tracking elements that could be valuable for NYCHA to record throughout the mold and leak investigation and remediation process.
- e. **Proactive Efforts to Remediate and Close All Open WOs** – In Q1, the OCC found that many residents had several distinct open work orders related to mold and leak within the same unit (and room). For these situations, the OCC asked that the MRU coordinate and resolve all open work orders in a given room. On-going efforts to resolve all open work orders related to mold and leak will help NYCHA reduce its back-log of open work orders. We understand that in Q2 NYCHA plans to conduct proactive outreach to residents that have several open mold and leak work orders in attempt to lower the number of resident complaints to the OCC.

- f. **Process to Reduce Missed Appointments** – The OCC found that missed appointments were a common reason for a resident complaint. When a resident contacts the OCC with this type of complaint where the appointment was recently missed, the OCC reaches out to MRU to request an immediate response with: (1) a new scheduled date; (2) confirmation that the new date has been communicated to the resident; and (3) the reason why the appointment has been missed. The OCC records a log of these situations and follows-up with MRU to investigate the reason why appointments were missed. Based on our initial observations it appears that the primary reason for missed appointments in Q1 (over 50%) was due to NYCHA being unaware of the scheduled appointments.<sup>8</sup> Separate departments within NYCHA are responsible for the scheduling of work and at times it appears that there can be a breakdown in communication where the worker responsible for doing the repair work was unaware of the scheduling (or the scheduler was unaware of the worker's scheduler). Based on conversations with NYCHA, it appears that there are not currently data reporting processes in place to notify the property management office or borough scheduler of the appointments scheduled for the day for each worker. Therefore, there is no process to review and prioritize work orders, identify capacity constraints, and reschedule any anticipated missed appointments.

In Q1, the IDA created the architecture of an automated daily user report of scheduled work orders to provide to the property management office, borough schedulers, and/or RCs the ability to prioritize and communicate any anticipated rescheduling demands in advance of a missed appointment. It is our understanding that NYCHA is in the process of building this report in its operating environment. The creation of a new process to reduce the number of missed appointments will positively impact all residents (not just those that reached out to the OCC) and will likely reduce the number of OCC complaints regarding missed appointments. Since the OCC began requiring a reason from NYCHA for the missed appointment (creating individual work order accountability) there has been a decline in the number of missed appointments.

- g. **Focus on Leak Investigations** – The OCC found that there does not appear to be a structured inspection process to identify the root cause of a leak, as there is with mold in the Mold Busters 2.0 standard procedure. NYCHA has formed a working group to develop a leak standard procedure. In the interim, the OCC has on several occasions requested that NYCHA conduct a thorough leak investigation for complaints of leak recurrence. It will also be important for NYCHA to identify situations where the root cause of an issue cannot easily be identified so that outside resources (such as the IMA or vendors) can be enlisted. For certain developments with extensive leak related issues (such as Jefferson), advanced training for leak investigation and remediation should be offered to maintenance workers.
- h. **Data Limitations in Maximo** – The OCC has received extensive feedback from residents in Jefferson indicating that they have reported mold and leak related issues to NYCHA in the past and nothing was done to fix the issue. Residents noted that they would create work order tickets (on the MyNYCHA app or through the CCC) but they would be closed without

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<sup>8</sup> Other reasons for missed appointments were staffing or emergency situations at the development, vendors who schedule their own appointments with residents, and required attendance in housing court.

ever hearing from anyone (which could be seen on the MyNYCHA app or would be communicated to the resident from the CCC if the resident followed-up on the scheduling date). The OCC has been able to conduct work order reviews in these situations and has found that there are often cases where work orders were recorded as closed for “no work done,” “resident not home,” “resident refusal,” or “unfounded”. The OCC has also learned of instances where residents indicated that a wall break was needed but was not performed (and the work order was closed as “unfounded”). The OCC referred several complaints to NYCHA’s Compliance Department for possible investigation into these situations - which may warrant further investigation, employee training, or employee discipline. NYCHA is also working with the IDA to identify when work orders are being improperly closed. NYCHA has already implemented changes to the data system that will prevent this from occurring going forward (e.g. a worker would not have the ability to close a work order for the reasons listed above), and will be reviewing data regularly to identify whether and to what extent work orders are improperly closed without adequate investigation and remediation.

**C. Critical NYCHA Resource Constraints Necessary to Overcome for the Continued Success of the OCC:**

- a. **Vacant Management Positions** - There are currently vacant management positions across NYCHA developments, such as Property Manager, Supervisor of Caretakers, etc. Because these management positions are unfilled, the existing management staff is required to complete all required inspections, scheduling and follow-up. For NYCHA and the OCC operations to be efficient and effective, these management positions will need to be filled promptly for each development before the OCC rolls-out across the development.
- b. **Staffing Constraint – Maintenance Workers** - Nearly all developments across NYCHA have a significant number of open work orders. Many of the open work orders are complex, requiring two maintenance workers to work together (across different units) to identify root causes and repair the issue(s). Based on feedback from NYCHA it has been noted that there are severe staffing constraints at the maintenance worker level due to turnover and inability to replace the positions. For NYCHA and the OCC operations to be efficient and effective, these vacant positions will need to be filled promptly for each development before the OCC expands across the development.
- c. **Staffing Constraint – Skilled Trades** - Many developments across NYCHA have a significant number of complex work orders that can take a long time to effectively repair. NYCHA noted that many of the work orders require pipe repairs and that nearly all pipes in certain buildings require asbestos abatement. In addition, many work orders involve multiple units, requiring more time to investigate and repair these complex circumstances. NYCHA indicated that the skilled trade resources are very short staffed in all skilled trade positions, most importantly plumbers, painters, and carpenters. Such work orders can require 2 or 3 different skilled trades and each trade often has a backlog (sometimes up to weeks away). These work orders often require work in more than one apartment so scheduling and sequencing the work by skilled trade becomes a challenge. For the OCC operations to be efficient and effective, adequate skilled trade resources will need to be available in each development. However, it should also be noted that, as indicated in NYCHA’s Capital

Improvement Plan, significant investments in capital repairs and infrastructure are required across the NYCHA portfolio. The current state of the building infrastructure, especially plumbing, will give rise to complex leaks. Supplemental skilled trade and property staff resources will be required for the related remediation but may not take the place of the need for these significant capital repairs and infrastructure investments.

- d. **Vendor Backlog** - Due to limited availability of skilled trade resources, use of vendors is increasingly important for leak related complaints. Based on the open work order data, the average days a work order is pending awaiting vendor work is very long. Jefferson property management indicated that there is currently a 6- to 8-week backlog for certain vendors, such as plumbers. These vendors can only be utilized to assist with leak related work orders, not mold remediation due to State laws. For the OCC operations to be efficient and effective, management must prioritize skilled trade resources to mold related work orders and increase the availability of vendor contracts to conduct remediation work on leak issues.

### **III. OCC Expansion**

The OCC continues its operations for residents of the Jefferson consolidation and on February 3, 2020, expanded its operations to serve residents across the entire NGO1 borough grouping (which includes Jefferson). NGO1 includes 29 developments and approximately 51,000 residents. The OCC will continue to expand its operations through a phased portfolio-wide launch to be completed by July 1, 2020, per the schedule below:

- NGO: February 3, 2020
- Mixed Finance: March 2, 2020
- Manhattan: April 1, 2020
- Brooklyn: May 1, 2020
- Bronx: June 1, 2020
- Queens/SI: July 1, 2020

Throughout this expansion, the Parties plan to facilitate meetings with each borough grouping to prepare them for the launch and to identify staffing limitations and resources that NYCHA will need to address to assist each borough grouping. In order for the OCC to continue to be successful, NYCHA will need to continue to assess the staffing limitations and other resource constraints at each development and work to ensure those positions are filled prior to the OCC expansion in each borough. Effective, multi-channel communication in advance of each phase of expansion will also be critical to the continued success of the OCC.

## **Appendix A - OCC Resident Complaint Metrics**

During the initial launch in Q1, the OCC evaluated 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 were modified and enhanced, it is possible that certain metrics are understated or not entirely representative of the actual activities conducted in Q1. Please refer to **Exhibit 1** for the OCC complaint metrics for this quarter.

### ***Reported Complaints***

There were 87 resident complaints in Q1, of which 62 were resolved in the quarter and 25 remained open (or unresolved) at the end of the quarter. The number of complaints ranged from 1 to 24 per week, with an average of 7 per week. Nearly 53% of complaints created in Q1 were in November (the month of the launch) which is due to, in part, a multi-channel outreach effort that was conducted during the first month (including door-to-door canvassing, automated telephone calls, posting flyers in buildings and under resident doors, and building awareness through tenant association events, etc.). The average number of reported complaints in December and January was 21 per month (acknowledging there were several days in these months that the OCC was closed for holidays).<sup>9</sup> 54% of resident source of awareness was from the OCC flyer, 20% from tenant organizers (including the Plaintiffs), and the remaining 26% through various other channels (e.g., Mold Busters website, MyNYCHA app, automated telephone calls, canvassing, word of mouth).

Of the 87 resident complaints in Q1, 58 (or 67%) of the residents were located in Jefferson and the remaining 29 (33%) complaints were outside of Jefferson, in various developments across NYCHA. While the OCC was only in operations in Jefferson during Q1, the OCC received a small number of resident complaints from outside of Jefferson as a result of residents learning about the OCC from word-of-mouth or the NYCHA website. These complaints went through standard OCC intake process and were then referred to NYCHA's MRU, Compliance, and/or ES&H Departments for remediation and resolution. The resident complaints outside of Jefferson often became aware of the OCC from NYCHA's Mold Busters website or were a referral (e.g., Plaintiff organization or tenant organizer).

The OCC received 69 complaints (or 79%) through the toll-free phone number and the remaining 18 complaints (21%) through web-based submissions. In Q1, 77% of residents spoke English and 23% spoke Spanish. All OCC analysts speak both English and Spanish. There were 576 calls between the residents and the OCC in Q1 (inbound and outbound calls), with an average of 6 calls per complaint in Q1.

Of the 87 resident complaints in Q1, 31 (42%) were associated with a leak repair, 26 (36%) were associated with a mold repair, 11 (15%) were associated with both leak and mold repairs, and 5 (7%) were associated with other repairs not directly associated with leak or mold (e.g, ceiling damaged or paint). The distribution of resident complaints by repair type is consistent with the distributions of leak and mold related work orders across the NYCHA portfolio.

The distribution of resident complaints by initial complaint type (also referred to as "Swimlane" in Exhibit 1) in Q1 is shown below. While the distribution below reflects the residents' initial complaint, the OCC found that

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<sup>9</sup> The OCC was closed on November 11, November 28 – 29, and December 23 – January 1, 2020 for holidays.

residents who reported complaints often had several open leak and mold related work orders needing repair (not all of which they were initially complaining about).

- New mold or leak related issue – 30%;
- Scheduling complaint – 29%;
- Craftmanship complaint – 20%;
- OCC services inquiries – 8%;
- Recurrence complaint – 8%;
- Missed appointment complaint – 4%; and
- Improper closure of work order – 1%.

In Q1, there were no resident cases that required escalation to the Ombudsperson.

- There was one complaint that was directed to César de Castro (the Ombudsperson) this quarter because the complaint was submitted by an attorney (on behalf of her client who was a NYCHA resident) who was seeking assistance in a pending litigation. Mr. de Castro interacted with the complainant directly for this case. At the end of Q1, this case was in a pending status awaiting information regarding a resident relocation. The Ombudsperson and the OCC never interacted with the resident for this case.

The OCC was able to address 48% of the resident complaints without escalation to any party. NYCHA's MRU was involved in 52% of complaints, EH&S was involved in 9% of complaints, and Compliance was involved in 8% of complaints. Due to the high level of responsiveness of all of the parties, there were no complaints that required escalation to the General Manager or above. In Q1, all complaints that were escalated to the departments discussed above were due to the circumstances of the remediation work required, the health or safety concern raised by the resident; or the OCC's observations of detailed work order reviews in NYCHA's Maximo data system.

### ***Resolved Complaints***

There were 62 resident complaints in Q1 that were resolved (71% of reported complaints). Of the 62 resolved complaints, the resolution type included:

- Remediation completed of reported mold or leak issue – 75%;
- Responded to resident service inquire (or assistance in opening a work order ticket with NYCHA) - 18%;
- Referred to NYCHA's Compliance or ES&H Departments – 6%; and
- Resident relocated - 1%.

Of the 62 resolved complaints in Q1, the overall average number of days to resolve a complaint was 27 days. Nearly 20% of all resolved complaints were closed within 24 hours, 4% within one week, 23% within a month, and 54% over 30 days. Resolved complaints regarding leaks required the longest period time to seek resolution (on average 38 days). Many of these complaints required leak inspections to identify the root cause (involving other units within the building) and remediation activities that included multiple skilled trade workers (e.g plumber, plaster, painter) to complete the repair. The OCC also observed residents' requests for advanced scheduling to accommodate the holiday season, work schedules, and illness. The OCC also observed the staffing limitations within the Jefferson development that required scheduling 1-2 weeks in

advance to conduct repairs. The OCC found that so long as the resident was informed of the next scheduling date, they did not raise a concern as to the proposed timing of remediation activities.

The OCC has received positive reinforcements of gratitude and appreciation from residents throughout the quarter, including:

- "Thank you so much for calling me back. NYCHA actually called me with a repair date.";
- "I've been asking for a plumber for years and I'm finally getting one because of you guys"; and
- "Thank you so much for your help, I appreciate all your work and time on this. I appreciate the follow up and communication. This was a project and a half."

### ***Unresolved Complaints***

There were 25 resident complaints in Q1 that were unresolved (remaining open) at the end of Q1 (29% of reported complaints). Of the unresolved complaints, 52% were created in January, 32% were created in December, and 16% were created in November. Of the 25 complaints, 16% were in a status of "pending" at the end of the quarter, indicating that the complaints were in the near-final stages of completion and requiring resident confirmation to close. Of the complaints reported in November, only 1 remained open and active in Q1 due to a complex leak situation requiring tenant relocation (which has already been identified) for more than one unit.

Of the 25 unresolved complaints, the status of the complaints at the end of Q1 include the categories below. At the end of the quarter, all unresolved complaints have on-going activity and remediation efforts in process resident (including various phone conversations, scheduling of repair work, review of work order information, and awaiting confirmation to close the complaint).

- Monitoring for repair activity (for new mold and leak work order tickets) – 35%;
- Awaiting the completion of work order remediation – 30%;
- Awaiting the response of the MRU (e.g., next scheduling date) – 17%;
- OCC awaiting resident contact - 9%;
- Awaiting the results of a complaint inspection/investigation – 4%;
- Monitoring repair activity for residents with temporary move-outs – 4%.

Of the 25 unresolved complaints in Q1, the overall average number of days open was 39 days. Complaints regarding recurrence of mold or leak issues had an average of 60 days open and those regarding scheduling had an average days open of 55. While these complaints have been open for a long period of time, the residents are aware of the status of their complaint, understands the next steps and remediation plan. As discussed above, most of the open complaints have addressed the residents' complaint but are being monitored until the completion of repairs to ensure the residents' satisfaction.



## **Appendix B - OCC Process**

The OCC has been created to receive complaints from residents who have already contacted the NYCHA Customer Contact Center (CCC) but still have concerns about mold, leaks and any associated repairs that has not been completed properly or has not been completed on time. Complaints can be submitted to the OCC via phone (Monday – Friday 9am – 5pm) at 1-888-341-7152 or through a web-form at [www.ombynyc.com](http://www.ombynyc.com).

The OCC's operations are guided by this general process:

- Provide an independent and supportive resident experience through effective and empathetic listening, proactive communication and establishment of trust.
- Determine the process needed to seek resolution to the resident's satisfaction (based on the resident's complaint).
- Ensure there is timely case management and escalate the complaint if there is a lack of responsiveness or willingness to resolve the issue raised. A complaint will not be closed until the remediation of the work has been completed to resident's satisfaction or a relocation has been conducted.
- Evaluate and investigate resident complaints through data analysis of NYCHA's Maximo work order database and offer observations and recommendations to NYCHA's Mold Response Unit (MRU), Compliance Department and/or Environmental Health and Safety (EH&S) Department.
- Perform strategic data collection and recommend operational enhancements.

Common reasons for residents to contact the OCC include:

- A resident scheduled a mold inspection or the repair of a leak and NYCHA did not show up for the appointment (Missed appointment complaint).
- NYCHA conducted a mold inspection but did not tell the resident the next step in the repair process (Scheduling complaint).
- NYCHA scheduled a mold or leak repair and it has taken longer than the required 15 days to complete the repair and this is causing a problem for the resident (Scheduling complaint).
- NYCHA started the mold remediation process and/or leak repair work but did not complete it and did not provide the resident with a follow-up appointment date to complete the repair (Scheduling complaint).
- NYCHA completed the mold or leak repair but the work was unsatisfactory or did not solve the problem (Craftmanship complaint or Improper closure of a work order complaint).
- NYCHA completed the mold or leak repair but the problem came back again even though NYCHA tried to repair it (Recurrence complaint).

The OCC also receives complaints from residents who have a report of mold or a leak related issue but do not have an open work order (New mold or leak related issue complaints). In these situations, the OCC assists the resident in opening a mold or leak work order with the CCC. If the resident, however, experiences any issues (discussed above) after opening the work order with NYCHA, they are advised to contact the OCC back.

The length of time to resolve a complaint is contingent on a variety of factors including the complexity of the repair, the scheduling availability (and preferences) of the resident, and the staffing constraints, scheduling

limitations, and inventory of materials at NYCHA. Irrespective of the number of days to resolve a complaint, the OCC takes immediate action in addressing the complaint within 24 hours of intake.

Once the OCC receives the complaint from the resident, they will contact the resident back within 24 hours to discuss the proposed next steps, for anything that cannot be resolved during the initial intake. The OCC's objective is to have an actionable next step for the resident within 1 business day. Such next steps may involve the OCC to request:

- NYCHA immediately schedule and conduct a re-inspection of prior work performed;
- Expedited scheduling for work orders that have been open for longer than 7 or 15 days;
- NYCHA to reach out to the resident to discuss the results of the Mold Busters initial inspection and/or associated remediation plan; or
- Referral of the complaint to NYCHA's Compliance or EH&S Departments depending on the circumstances.

Based on the high level of responsiveness from NYCHA, the OCC was successful in ensuring that all residents had an immediate impact in Q1.

- *OCC Client Experience Example - On Day 1, the OCC received a complaint from a resident regarding the status of the remediation plan for a work order created in July. The resident indicated that initial work was conducted in September 2018 (including a wall break), but nobody had been back since and she has been living with a hole in her wall. The OCC reviewed the work order information and contacted NYCHA to contact the resident immediately with a new date regarding the vendor work required. The next day the OCC received an update that NYCHA had scheduled a date and communication was provided to the resident. The resident noted that she was surprised and thankful for the prompt turn-around time on getting a scheduling date.*

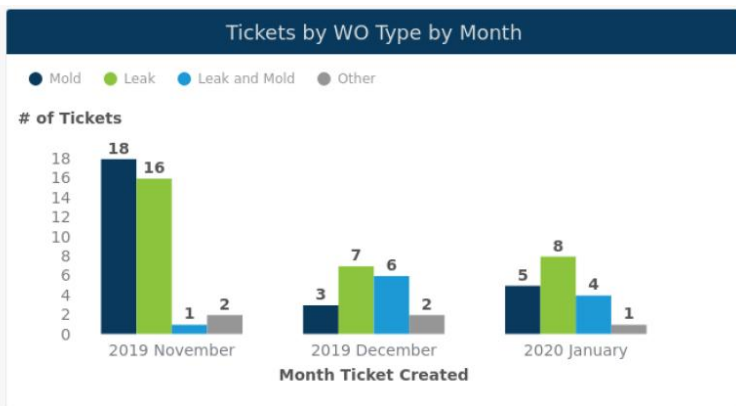
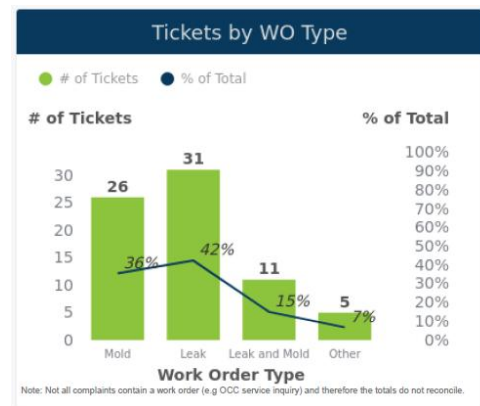
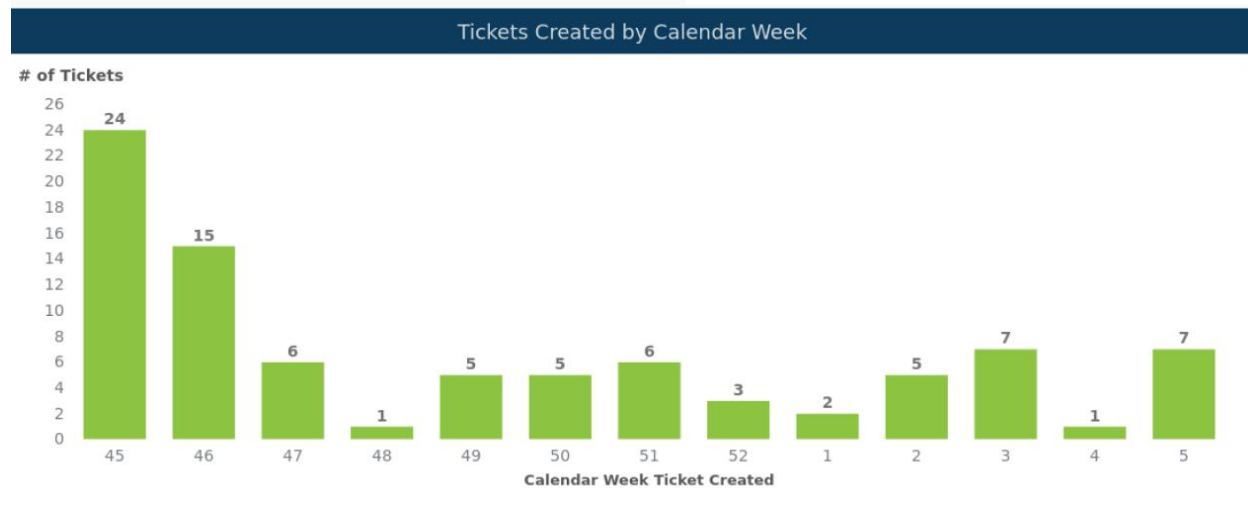
The OCC also receives service inquiries to better understand what the OCC is and how it can help them (OCC service inquires complaints).

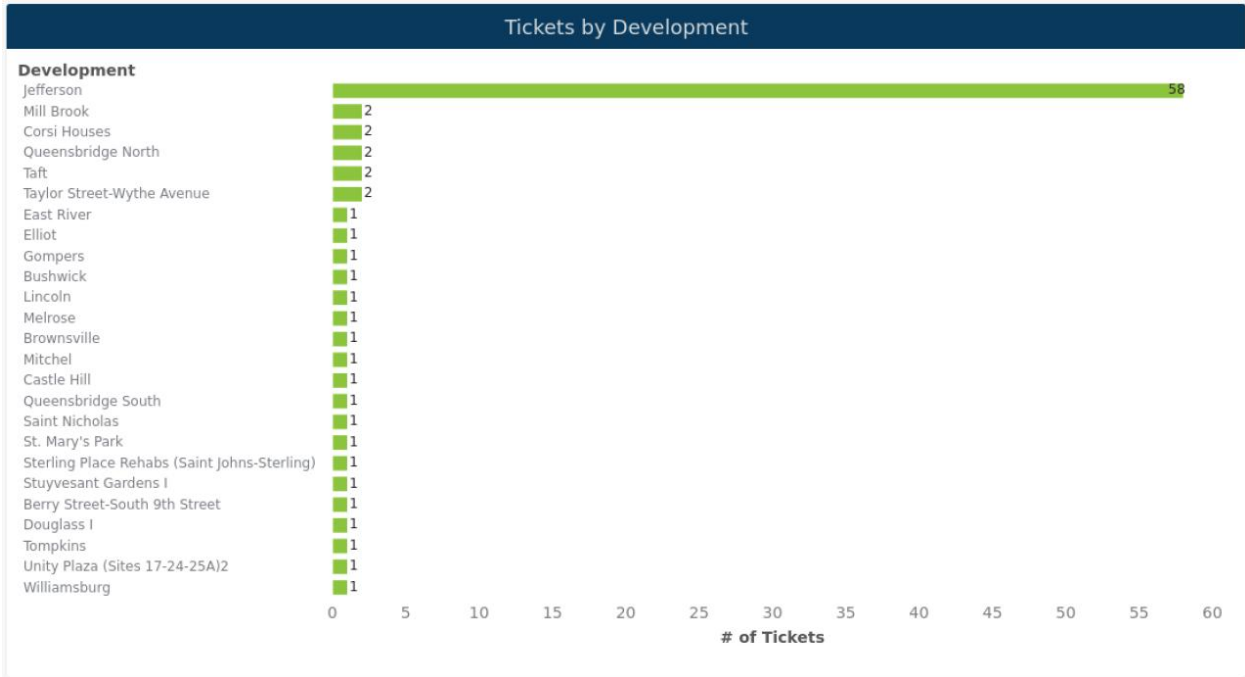
For all OCC complaints, the OCC interacts with NYCHA's Office of Mold Assessment and Remediation (OMAR) unit. OMAR developed a specialized task force, the Mold Response Unit (MRU) within OMAR that monitors complaints received from the OCC to ensure successful resolution and closure.

## Exhibit 1 – OCC Metrics (Q1 – November 4, 2019 – January 31, 2020)

### Ticket Summary

Created Tickets	Resolved Tickets	Open Tickets
87	62	25





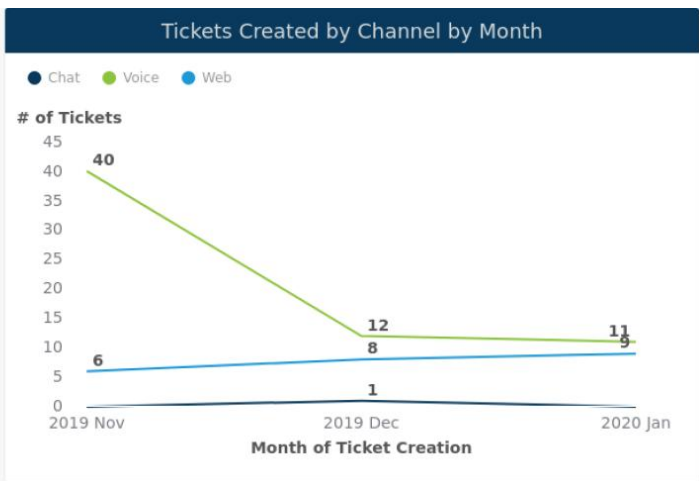
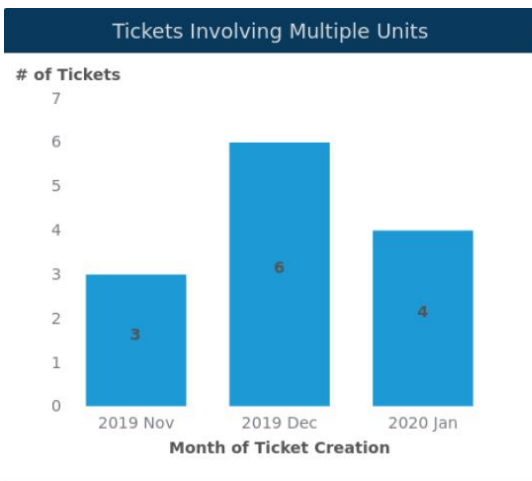
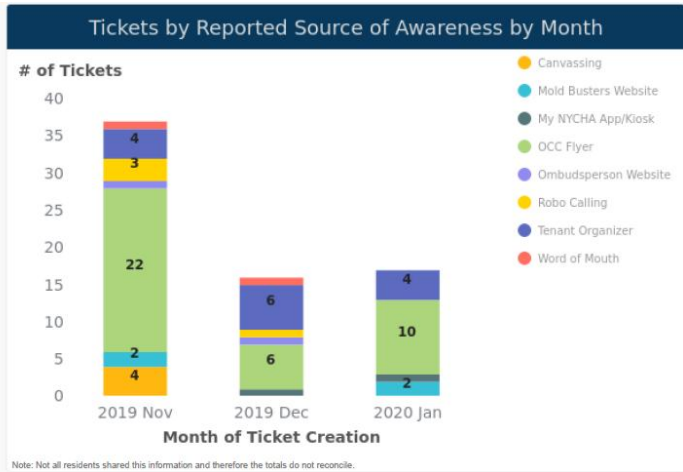
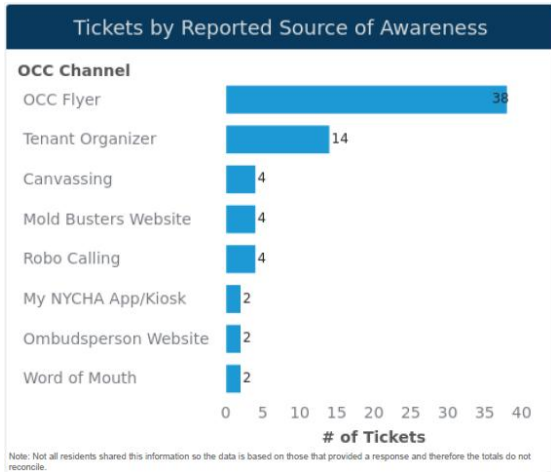
### Tickets Created by Swimlane

Swim Lane	# of Tickets	% of Total
New mold or leak related issue	25	30%
Scheduling	24	29%
Craftsmanship	17	20%
OCC services inquiries	7	8%
Recurrence	7	8%
Missed appointment	3	4%
Improper closure of work order (within 1 month)	1	1%

Note: Totals may not reconcile if there are situations where a complaint doesn't apply to the defined swimlanes.



## Ticket Metrics

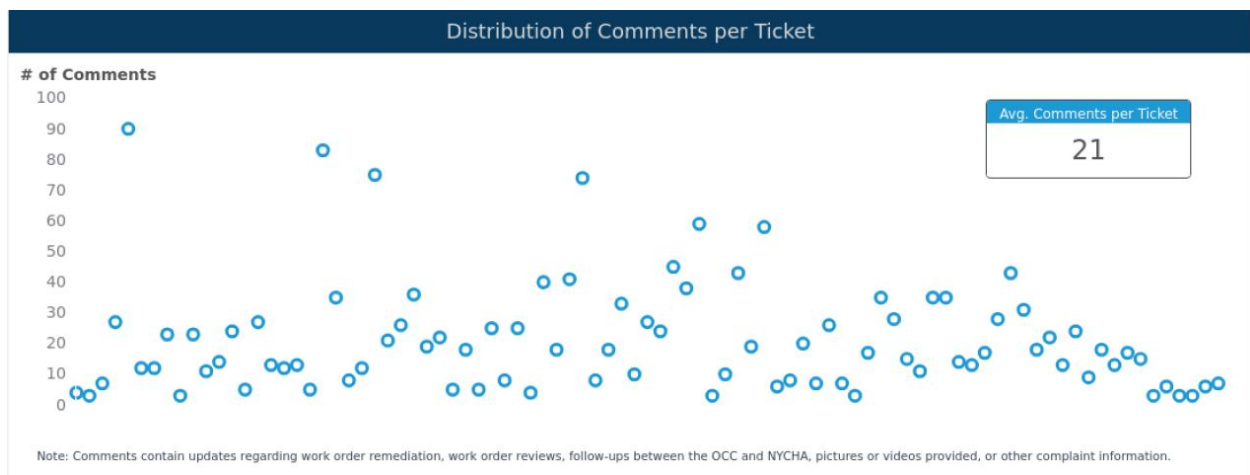


OCC Work Performed	# of Tickets	% of Total
Reviewed Automated Unit History Report	58	66.7%
Reviewed Maximo Work Order Data	54	62.1%
Requested Scheduling Date	44	50.6%
Followed up with NYCHA on Remediation Plan	32	36.8%
Recommended Re-Inspection	21	24.1%
Recommended NYCHA Compliance Department Conduct Review/Investigation	10	11.5%
Requested Resident Be Contacted - for Clarification	6	6.9%
Conducted Work Order Investigation	5	5.7%
Escalated to NYCHA (OMAR)	3	3.4%
Recommended Re-opening a Work Order	2	2.3%
Recommended Temporary Repair	2	2.3%
Conducted On-Site Visit	1	1.1%
Escalated to Ombudsperson	1	1.1%
Requested NYCHA Documentation	1	1.1%
Sought Information from Independent Mold Analyst	1	1.1%



MRU Work Performed	# of Tickets	% of Total
	44	50.6%
Revised Remediation Plan/Expedited Scheduling	36	41.4%
Followed-up with Labor Worker(s)/Investigated Situation	34	39.1%
Conduct New Mold Busters Inspection	8	9.2%
Increased Priority Level	6	6.9%
Use of MRU Vendor	3	3.4%
Offered Temporary Relocation/Reasonable Accommodation Request	2	2.3%
Refer Independent Mold Analyst for Inspection	2	2.3%
Sent Building Supervisor to Conduct Immediate Inspection	2	2.3%

Note: The blank row above reflects tickets which did not require any work from the MRU.



Tickets by Escalation Required		
Escalation	# of Tickets	% of Total
MRU	45	51.7%
MRU Supervisor	10	11.5%
EH&S	8	9.2%
Compliance	7	8.0%
OMAR	6	6.9%
Ombudsperson	1	1.1%

## Resolved Tickets

Resolved Tickets	Overall Average Days to Resolution
62	27 Days

### Resolved Tickets by Month Resolved

# of Tickets

Month Ticket Resolved	# of Tickets
2019 Nov	19
2019 Dec	20
2020 Jan	23

### Average Days to Resolution by WO Type

Avg. Days to Resolution

Work Order Type	Avg. Days to Resolution
Mold	29 Days
Leak	38 Days
Leak and Mold	28 Days
Other	26 Days
(Blank)	9 Days

Note: The blank column represents tickets with no work order type identified.

### Tickets by Time to Resolution by Swimlane

Time to Resolution	Craftsmanship	Missed appointment	New mold or leak related issue	OCC services inquiries	Recurrence	Scheduling
0-5 hrs	0	6	0	0	0	0
5-24 hrs	0	0	1	0	0	0
1-7 days	5	3	3	3	3	3
7-30 days	4	2	4	0	0	9
>30 days	8	0	7	0	2	11

Note: Resolved tickets by time is an average of all tickets resolved in the quarter, including those opened in a prior quarter, therefore the totals may not reconcile.

### Tickets by Time to Resolution

Time to Resolution	Percentage
>30 days	54%
7-30 days	23%
1-7 days	
5-24 hrs	
0-5 hrs	15%

### Resolved Tickets by Swimlane

Swim Lane	# of Resolved Tickets	% of Total	Avg. Days to Resolution
Scheduling	24	33%	30 Days
New mold or leak related issue	18	25%	27 Days
Craftsmanship	12	16%	44 Days
OCC services inquiries	10	14%	6 Days
Recurrence	6	8%	23 Days
Missed appointment	3	4%	30 Days

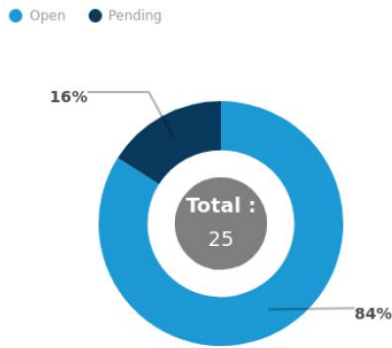
Note: Resolved ticket distribution includes all tickets resolved in the quarter, including those opened in a prior quarter, therefore the totals may not reconcile.



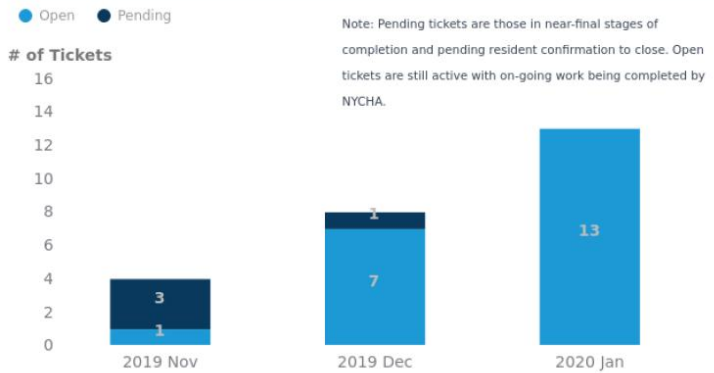
## Unresolved Tickets

Unresolved Tickets	Average Ticket Age
25	39 Days

### Unresolved Tickets by Status



### Unresolved Tickets by Month Created

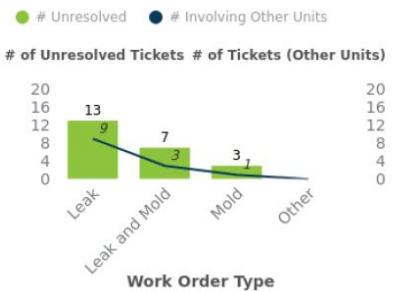


### Unresolved Tickets by Swimlane

Swim Lane	# of Tickets	% of Total	Avg. Days Open
Craftsmanship	9	38%	35.4 days
New mold or leak related issue	8	33%	26.3 days
Recurrence	3	13%	60.2 days
Scheduling	3	13%	54.6 days
Improper closure of work order (within 1 month)	1	4%	21.3 days
Missed appointment	0	0%	
OCC services inquiries	0	0%	

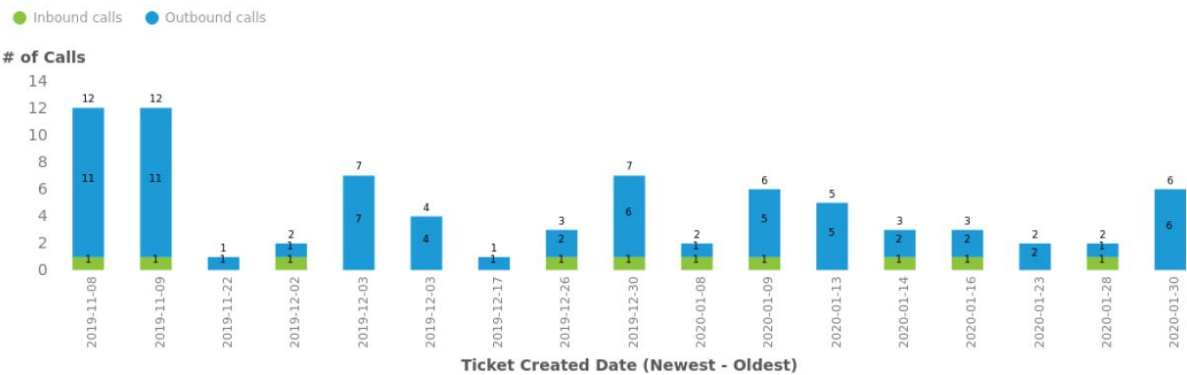
Note: Totals may not reconcile if a swimlane hasn't been determined by the end of the quarter (e.g. complaints that were opened in the last few days of the quarter).

### Unresolved Tickets by WO Type

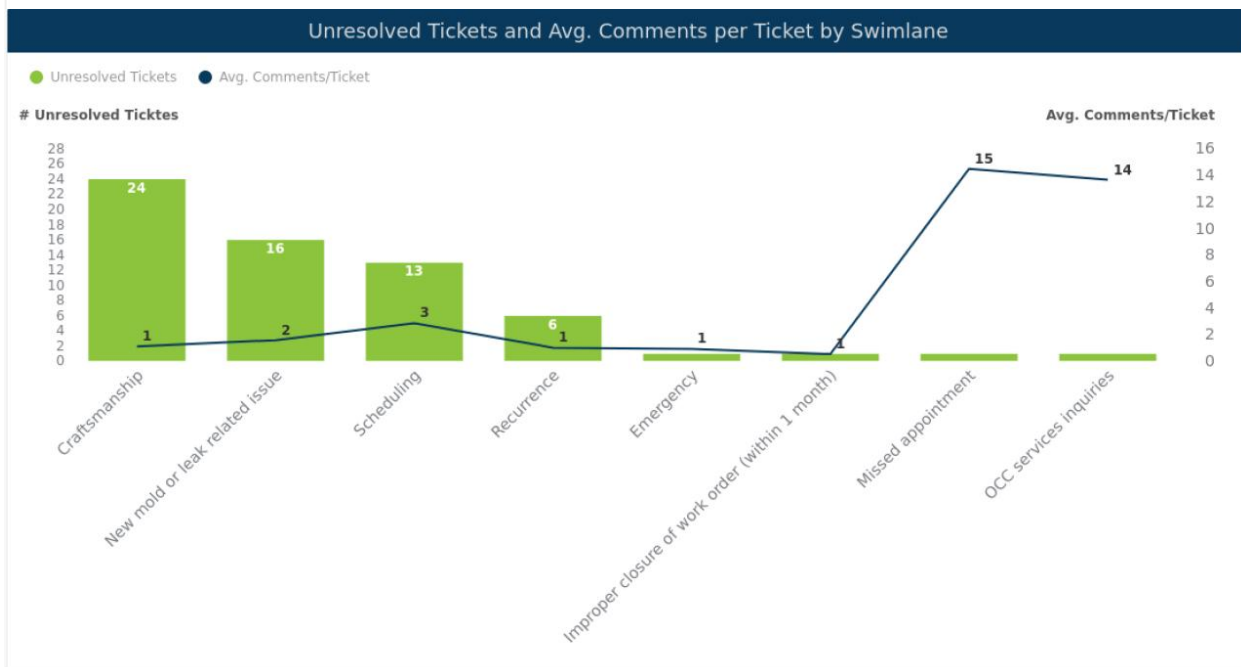


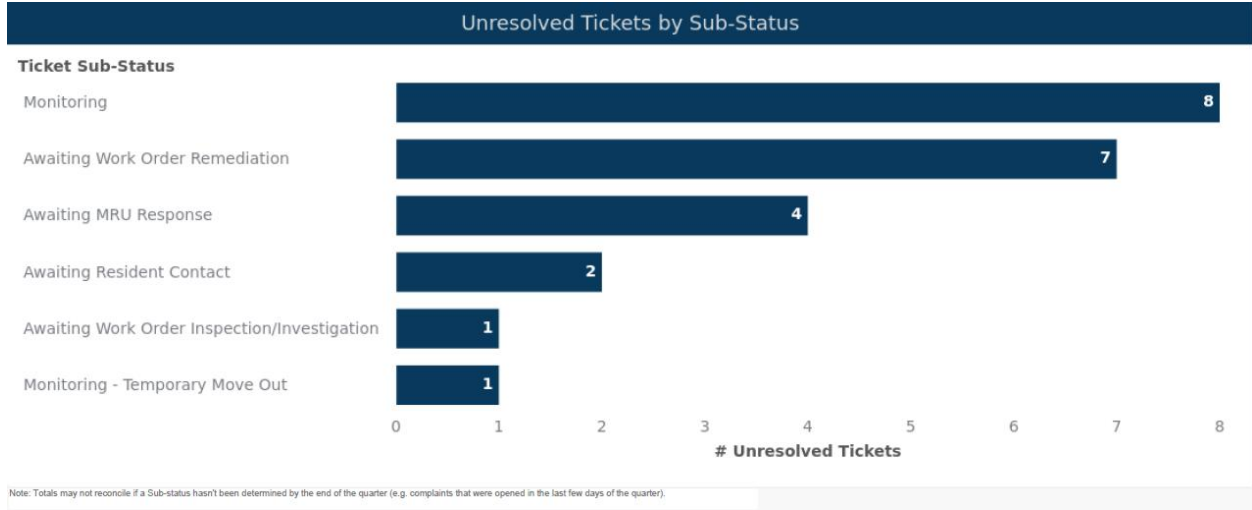
Note: Not all complaints contain a work order (e.g. OCC service inquiry) and therefore the totals do not reconcile.

### Overview of Unresolved Ticket Activity



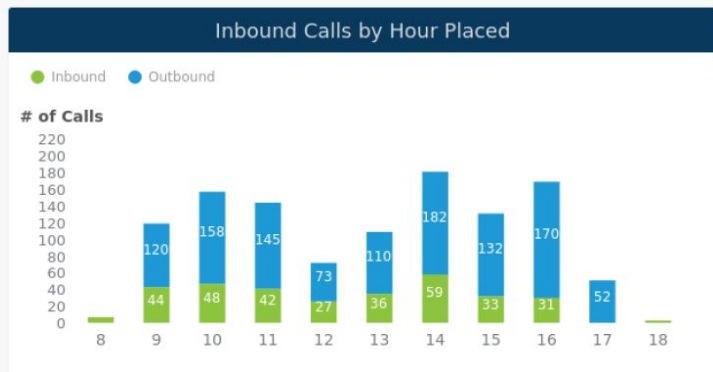
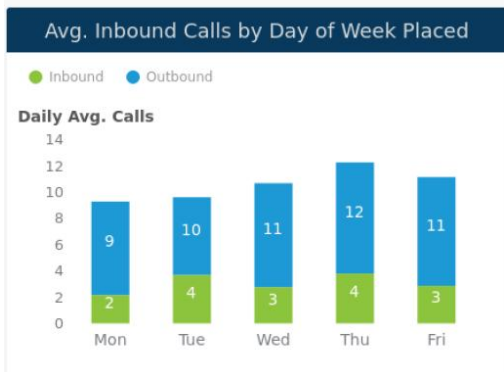
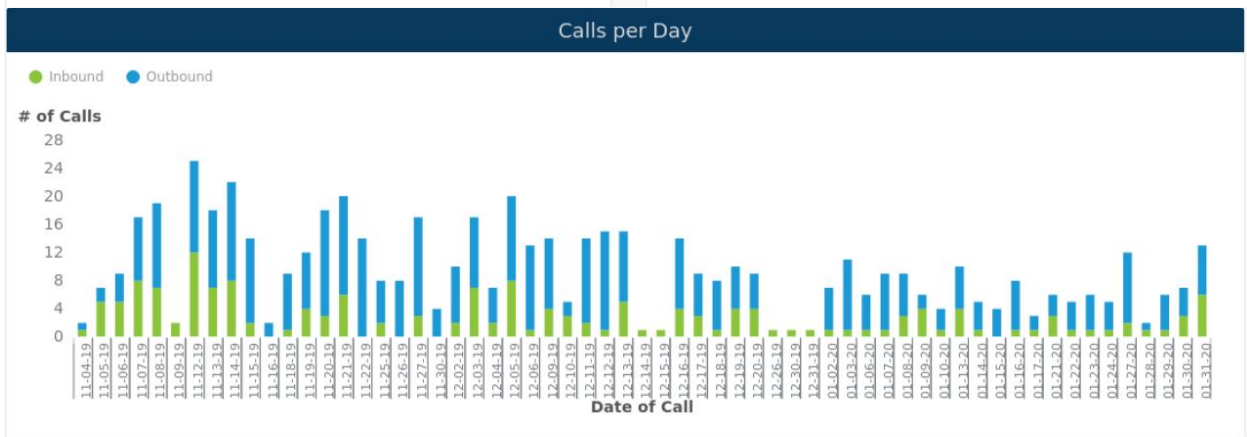
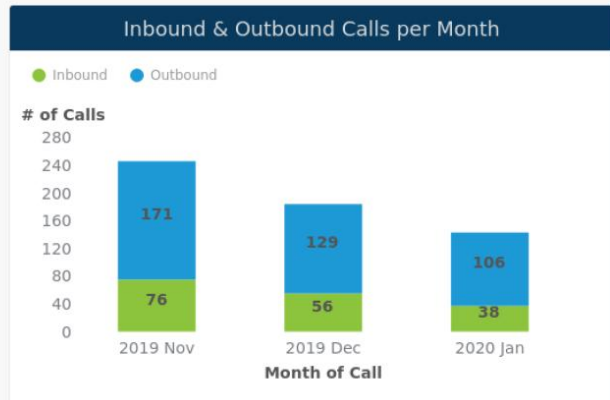
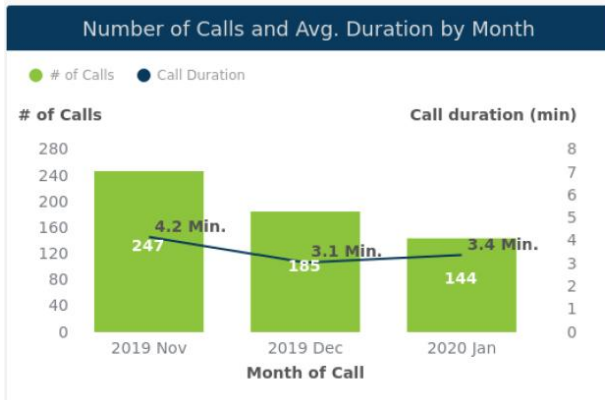
Unresolved Tickets by OCC Work Performed	
OCC Work Performed	# of Tickets
Reviewed Automated Unit History Report	24
Reviewed Maximo Work Order Data	23
Requested Scheduling Date	14
Recommended Re-Inspection	11
Followed up with NYCHA on Remediation Plan	10
Conducted Work Order Investigation	5
Recommended NYCHA Compliance Department Conduct Review/Investigation	5
Requested Resident Be Contacted - for Clarification	4
Escalated to NYCHA (OMAR)	1
Recommended Re-opening a Work Order	1
Recommended Temporary Repair	1
Requested NYCHA Documentation	1
Sought Information from Independent Mold Analyst	1
Conducted On-Site Visit	0
Escalated to Ombudsperson	0





## Call Metrics


Inbound Calls	Avg. Inbound Calls/Day	Outbound Calls	Avg. Outbound Calls/Day
170	3	406	7





## **Exhibit 2 – OCC Outreach Examples**

### ***OCC Flyer***



The flyer features a photograph of a multi-story brick apartment building under a blue sky with clouds. The NYCHA logo is in the top left corner. The title 'MOLD BUSTERS AT NYCHA' is in the top right. The text is arranged in sections with bold headings.


### **What is Mold Busters?**

Mold Busters is NYCHA's program to effectively and efficiently remediate mold. It is a vital part of NYCHA's commitment to providing residents with the healthy and safe homes they deserve.

To report mold or a leak in your apartment and initiate the Mold Busters process, call the Customer Contact Center (CCC) at 718-707-7771 or use the MyNYCHA app.

### **Who is the Ombudsperson?**

NYCHA is under a court order to effectively remediate mold and excessive moisture in a timely fashion. The Court has appointed César de Castro as the Ombudsperson to consider complaints from Residents if NYCHA fails to comply with that order. Mr. de Castro will address NYCHA residents' complaints about leak, mold and excess moisture repair orders. Mr. de Castro and the Ombudsperson Call Center (OCC), which works under Mr. de Castro's direction, are completely independent of NYCHA.



### **What is the Ombudsperson Call Center?**

The OCC receives complaints by Residents who have already contacted the NYCHA CCC but still have concerns about mold, leaks and any associated repairs that have not been completed properly or have not been completed on time. Residents with such concerns can contact the OCC at 1-888-341-7152 or at [ombnyc.com](http://ombnyc.com). Do not call the OCC unless you have first contacted NYCHA regarding a particular mold or leak problem and are dissatisfied with NYCHA's performance.

### **Common Reasons to Submit a Complaint to the Ombudsperson Call Center:**

- You scheduled a mold inspection or the repair of a leak and NYCHA did not show up for the appointment.
- NYCHA conducted a mold inspection but did not tell you the next step in the repair process.
- NYCHA scheduled a mold or leak repair and it has taken longer than the required 15 days to complete the repair and this is causing a problem for you.
- NYCHA started the mold remediation process and/or leak repair work but did not complete it and did not provide you with a follow-up appointment date to complete the repair.
- NYCHA completed the mold or leak repair but the work was unsatisfactory or did not solve the problem.
- NYCHA completed the mold or leak repair but the problem came back again even though NYCHA tried to repair it.

## **MyNYCHA Kiosk**

Residents with mold or active water leaks in their apartment should enter a work order by calling the **NYCHA Customer Contact Center at (718) 707-7771**. Residents can also use the MyNYCHA app or website.

**Touch Screen to Begin**



Residents who have already contacted the NYCHA Customer Contact Center but still have concerns regarding mold/leaks and any associated repairs can contact the **Ombudsperson Call Center (OCC) at 1-888-341-7152 or at [ombnyc.com](http://ombnyc.com)**.

**NYCHA Mold Busters Mold Inspection Review Form**



**Notice:  
Mold Inspection Review**

**11/04/18**

JANE DOE  
100-10 100<sup>TH</sup> STREET 3G  
QUEENS, NEW YORK 11433

On **10/31/18** NYCHA conducted the initial inspection for work order # **60070080** NYCHA has found mold, water damage, and/or a moisture level indicating excessive moisture and/or a possible leak.

The likely root cause is: **LEAK ABOVE OR ASIDE**

Based on this root cause and the remediation method selected, follow-up work orders have been automatically generated. Below is a summary of the work that is needed to correct this root cause and remediate the mold or moisture condition:

Work Order #	Failure Class	Problem Code	Craft	Estimated Scheduled Date
62711365	Floor	FloorTilesDML	Maintenance	
62711366	Floor	Needs Cleaning	Caretaker	11/11/18
62645326	Mildew Condition	Mildew	Painter	11/13/18

If you do not have a scheduled date listed above, NYCHA will contact you to schedule appointments needed to complete the repairs or to discuss next steps if capital repairs are needed to remediate mold or moisture in your unit.

NYCHA is committed to completing all mold and excessive moisture work orders within 7 days for simple repairs and 15 days for complex repairs, starting from the date that the initial complaint is reported to the Customer Contact Center. If resident access is not provided for the scheduled follow-up appointments, NYCHA may use its right to access a resident's apartment, immediately after providing 48 hours' notice, as indicated in the NYCHA Resident Lease Agreement.

A final quality assurance re-inspection will be conducted by NYCHA staff 30 to 45 days after the necessary work orders are completed to ensure that the mold and excessive moisture remediation work was done correctly and effectively.

If you have any concerns regarding this notice or repair, you can reach the Ombudsperson Call Center (OCC) at 1-888-341-7152 or at <https://ombnyc.com/>. If OCC cannot resolve your concerns, they will contact Cesar De Castro, the Ombudsperson, to resolve the issue.

A translation of this document is available in your management office.
La traducción de este documento está disponible en la Oficina de Administración de su residencial.
所居公房管理處備有文件譯本可供索取。
所居公房管理处备有文件译本可供索取。
Перевод этого документа находится в офисе управления Вашего жилищного комплекса.



# NYCHA Mold Busters Website

NYCHA NYC Housing Authority
311 Search all NYC.gov websites

Italiano | Translate | Text Size

About | Eligibility | Residents | Section 8 | Business | Submit Concern

Resources
Pay Rent
Engagement
Service Interruptions

**Customer Contact Center**

MyNYCHA

Domestic Violence

Emergency Management

Extermination Visits

Family Partnerships

Lead-Based Paint Inspections

**Mold Busters**

NYCHA Journal

Parking

Reasonable Accommodation

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## Mold Busters



The Mold Busters process introduces new mold inspection tools (clockwise from top): borescope (camera/viewing device for tight spaces), hygrometer (humidity detector), prolometer (surface moisture detector) and anemometer (airflow detector).

Photo: Mold Busters Inspection Tools

NYCHA is committed to providing residents with the healthy and safe homes they deserve. To fulfill this commitment, NYCHA is taking proactive measures to meet the obligations of both the 2018 Revised Baerz Consent Decree and the 2019 HUD Agreement. As part of this process, NYCHA has revised its standard procedure for addressing mold complaints and introduced "Mold Busters" – an innovative new program informed by industry standards to effectively and efficiently remediate mold. NYCHA began a citywide roll out of Mold Busters in January 2019 and completed implementation on September 2, 2019.

NYCHA will take the following measures to comprehensively address mold and moisture conditions:

- **Better Tools:** Staff will use new tools to find and fix mold's root causes, including moisture meters and new mold-fighting paint.
- **Enhanced Training:** Beginning in January 2019, over 2,500 staff members will receive comprehensive hands-on training in performing apartment inspections for mold and mold remediation.
- **More Accountability:** A new inspection and record keeping process will identify the underlying causes of mold and/or moisture problems. A new quality assurance process will ensure that staff properly address the root causes of mold and moisture. Finally, NYCHA has implemented a regular schedule to ensure that malfunctioning roof fans are identified and repaired in a timely manner.
- **Streamlined Response:** NYCHA will prioritize and better coordinate mold-related repairs across skilled trades.
- **Improved Communication:** NYCHA will improve communication with tenants by creating new informational tools and meeting with local Resident Associations to share information about the Mold Busters process.

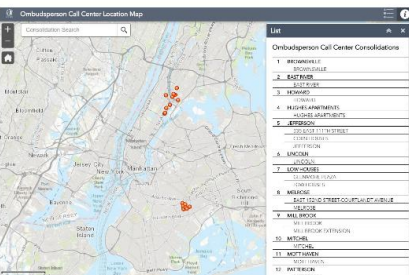
### Resources for Residents

- [Mold and Mold Prevention](#)
- [NYCHA's New Mold Procedure Explained](#)
- [Mold Busters Fact Sheet English | Español | Русский](#)
- [Ombudsperson and Ombudsperson Call Center Information English | Español](#)
- [NYCHA's Right to Entry Policy Explained](#)
- [Mold Busters Public Presentation NYCHA 2.0 Resident Webinar](#)
- [Mold Busters Public Presentation NYCHA 2.0 Resident Webinar Video](#)
- [NYCHA's Mold Standard Procedure](#)

Residents with mold or active water leaks in their apartment should enter a work order by calling the NYCHA Customer Contact Center at (718) 707-7771. Residents can also use the [MyNYCHA app](#) or [website](#).

Residents who have already contacted the NYCHA Customer Contact Center but still have concerns regarding mold/leaks and any associated repairs can contact the Ombudsperson Call Center (OCC) at 1-888-341-7152 or at [ombnyc.com](#). If OCC cannot resolve your concerns, they will contact Cesar de Castro, the Ombudsperson, to resolve the issue. The Ombudsperson will initiate a phased portfolio-wide launch of the Call Center that will be completed by July 1, 2020. The start schedule is listed below:

- Jefferson Beta Test: November 4, 2019
- NGO: February 3, 2020
- Mixed Finance: March 2, 2020
- Manhattan: April 1, 2020
- Brooklyn: May 1, 2020
- Bronx: June 1, 2020
- Queens/St. July 1, 2020



This map shows locations where OCC support is now available to NYCHA residents.

Directory of City Agencies

Notify NYC

NYC Mobile Apps

Contact NYC Government


CityStore

Maps

City Employees

Stay Connected

Resident Toolkit



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