

New York City Housing Authority Monitorship

Monitors' Report
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Neil M. Barofsky and Matthew D. Cipolla
Jenner & Block LLP
1155 Avenue of the Americas
New York, New York 10036

www.nychamonitor.com



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EXECUTIVE SUMMARY

On January 31, 2019, the New York City Housing Authority ("NYCHA") committed to implementing essential reforms to improve housing conditions for NYCHA residents through an agreement (the "HUD Agreement" or "Agreement") with the U.S. Attorney's Office for the Southern District of New York ("SDNY"), the U.S. Department of Housing and Urban Development ("HUD"), and the City of New York (the "City"). As part of the terms, a monitor was appointed to oversee and evaluate adherence to the Agreement. After the First Monitor completed a five-year term, on February 28, 2024, the current co-Monitors ("Monitors"), Neil Barofsky and Matthew Cipolla of Jenner & Block LLP ("Jenner"), began their five-year term. This is their fifth report.

In their prior reports, available on the Monitors' [website](#), the Monitors detailed their assessment of NYCHA's compliance with the HUD Agreement, including NYCHA's successes and challenges. In this report, and others going forward, the Monitors continue to provide regular updates on NYCHA's progress in meeting those requirements. This report includes data from May 1, 2025, to July 31, 2025.

NYCHA has continued to build on the progress discussed in the last report, for which it should be commended, with important areas for improvement detailed below and in the body of the report.

The Monitors again recognize and thank those who are working to improve NYCHA and help it fully meet its obligations under the HUD Agreement, including the constructive and collaborative approach taken by NYCHA's leadership and staff; the vital feedback received from the NYCHA residents and resident leaders who have taken time to engage with the Monitors; and the expertise and engagement from SDNY and HUD officials and other stakeholders.

Property Management

NYCHA committed in the HUD Agreement to various obligations related to heat, elevators, pests and waste, lead, mold, and inspections. Further detail concerning these topics is contained in **Section I** of this report. As described further in that section, NYCHA has achieved significant milestones, including:

- Heat. For the first time since the inception of the monitorship, this report assesses NYCHA's performance in providing heat to residents by including data on heating service at the apartment level—including residents' verified complaints regarding heating failures in individual apartments in addition to outages affecting multiple apartments. This expansion of reporting allows for a more comprehensive view of NYCHA's heating performance. During the 2024-2025 heating season, NYCHA reduced the average restoration time for verified heating complaints in individual apartments from 26.3 hours during the 2022-2023 heating season to 13.9 hours this season, while continuing to restore heat for heating outages impacting multiple apartments in under 12 hours on average. NYCHA also resolved 94% of heating outages within 12 hours and 100% within 24, complying with these obligations in the first season they were in effect.
- Mold. In the second quarter of Year 7, NYCHA continued to improve its compliance with the HUD Agreement's Response-Time Requirements, which set forth timelines for NYCHA to respond to mold conditions in apartments. More specifically, NYCHA removed mold within five business days 24% of the time, compared to 7% of the time during the same period in Year 6. NYCHA also completed simple repairs within seven days 54% of the time and complex repairs within 11% of the time, compared to 22% and 2% of the time during the same period in Year 6 respectively. Cumulatively, this means that NYCHA completed mold work orders within the HUD Agreement timeframes 28% of the time in the first two quarters of Year 7, compared to 8% of the time in the first two quarters in Year 6. Although NYCHA is still substantially out of compliance with these metrics, the last two quarters show a commendable improvement in NYCHA's performance and for the first time in the Monitorship, a potential path to compliance.
- Lead. NYCHA continues to make progress in its campaign to conduct X-Ray Fluorescence ("XRF")

testing, having completed 86.2% of apartments, and expects to complete this testing in all apartments by year end.

- Inspections. NYCHA completed annual inspections in 78% of its occupied apartments from January 1 to July 31, 2025, up from 67% in the first seven months of 2024.
- Pests. In the second quarter of Year 7, for the first time, NYCHA satisfied the HUD Agreement requirement that it send staff appropriately trained on Integrated Pest Management (“IPM”) to respond to any pest complaint. NYCHA has created training programs and materials that are IPM-compliant and ensures the appropriate staff receive those trainings. Also for the first time, NYCHA began publishing estimates of the rat, mouse, cockroach, and bed bug populations for each development as required by the HUD Agreement. The estimates are available on NYCHA’s website at: <https://www.nyc.gov/site/nycha/residents/pest-population-estimates.page>. The pest population estimates for the second quarter of Year 7 are discussed below. Additionally, NYCHA still substantially complies with the requirement that it respond to 100% of rat complaints within five calendar days. NYCHA met the requirements for the first time last quarter and responded to 99% of rat complaints within five calendar days for the first two quarters of Year 7.

At the same time, as detailed further in the report, there are several notable areas requiring continued focus from NYCHA, including the following:

- Mold. Although NYCHA’s performance with the Response-Time Requirements has improved in the first two quarters of Year 7, it is far from meeting its obligations. For example, in the first two quarters of Year 7, NYCHA timely completed mold work orders 28% of the time, which is still substantially below the 95% benchmark established in the Agreement.

- Heat. During the coldest months of the 2024-2025 heating season, NYCHA's heating infrastructure overall performed worse than in prior seasons. 84% of occupied NYCHA apartments experienced at least one heating service interruption, the highest level since the monitorship began. It is important to note, however, this does not mean that 84% of occupied apartments fell below the legally required minimum temperature; rather it means that NYCHA verified that their heating service experienced an interruption. NYCHA apartments also experienced 388 unplanned heating outages, which was 104 more than in the prior heating season.
- Pests. In the second quarter of Year 7, NYCHA and the Monitors established expedited response time requirements for rat complaints in high-traffic exterior common areas—defined as including playgrounds and parking lots—mandating that NYCHA respond to 90% of complaints within two business days and 100% of complaints within five business days. Additionally, NYCHA must continue to focus on using IPM practices when responding to pest complaints. Although NYCHA trains its staff on IPM practices, it must work to apply effective pest control methods more consistently in order to reduce the pest populations at NYCHA developments. Although variation in pest population estimates is to be expected, in the first two quarters of Year 7, NYCHA's pest population estimates for rats, mice, cockroaches, and bed bugs, although still in compliance with the HUD Agreement metrics, increased as compared to the same period in Year 6.

The Monitors continue to closely observe NYCHA's activity in all these areas, and the others detailed further in this report, and continue to work collaboratively with NYCHA on further improvements.

Organizational Change

NYCHA committed under the HUD Agreement to change its management, organizational, and workforce structure in a manner to

ensure sustained compliance with the Agreement's requirements. That commitment is embodied in the Transformation Plan, which contains both broad principles for improvement and specific initiatives intended to improve NYCHA's processes and performance. Further detail concerning these topics is included in **Section II** of this report.

As detailed in Section II, NYCHA continued its ongoing effort to reduce the frequency of missed repair appointments and improve its communication with residents regarding in-unit repairs. These issues were initially raised in the Monitors' December 2024 Report, and with the Monitors' encouragement, NYCHA has been working to improve in these areas. To this end, the Monitors developed a new Missed Appointments Dashboard for NYCHA, which NYCHA has used to hold itself accountable for missed appointments, and reduce their frequency. Additionally, with the Monitors' support, NYCHA has made significant strides in improving the clarity, usefulness, and types of approaches it uses to communicate with residents regarding repairs to their units. This includes improved mail and email reminders, improved robocalls, and plans for the further integration of the MyNYCHA app and text messaging. Additionally, with the support and encouragement of the Monitors, NYCHA has made strides in improving their training processes, including improvements in NYCHA's training curriculum for maintenance workers and its overhaul of its daily muster for caretakers.

In several areas of organizational change, NYCHA is making progress, in coordination with the Monitor team, but must remain committed and focused on improvement. Over the past quarter, the Monitor team has worked with NYCHA on moving forward various projects designed to advance broader accountability efforts among NYCHA's workforce. To date, these have included implementing and refining managerial performance evaluations, preparing non-managerial performance evaluations, drafting revised job descriptions, and improving the onboarding process. Each of these projects will require sustained commitment to improvement from NYCHA in order to achieve meaningful change.

Capital Expenditures

Since the Monitors' July 2025 Report, the Monitors continue to track NYCHA's management of City Capital Action Plan (CCAP) funding under the HUD Agreement. NYCHA will receive an additional

\$200 million in CCAP funds from the City in fiscal year 2026, bringing the total funding under the Agreement to \$1.6 billion. As of July 31, 2025, NYCHA has spent approximately \$615 million and has contracts in place for an additional approximately \$1.2 billion, reflecting the expectation that additional capital funds will be provided by the City in future years as required by the Agreement. The Monitors' ongoing review includes tracking project progress, conducting site visits, examining delays, evaluating the resulting operating impact, and regularly meeting with NYCHA's Asset & Capital Management team.

Stakeholder Engagement

Since the Monitors' July 2025 Report, the Monitors have continued to engage with residents and other stakeholders, including but not limited to the following activities:

- Meeting residents at Family Days at Sumner Houses in Brooklyn and Redfern Houses in Queens;
- Meeting with Council Member Chris Banks, Chair of the New York City Council's Committee on Public Housing, and his staff;
- Meeting with Senator Kirsten Gillibrand's staff;
- A development visit to South Jamaica Houses in Queens;
- Meeting with residents at Dyckman Houses in Manhattan North;
- 279 Monitoring and inspection visits within 86 different developments;
- Responses to over 150 phone calls and emails received from residents through the Monitors' email and phone lines; and
- Regular engagement with SDNY and HUD officials.

* * *

Pursuant to Paragraph 28 of the HUD Agreement, NYCHA does not yet meet the criteria for termination. Further detail is set forth in the remainder of the report.

**SECTION I:
PROPERTY MANAGEMENT**

I.1 Heat

The HUD Agreement requires NYCHA to improve heating conditions for NYCHA residents through a variety of measures, such as (1) replacing a specified number of boilers, (2) establishing systems for responding to apartments affected by heating failures, (3) investigating failures to timely restore heat, (4) notifying residents of heating outages, (5) monitoring the temperature in apartments, and (6) reducing the duration and number of heating failures experienced by residents.¹

For the first time, this report presents data regarding heating failures caused both by central heating system components, like boilers, and in-apartment components, like radiators, as well as the amount of time it takes NYCHA to restore heat to individual apartments in response to verified heating complaints. This is a significant development because, although certain HUD Agreement obligations have been in effect since the inception of the monitorship, until the work completed now by NYCHA and the current Monitors, there was no agreed-upon methodology to measure NYCHA's performance with respect to individual in-apartment heating failures. With this methodology in place, the Monitors can now provide a more complete picture of how heating failures affect residents and how quickly NYCHA restores service.

Different terminology is used to refer to these different types of **heating system** component failures. **Heating outages** refer to failures of central heating system components, such as boilers or risers, that prevent the system from delivering heat to multiple apartments. **In-apartment heating failures** refer to failures of heating system components located in residents' apartments, such as radiators or radiator valves.² Both types of heating failures are collectively referred to as **heating service interruptions**.

This report serves as the Monitors' annual heat report, covering NYCHA's full performance during the 2024–2025 heating season, which ended May 31, 2025. Analyzing data on certain obligations for the first time revealed the extent to which NYCHA residents experience heating service interruptions. Specifically, in the 2024–2025 season, 84% of occupied apartments experienced at least one heating service interruption, the highest level since the monitorship began. Importantly, this does not mean that 84% of occupied apartments had temperatures below the legally required minimum;

Heating Outage: A failure of the central heating system that prevents the system from delivering heat to multiple apartments. It does not include instances when heat is not being provided only to an individual apartment, such as when a single radiator malfunctions.

Heating System: The full set of equipment and infrastructure required to deliver heat to occupied apartments. This end-to-end system includes central generation equipment (such as boiler plants), distribution components (including tank rooms, pipes, risers, and valves), and in-apartment equipment (such as convectors and radiators). A failure or condition requiring servicing within these components can affect the delivery of heat to apartments.

In-Apartment Heating Failures: Conditions where the heating system inside an apartment does not function properly due to issues with in-apartment components such as convectors, distribution pipes or related parts.

rather, it refers to the performance of the heating infrastructure itself, which may affect only one room in the apartment. Moreover, it takes time for heat to dissipate, depending on a variety of factors, such as the outside temperature, the quality of insulation, and the length of time the heating infrastructure was not working. Thus, many of these apartments may have had heat that complied with New York City legal requirements. However, the high level of heating service interruptions underscores the need for repairing or replacing NYCHA's aging heating infrastructure.

NYCHA faces ongoing challenges to repair or replace its heating infrastructure. Most importantly, NYCHA faces funding needs. To fully replace or repair its aging heating infrastructure that is or will be past its useful life by the end of 2025, NYCHA estimates it would require \$4 billion in additional funding. Moreover, according to NYCHA's current construction schedules, NYCHA is slightly behind schedule on its boiler replacement program and estimates that it will miss the December 31, 2026 deadline by two months. NYCHA is seeking to recover delays in its boiler replacements through measures such as adding additional construction shifts and optimizing the sequencing of construction work.

At the same time, the data also reveal progress. NYCHA has significantly improved its response to verified in-apartment heating complaints over the past two heating seasons, reducing average restoration times from 26.3 hours in 2022–2023 to 13.9 hours in 2024–2025. NYCHA also continues to meet requirements for restoring heat after heating outages. These gains mark a meaningful step forward, and they underscore the operational improvements that NYCHA has been making despite the documented challenges with its infrastructure.

The Monitors will continue to track and support NYCHA's efforts to meet its outstanding obligations focusing on efforts to strengthen maintenance processes, improve data systems, improve performance related to in-apartment heating failures, and encourage staff to manage both preventive and corrective maintenance efficiently and thoroughly.

A. NYCHA's Boiler Replacements (Requirement No. H1)

The HUD Agreement requires NYCHA to replace 297 boilers by December 31, 2026.³ As of July 31, 2025, NYCHA has replaced

146 boilers.⁴ As a result of delays, NYCHA currently expects to replace 289 boilers by December 31, 2026, with final completion of the remaining boilers by February 2027, although as noted above, NYCHA is trying to move up the installation of those boilers to be in compliance with this requirement.⁵

B. Heat Demand Variation

Because heating demand fluctuates with outdoor temperatures, which may impact performance, the Monitors provide data on **Heating Degree Days ("HDDs")** for the 2023–2024 and 2024–2025 heating seasons. Colder temperatures equate to higher HDDs, which means heating demand increases to keep apartments warm.

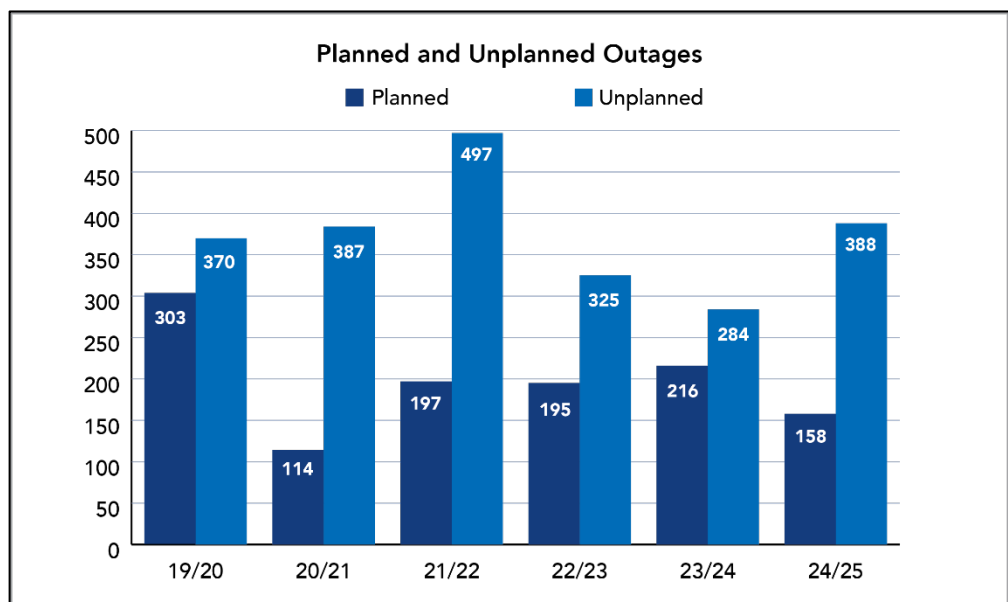
In general, although the overall 2024–2025 heating season was only slightly colder than the prior heating season, the coldest months of the winter were materially colder than the previous heating season. During the 2023–2024 heating season, there were 3,986 HDDs, as compared to the 2024–2025 heating season, during which there were 4,157 HDDs.

Heating Degree Days ("HDDs"): A measure of how cold it is over a period of time, calculated based on the number of degrees the daily average temperature falls below a set baseline (typically 65°F). Higher HDD values indicate greater demand for heat.

Heating Season HDDs		
Month	2023-2024	2024-2025
October	148	128
November	517	384
December	645	809
January	863	1,007
February	748	824
March	574	578
April	372	320
May	119	108
Total	3,986	4,157

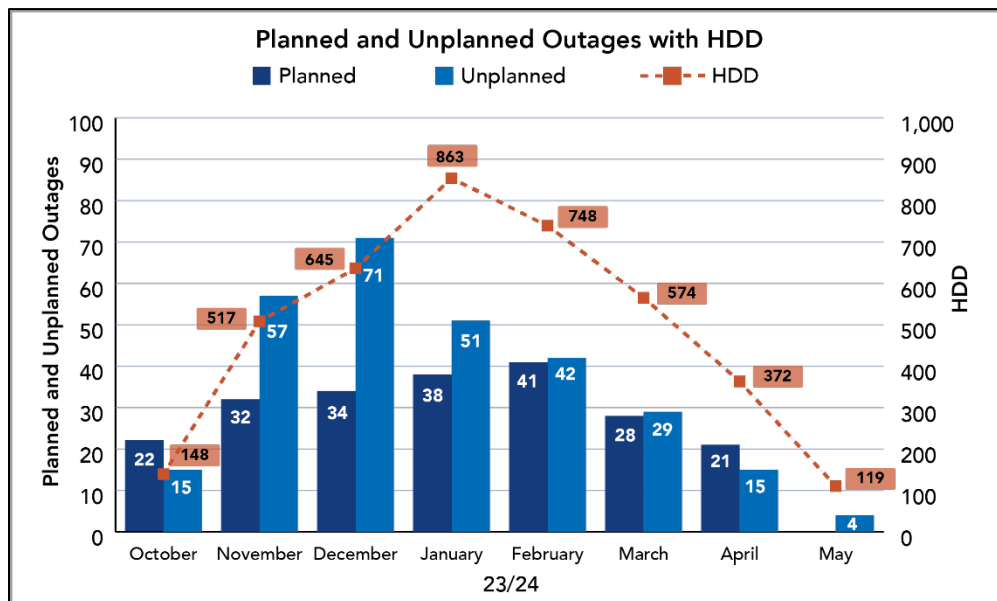
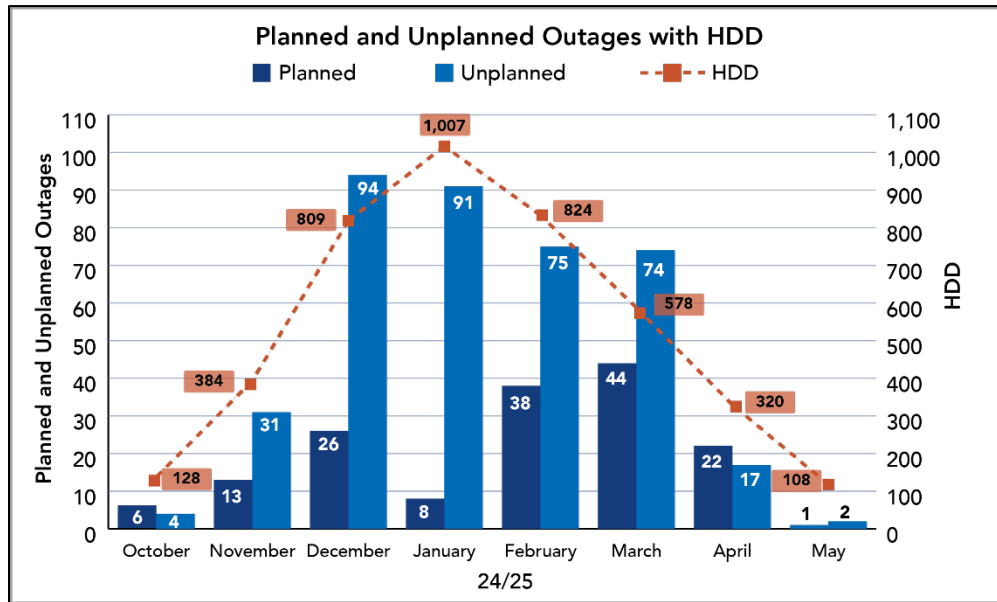
Overall heating demand, as measured by HDDs, increased by approximately 4%, but the demand in the peak winter months—December, January, and February—was approximately 17% greater than in the same period during the 2023–2024 heating season. According to NYCHA, these colder conditions led to fewer planned outages in the 2024–2025 heating season compared to the prior season because NYCHA generally does not conduct planned outages, which require temporarily shutting off residents’ heat, when outdoor temperatures fall below 45°F.⁶ NYCHA further states that this reduction in planned outages, during which NYCHA conducts corrective maintenance and repairs, contributed to the increase in unplanned outages during the 2024–2025 heating season, because fewer opportunities to conduct such maintenance and repairs results in the failure of heating components. NYCHA also explained that some outages categorized as unplanned are effectively planned outages, but without the requisite advance notice to residents, because NYCHA deems the maintenance or repair necessary or too urgent to delay. NYCHA and the Monitors have discussed classifying these instances of maintenance separately in future heating seasons.

Outage patterns across the two most recent heating seasons are shown in the graph below.⁷



To help interpret NYCHA’s performance, the Monitors assessed HDDs alongside counts of planned and unplanned outages for the 2023–2024 and 2024–2025 heating seasons.⁸ As illustrated in

the graphs below, during the peak winter months when the 2024–2025 heating season was markedly colder than the prior season, there were fewer planned outages during the 2024–2025 heating season than the prior season⁹ and significantly more unplanned outages.¹⁰ Outside of the peak winter months, however, the 2024–2025 heating season saw fewer planned and unplanned outages than the prior season.



In the peak winter months, when heating systems are under the greatest strain, NYCHA conducts the fewest planned outages because shutting off heat in these conditions would risk resident comfort and safety. This, however, increases the likelihood of unplanned outages because performing fewer corrective maintenance work orders or repairs at times when there is the most stress on the heating system inevitably leads to more heating failures.¹¹ Notably, as discussed above, if NYCHA identifies maintenance or repairs that are too urgent to delay, NYCHA will take the boiler offline and perform that work, regardless of whether the resulting outage is planned with requisite notice to residents, or is unplanned because NYCHA was unable to provide the requisite notice to residents. Outside of these peak months, the 2024–2025 heating season was comparatively milder than the prior year, providing more favorable conditions for planned outages with less impact on residents.

The data, however, do not allow firm conclusions about whether NYCHA made use of those milder conditions. Planned outages are only recorded when heat must legally be supplied. Therefore, maintenance performed on warmer days during the heating season, when outdoor temperatures exceeded the legal minimum, would typically not appear in the data as a “planned outage.” As a result, while the comparison of planned and unplanned outages alongside HDDs helps contextualize overall performance, it does not demonstrate whether NYCHA fully utilized available maintenance opportunities. The data also do not capture other operational or organizational factors that may also influence outage patterns.

Ancillary Equipment:

Ancillary equipment refers to building level systems that support the delivery of heat and hot water, such as vacuum tanks, zone valves, circulating pumps, instantaneous water heaters, and sump pumps. This also includes boiler room equipment such as condensate tanks, feed water pumps, ejector pumps, gas booster pumps, re-piping of feed water lines, and heat control panels.

Given the substantial impact on residents of heating outages during the coldest months of the year, the Monitors are working with NYCHA to determine whether steps can be taken to accelerate the schedule for planned outages (or to decrease the need for them during the coldest months) so that more preventive and corrective maintenance is completed during the summer or during relatively milder periods. NYCHA has also indicated that it is taking steps to mitigate the impact of outages that cannot be avoided. For example, it is adding back-up systems so that, if one piece of equipment fails, another can take over, and it is replacing **ancillary equipment** as needed via operational investments to ensure reliable service. Together, these steps can help reduce the severity of service

interruptions and lessen the impact on residents during periods of greatest demand.

C. Mandatory Minimum Indoor Temperature Violations and Accompanying Action Plan (Requirement Nos. H6-H8)

The HUD Agreement requires NYCHA to create a plan to track apartment temperatures and ensure apartments stay above the **mandatory minimum temperatures** required by the New York City Code during the heating season.¹² Beginning with the 2024–2025 heating season, the Agreement sets limits on instances where an apartment’s temperature falls below the mandatory minimum indoor temperature.¹³ The Agreement specifies that NYCHA’s compliance with these obligations will be assessed according to procedures agreed upon in an Action Plan.¹⁴

This report presents, for the first time, contextual information relevant to NYCHA’s performance on these HUD Agreement obligations. As discussed below, because no reliable in-apartment temperature data are available, the Monitors and NYCHA have developed an interim methodology to track the number of occupied apartments impacted by heating outages and in-apartment heating failures. The results show that both the share of apartments experiencing at least one heating outage or in-apartment heating failure and those experiencing four or more such issues increased compared to the prior heating season.

As noted above, NYCHA has attributed this increase to several factors. It points first to the colder winter conditions, which limited opportunities for planned outages that, in turn, contributed to more unplanned outages. NYCHA also cites the continued challenges of aging infrastructure, noting that boilers, control systems, and distribution systems are often well past their useful life and more prone to breakdowns. In addition, as the Monitors have previously reported, NYCHA states that following the April 2024 termination of third-party heating vendors, it assumed responsibility for more than 4,000 pieces of heating and hot water equipment without a corresponding increase in staffing levels. NYCHA notes that this mismatch between equipment and staffing also contributed to the rise in outages during the first full heating season following the transition, as it adapted to the added responsibility.

Mandatory Minimum Temperature:

From October 1 to May 31 (the “Heating Season”), during the day (6:00 a.m. to 10:00 p.m.), apartments must be at least 68°F when the outside temperature is below 55°F, and at least 62°F at night (10:00 p.m. to 6:00 a.m.) regardless of the outside temperature.

1. Interim Methodology (Requirement No. H6)

As discussed in prior reporting, the Monitors are unable to measure compliance with HUD Agreement obligations that require NYCHA to maintain the temperature in apartments above legal limits because NYCHA lacks temperature sensors that can both reliably and cost-effectively track in-apartment temperatures on a continuous basis.¹⁵ NYCHA is developing a methodology to track indoor temperatures, which HUD, SDNY, and the Monitors will evaluate during the next heating season.

Verified Heat

Complaints: Resident heat complaints where a NYCHA employee must perform work within an apartment to resolve the condition.

While NYCHA develops a procedure to reliably capture in-apartment temperatures, NYCHA and the Monitors have implemented an alternate methodology that measures the number of occupied apartments affected by heating service interruptions over the course of a heating season.¹⁶ This methodology determines in-apartment heating failures using residents' **verified heat complaints** and the work orders NYCHA generates, and then combines these heating service interruptions with planned and unplanned heating outages to assess the extent to which heating system components have failed or are not operating as intended and require servicing. This alternate methodology provides context on NYCHA's performance relative to these HUD Agreement obligations.

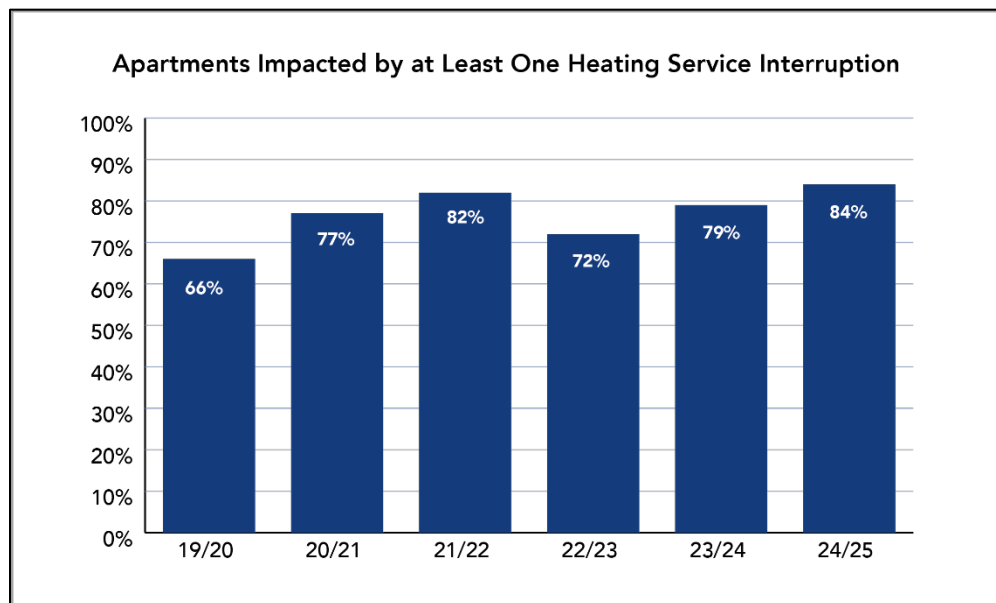
A key limitation of the interim methodology is that it measures how many apartments are affected by heating service interruptions, including in-apartment heating failures, planned outages, and unplanned outages, but it does not indicate whether residents in those apartments experienced temperatures below the legal limit. NYCHA has explained that issues with the heating equipment do not always result in significant losses in temperature because NYCHA buildings keep warm for many hours without adding more heat.¹⁷ As a result, according to NYCHA, even when a component of the end-to-end heating system requires servicing or is temporarily out of service, apartment temperatures may not fall below legal minimums for several hours.

2. At Least One Heating Service Interruption (Requirement No. H7)

Beginning with the 2024–2025 heating season, the HUD Agreement requires NYCHA to ensure that no more than 15% of occupied apartments may experience instances where temperatures

fall below the legal minimum.¹⁸ As discussed above, without reliable temperature tracking in apartments, the Monitors cannot assess NYCHA's performance against this Agreement obligation. Therefore, using the interim methodology described immediately above in **Section I.1.C.1**, the Monitors measured how many occupied apartments were affected by heating service interruptions, as indicated by NYCHA's repair and maintenance activity.

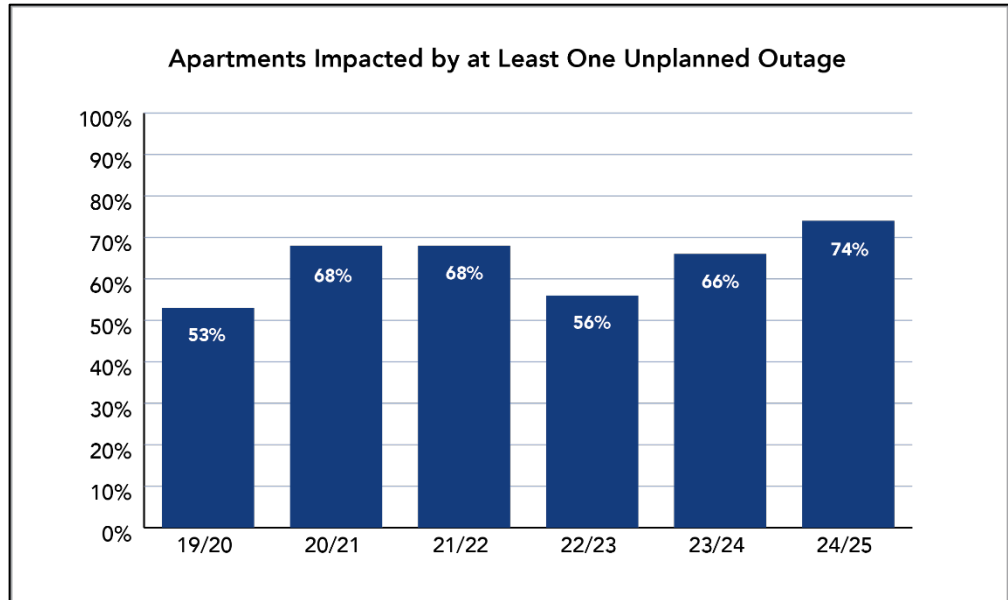
Over the last three heating seasons, the share of occupied apartments experiencing at least one heating service interruption has risen steadily. As illustrated in the graph below, after dipping to 72% in the 2022–2023 heating season, the percentage increased to 79% in the 2023–2024 heating season and climbed again to 84% in the 2024–2025 heating season.



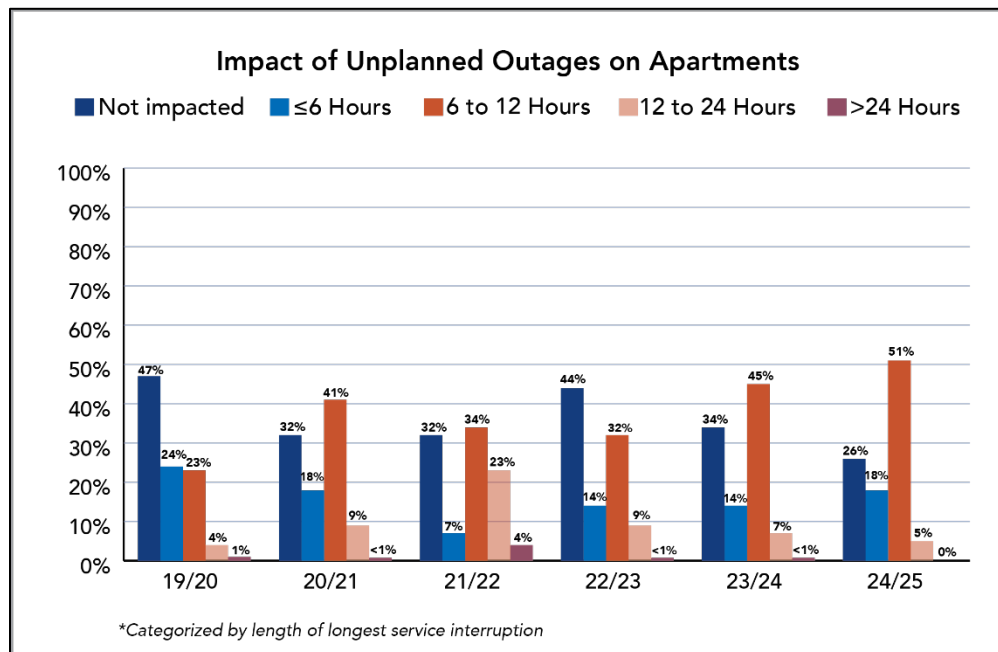
This overall percentage reflects heating service interruptions from three sources: (1) unplanned outages; (2) planned outages; and (3) verified complaints. Because the overall percentage does not show how each source contributes, the Monitors analyzed each source separately. The Monitors also assessed the maximum duration of heating service interruption experienced by each occupied apartment affected.

Unplanned Outages. In the 2024–2025 heating season, 74% of occupied apartments were impacted by at least one unplanned outage resulting in a heating service interruption, as illustrated in the

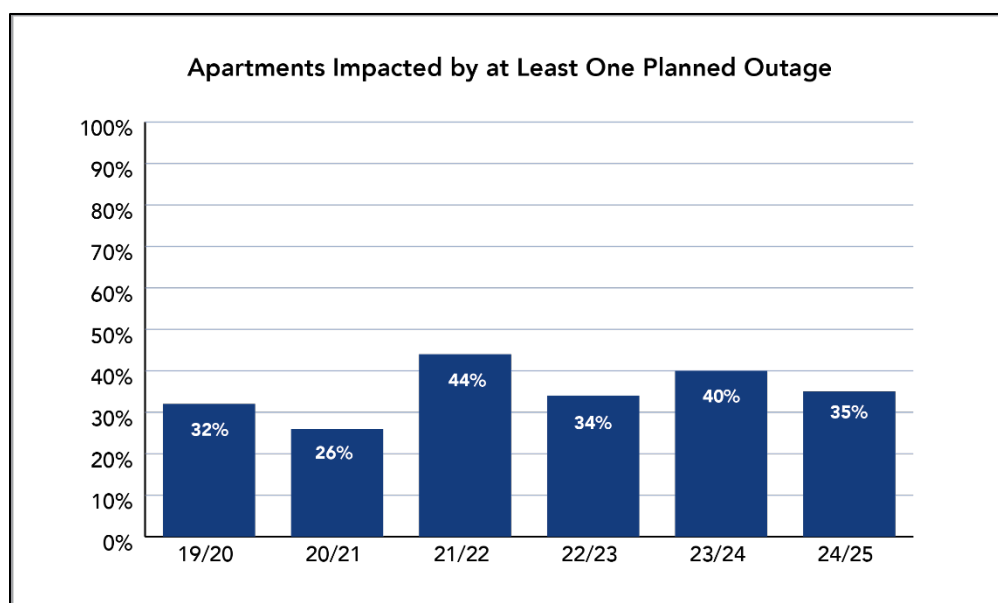
graph below. These outages often span multiple apartments or even entire buildings and were the primary driver of heating service interruptions for residents. As noted earlier, NYCHA has stated that the colder temperatures in December, January, and February limited the number of planned outages that could be scheduled, which in turn contributed to an increase in unplanned outages.



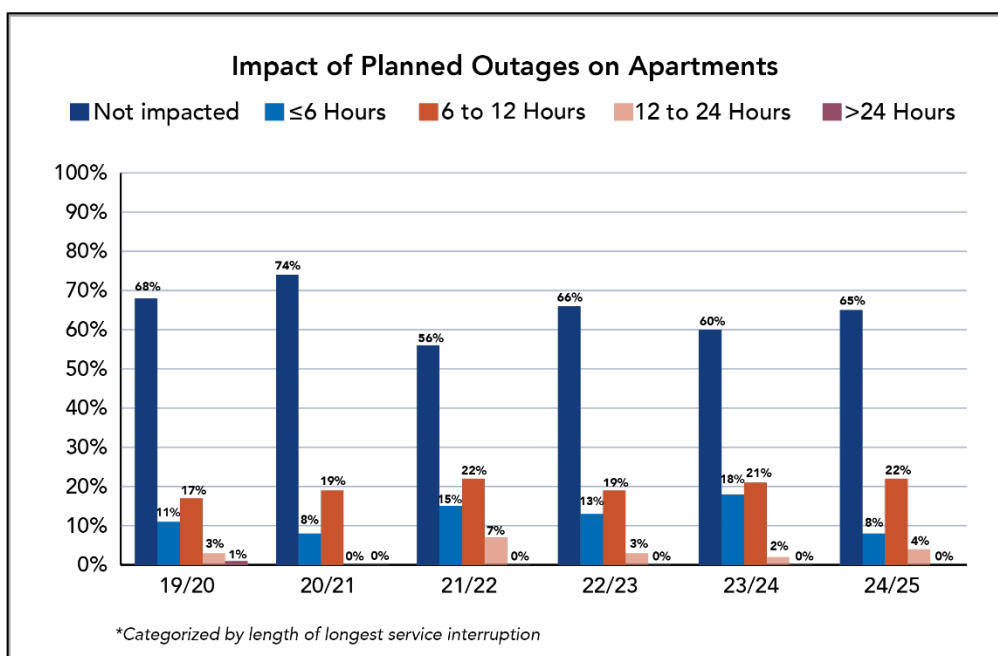
While more occupied apartments overall experienced an unplanned outage in the 2024–2025 heating season, NYCHA has reduced the duration of heating service interruptions due to unplanned outages. No occupied apartments experienced unplanned outages lasting longer than 24 hours, and 5% of occupied apartments experienced at least one unplanned outage lasting between 12 and 24 hours, down from the previous heating season. By contrast, more than two-thirds of apartments had their longest unplanned outage last 12 hours or less, as 51% of occupied apartments experienced at least one unplanned outage lasting between six and 12 hours, with 18% experiencing unplanned outages lasting less than six hours.



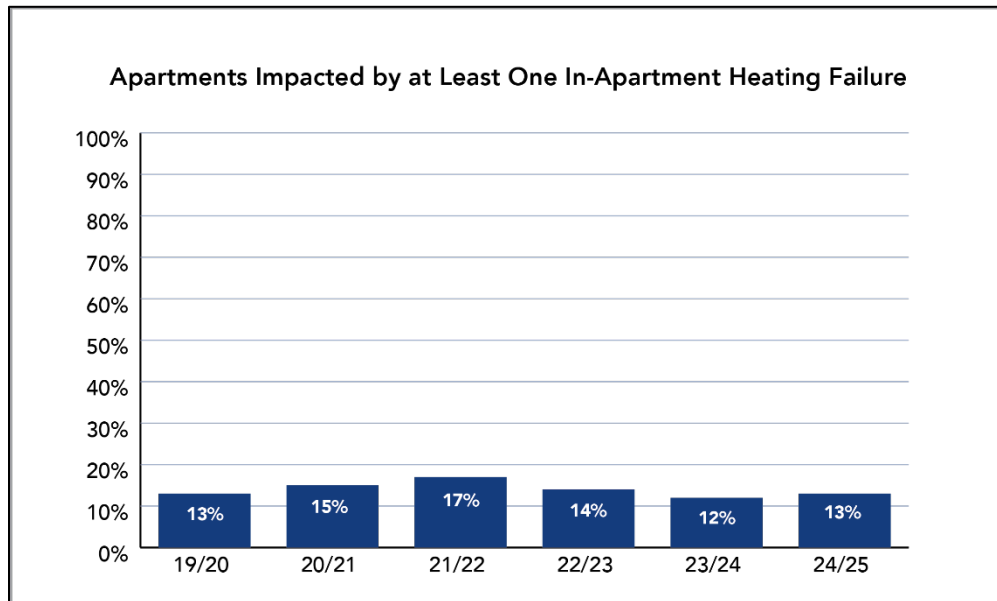
Planned Outages. In the 2024–2025 heating season, 35% of occupied apartments were impacted by at least one planned outage resulting in a heating service interruption, as illustrated in the graph below.¹⁹ As noted earlier, NYCHA attributes the reduction in planned outages in the 2024–2025 heating season compared to the prior heating season to colder winter conditions.



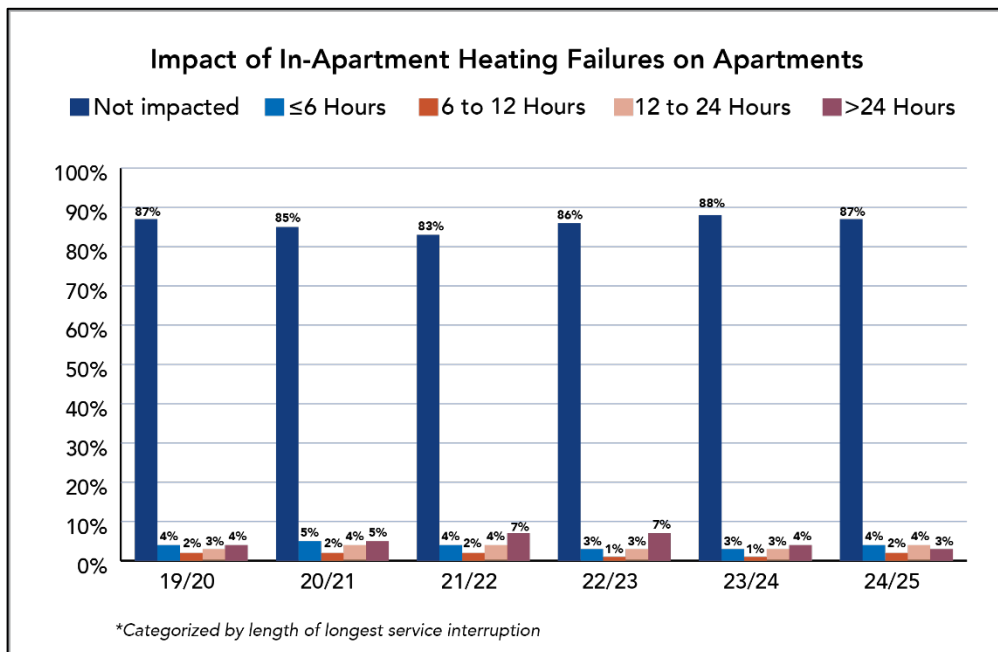
The duration of planned outages in the 2024–2025 heating season shows that, for the vast majority of affected apartments, the longest planned outage they experienced lasted less than 12 hours, and no apartments experienced a planned outage longer than 24 hours. However, there was a modest uptick compared to the prior heating season in the share of apartments whose longest planned outage lasted between 12 and 24 hours, from 2% to 4% of occupied apartments, as illustrated in the graph below.



Complaints. In the 2024–2025 heating season, 13% of occupied apartments were impacted by at least one in-apartment heating failure as identified by residents’ verified heating complaints. These complaints reflect individual apartment-level issues and do not include complaints connected to heating outages that affect an entire development, building, or line. Aside from a brief uptick in the 2021–2022 heating season, this level has remained relatively steady since the inception of the monitorship.



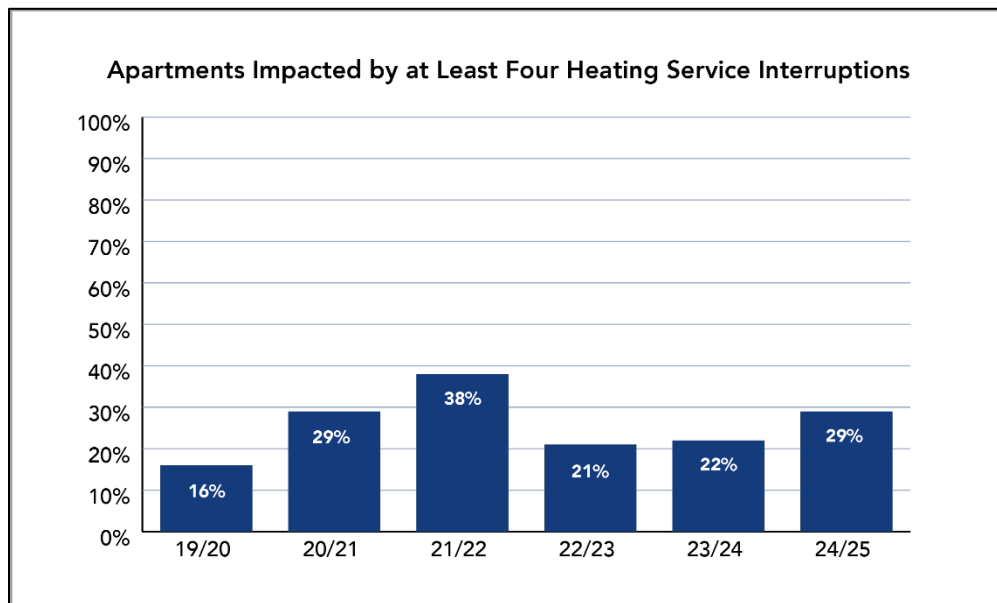
In the 2024–2025 heating season, NYCHA resolved more verified heat complaints within six hours than in the prior heating season, and fewer verified heat complaints lasted longer than a day. Looking at the longest in-apartment heating failure experienced by each affected apartment, 4% of occupied apartments experienced maximum heating service interruptions of six hours, up one percentage point from the prior heating season.²⁰ Meanwhile, 3% of all occupied apartments had at least one in-apartment heating failure that lasted more than 24 hours, down one percentage point from the prior heating season, as illustrated in the graph below.



3. At Least Four Heating Service Interruptions (Requirement No. H8)

Beginning with the 2024–2025 heating season, the HUD Agreement requires NYCHA to ensure that no apartment experiences more than three instances where temperatures fall below the legal minimum.²¹ As discussed above, without reliable temperature tracking in apartments, the Monitors cannot assess NYCHA’s performance against this Agreement obligation. Therefore, using the interim methodology described in **Section I.1.C.1**, the Monitors measured how many occupied apartments were repeatedly affected by heating service interruptions, as indicated by NYCHA’s repair and maintenance activity. This measure includes both in-apartment heating failures, as indicated by verified complaints, and heating outages, which affect multiple apartments.

Over the last three heating seasons, the share of occupied apartments experiencing at least four heating service interruptions has also trended upward. As illustrated in the graph below, after declining to 21% in the 2022–2023 heating season and remaining relatively stable at 22% in 2023–2024, the percentage increased to 29% in the 2024–2025 heating season. This represents a return to the higher levels observed in the 2020–2021 heating season, though still below the peak of 38% recorded in the 2021–2022 heating season.



D. Heat Restoration Obligations (Requirement Nos. H6, H9, H11)

The HUD Agreement requires NYCHA to restore heat in a timely manner when an apartment loses heat. Since its inception, the Agreement has required NYCHA to restore heat to affected apartments, on average, within 12 hours per heating service interruption.²² Beginning with the 2024–2025 heating season, the Agreement requires NYCHA to restore heat to affected apartments within 12 hours 85% of the time, and to restore heat to affected apartments within 24 hours for 100% of the time.²³

This report marks the first time the Monitors are presenting NYCHA’s compliance with the HUD Agreement obligations for restoration times following in-apartment heating failures, as indicated by residents’ verified heat complaints. During the 2024–2025 heating season, NYCHA met all heat restoration obligations for heating outages. While it did not meet these obligations for in-apartment heating failures, NYCHA nevertheless showed marked year-over-year improvement in the last two heating seasons, as detailed in the sections below.

NYCHA attributes the long gap in returning to performance levels last seen in the 2019–2020 heating season to a combination of factors. After the HUD Agreement was signed in January 2019, NYCHA reports that it principally focused on restoring heat as quickly

as possible to address heating outages that affected multiple apartments. This effort, while improving NYCHA's heating outage response, contributed to slower responses to verified complaints regarding in-apartment heating failures. According to NYCHA, the problem was compounded during the COVID-19 period, when it relied heavily on third-party vendors to manage sites. Performance began to decline after the 2019–2020 heating season and worsened steadily, reaching its lowest point in the 2022–2023 season, when NYCHA's Heating Management Services Department ("HMSD") says it also faced high vacancy levels. Vendor-managed sites added further complications—because, according to NYCHA, vendors lacked access to NYCHA's systems, and property management staff had to close out complaints on their behalf after the fact, often doing so late as they processed numerous complaints in addition to heating. These factors slowed response times. Since then, NYCHA notes that it has sought to correct these problems by reclaiming vendor-managed sites, rebuilding its heating staffing pipeline, and improving data integrity.

NYCHA specifically credits its more recent improvement to operational changes that emphasize data-driven decision-making and increased accountability. NYCHA increased its focus on key performance indicators to identify potential emergencies before they materialized. The agency also noted that it began reviewing work orders, resident complaint backlog, and infrastructure deficiencies to efficiently deploy its staff and resources, and it instituted daily check-ins with frontline staff to ensure real-time accountability. In addition, NYCHA held regular meetings to discuss the worst performers to guide its maintenance and investment strategies. NYCHA believes that these efforts account for the progress it has made over the past two heating seasons.

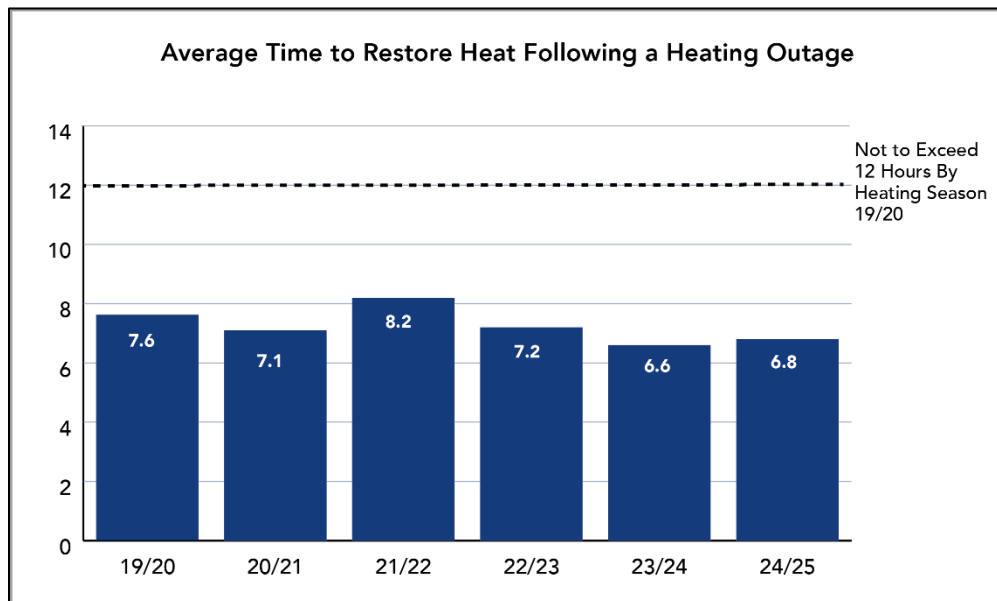
1. Complaint Methodology (Requirement No. H6)

Although the heat restoration obligations apply to all heating service interruptions—in-apartment heating failures and heating outages affecting multiple apartments²⁴—the Monitors have not previously reported on in-apartment heating failures because no agreed-upon methodology was in place. NYCHA and the Monitors have now developed a methodology, similar to the interim methodology described in **Section I.1.C.1**, to measure restoration times for in-apartment heating failures.²⁵ Accordingly, the data below present, for the first time, NYCHA's performance on restoration times

for both in-apartment heating failures and heating outages from the 2024–2025 heating season. Appendix A presents historical data on in-apartment heating failures under the prior obligations in effect from the 2019–2020 through 2022–2023 heating seasons, together with previously reported data on heating outages.

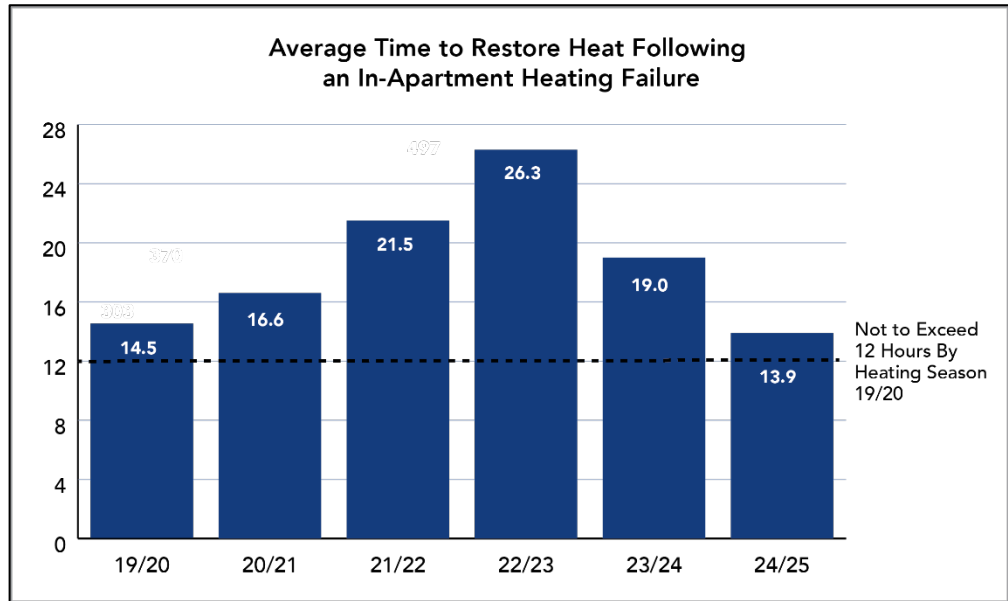
2. Twelve-Hour Average Heat Restoration (Requirement No. H9)

Beginning with the 2019–2020 heating season, the HUD Agreement requires NYCHA to restore heat to affected apartments in an average of 12 hours per heating service interruption.²⁶ For the 2024–2025 heating season, NYCHA met this requirement for heating outages once again, as illustrated in the graph below. NYCHA has met this requirement in every year of the monitorship since its inception.



By contrast, NYCHA did not meet the requirement to restore heat within an average of 12 hours in response to in-apartment heating failures during the 2024–2025 heating season, as illustrated in the graph below. However, NYCHA's performance improved significantly compared to recent years. The average restoration time in response to in-apartment heating failures declined to 13.9 hours, down from 19.0 hours in the 2023–2024 heating season and more than 12 hours faster than the peak of 26.3 hours in 2022–2023 heating season. This is NYCHA's strongest result since the

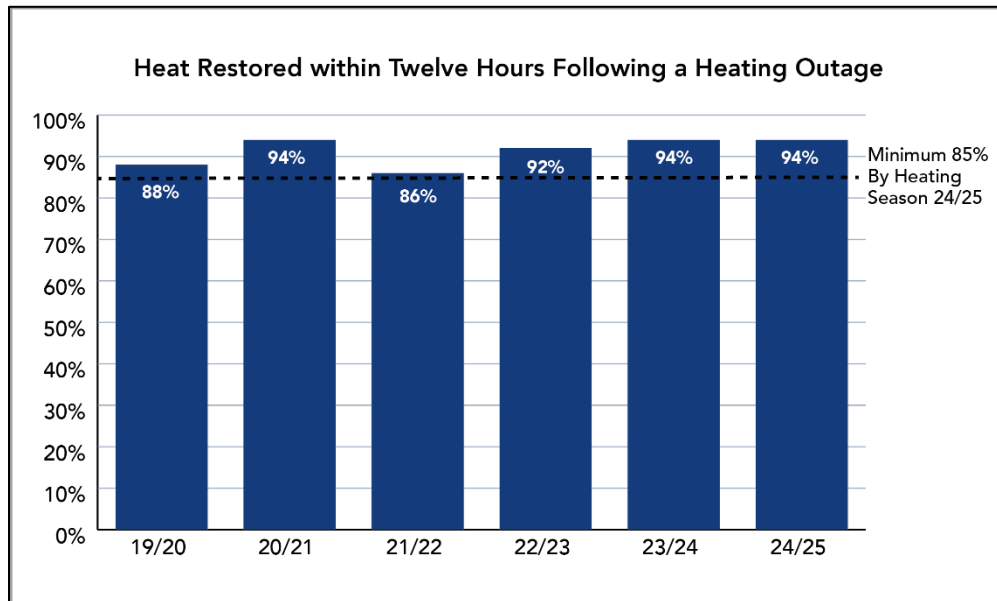
monitorship began and reflects meaningful progress in reducing the length of in-apartment heating failures reported in verified complaints.



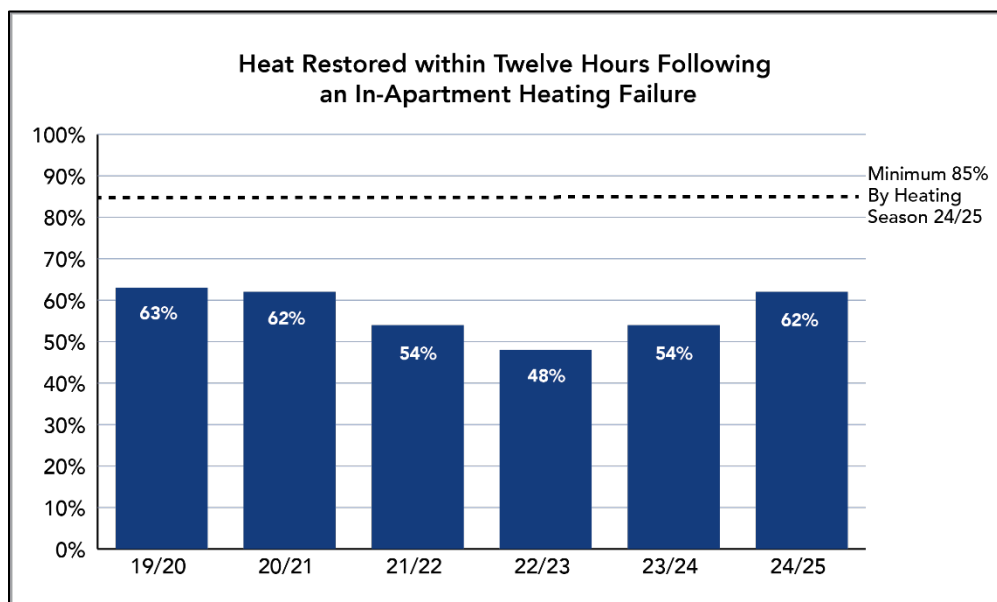
3. Twelve-Hour Heat Restoration (Requirement No. H11)

Beginning with the 2024–2025 heating season, the HUD Agreement requires NYCHA to restore heat to affected apartments within 12 hours for 85% of heating service interruptions.²⁷ Unlike the prior obligation, which assessed whether the average restoration time was within 12 hours, this obligation measures the percentage of heating service interruptions addressed within 12 hours.

For the 2024–2025 heating season, NYCHA met this obligation for heating outages, as illustrated in the graph below.

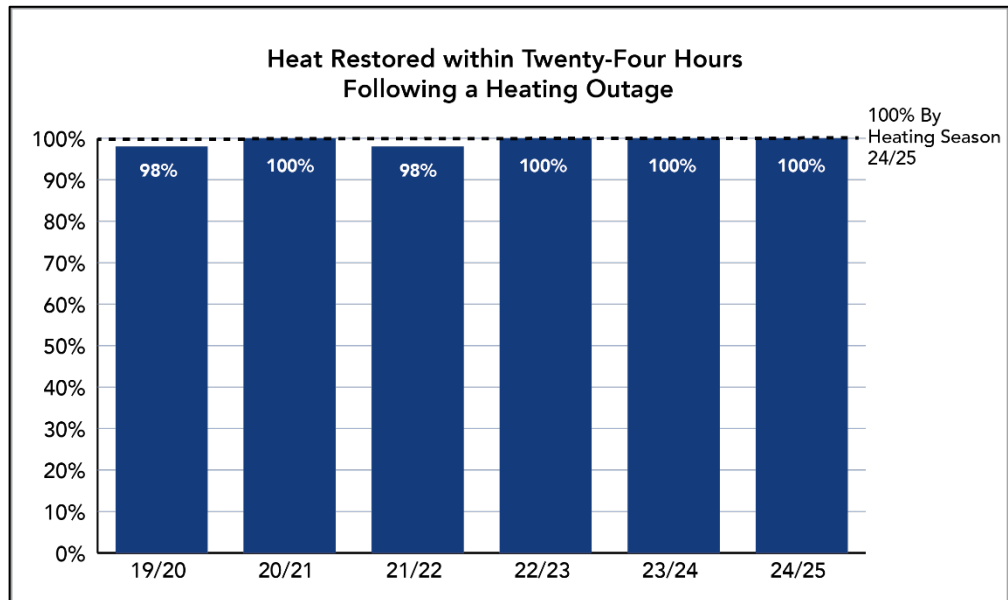


By contrast, NYCHA did not meet this requirement for in-apartment heating service interruptions, as illustrated in the graph below. However, NYCHA's performance has improved measurably over the last two heating seasons. It restored heat to 62% of apartments with in-apartment heating failures within 12 hours, up from 54% in the 2023–2024 heating season, and above the low of 48% in the 2022–2023 heating season.

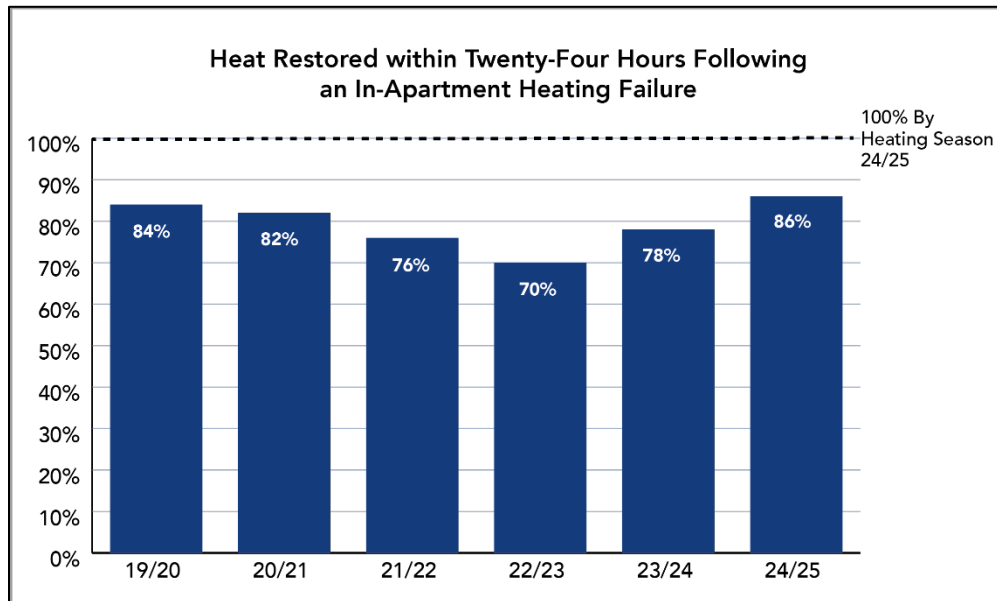


4. Twenty-Four-Hour Heat Restoration (Requirement No. H11)

The HUD Agreement also requires NYCHA to restore heat to affected apartments within 24 hours for 100% of heating service interruptions beginning with the 2024–2025 heating season.²⁸ For the 2024–2025 heating season, NYCHA met this obligation for heating outages, as illustrated in the graph below.



By contrast, NYCHA did not meet this requirement for in-apartment heating failures, as illustrated in the graph below. However, NYCHA's performance has improved measurably over the last two heating seasons. It restored heat to 86% of apartments with in-apartment heating failures within 24 hours, up from 78% in the 2023–2024 heating season, and above the low of 70% in the 2022–2023 heating season.



E. Heating Failure Investigations (Requirement No. H14)

The HUD Agreement requires NYCHA to investigate and report on instances when it takes more than 12 hours to restore heat to a particular apartment.²⁹ NYCHA's Environmental Health and Safety ("EH&S") Department conducts root cause failure analysis investigations for heating outages that impact multiple apartments lasting more than 12 hours and issues recommended corrective actions, but it does not presently conduct or report on investigations of in-apartment heating failures that last longer than 12 hours, except in limited circumstances.³⁰

During the 2024–2025 heating season, NYCHA had 18 heating outages³¹ that lasted longer than 12 hours for which EH&S has conducted root cause failure investigations. From these investigations, EH&S issued 62 **findings** during the 2024–2025 heating season, separate from issues that were already corrected in the course of resolving the outages themselves.³²

In addition, NYCHA has been implementing EH&S's recommendations for corrective action from prior heating seasons. Of the recommendations made by EH&S in prior heating seasons, as of July 31, 2025, 15 remain open—five addressed to HMSD, nine addressed to Asset and Capital Management ("A&CM"), and one addressed to the Fire Safety Department. While the Monitors commend NYCHA for continuing to address the backlog of corrective

EH&S Findings: A finding is an issue identified by EH&S through its root cause failure investigations that requires NYCHA to take corrective action. For example, EH&S findings have led HMSD to create borough-specific storerooms in Manhattan and the Bronx for faster access to repair materials, and to improve staffing levels on days forecasted to have below-average temperatures.

recommendations, it is crucial that NYCHA consistently implements and closes out EH&S's corrective action recommendations in a timely manner as they arise during the heating season.

F. Electronic Temperature Monitoring (Requirement Nos. H4, H5, H15)

Building Management Systems ("BMS"):

Building Management Systems are computerized controls that provide automation, remote monitoring, and remote control for building mechanical systems such as boiler plants.

As of January 31, 2025, NYCHA has met the HUD Agreement requirement to install temperature sensors in at least 30% of the apartments in 44 developments with modernized **Building Management Systems ("BMS")**.³³ NYCHA is continuing its efforts to install BMS and temperature sensors at additional developments, consistent with its 2019 Heat Action Plan.³⁴

While NYCHA has made real-time temperature data from sensors available to personnel responsible for heating, as well as to the Monitors, HUD, and SDNY, as the HUD Agreement requires, NYCHA is not publishing this data on its website due to concerns about the accuracy of sensor readings.³⁵

G. Completed, In Compliance, and Superseded Obligations

The HUD Agreement obligations that NYCHA met prior to or were superseded before the period covered by this report (**Requirement Nos. H2, H3, H4, H10, H12, H13**) are listed in Appendix A. Additionally, Appendix A sets forth, for the first time, historical complaint-based data on in-apartment heating failures from the 2019–2020 through 2023–2024 heating seasons, using the methodology described in **Section I.1.D.1**, together with previously reported historical data on heating outages.

Overview of Outstanding Heating Obligations

The following table summarizes the status of NYCHA's compliance with the outstanding requirements of the HUD Agreement through May 31, 2025, the end of the 2024–2025 heating season, unless otherwise noted, and categorizes each requirement as a one-time requirement (blue); occurrence obligation (yellow); response obligation (orange); or policy and practice obligation (green). Obligations completed in the period covered by this report will be moved to the Appendix in future reports.

Req. No.	Description	Status	Compliance Details
One-Time Requirements			
H1 (Ex. B ¶ 14(c))	Boiler Replacement–NYCHA: NYCHA will replace 297 boilers by December 31, 2026. Of the 297 boilers, 70 will be replaced by December 31, 2022 and another 63 (total of 133) will be replaced by December 31, 2024.	TBD; 146 boilers replaced as of July 31, 2025.	NYCHA met its interim obligation to replace 133 boilers by December 31, 2024. However, according to its current project schedules, NYCHA is not on track to meet its obligation for the end of 2026. NYCHA projects that it will meet this obligation by February 2027, though it is taking steps to try to recover the delay.
H5 (Ex. B ¶¶ 6– 7)	Action Plan for Installing Temperature Monitoring and Disclosing Temperature Information. NYCHA will draft an action plan to set electronic temperature	Incomplete	The Monitors will work with NYCHA to update its action plan as needed in light of its concerns regarding the accuracy of the temperature sensors.

Req. No.	Description	Status	Compliance Details
	sensing device installation deadlines for the rest of all the developments and provide an appropriate mechanism for disclosing information from electronic temperature reading devices to the public.		
H6 (Ex. B ¶ 2(a))	Action Plan for Heat Mandatory Minimum Indoor Temperature: NYCHA will establish an Action Plan setting forth a reliable method to measure what percentage of occupied apartments have had the temperatures fall below the mandatory minimum indoor temperature by October 1, 2024.	Incomplete	NYCHA is developing a methodology to reliably capture in-apartment temperatures, which will be evaluated next heating season. Once it is finalized, the Monitors will work with NYCHA to incorporate it into an action plan. In the interim, NYCHA and the Monitors are tracking the number of occupied apartments affected by heating outages and in-apartment heating failures.
Occurrence Obligations			
H7 (Ex. B ¶ 2(a))	Apartments with One	TBD	NYCHA and the Monitors are unable to

Req. No.	Description	Status	Compliance Details
	Violation: Beginning in the 2024–2025 heating season, no more than 15% of occupied apartments shall have an occasion in which the temperatures fall below the mandatory minimum indoor temperature.	Based on their interim methodology, the Monitors determined that 84% of occupied apartments experienced at least one heating service interruption during the 2024–2025 heating season. The Monitors note that this data does not reflect whether the temperatures in these apartments fell below the mandatory minimum indoor temperature.	measure compliance with these obligations because there is currently no method or procedure to measure temperatures in individual apartments. NYCHA plans to implement a procedure to measure temperatures in individual apartments when responding to verified complaints beginning with the 2025–2026 heating season. The Monitors commend this effort but note that measuring full compliance with this obligation will not be possible without a corresponding procedure for measuring indoor temperatures during heating outages.
H8 (Ex. B ¶ 2(b))	Apartments with More Than Three Violations: Beginning in the 2024–2025 heating season, no apartment shall have an occasion in which the temperatures fall below the mandatory	TBD Based on their interim methodology, the Monitors determined that 13% of occupied apartments experienced at least four heating service	NYCHA and the Monitors are unable to measure compliance with these obligations because there is currently no method or procedure to measure temperatures in individual apartments. NYCHA plans to implement a procedure to measure temperatures in individual apartments

Req. No.	Description	Status	Compliance Details
	minimum indoor temperature on more than three separate occasions.	interruptions during the 2024–2025 heating season. The Monitors note that this data does not reflect whether the temperatures in these apartments fell below the mandatory minimum indoor temperature.	when responding to verified complaints beginning with the 2025–2026 heating season. The Monitors commend this effort but note that measuring full compliance with this obligation will not be possible without a corresponding procedure for measuring indoor temperatures during heating outages.
Response Obligations			
H9 (Ex. B ¶ 9(a))	Twelve-Hour Average Heat Restoration: Starting with the heating season beginning October 1, 2019, NYCHA will restore heat to apartments affected by a heating failure within an average of 12 hours.	Partial compliance Heating outages: 6.8 hours per heating outage In-apartment heating failures: 13.9 hours per qualifying complaint	NYCHA restores heat from heating outages impacting multiple apartments within an average of 12 hours. NYCHA does not restore heat to apartments affected by in-apartment heating failures within an average of 12 hours.
H11 (Ex. B ¶ 10(a))	Overall Heat Restoration (2024–2029): NYCHA will restore heat to affected apartments within (i) 12	Partial compliance Heating outages: (i) 94% within 12 hours; (ii)	Supersedes H10 (Ex. B ¶ 9(b)). For the 2024–2025 heating season, NYCHA resolved 94% of heating outages within 12 hours, and 100% of heating outages within 24 hours. For the 2024–

Req. No.	Description	Status	Compliance Details
	hours for 85% of heating failures, and (ii) 24 hours for 100% of heating failures.	100% within 24 hours In-apartment heating failures: (i) 62% within 12 hours; (ii) 86% within 24 hours	2025 heating season, NYCHA resolved 62% of in-apartment heating failures within 12 hours, and 86% of in-apartment heating failures within 24 hours.
Policy and Practice Obligations			
H14 (Ex. B ¶¶ 9(c), 10(b))	Heating Failure Investigation: Starting in October 2019, a root cause investigation will be performed for all heating failures where heat was not restored within 12 hours in an apartment. Starting in October 2024, the investigation shall be performed by the Quality Assurance Unit.	Partial compliance	NYCHA is performing the required root cause investigations for all heating outages that lasted more than 12 hours, but not for all in-apartment heating failures. EH&S conducts investigations of some resident complaints received through NYCHA's Complaint Portal.
H15 (Ex. B ¶¶ 3-5)	Information from Electronic Temperature Sensing Devices: For apartments with electronic temperature sensors, NYCHA	Partial compliance	NYCHA has made live temperature readings that are reported by electronic temperature sensors available to NYCHA development managers, the Monitors, HUD, and SDNY, but removed this data from

Req. No.	Description	Status	Compliance Details
	shall institute and maintain a system that identifies apartments in violation of New York City temperature code requirements and the in-apartment and outdoor temperatures associated with the violations by April 1, 2019. This information will be available to all NYCHA personnel, the Monitors, HUD, and SDNY.		its website due to its concerns regarding the accuracy of the temperature sensors.

I.2 Elevators

The HUD Agreement requires NYCHA to (1) reduce the frequency and duration of occasions when all of the elevator cars in a bank are not in service ("**no-service conditions**");³⁶ (2) reduce the frequency and duration of outages for all elevator cars;³⁷ (3) give prompt notice about elevator car outages and collect data about them;³⁸ (4) replace a set number of elevators;³⁹ (5) install remote elevator monitoring systems;⁴⁰ and (6) establish schedules for cleaning elevators and other planned elevator car outages that limit the inconvenience caused to residents.⁴¹ The section below provides an update on NYCHA's progress with respect to outstanding elevator-related obligations under the Agreement for the period ending July 31, 2025. This section also assesses the impact of low voltage conditions on elevator-related obligations because Con Edison, the utility serving many NYCHA developments, reduced electrical voltage in parts of New York City in response to increased energy demands resulting from heat waves during this period, which impacted NYCHA.

A. Elevator Replacements (Requirement No. E1)

The HUD Agreement required NYCHA to replace 275 elevators in its buildings by December 31, 2024.⁴² NYCHA has still not met this obligation, completing 236 total elevators replaced as of July 31, 2025, including 34 replacements in the most recent quarter. NYCHA expects to complete the remaining 39 elevator replacements by the end of Year 7.

B. Voltage Reduction Outages

To help avoid blackouts during heat waves, Con Edison imposed **voltage reductions** in certain sectors of the electrical grid serving New York City, and these voltage reductions caused elevator outages at many NYCHA buildings. The HUD Agreement does not include outages due to voltage reductions or other low voltage conditions as an exception for NYCHA in meeting its elevator-related obligations; however, the Monitors describe Con Edison's voltage reductions in this report and present data on the reductions to help illustrate the extent to which they impact NYCHA's elevator performance.⁴³ As a general matter, outages due to voltage reductions contributed to a decline in NYCHA's performance for this reporting period. When those outages are excluded from the data,

No-Service Condition:

The HUD Agreement defines "no-service conditions" to include only a situation where all elevators are out of service at one *building*. However, NYCHA, HUD, and SDNY have agreed that it is consistent with the purpose of the Agreement for "no-service conditions" to also include a situation where all elevators that serve an apartment are out of service, which generally means all elevators in one *bank* are out of service. For example, a single building may have one bank of elevators that serves the northern half of the building, and a second bank of elevators that serves the southern half of the building. If all elevators that serve the northern half of the building stop working, that would be considered a no-service condition because the apartments on the northern half of the building cannot be accessed by elevator, even though other elevators in the building continue to function.

Voltage Reductions:

During heat waves, demand for electricity spikes as the use of cooling devices, such as fans and air conditioners, increases. If demand exceeds available capacity, equipment powering the electrical grid can overheat and fail, leading to blackouts. Reducing the voltage provided to the grid reduces overall electricity use, which lowers the risk of equipment failure or blackout. However, many elevators (including NYCHA's) cannot operate at lower voltages. Elevators need a steady supply of electricity to run safely. When the electrical voltage drops too low, the elevator's motor does not have enough power to move the elevator car, and the safety systems automatically shut the elevator down to prevent damage or unsafe operation.

with other low voltage outages, for the most part NYCHA either matched its previous performance or its performance declined a small amount.

Although a NYCHA elevator can usually continue to operate with a 5% voltage reduction, if the voltage is reduced by more than 5%, most NYCHA elevators will automatically shut down to prevent damage or unsafe conditions.⁴⁴ On certain dates during this reporting period, Con Edison reduced voltage by greater than 5%, which caused multiple unplanned outages in NYCHA's elevators. Outages caused by voltage reductions can leave passengers stuck in elevators, leave residents without elevator service, damage elevator equipment, and strain the resources of NYCHA's Elevator Service and Repair Department (ESRD). Of course, blackouts, which are avoided by Con Edison's voltage reductions, would likely cause far more severe consequences for residents.

Con Edison initiates voltage reductions to protect its grid and contacts New York City's Emergency Management ("NYCEM") to notify NYCEM of the extent of the reductions and the areas that will be impacted. NYCHA is included in these communications, and when a reduction is confirmed, NYCHA's Emergency Management and Systems Department ("EMSD") alerts the rest of NYCHA, including ESRD, about when and where the voltage reductions will take place. It can be as quick as a few minutes between the time a determination to reduce voltage is made and the time it is implemented, meaning NYCHA may have little time to adjust its operations.

Once ESRD receives the Con Edison notifications, mechanics will take affected elevators offline or confirm that the elevators were automatically shut down due to low voltage conditions. In both cases, NYCHA's mechanics will check to see if anyone is in the elevator and help safely remove any person who may be stuck. They then place written postings at each elevator opening to alert residents. When voltage is restored, elevators do not come back online automatically. Rather, ESRD mechanics must check each elevator before bringing it back online. Because automatic shutdowns from voltage reduction events often cause minor component failures, such as blown fuses, ESRD mechanics must repair each affected elevator, which creates a delay between restoration of normal voltage and resumption of elevator service.

Voltage reductions this summer caused numerous elevator outages. From June 1, 2025, to July 31, 2025, NYCHA elevators experienced 682 low voltage outages with an average duration of almost 29 hours per outage. By way of comparison, during the same period in 2024, NYCHA elevators experienced 193 low voltage outages with an average duration of approximately 19 hours per outage.

A small number of NYCHA's elevators are able to operate safely even when voltage reductions exceed 5% because NYCHA has installed Automatic Voltage Regulators ("AVRs").⁴⁵ AVRs are devices installed on existing elevators that stabilize incoming electrical voltage, allowing elevators to continue operating safely and reliably despite fluctuations in power supply. NYCHA has installed AVRs on 13 elevators, 12 of which were installed before last summer. Across those 12 elevators, low voltage outages declined from 29 between 2019 and 2023, to just 2 in 2024 and 2025. The best example is at Roosevelt Houses, where one elevator experienced 14 low voltage outages between January 1, 2019, and August 2, 2023, but only a single outage after an AVR was installed on August 2, 2023. Based on available cost estimates, installing an AVR for an elevator costs between \$45,000 and \$60,000, including equipment and labor. With NYCHA operating 2,938 passenger elevators as of July 31, 2025, it would cost over \$100 million to install AVRs across all NYCHA developments.

As NYCHA replaces or modernizes elevators, it equips them with Uninterrupted Power Supply ("UPS") systems, which are required by the New York City Building Code. While AVRs allow elevators to continue operating during voltage fluctuations, NYCHA's UPS systems serve a limited safety function. They provide emergency power during voltage reductions or a blackout, giving the elevator enough power to reach the next floor and allow passengers to exit. Unlike AVRs, which help prevent low voltage outages from occurring in the first place, UPS systems ensure safe passenger egress when service is interrupted.

Many of NYCHA's older elevators will not be replaced for years and will not have either AVR or UPS systems. NYCHA has secured funding to install a few more AVRs and the Monitors are supporting NYCHA in identifying locations that would be most benefited by installation. Additional funding for the installation of AVRs on existing

elevators would help reduce outages caused by low voltage conditions.

C. No-Service Conditions (Requirement Nos. E7, E8, E15, E16, E20, E22)

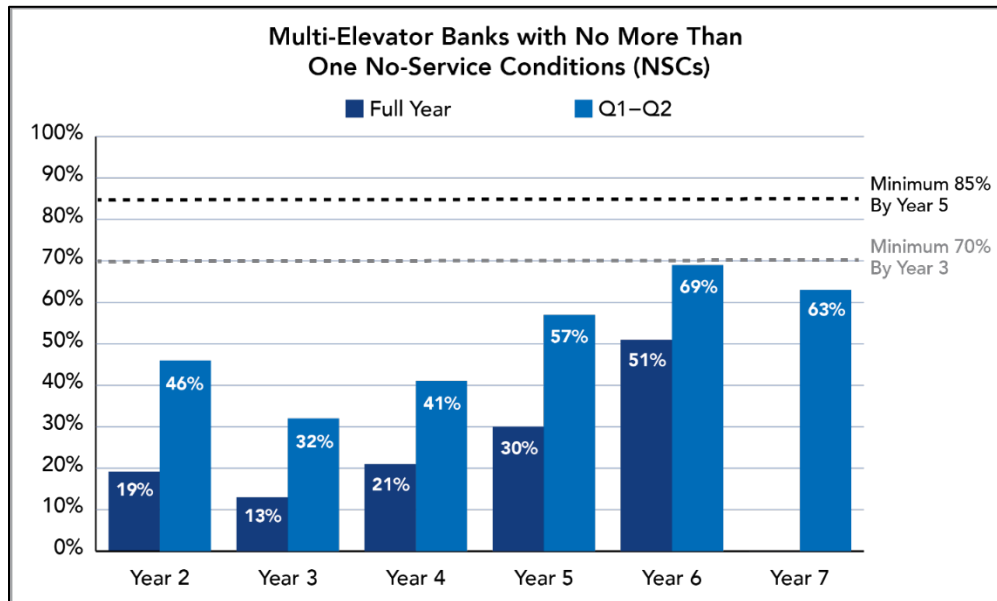
The HUD Agreement requires NYCHA to reduce how often and for how long residents face no-service conditions. The subsections below provide an update on NYCHA's obligations to (1) reduce the frequency of no-service conditions in elevator banks with multiple elevators; (2) reduce the duration of all no-service conditions; and (3) avoid scheduling planned outages that will result in a no-service condition during Agreement-restricted hours (between 6:00 a.m. and 9:00 a.m. and between 4:00 p.m. and 8:00 p.m.), and provide at least 24 hours' advanced notice of planned outages to residents.

1. Frequency of No-Service Conditions (Requirement Nos. E7, E8)

The HUD Agreement requires NYCHA to reduce the frequency of no-service conditions in elevator banks with multiple elevators. In NYCHA developments, there are 702 elevator banks with multiple elevators.⁴⁶

a. No More Than One No-Service Condition Per Year (Requirement No. E7)

Beginning in Year 5, the HUD Agreement requires NYCHA to ensure that at least 85% of multi-elevator banks have no more than one no-service condition per year.⁴⁷ As of July 31, 2025, 63% of multi-elevator banks have experienced no more than one no-service condition this year, down six percentage points from the same period last year.

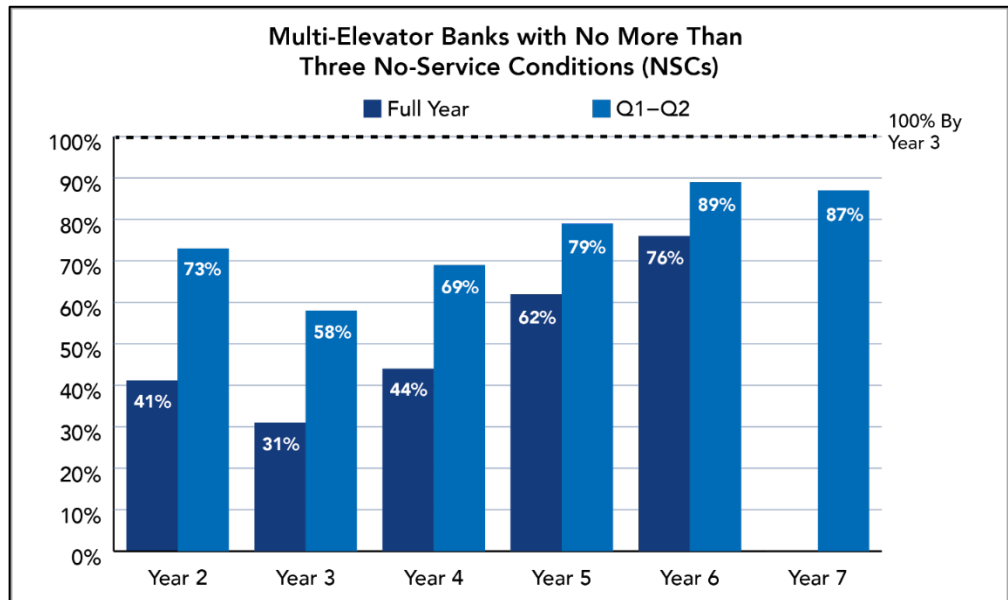


Excluding the low voltage outages from this year and previous years, as of July 31, 2025, 67% of multi-elevator banks have experienced no more than one no-service condition this year, down four percentage points from the same period last year.

Besides Con Edison's voltage reductions, NYCHA attributes its decline in performance in the first two quarters to several factors, including aging equipment, ongoing elevator replacements and modernizations, and flooding conditions. NYCHA intends to improve its performance in the second half of Year 7 by implementing targeted strategies to increase efficiency, accountability, and service quality. ESRD plans to adjust its preventive maintenance schedule using elevator performance data and track how staff time is spent to ensure that mechanics are sent where they are needed most. ESRD plans to also supervise vendor performance more closely and look for ways to modernize aging elevator equipment where possible. In addition, ESRD plans to strengthen staff training and expand its partnership with the Environment Health & Safety ("EH&S") Department to enhance its focus on identifying the root causes of outages and resolving them effectively before they grow. The Monitors are supporting NYCHA in this effort by identifying consistently low-performing elevator assets, enabling NYCHA to better target maintenance efforts and address recurring issues.

b. No More Than Three No-Service Conditions Per Year (Requirement No. E8)

Beginning in Year 3, the HUD Agreement requires NYCHA to ensure that no multi-elevator banks have more than three no-service conditions per year.⁴⁸ As of July 31, 2025, 87% of multi-elevator banks have not experienced more than three no-service conditions this year, down two percentage points from the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, 89% of multi-elevator banks have not experienced more than three no-service conditions this year, matching NYCHA's performance during the same period last year.

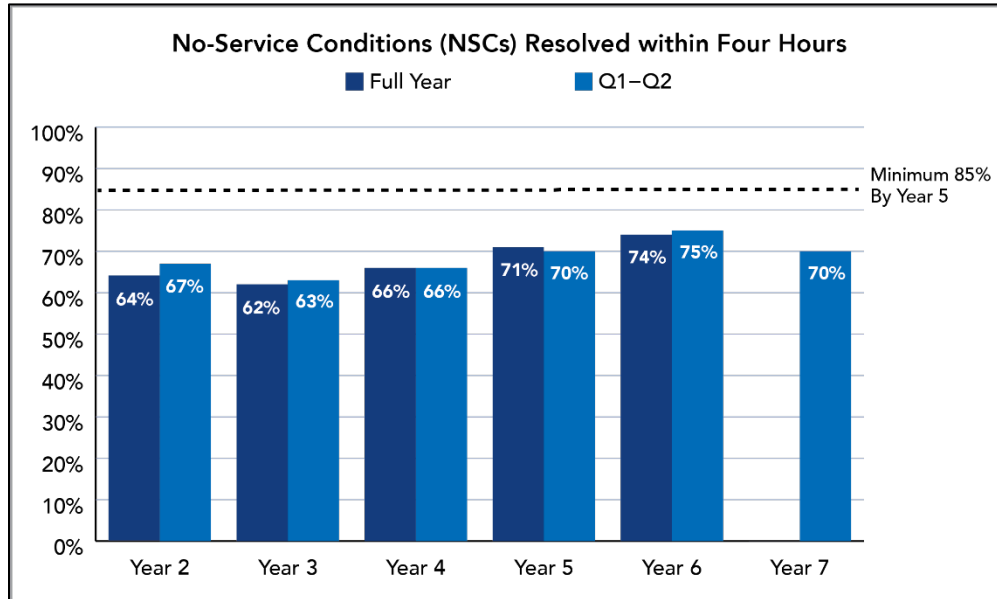
2. Duration of No-Service Conditions (Requirement Nos. E15, E16)

The HUD Agreement requires NYCHA to reduce the duration of all no-service conditions, regardless of whether they occur in multi-elevator banks or single-elevator banks.⁴⁹

a. Four-Hour No-Service Resolution Obligation (Requirement No. E15)

Beginning in Year 5, the HUD Agreement requires NYCHA to resolve 85% of no-service conditions within four hours of learning of them.⁵⁰ As of July 31, 2025, NYCHA has resolved 70% of no-service

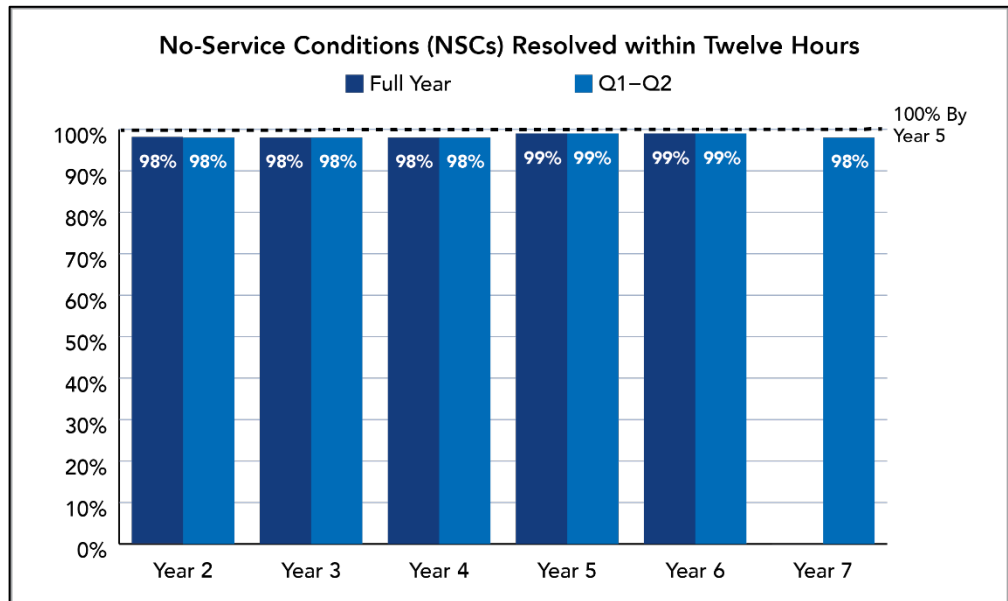
conditions within four hours, down five percentage points from the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, NYCHA has resolved 75% of no-service conditions within four hours, down two percentage points from the same period last year.

b. Twelve-Hour No-Service Resolution Obligation (Requirement No. E16)

Beginning in Year 5, the HUD Agreement requires NYCHA to resolve all no-service conditions within 12 hours, with limited exceptions.⁵¹ As of July 31, 2025, NYCHA has resolved 98% of no-service conditions within 12 hours, down one percentage point from the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, NYCHA has resolved 99% of no-service conditions within 12 hours, matching its performance during the same period last year.

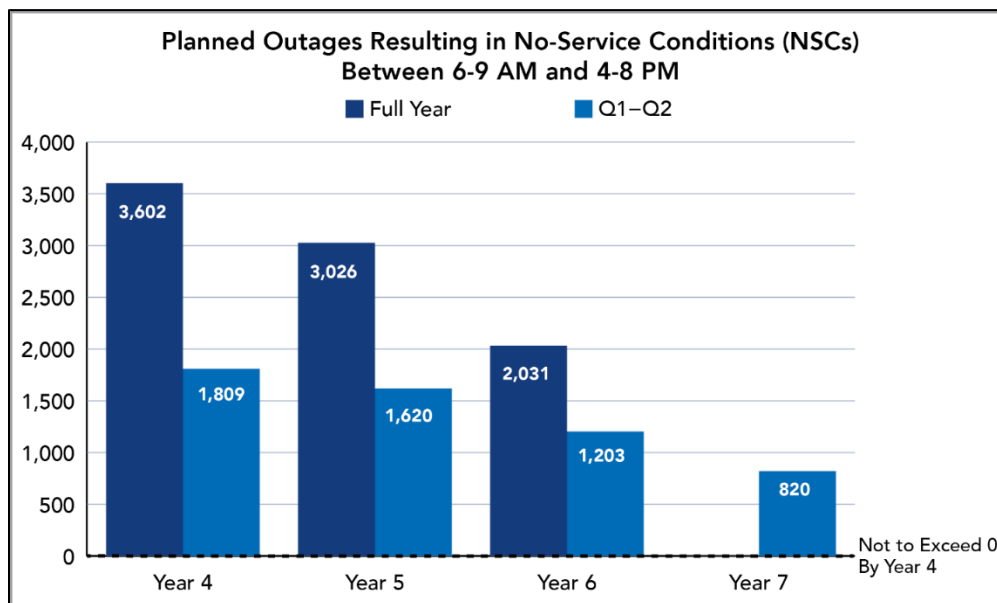
3. Timing of No-Service Conditions and Providing Advance Notice to Residents (Requirement Nos. E20, E22)

To minimize disruptions to residents during specified morning and evening hours, the HUD Agreement requires NYCHA to avoid scheduling planned outages that will result in no-service conditions between 6:00 a.m. and 9:00 a.m. and between 4:00 p.m. and 8:00 p.m., with limited exceptions.⁵² Additionally, the Agreement requires NYCHA to provide residents with at least 24 hours' advanced notice of planned outages via robocall, postings in the development, and postings on NYCHA's website.⁵³

NYCHA has not been in compliance with these requirements. Residents have indicated, and NYCHA has confirmed, that NYCHA frequently shuts down elevators with minimal notice and during the HUD Agreement-restricted hours.⁵⁴ NYCHA has explained that most of these shutdowns are for preventive maintenance, which is required by New York City regulations and helps improve elevator performance.⁵⁵ The Monitors acknowledge the benefits of preventive maintenance and continue to discuss with NYCHA ways to

complete preventive maintenance in compliance with the Agreement.

NYCHA has continued to reduce the number of planned outages, including preventive maintenance outages, resulting in no-service conditions during HUD Agreement-restricted hours. As of July 31, 2025, 820 no-service conditions have resulted from planned outages, including preventive maintenance outages, during Agreement-restricted hours this year, which are 383 fewer no-service conditions than during this same period last year.



As discussed in the Monitors' April 2025 Report, NYCHA launched a pilot program at South Jamaica Houses to assess the feasibility of scheduling preventive maintenance and notifying residents by robocall at least 24 hours in advance.⁵⁶ The pilot program began on March 17, 2025, and is ongoing. As of July 31, 2025, NYCHA has scheduled and completed preventive maintenance at least four times at each of the eight buildings in South Jamaica Houses. During this period, NYCHA has notified South Jamaica residents at least 24 hours in advance of taking elevators offline to conduct preventive maintenance, and NYCHA did not schedule or perform any planned outages, including those due to preventive maintenance, during the HUD Agreement-restricted hours. In addition, the average duration of a preventive maintenance outage at South Jamaica has increased to 3.50 hours during the pilot, up from 1.34 hours during the same period last year, suggesting

NYCHA mechanics are completing preventive maintenance in longer, uninterrupted sessions, rather than multiple short sessions, which is less disruptive to residents and more efficient for NYCHA. The Monitors met with South Jamaica residents, who reported that, since the beginning of the pilot, the elevators function better and maintenance has been less disruptive. The success of the pilot indicates that NYCHA should add other developments to the pilot and learn from the results, with a goal of improved scheduling of preventive maintenance across NYCHA.

D. Elevator Car Outages (Requirement Nos. E10, E12, E17-E19)

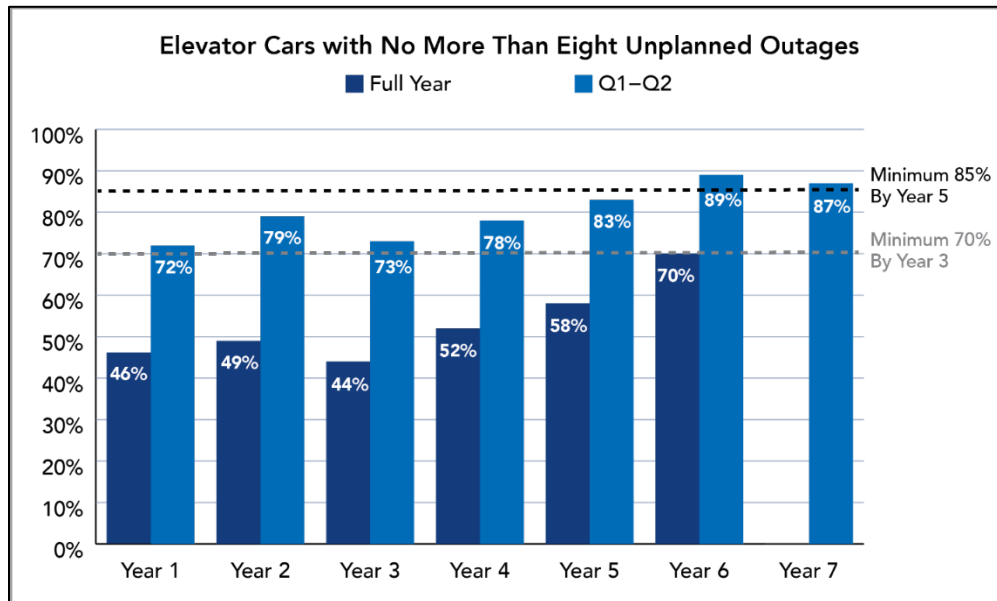
The HUD Agreement requires NYCHA to reduce how often and for how long elevator cars experience service disruptions. The subsections below provide an update on NYCHA's obligations to (1) reduce the frequency of unplanned elevator car outages; and (2) reduce the duration of elevator car outages.

1. Frequency of Unplanned Elevator Car Outages (Requirement Nos. E10, E12)

The HUD Agreement requires NYCHA to reduce the frequency of unplanned elevator car outages regardless of whether they occur in multi-elevator banks or single-elevator banks.

a. No More Than Eight Unplanned Outages (Requirement No. E10)

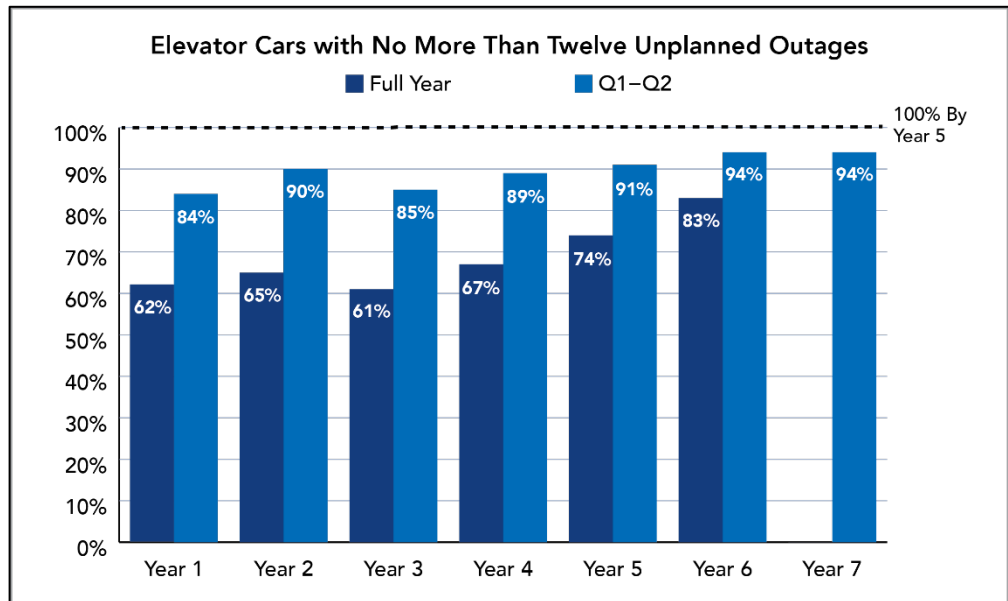
Beginning in Year 5, the HUD Agreement requires NYCHA to ensure that at least 85% of elevator cars have no more than eight unplanned outages per year.⁵⁷ As of July 31, 2025, 87% of elevator cars have not experienced more than eight unplanned outages this year, down two percentage points from the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, 88% of elevator cars have not experienced more than eight unplanned outages this year, down two percentage points from the same period last year.

b. No More Than Twelve Unplanned Outages (Requirement No. E12)

Beginning in Year 5, the HUD Agreement also requires NYCHA to ensure that no elevator car has more than 12 unplanned outages per year.⁵⁸ As of July 31, 2025, 94% of elevator cars have not experienced more than 12 unplanned outages this year, matching NYCHA's performance during the same period last year.



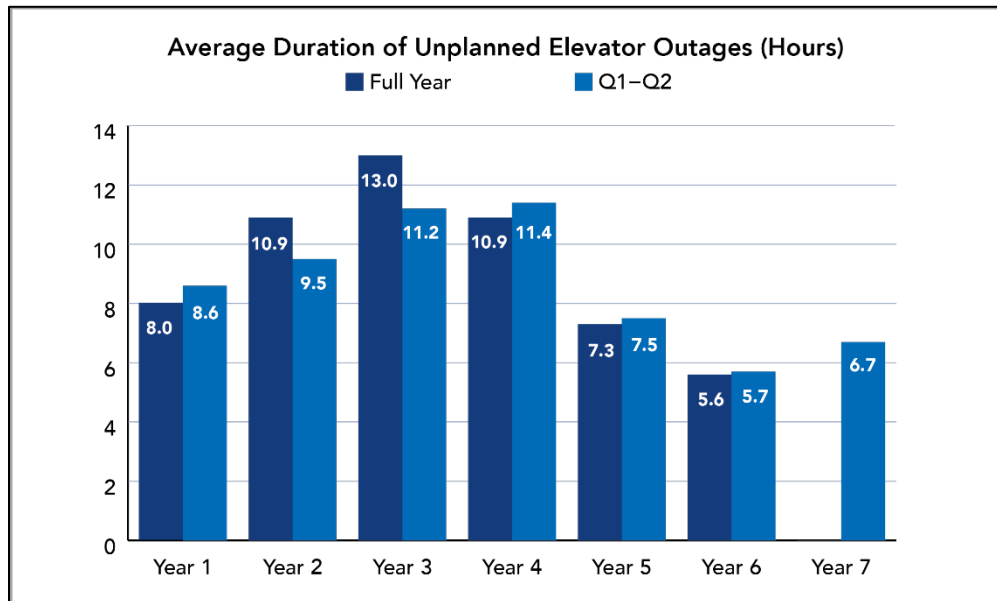
Excluding the low voltage outages from this year and previous years, as of July 31, 2025, 94% of elevator cars have not experienced more than 12 unplanned outages this year, down one percentage point from the same period last year.

2. Duration of Elevator Car Outages (Requirement Nos. E17-E19)

The HUD Agreement requires NYCHA to comply with a series of obligations to reduce the duration of elevator car outages.

a. Percentage Reduction in Outage Duration (Requirement No. E17)

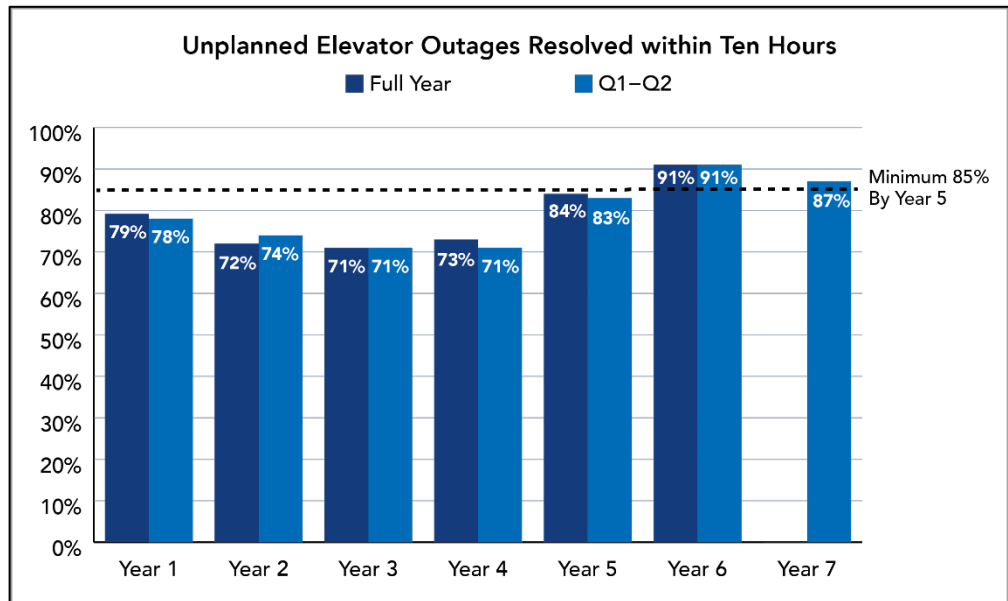
The HUD Agreement has required NYCHA to reduce the duration of service outages by 10% in Year 1 of the monitorship and to then reduce the average outage duration by a rate set by the Monitors.⁵⁹ Before Year 7, NYCHA and the Monitors agreed to target a 10% reduction in Year 7. As of July 31, 2025, the average elevator car outage duration has been 6.7 hours, which is 17.5% higher than the average during the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, the average elevator car outage duration has been 5.5 hours, which is 7.8% higher than the average during the same period last year.

b. Ten-Hour Outage Obligation (Requirement No. E18)

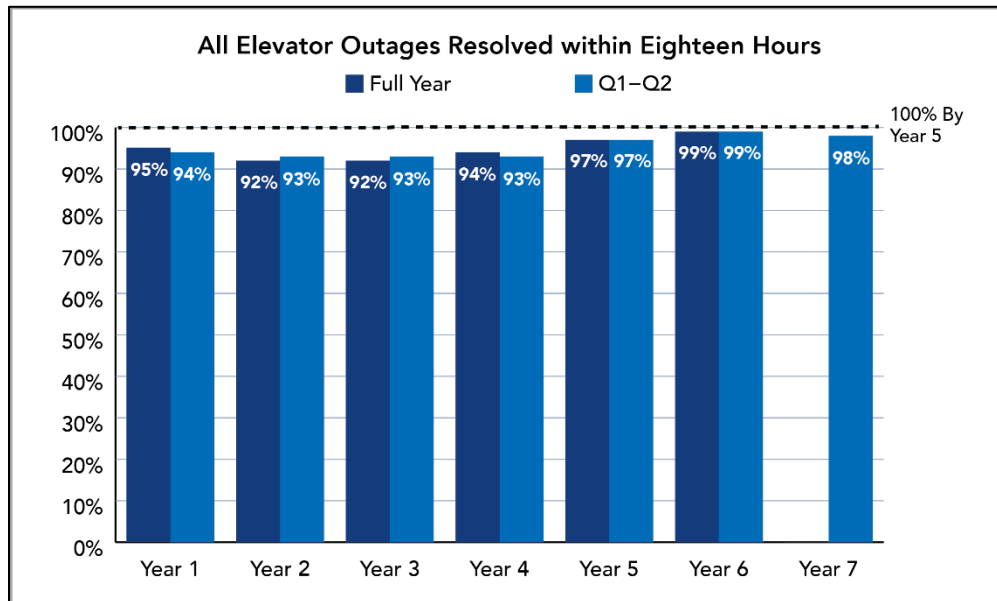
Beginning in Year 5, the HUD Agreement requires NYCHA to resolve 85% of unplanned elevator car outages within ten hours of learning of them.⁶⁰ As of July 31, 2025, NYCHA has resolved 87% of unplanned elevator car outages within ten hours, down four percentage points from the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, NYCHA has resolved 91% of unplanned elevator car outages within ten hours, down one percentage point from the same period last year.

**c. Eighteen-Hour Outage Obligation
(Requirement No. E19)**

Beginning in Year 5, the HUD Agreement also requires NYCHA to resolve all elevator car outages within eighteen hours, with limited exceptions.⁶¹ As of July 31, 2025, NYCHA has resolved 98% of all elevator car outages within eighteen hours, down one percentage point from the same period last year.



Excluding the low voltage outages from this year and previous years, as of July 31, 2025, NYCHA has resolved 99% of all elevator car outages within eighteen hours, matching its performance during the same period last year.

E. Completed, In Compliance, and Superseded Obligations

The HUD Agreement obligations that NYCHA met prior to, or were superseded before, Year 6 (**Requirement Nos.** E2, E3, E4, E5, E6, E9, E11, E13, E14, E23) are listed in Appendix A. Verification of NYCHA's completion of the Agreement obligations E2 (Ex. B ¶ 34(b)) and E5 (Ex. B ¶ 31) is ongoing.

Overview of Outstanding Elevator Obligations

The following table summarizes the status of NYCHA's compliance with the requirements of the HUD Agreement through July 31, 2025, unless otherwise noted, and categorizes each requirement as a one-time requirement (blue); occurrence obligation (yellow); response obligation (orange); or policy and practice obligation (green).

Req. No.	Description	Status	Compliance Details
One-Time Requirements			
E1 (Ex. B ¶ 34(b))	Elevator Replacement - NYCHA: By December 31, 2024, NYCHA will replace 275 elevators.	Not met	By December 31, 2024, NYCHA completed 168 of the required elevator replacements. As of July 31, 2025, NYCHA has completed 236 elevator replacements. NYCHA expects to complete 275 elevator replacements by the end of Year 7.
Occurrence Obligations			
E7 (Ex. B ¶ 24(a))	Buildings with One No-Service Condition: Beginning in Year 5, at least 85% of elevator banks with more than one elevator will have no more than one instance per year where all elevators are out of service.	Not in compliance; 63% as of Q2 Year 7	As of July 31, 2025, 37% of multi-elevator banks have experienced more than one no-service condition in Year 7.
E8 (Ex. B ¶¶ 23(a), 24(a))	Buildings with Three No-Service	Not in compliance;	As of July 31, 2025, 13% of multi-elevator banks have

Req. No.	Description	Status	Compliance Details
	Conditions: Buildings with Three No-Service Conditions: Beginning in Year 3, no elevator bank with more than one elevator shall have more than three no-service conditions per year.	87% as of Q2 Year 7	experienced more than three no-service conditions in Year 7.
E10 (Ex. B ¶ 24(b))	Eight Unplanned Outages: Beginning in Year 5, at least 85% of all elevators in NYCHA buildings shall have no more than eight unplanned outages per year.	TBD; 87% as of Q2 Year 7	As of July 31, 2025, 13% of elevator cars have experienced more than eight unplanned outages in Year 7.
E12 (Ex. B ¶ 24(b))	Twelve Unplanned Outages: Beginning in Year 5, no elevator shall have more than 12 unplanned outages per year.	Not in compliance; 94% as of Q2 Year 7	As of July 31, 2025, 6% of elevator cars have experienced more than 12 unplanned outages in Year 7.
Response Obligations			
E15 (Ex. B ¶ 29(a)(i))	Four-Hour No-Service Conditions: Beginning in Year 5, at least 85% of no-	Not in compliance; 70% as of Q2 Year 7	As of July 31, 2025, 30% of no-service conditions resulting from unplanned outages have lasted

Req. No.	Description	Status	Compliance Details
	service conditions shall be resolved within four hours of the time NYCHA learns of them.		more than four hours in Year 7.
E16 (Ex. B ¶ 29(a)(ii))	Twelve-Hour No-Service Conditions: Beginning in Year 5, no no-service condition shall last more than 12 hours, with limited exceptions.	Substantial compliance; 98% as of Q2 Year 7	As of July 31, 2025, 2% of no-service conditions resulting from all qualifying outages have lasted more than 12 hours in Year 7. Of the limited exceptions provided for by the HUD Agreement, NYCHA only tracks outages due to elevator rehabilitation or replacement, and no-service conditions resulting from these outages are excluded. NYCHA does not track the industry-accepted repair time or whether the outage requires NYCHA to order unavailable parts. Accordingly, the Monitors' assessment of NYCHA's performance under this obligation may include such outages.
E17 (Ex. B ¶ 28)	Improved Outage Duration: After Year 1, the outage duration shall improve over the prior year by a rate set	Not on track for compliance; 17.5% higher average unplanned outage duration	The Monitors set a target of 10% reduction in outage duration for Year 7. As of July 31, 2025, the average unplanned outage duration has increased from 5.7

Req. No.	Description	Status	Compliance Details
	by the First Monitor.	compared to same period last year	hours in the first two quarters of Year 6 to 6.7 hours in the first two quarters of Year 7.
E18 (Ex. B ¶ 29(b)(iii))	Ten-Hour Elevator Car Outages: Beginning in Year 5, at least 85% of elevator car outages shall be resolved within ten hours of the time NYCHA learns of them.	On track to comply; 87% as of Q2 Year 7	As of July 31, 2025, 13% of unplanned elevator car outages have lasted more than ten hours in Year 7.
E19 (Ex. B ¶ 29(b)(iv))	Eighteen-Hour Elevator Car Outages: Beginning in Year 5, no elevator car outage shall last more than eighteen hours, with limited exceptions.	Substantial compliance; 98% as of Q2 Year 7	As of July 31, 2025, 2% of all qualifying elevator car outages have lasted more than eighteen hours in Year 7. Of the limited exceptions provided for by the HUD Agreement, NYCHA only tracks outages due to elevator rehabilitation or replacement, and these outages are excluded. NYCHA does not track the industry-accepted repair time. Accordingly, the Monitors' assessment of NYCHA's performance under this obligation may include such outages.
E20 (Ex. B ¶ 32)	Resident Outage Notification System: NYCHA	Not in compliance	NYCHA does not comply with this obligation because it provides adequate

Req. No.	Description	Status	Compliance Details
	will provide 24 hours' advanced notice of all planned outages and notice of all unplanned outages within two hours to residents of buildings affected by the outages. Notice shall occur by robocalls and postings in the building and on the NYCHA website.		notice to residents for some but not all outages. In particular, NYCHA typically does not provide the prescribed notice for outages due to preventive maintenance. In some instances, NYCHA makes postings in the buildings affected by the outages the night before the preventive maintenance outage and is making efforts to expand that practice. NYCHA currently only sends robocalls for preventive maintenance outages at South Jamaica Houses, where it is conducting a pilot on scheduling preventive maintenance outages and providing at least 24 hours' advanced notice to residents. NYCHA and the Monitors are analyzing the results of this pilot and looking to improve notice for preventive maintenance outages in other NYCHA developments.
E21 (Ex. B ¶ 33)	Monitor Outage Notification System: NYCHA will provide the Monitor 24	Not in compliance	NYCHA does not comply with this obligation because it generally does not provide notice to the

Req. No.	Description	Status	Compliance Details
	hours' advanced notice of any planned outage and shall notify the Monitors of any unplanned outage within two hours of learning about it.		Monitors for outages due to preventive maintenance. In Year 7, NYCHA began sharing with the Monitors schedules for outages due to preventive maintenance at selected developments, and NYCHA plans to expand this practice.
Policy and Practice Obligation			
E22 (Ex. B ¶ 27)	Planned Outages: By February 1, 2020, NYCHA shall not have planned outages resulting in a no-service condition between 6:00 a.m. and 9:00 a.m. or between 4:00 p.m. and 8:00 p.m., except for planned elevator rehabilitation or replacement or outages mandated by another governmental agency or regulatory entity.	Not in compliance; NYCHA had 820 instances of planned outages resulting in a no-service condition during the Agreement-restricted hours up to Q2 Year 7	NYCHA does not comply with this obligation. As of July 31, 2025, planned outages, including service disruptions due to preventive maintenance, continue to result in no-service conditions during the prohibited hours.

I.3 Pests & Waste

Pests: Under the HUD Agreement, the term “pests” refers to rats, mice, cockroaches, and bed bugs.

Integrated Pest Management (“IPM”):

An environmentally friendly, commonsense approach to pest control. Unlike traditional pest management, which involves the routine application of pesticide, IPM focuses on the prevention of pests and uses pesticide only as needed. It involves multiple forms of pest controls and has a four-tiered approach: (1) identify pests and monitor progress, (2) set action thresholds, (3) prevent pests, and (4) control pests.

Under the HUD Agreement, NYCHA must (1) estimate and report on the size of the pest population at each development and reduce those pest populations by specific percentages over time;⁶² (2) respond to residents’ **pest** complaints within prescribed deadlines;⁶³ (3) apply timely and effective pest management techniques informed by **Integrated Pest Management (“IPM”)** practices;⁶⁴ (4) increase cleanliness at developments by improving waste management practices;⁶⁵ and (5) upgrade specified pest and waste management infrastructure.⁶⁶ The section below provides an update on NYCHA’s progress with respect to pest- and waste-related requirements under the Agreement and waste-management related capital projects for the period from May 1, 2025, to July 31, 2025.

In the second quarter of Year 7, NYCHA made several notable achievements, including satisfying two HUD Agreement requirements for the first time. Specifically, NYCHA published pest population estimates on its website. Additionally, after reviewing NYCHA’s training program and materials, the Monitors find NYCHA has satisfied the requirement that it send staff appropriately trained on IPM practices to respond to pest complaints. NYCHA also improved its response time to certain pests by 30% compared to the same period last year.

Looking ahead, NYCHA will need to remain vigilant to maintain its success in meeting the reduction targets for mice, cockroaches, and bed bugs. Estimates of the populations for these pests have increased, and although some variation in the estimates is expected, as described in the Monitors’ December 2024 and April 2025 reports,⁶⁷ NYCHA will need to continue applying effective pest control methods to ensure the estimates decrease in the future.

A. Pest Population Reporting and Reduction Requirements (Requirement Nos. P7-P11)

Pursuant to the HUD Agreement, the Monitors, in consultation with NYCHA, established reasonable protocols (the “Protocols”) for NYCHA to estimate the pest populations at each development on a quarterly basis.⁶⁸ Using the Protocols, NYCHA must publish those estimates on its website so stakeholders, including residents, can see whether NYCHA is reducing pest populations.⁶⁹ The Agreement also requires NYCHA to meet certain pest population reduction targets.⁷⁰

The following subsections provide an update on (1) NYCHA's publishing of the pest population estimates on its website; (2) NYCHA-wide pest population estimates for the second quarter of Year 7; and (3) NYCHA's progress in meeting the outstanding reduction target requirements.

1. Publish Pest Population Estimates

As discussed in the April 2025 Report, the Monitors, in consultation with NYCHA, developed Protocols to establish reasonable estimates of the presence of pests.⁷¹ These estimates do not count the actual number of pests, as that would be unfeasible. Instead, the pest population estimates measure the pest presence at NYCHA based on residents' pest complaints adjusted for over- and underreporting of pests.

Under the HUD Agreement, once the Monitors establish the Protocols, NYCHA is required to use the Protocols to develop and publish reliable pest population estimates for each development at least quarterly.⁷² As of July 31, 2025, NYCHA has published the pest population estimates for each development for the first quarter of Year 7 on its website, successfully meeting this requirement for the first time. The pest population estimates can be viewed at NYCHA's website here: <https://www.nyc.gov/site/nycha/residents/pest-population-estimates.page>.

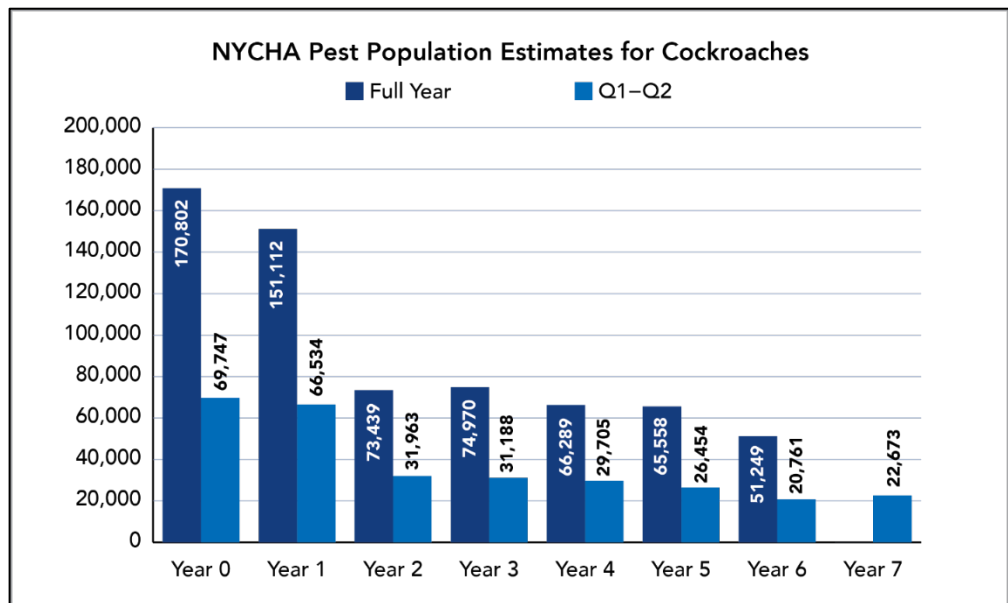
NYCHA is working with the Monitors to establish a process where NYCHA will be able to calculate the pest population estimates on its own. The Monitors currently supply NYCHA with the data for publication on NYCHA's website and will continue to do so until NYCHA has established a process by which NYCHA can complete the calculations.

The charts below illustrate the NYCHA-wide pest population estimates for the second quarter of Year 7. It is important to reemphasize that the figures in the following pest population estimate charts do not represent the exact number of pests across NYCHA. Rather, they are estimates of the pest presence at NYCHA as determined by the process described in previous reporting⁷³ and based on residents' pest complaints adjusted for over- and underreporting of pests. It is also important to note that the Monitors' consulting urban entomologists advised that pest population estimates at NYCHA can vary for reasons both within and outside of

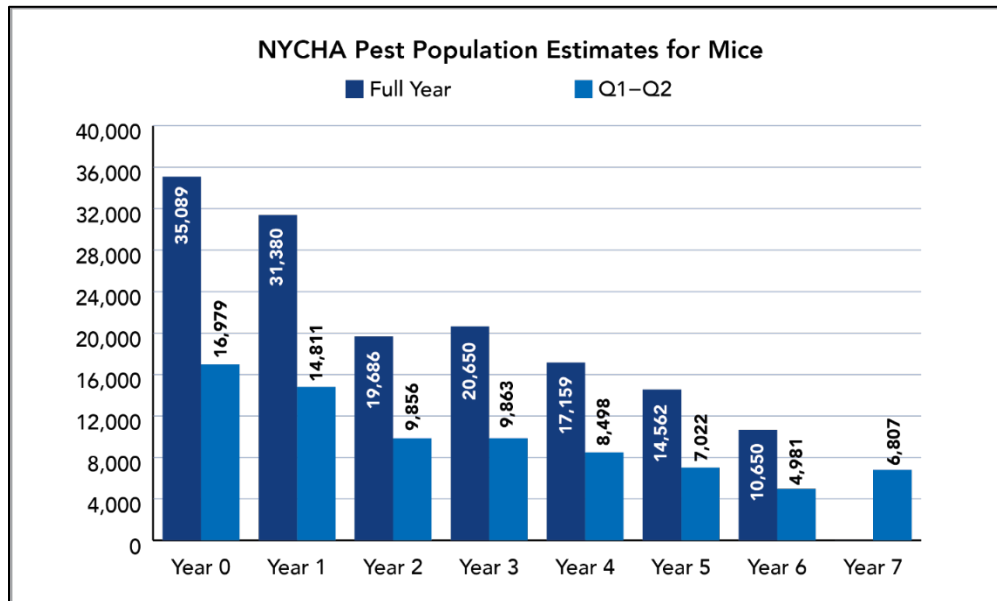
NYCHA's control. For example, weather and external food sources can impact pest populations.

As depicted in the charts below, the pest population estimates for all pests increased as compared to the same period in Year 6. Despite this increase, NYCHA remains in compliance with the HUD Agreement's reduction targets for mice, cockroaches, and bed bugs.

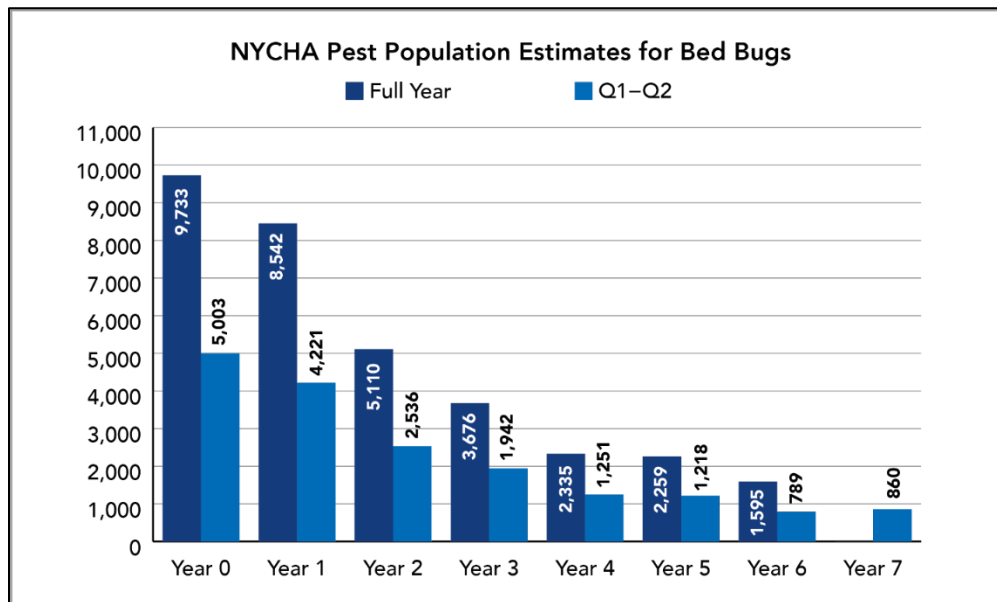
As of July 31, 2025, the pest population estimate for cockroaches was nearly 22,700 for the first two quarters of Year 7,⁷⁴ up about 9% from the same period last year.⁷⁵



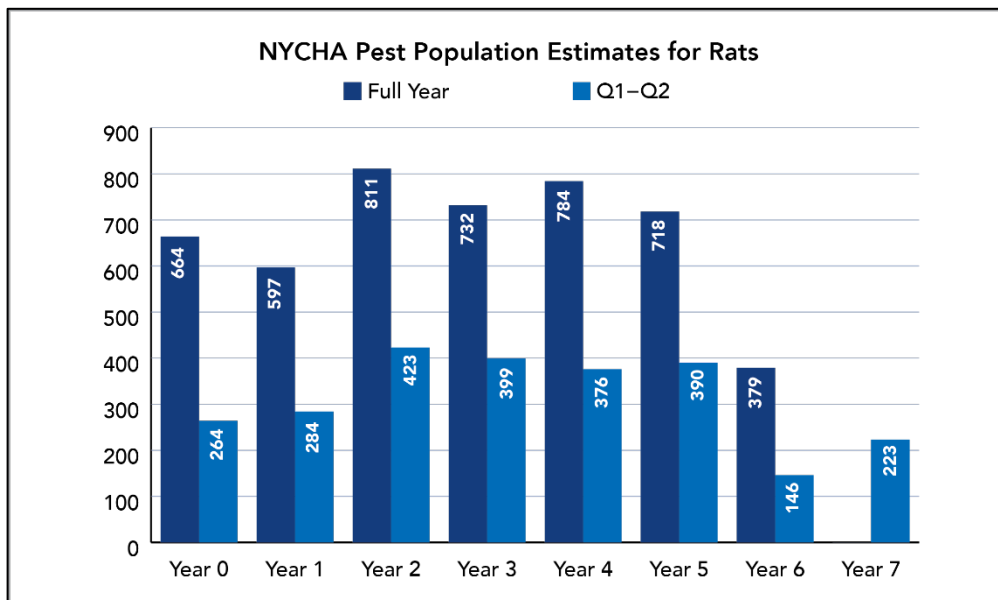
As of July 31, 2025, the pest population estimate for mice was about 6,800 for the first two quarters of Year 7, up about 37% from the same period last year.



As of July 31, 2025, the pest population estimate for bed bugs was about 860 for the first two quarters of Year 7, up about 9% from the same period last year.



As of July 31, 2025, the rat population estimate was about 220 for the first two quarters of Year 7, up about 53% from the same period last year.



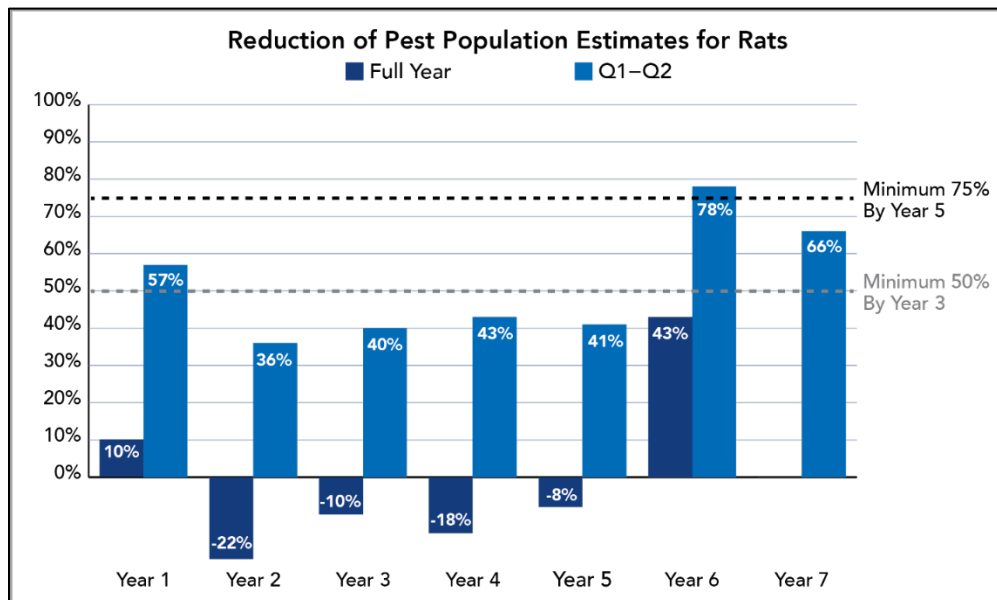
Pursuant to the Protocols, the increases in the pest population estimates are due to residents making a higher number of pest-related complaints as well as NYCHA determining, through its undercount inspections, that there are a greater number of apartments that have a pest presence but whose residents do not submit a pest complaint. Residents have submitted 418 more pest complaints compared to the same time period last year. NYCHA also notes that improvements in the effectiveness of their undercount inspections, which result in identifying more pests in apartments that have not submitted a pest complaint, result in higher estimates of the pest population pursuant to the Protocols. Regardless of the potential cause in the uptick, NYCHA must still strive to reduce the pest populations. NYCHA has acknowledged that it must continue to consistently improve its use of effective pest management techniques, as discussed below in **Section III.D**, in order to reduce the pest populations over time. The Monitors are continuing to work with the Pest Management Department (“PMD”) to achieve this overarching goal.

2. Reduce Pest Populations

The HUD Agreement required NYCHA to reduce pest populations by certain percentages by the end of Year 3⁷⁶ and by the end of Year 5.⁷⁷ As discussed in the April 2025 Report, NYCHA met the pest reduction targets for mice, cockroaches, and bed bugs in Year 6.⁷⁸

The reduction requirements are calculated by comparing the estimated pest population of the past quarter with the estimated pest population at the beginning of the monitorship. Despite the recent increase in pest population estimates this quarter, NYCHA has still met the pest reduction targets for mice, cockroaches, and bed bugs because those pest population estimates are still substantially lower compared to the pest population estimates for when the monitorship started.

For rats, by the end of Year 3, NYCHA was required to reduce the rat population by 50%, and by the end of Year 5, by an additional 50%.⁷⁹ This means that NYCHA was required to cumulatively reduce the rat population by 75% by the end of Year 5. NYCHA did not meet the first or second reduction requirement for rats in prior years.⁸⁰ As depicted in the chart below, NYCHA began substantially improving in Year 5.

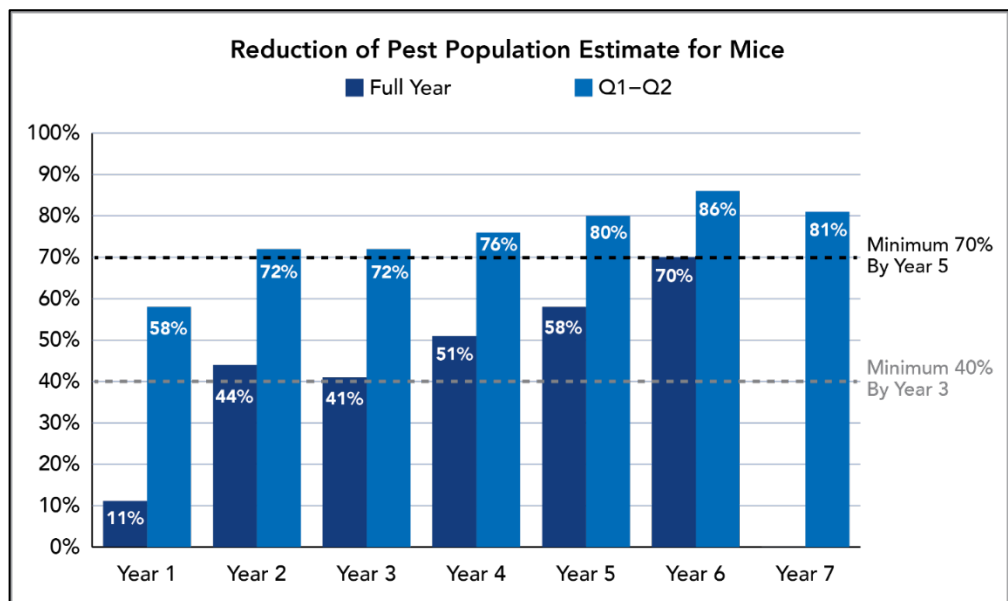


As of July 31, 2025, the percent reduction for rats was 66%, a decrease in performance by 12% from the same period last year, meaning the rat population was higher than during the same period last year. This is because the reduction is calculated in comparison to the rat population at the beginning of the monitorship as opposed to the prior year. Thus, despite the larger estimated rat population, this still represents a significant reduction in the number of rats when compared to the beginning of the monitorship. The rat reduction requirements are evaluated yearly, and NYCHA historically has had

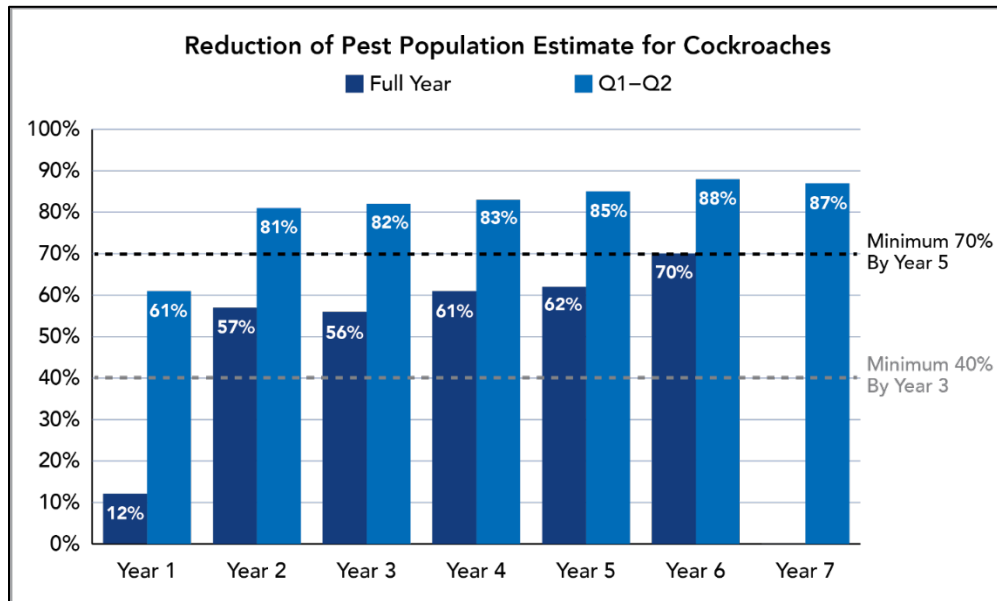
higher rat reduction rates in the first quarters of the year than the overall reduction rate for that year. So, although the rat reduction rate for the first two quarters of Year 7 was 66%, the Monitors cannot yet determine whether NYCHA will meet the rat reduction targets for the year. If NYCHA maintains its 66% reduction rate for the full year (which, as noted above, will be compared against the estimated rat population when the monitorship began), it will substantially exceed the rat reduction target of 50% in Year 7.

As noted above, despite the measured increase in mouse, cockroach, and bed bug population estimates, NYCHA is still in compliance with the pest reduction targets for those pests, as depicted in the charts below. Simply put, even though the pest population estimates indicate a higher number of pests compared to last year, the number is still lower by a substantial degree compared to the pest population estimates for when the monitorship started, which is what the Agreement requires.

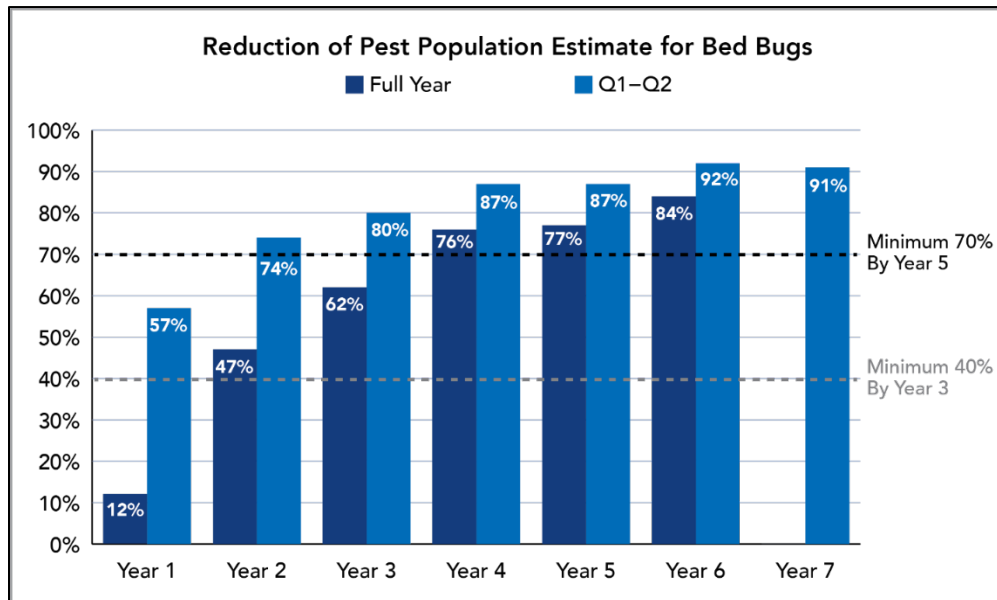
As of July 31, 2025, the percent reduction for mice was 81%, down 5% from the same period last year but still in compliance with both reduction targets.



As of July 31, 2025, the percent reduction for cockroaches was 87%, down 1% from the same period last year but still in compliance with both reduction targets.



As of July 31, 2025, the percent reduction for bed bugs was 91%, down 1% from the same period last year but still in compliance with both reduction targets.



B. Respond to Resident Pest Complaints (Requirement Nos. P14-P15)

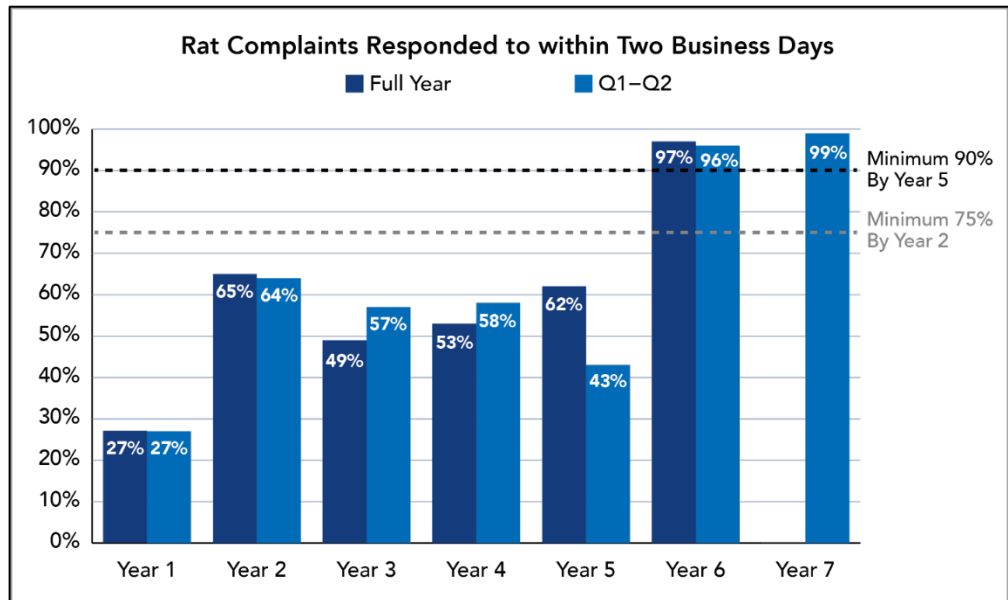
Under the HUD Agreement, NYCHA must respond to resident pest complaints in apartments within certain timeframes depending

on the pest.⁸¹ The subsections below provide an update on NYCHA's progress meeting these requirements.

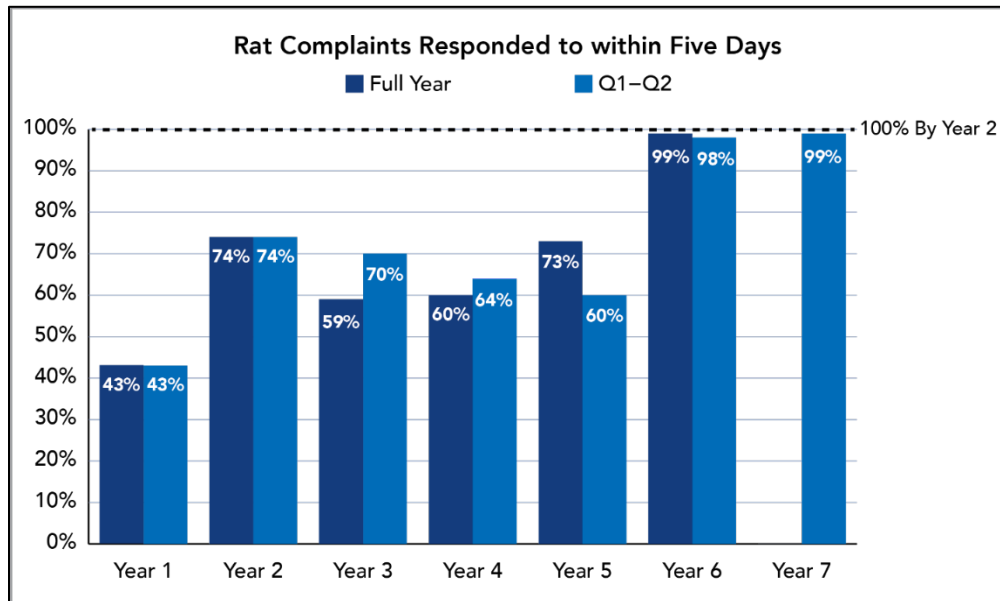
1. Respond to Rat Complaints (Requirement No. P14)

The HUD Agreement requires NYCHA, by the end of Year 5, to respond to 90% of all rat complaints within two business days, and to 100% of rat complaints within five calendar days.⁸²

As of July 31, 2025, NYCHA responded to 99% of all rat complaints within two business days for the first two quarters of Year 7, 3% higher than the same period last year.



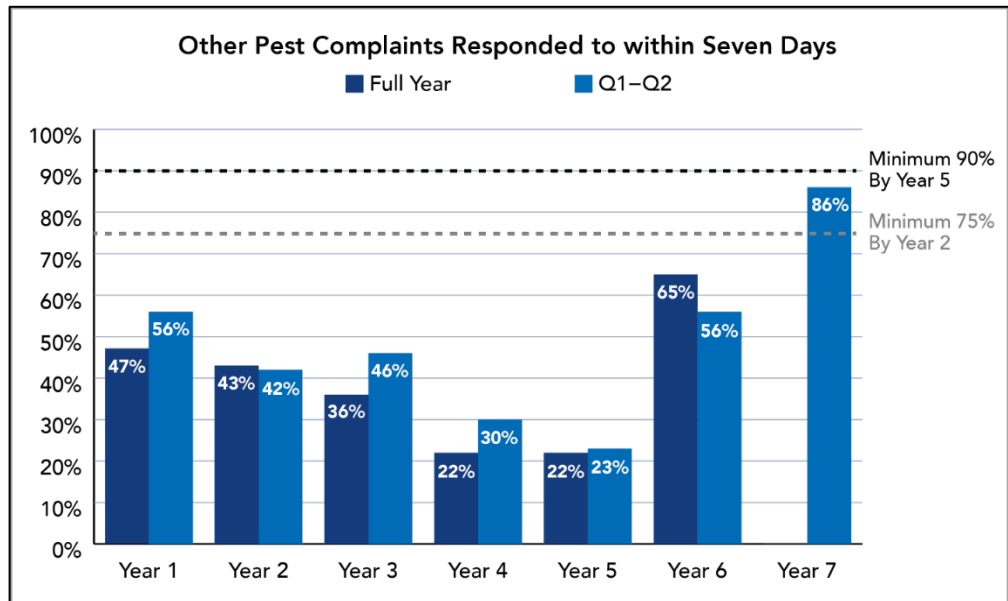
As of July 31, 2025, NYCHA responded to 99% of resident rat complaints within five calendar days for the first two quarters of Year 7, 1% higher than the same period last year. The Monitors commend NYCHA for continuing to timely respond to rat complaints.



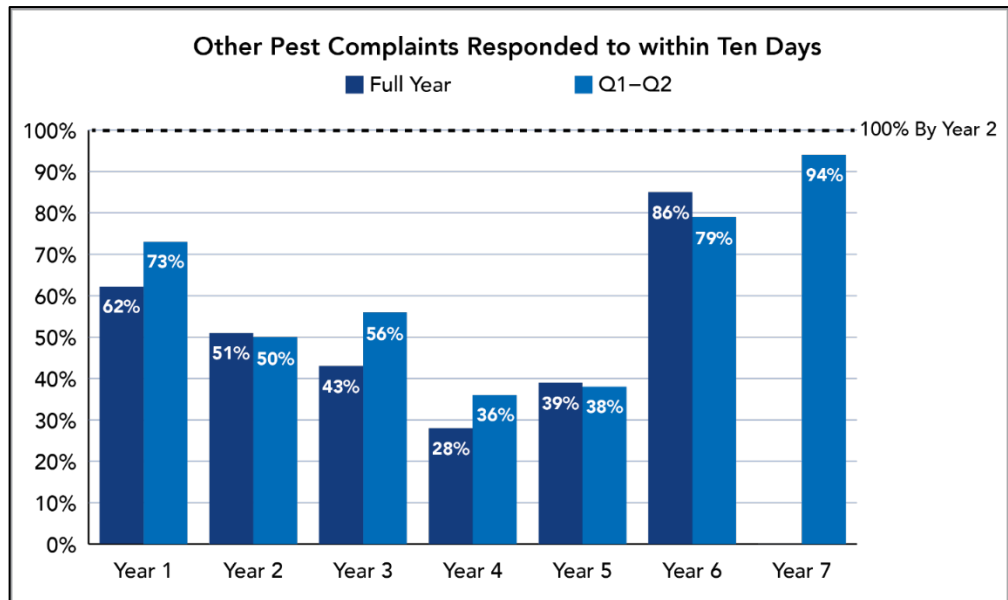
2. Respond to Other Pest Complaints (Requirement No. P15)

The HUD Agreement requires NYCHA to respond to 90% of other pest complaints within seven calendar days by the end of Year 5, and 100% of other pest complaints within ten calendar days by the end of Year 2.⁸³

As of July 31, 2025, NYCHA responded to 86% of other pest complaints within seven calendar days for the first two quarters of Year 7, 30% higher than the same period last year. The Monitors applaud NYCHA's significant improvement in other pest response times, putting it close to satisfying this HUD Agreement requirement.



Similarly, NYCHA responded to 94% of other pest complaints within ten calendar days for the first two quarters of Year 7, 15% higher than the same period last year.



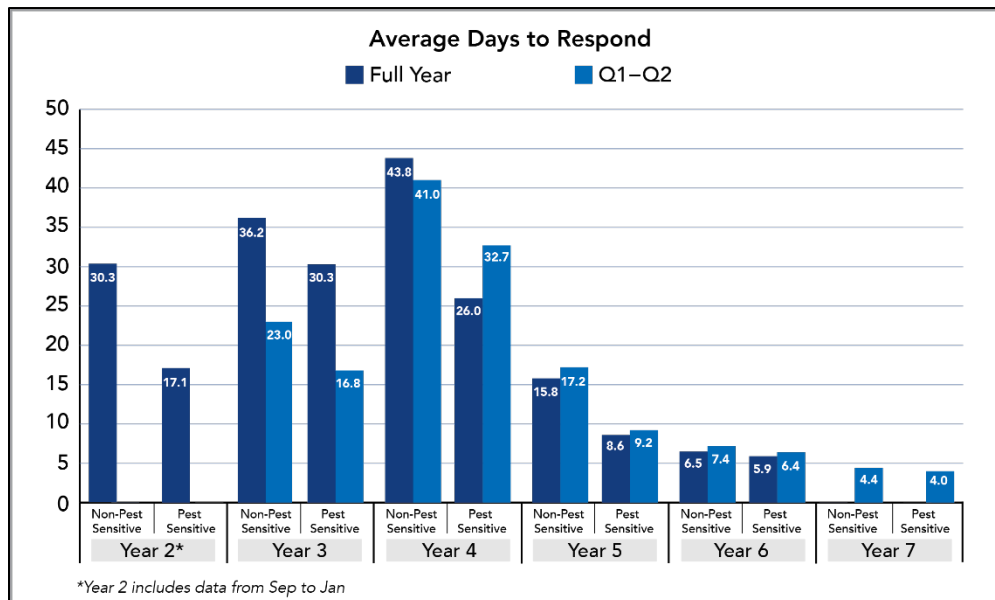
C. Address Pest Complaints from Residents with Health Conditions in an Expedited Manner (Requirement No. P17)

The HUD Agreement requires NYCHA to respond to pest complaints in apartments occupied by residents whose health

conditions may be caused or exacerbated by exposure to pest infestations (“Pest Sensitive Units”) and to **apply** pest control methods in Pest Sensitive Units in an expedited manner.⁸⁴

The First Monitor and NYCHA agreed that to satisfy this requirement, NYCHA would address pest complaints in Pest Sensitive Units more quickly than in other apartments.

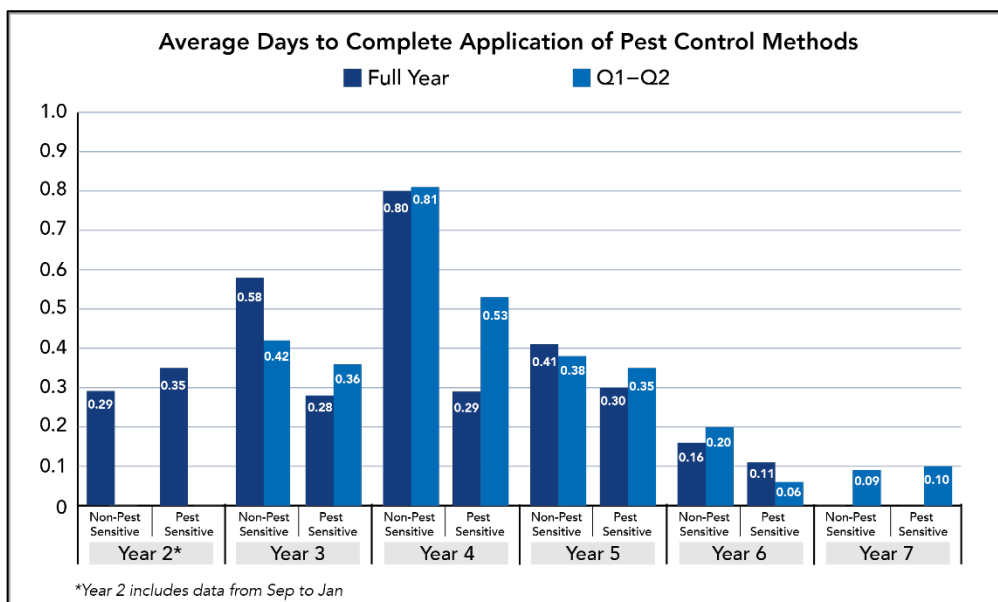
As of July 31, 2025, NYCHA responded to pest complaints in Pest Sensitive Units more quickly than to other apartments for the first two quarters of Year 7, meeting the Agreement requirement, as it did during the same period last year. NYCHA also significantly improved its response time compared to the same period last year.



Apply: Under the definition agreed to by the First Monitor and NYCHA, this is the time from the moment a complaint is verified, to the moment that NYCHA staff completes the initial work order for inspection and initial treatment. Typically, the same NYCHA staff member who responds to the initial work order applies the initial pest control treatment during the same visit. Application of pest control methods should take, on average, 45 minutes.

However, NYCHA did not apply pest control methods more quickly in Pest Sensitive Units than in other apartments for the first two quarters of Year 7, with a difference of 0.01 days. Application time measures how long it takes NYCHA to finish applying pest control methods. This time can vary based on the pest extermination needs, as well as times when the responding exterminator does not have the right equipment or supplies when they initially respond to the pest complaint, which means they must return later to finish the application. The Monitors recognize that the difference between Pest Sensitive Units and other apartments was slight, and overall, NYCHA has improved its time to apply pest control methods compared to the same period last year. The slight difference in application time

represents only a few hours (whether the exterminator finishes applying pest control methods in the morning or early afternoon, for example).



D. Implement Integrated Pest Management (Requirement Nos. P16, P18-P19)

Pest Standard Procedure ("Pest SP"):

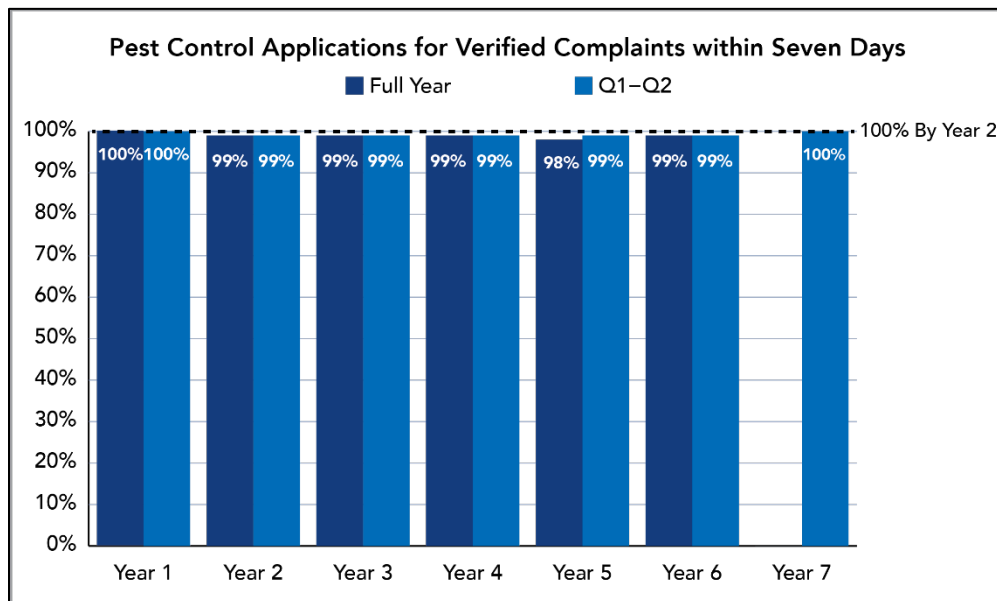
The Pest SP provides instructions to NYCHA staff on how to implement and comply with preventative and responsive measures to control pest infestations. It also creates protocols to protect the health of residents, employees, and vendors when removing and reducing pest activity using IPM techniques.

The HUD Agreement requires NYCHA to consistently and comprehensively implement IPM practices.⁸⁵ Specifically, NYCHA must (1) apply effective pest control in a timely manner; (2) incorporate industry-standard IPM into building operations in all NYCHA developments; and (3) send staff appropriately trained in IPM to respond to all pest complaints.⁸⁶

As discussed in prior reporting, NYCHA continues to train its staff and implement IPM techniques, leading to improved compliance and services for residents.⁸⁷ But more work remains. To fully comply with the HUD Agreement's IPM requirements, NYCHA must ensure that all staff consistently follow the **Pest Standard Procedure ("Pest SP")** and effectively apply IPM techniques. The subsections below provide an update on NYCHA's progress on the IPM requirements.

1. Apply Effective Pest Control Methods in a Timely Manner (Requirement No. P16)

Under the HUD Agreement, NYCHA must apply effective pest control methods within seven calendar days of verifying the presence of a pest.⁸⁸ As of July 31, 2025, NYCHA timely applied pest control methods for the first two quarters of Year 7, improving by 1% compared to the same period last year. This is the first time since Year 1 that NYCHA has timely applied pest control methods. However, as discussed further below, NYCHA still does not yet apply *effective* pest control methods during every resident visit. NYCHA must improve the quality of its pest control methods application in order to meet this requirement.



2. Implement and Apply Integrated Pest Management Techniques

The HUD Agreement requires NYCHA to incorporate IPM practices into building operations at all developments and to send staff appropriately trained on IPM techniques to respond to all pest complaints.⁸⁹

In the second quarter of Year 7, NYCHA made progress toward meeting this requirement, but there is still more work to do. For instance, the PMD hired a second in-house entomologist, who will help develop and update trainings for staff. The PMD is also

implementing a program evaluating the snap trap training it ran in December. The Monitors' consulting entomologists believe these efforts will lead to improved trainings, which in turn will lead to more widespread compliance with the Pest SP and IPM techniques. The Monitors' consulting entomologists note that the PMD's training program and materials are IPM-compliant, and the Monitors support the PMD's efforts to continue to improve its trainings.

Despite these efforts, the quality of pest management services remains uneven, and staff do not consistently implement IPM-based practices effectively in the field. For instance, the Monitors' consulting urban entomologist has observed exterminators performing inadequate apartment inspections and overlooking various areas or pest management steps.

To address this and other challenges, NYCHA continues to provide targeted training for exterminators, with a focus on improving resident communication skills so that exterminators can effectively explain the purpose of apartment inspections, address residents' concerns, and overcome objections to entry, thereby improving access rates. NYCHA has committed to several initiatives that the Monitors believe will advance this goal. The PMD is currently providing management and leadership training for Supervisors of Exterminators ("SOEs") to help them more effectively manage, educate, and hold staff accountable. In addition, as of July 2025, SOEs are continuing to work through the digital leadership courses created by the PMD and NYCHA's Learning and Development Department. The PMD has also begun a mentorship program pairing experienced exterminators with newer colleagues to provide individualized coaching and hands-on training.

The Monitors will continue to provide subject matter and technical expertise to NYCHA and support NYCHA's efforts to deliver pest management services in accordance with the Pest SP and IPM-based practices.

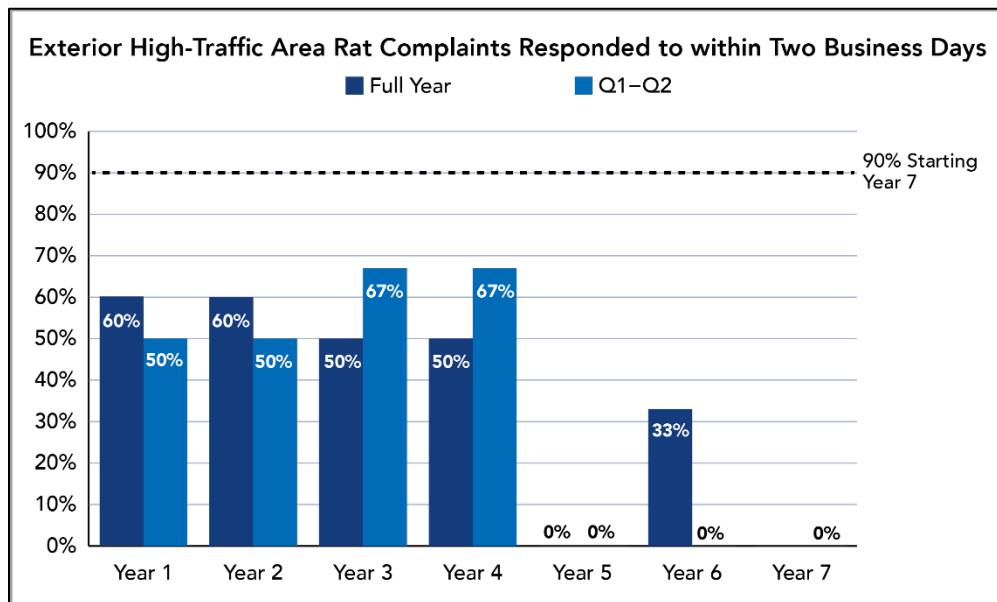
3. Address Common Area Pest Complaints

IPM practices require NYCHA to eliminate pests' access to food, water, and shelter across developments. As discussed in prior reporting, in the second quarter of Year 6, NYCHA, HUD, and SDNY agreed that NYCHA must respond to common area pest complaints in a timely manner, based on timeframes proposed by the Monitors'

consulting urban entomologists.⁹⁰ Specifically, NYCHA must (1) respond to 90% of rat complaints in internal common areas within two business days, and to 100% of complaints within five calendar days; (2) respond to 100% of rat complaints in external common areas within ten calendar days; and (3) respond to 100% of other pest complaints in internal and external common areas within ten business days.⁹¹ For rat complaints in high-traffic areas, NYCHA must respond in an expedited manner.⁹²

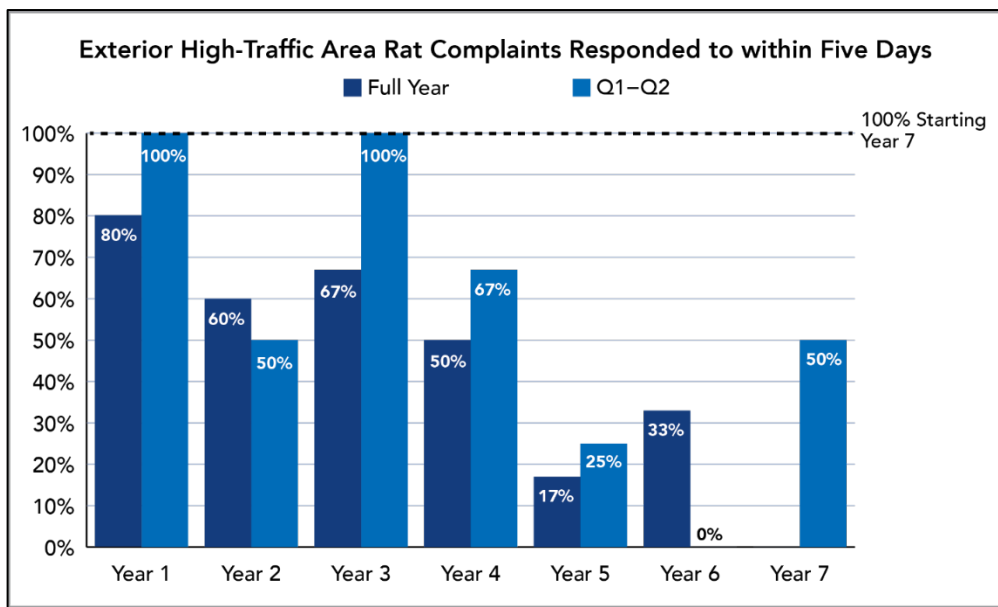
During the second quarter of Year 7, NYCHA and the Monitors agreed to the definition of the terms “high-traffic areas” and “expedited manner.” “High-traffic areas” include playgrounds and parking lots. “Expedited manner” means that NYCHA will respond to 90% of high-traffic area rat complaints within two business days and to 100% of high-traffic area rat complaints within five calendar days.

As of July 31, 2025, NYCHA responded to 0% of high-traffic area rat complaints within two business days. For context, the graphic below also sets forth NYCHA’s performance historically, using work orders from prior years, recognizing that the parameters of this obligation were only first established during the second quarter of Year 7. To improve their response time, NYCHA intends to assign exterior high-traffic area rat complaints to the specialized rat team.



As of July 31, 2025, NYCHA responded to 50% of high-traffic area rat complaints within five calendar days. For context, the graphic

below also sets forth NYCHA's performance historically, using work orders from prior years, recognizing that the parameters of this obligation were only first established during the second quarter of Year 7.



In future reporting, the Monitors will provide updates on NYCHA's response time to rat and other pest complaints in interior and exterior common areas that are not high-traffic areas.

E. Improve Waste Management (Requirement No. P11)

The HUD Agreement requires NYCHA to inspect grounds and common areas at every development for cleaning and maintenance needs and correct such conditions at least once a day ("Waste Management Requirement").⁹³ In particular, NYCHA must ensure that trash in grounds or common areas of each NYCHA development is collected and either removed from the premises or stored in a manner that prevents access by pests at least once every 24 hours.⁹⁴

To facilitate compliance with this requirement, NYCHA committed to several capital projects aimed at improving its waste management capabilities.⁹⁵ These projects include building new waste yards and trash collection systems and replacing and upgrading the agency's waste collection and hauling equipment.⁹⁶

The subsections below provide an update on (1) NYCHA's compliance with the Waste Management Requirement, as verified by

the Monitors' inspection team; and (2) an update on the various waste management capital projects.

1. Inspect and Correct Negative Waste Conditions

NYCHA continues to measure compliance with the Waste Management Requirement through its Clean Compounds initiative, which requires **consolidations** to submit daily photographs of certain areas on development grounds and grounds supervisors to submit attestations to the Waste Management Department. To validate the consolidations' self-reported compliance, NYCHA's Waste Management Department launched Scorecard 1.5, a reporting system whereby Waste Management inspectors perform inspections of consolidations' common areas and grounds. In connection with Scorecard 1.5, the Waste Management Department launched a new reporting initiative to share the results of the inspections with development caretakers. Waste Management now immediately shares a list of observed deficiencies that require corrective action with the respective development and instructs the consolidation to resolve the issues. Waste Management then provides the consolidation a score and information regarding the score that is based on inspectors' assessment of interior and exterior locations.

Consolidations: A group of developments managed by the same property management office.

To assess compliance with the Waste Management Requirement and to supplement NYCHA's inspections, the Monitors' independent inspection team conducts inspections of NYCHA properties, covering grounds, including curbside collection points, short-term storage areas, waste yards, walkways, and common areas, including lobbies, elevators, and stairwells. During the second quarter of Year 7, the Monitors' team conducted 133 grounds inspections across 98 developments and 750 building inspections across 107 developments. The Monitors' team has shared the results of the inspections with NYCHA property management to help improve compliance at the development level. The Monitors also share the high-level results of the inspections with leadership in the Waste Management Department to help improve compliance agency-wide.

Based on these inspections, the Monitors conclude that NYCHA is in partial compliance with the Waste Management Requirement. The Monitors' inspectors found that over half of the inspected developments complied with the requirement, demonstrating good waste management practices, with properly

managed short-term storage areas and well-maintained outside entranceways that were clean and free of obstructions. In the second quarter of Year 7, the Monitors' inspectors noted improvements in bulk item removal and in residents tying their garbage bags closed, which have resulted in cleaner entranceways and curbside pickup zones. On the other hand, the Monitors' inspectors also observed some developments with issues such as uncontained trash and waste left behind after garbage removal in stairwells, on roofs, and in curbside areas, as well as animal waste from domestic pets on the grounds and from rats near where trash was left exposed. These deficiencies were all shared with NYCHA through the Monitors' inspection reports.

Rat Slabs: Rat slabs are thin layers of concrete poured over areas of exposed sand and aggregate within basements and crawl spaces where rats burrow. They are intended to prevent rodents from establishing burrows inside buildings.

To facilitate compliance with the Waste Management Requirement, the Monitors will continue to perform independent grounds and common area inspections and will share the results with NYCHA.

2. Implement Waste Management Capital Projects

Among other measures to reduce pest populations and improve sanitation in its developments, the HUD Agreement required NYCHA to install 50 **rat slabs** by December 31, 2020.⁹⁷ As of July 31, 2025, NYCHA has installed 40 rat slabs. NYCHA expects to complete the remaining 10 rat slabs by October 2025.

City Capital Action Plan ("CCAP"): Under the HUD Agreement, New York City must provide \$2.2 billion in capital funding to NYCHA over a ten-year period starting in 2019 (\$250 million per year for the final six years). These funds are committed to capital projects and can only be spent pursuant to an Action Plan. The CCAP was approved by the First Monitor on May 8, 2021, and was amended in September 2023.

In addition, NYCHA committed to additional waste management projects using funds provided by the **City Capital Action Plan ("CCAP")**.⁹⁸ This includes installing 1,211 interior compactors at 92 developments and completing 113 waste yards at 83 developments by 2030.⁹⁹ As of July 31, 2025, NYCHA has installed 539 interior compactors and completed 8 waste yards at 8 developments.

F. Completed, In Compliance, and Superseded Obligations

The HUD Agreement obligations that NYCHA met before the period covered by this report, or that were superseded by other obligations (**Requirement Nos.** P1, P3-P6, P12-P13, P17), are listed in Appendix A.

Overview of Outstanding Pests and Waste Obligations

The following table summarizes the status of NYCHA's compliance with the outstanding requirements of the HUD Agreement as of July 31, 2025, unless otherwise noted. The table categorizes each requirement as a one-time requirement (blue); occurrence obligation (yellow); response obligation (orange); or policy and practice obligation (green).

Req. No.	Description	Status	Compliance Details
One-Time Requirements			
P2 (Ex. B ¶ 46(b))	Rat Slabs: By December 31, 2020, NYCHA must install 50 rat slabs.	80%	NYCHA has installed 40 of 50 rat slabs as of July 31, 2025, and expects to complete 10 more rat slabs by October 2025.
Occurrence Obligations			
P8 (Ex. B ¶ 35)	Pest Population Publication: NYCHA shall publish reliable estimates of the pest populations at each NYCHA development on its website quarterly starting by July 31, 2019.	In compliance	Now that reasonable protocols have been established, NYCHA is in the process of developing the infrastructure needed to report and publish reliable pest population estimates for each NYCHA development quarterly. As of July 31, 2025, NYCHA has begun publishing pest population estimates as provided by the Monitors.
P10 (Ex. B ¶ 37)	Pest Population Reduction Requirements II:	On track to comply	Compared to the start of the monitorship, as of Year 7 Q2, NYCHA

Req. No.	Description	Status	Compliance Details
	NYCHA was required to reduce the pest population by 50% for rats and 40% for mice, cockroaches, and bed bugs by Year 3. Having satisfied these initial pest population reductions, NYCHA is required to achieve additional 50% reductions of all pest populations by Year 5 when comparing those populations to the start of the monitorship—in total: Rats - 75% Mice - 70% Cockroaches - 70% Bed Bugs - 70%		has achieved the following reductions in pest populations: Rats - 66% Mice - 81% Cockroaches - 87% Bed Bugs - 91%
P11 (Ex. B ¶ 45)	Waste Management: By July 31, 2019, NYCHA shall inspect the grounds and common areas of each building for cleaning and maintenance needs at least every 24 hours. In particular, NYCHA shall ensure that	Partial compliance	Based on the Monitors' independent inspections, NYCHA is in partial compliance with the Waste Management Requirement due to overall improvement across developments. However, NYCHA's performance continues to be inconsistent, and some developments still show deficiencies.

Req. No.	Description	Status	Compliance Details
	trash on the grounds or common areas of each NYCHA development is collected and either removed from the premises or stored in a manner that prevents access by pests.		
Response Obligations			
P14 (Ex. B ¶ 39(a))	Rat Response II: Beginning in Year 5, NYCHA shall respond to (i) 90% of all rat complaints within two business days and (ii) all rat complaints within five calendar days.	Substantial compliance. (i): 99% (ii): 99%	Although NYCHA did not meet these requirements by January 31, 2024, as of July 31, 2025, NYCHA complies with the first requirement and nearly complies with the second.
P15 (Ex. B ¶ 39(b))	Other Pest Response II: Beginning in Year 5, NYCHA shall respond to (i) 90% of all other pest complaints within seven calendar days and (ii) to all other pest complaints within ten calendar days.	Partial compliance (i): 86% (ii): 94%	NYCHA did not meet these requirements by January 31, 2024, and as of July 31, 2025, NYCHA is not currently in compliance with either requirement.
P16 (Ex. B ¶ 38(c))	Effective Pest Control Application: By January 31, 2021, NYCHA shall apply effective pest	Partial compliance 100%	Although NYCHA timely applies pest control methods within seven calendar days, NYCHA does not yet consistently apply

Req. No.	Description	Status	Compliance Details
	control methods to address complaints within seven calendar days.		effective pest control methods NYCHA-wide.
Policy and Practice Obligations			
P18 (Ex. B ¶ 43)	IPM Practices: By January 31, 2020, NYCHA shall incorporate industry standard IPM practices into building operations in all developments.	In progress	NYCHA has improved its pest management practices and upgraded and expanded its trainings. However, NYCHA does not yet consistently and/or effectively use IPM practices in building operations across all developments.
P19 (Ex. B ¶ 44)	IPM Training: By January 31, 2020, NYCHA shall send staff appropriately trained on IPM to respond to any pest complaint.	In compliance	NYCHA has developed a training program that incorporates IPM techniques and continues to improve training for exterminators and their supervisors, including the creation of higher-quality training materials.

I.4 Mold & Leaks

The HUD Agreement requires NYCHA to timely remediate mold and leaks, prevent mold growth and recurrence, and stop NYCHA employees from improperly closing mold-related work orders.¹⁰⁰ The Agreement also requires NYCHA to comply with a separate set of obligations established by court orders in a federal class action lawsuit, **Baez v. NYCHA, No. 13 Civ. 8915 ("Baez")**, brought by NYCHA residents to address mold and leaks in NYCHA developments.¹⁰¹

The subsections below provide an update on NYCHA's compliance with the outstanding mold and leak obligations under the HUD Agreement as of July 31, 2025, as well as information about mold-related capital projects.

A. Timely Remediation of Mold and Leaks (Requirements Nos. M5-M7)

The HUD Agreement requires NYCHA to timely address residents' mold and leak complaints. Specifically, NYCHA must timely (1) remove or remediate mold and its root cause(s) within specified timeframes, (2) provide residents with work plans that explain how NYCHA will address mold and its root cause(s), and (3) abate the root cause(s) of sustained moisture and remove all resulting standing water (collectively, the "Response-Time Obligations").¹⁰²

1. Removal and Remediation of Mold (Obligation No. M6)

The HUD Agreement requires NYCHA to **remove** or **remediate** mold and its root cause(s) within specified timeframes at least 95% of the time.¹⁰³

The timeframes NYCHA must meet when addressing residents' mold complaints depend on the complexity of the repair work. Under the HUD Agreement, NYCHA must remove mold within five business days of a resident's mold complaint or remediate mold and its root cause(s) within seven days for a **simple repair** or 15 days for a **complex repair**.¹⁰⁴

The rate at which NYCHA removes or remediates mold and its root cause(s) within these timeframes is known as the "blended rate."

Baez v. NYCHA, No. 13 Civ. 8915 ("Baez"):

Baez is a federal class action lawsuit brought by NYCHA residents suffering from asthma and living in apartments with mold and excessive moisture. NYCHA settled *Baez* in 2014. The resulting consent decrees impose various requirements on NYCHA that are similar but not identical to the HUD Agreement obligations and aim to help NYCHA effectively remediate mold and moisture in a timely manner.

Remove: Removing mold refers to cleaning visible mold, removing building materials with mold, and applying mold-resistant paint.

Remediate:

Remediating mold means addressing mold and its root causes. Remediation might include repairing a section of leaky pipe and replacing the mold-covered wall containing the pipe.

Simple Repair: A simple repair is one that can be performed by a Maintenance Worker or Caretaker X Worker. An example of a simple repair is the repair of an inoperable bathroom window by a Maintenance Worker.

Complex Repair: A complex repair is one that must be performed by Skilled Trade Workers or other specialized staff.

Mold Cleaning: To clean mold, NYCHA staff or a vendor apply a mold-specific cleaning detergent and disinfectant with as-needed manual mold removal with a brush.

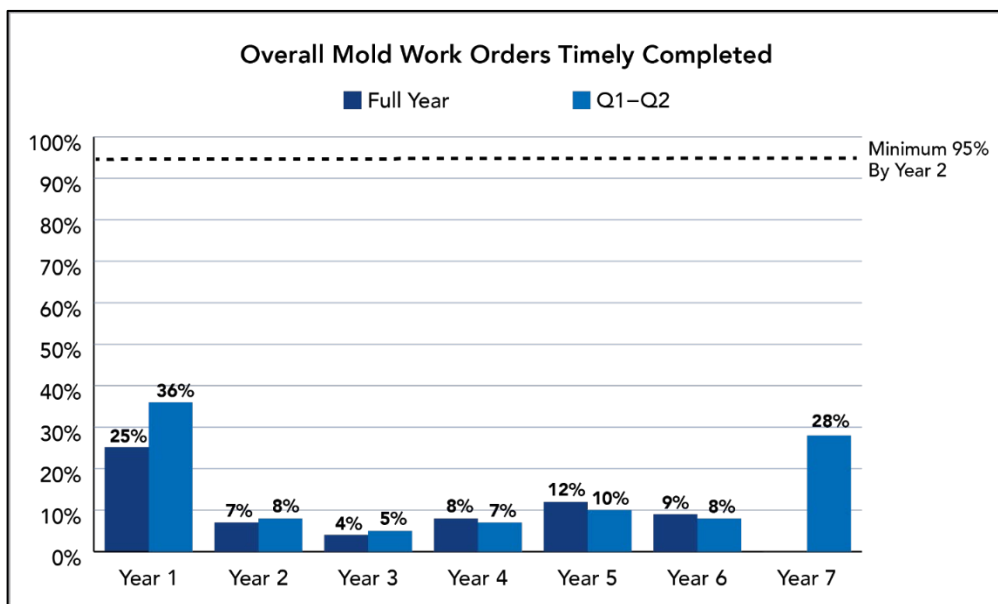
Fixture Removal: Fixtures, including cabinetry, sheet rock, or floor tiles, that have been damaged by mold must be removed.

Application of Mold-Resistant Paint: To prevent recurrence, antimicrobial, mold-resistant paint is applied to walls after mold is removed.

NYCHA remains out of compliance with the Response-Time Obligations but significantly improved its performance in the second quarter of 2025.

a. Blended Rate

As illustrated in the graph below, NYCHA is substantially out of compliance with the blended rate. NYCHA complied with the blended obligation 28% of the time through the second quarter of Year 7. This is a noteworthy improvement compared to the second quarter of Year 6, when NYCHA complied with the blended obligation 8% of the time.



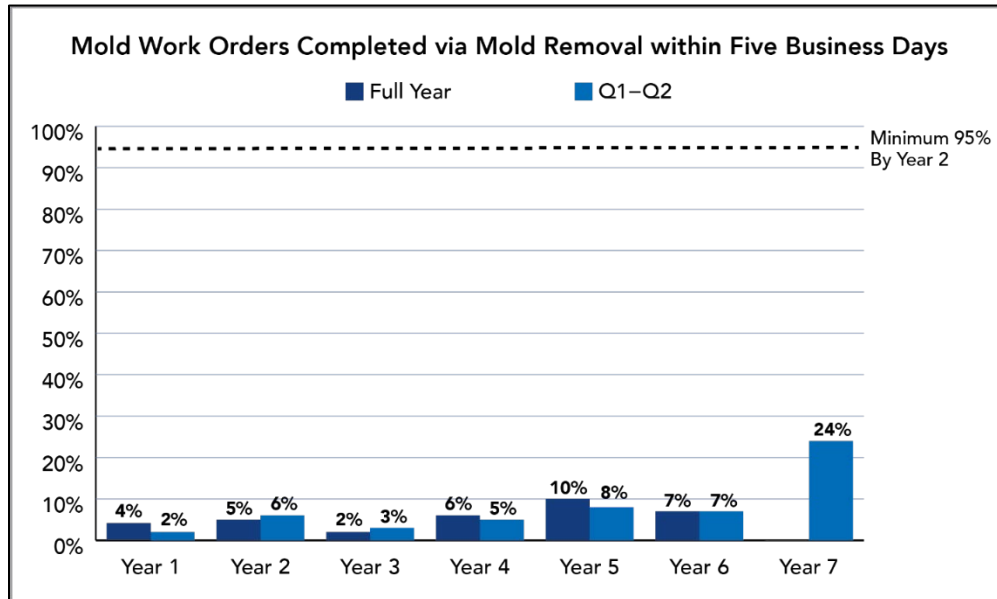
The following subsections set out NYCHA's performance meeting the mold removal and remediation timeframes that make up the blended rate.

b. Mold Removal

To comply with the HUD Agreement via mold removal, NYCHA must remove mold within five business days of a resident's mold complaint.¹⁰⁵ Mold removal consists of three steps: **mold cleaning**, **fixture removal** and replacement, and **application of mold-resistant paint**.

As illustrated in the graph below, NYCHA removed mold within five business days of a resident's mold complaint 24% of the

time through the second quarter of Year 7. This is a significant improvement compared to the second quarter of Year 6, when NYCHA complied with this obligation 7% of the time.¹⁰⁶

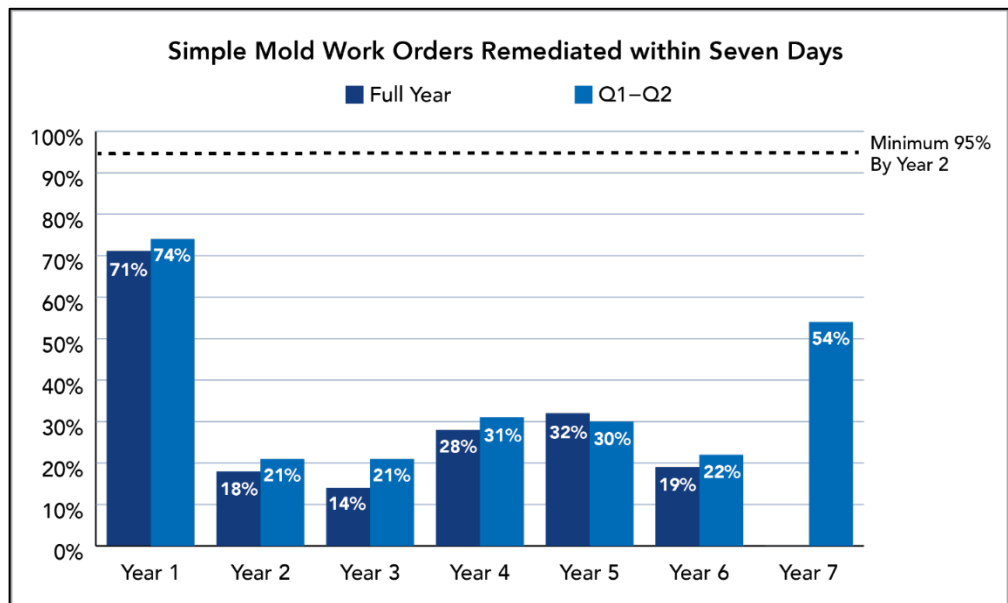


One reason for NYCHA's improved compliance with this obligation is its work under Operation Mold Cleanup ("OMC"), a program that provides NYCHA with additional resources to address backlogged mold cleaning work orders. As of July 2025, NYCHA resolved 4,859 mold cleaning work orders through OMC, thereby allowing NYCHA property management and skilled trades staff to direct more time towards new mold cleaning work orders. Because mold cleaning is the first step in removal, reducing the amount of time it takes to close mold cleaning work orders helps reduce the overall amount of time it takes to complete mold removal.

c. Simple Repairs

To comply with the HUD Agreement via simple repair, NYCHA must perform the repair within seven days of a resident's complaint.¹⁰⁷

As illustrated in the graph below, NYCHA remediated mold and its root cause(s) via simple repair within seven days 54% of the time through the second quarter of Year 7. This is a significant improvement compared to the second quarter of Year 6, when NYCHA complied with this obligation 22% of the time.

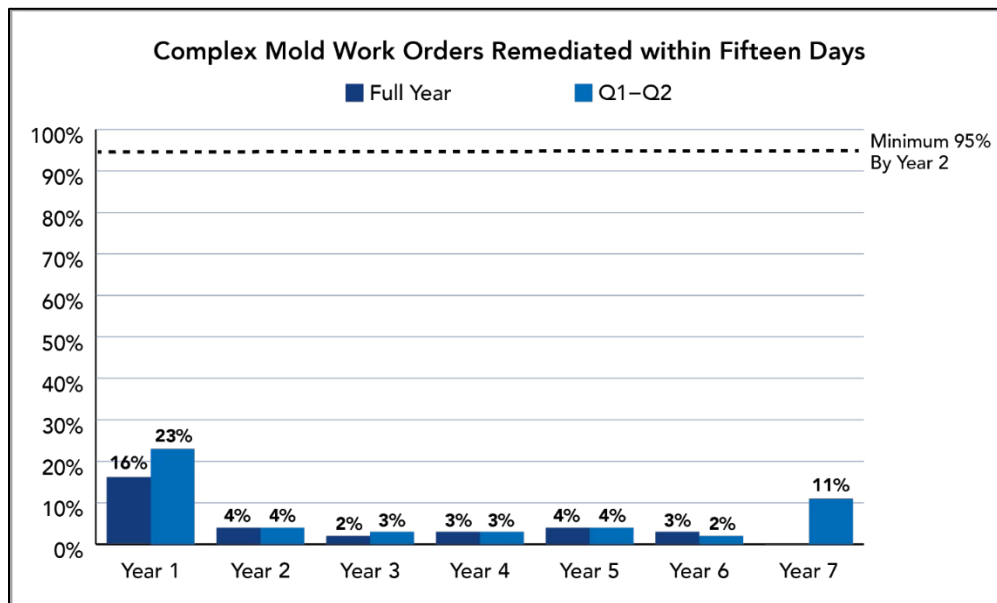


As described above, NYCHA attributes this improvement to the OMC program, which, by dedicating additional resources to resolving older simple repairs, frees up development staff to address recently submitted mold complaints more quickly.

d. Complex Repairs

To comply with the HUD Agreement obligations via complex repair, NYCHA must perform the repair within 15 days of a resident's complaint.¹⁰⁸

As illustrated in the graph below, when NYCHA remediated mold and its root cause(s) via complex repair, it did so within 15 days 11% of the time through the second quarter of Year 7. This is an improvement compared to the second quarter of Year 6, when NYCHA complied with this obligation 2% of the time.¹⁰⁹



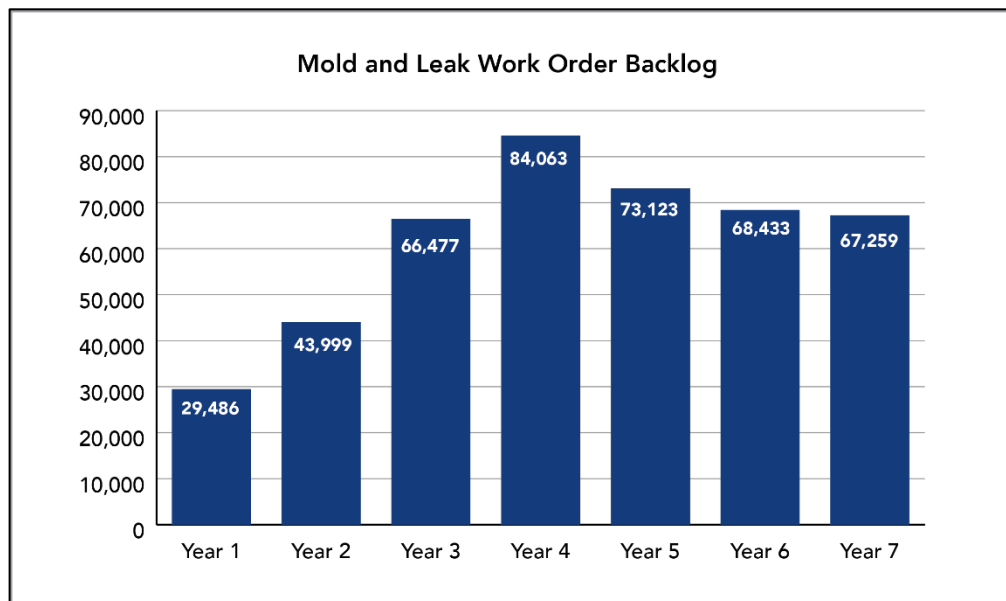
NYCHA's improved compliance with the Response-Time Obligations is largely a result of NYCHA's efforts to inspect apartments more quickly after a resident makes a mold complaint. Over the last year, NYCHA reduced the median number of days it takes to inspect mold complaints from 9.19 days to 3.14 days, an impressive reduction.¹¹⁰ Because NYCHA only assigns work orders to mold complaints after the complaint has been inspected and verified, reducing the number of days it takes to inspect apartments helps decrease the number of days it takes to remove or repair mold.

In addition, NYCHA launched a new dashboard called "Operations Daily Summary" in January 2025. According to NYCHA, this tool allows the agency to view outstanding work orders based on the duration of work required to close the work order, thereby helping NYCHA to efficiently manage open work orders and respond more quickly. Moreover, NYCHA has been working with the **Independent Data Analyst ("IDA")** to identify work orders that NYCHA's system incorrectly recorded as still requiring attention. In cases where the IDA and the resident confirm that work is no longer needed, NYCHA closes the work order. According to NYCHA, this process allows the agency to more quickly address resident complaints because staff do not have to spend time visiting apartments where their services are no longer needed. NYCHA reports that, from June 2024 to August 14, 2025, it closed 2,531 mold and leak work orders pursuant to this process.

Independent Data Analyst ("IDA"): The IDA is an entity appointed under *Baez* Consent Decree to help the parties and Special Master develop a reporting system to track NYCHA'S compliance with its obligations under *Baez*. The IDA is also tasked with reviewing and confirming the accuracy of the reporting and recommending improvements.

e. Mold and Leak Work Order Backlog

NYCHA has approximately sixty-seven thousand open mold and leak work orders, which NYCHA refers to as the mold and leak backlog.¹¹¹ The backlog includes different types of work orders related to mold and leaks and the substantial majority of these work orders are generated in response to resident complaints. NYCHA's work order closure rules prevent NYCHA from closing mold work orders until all the corresponding child work orders—which are work orders associated with the different steps in the mold cleaning or repair process, such as mold cleaning, painting, plastering, or plumbing—are closed. Child work orders address active health and hazard conditions, like mold, as well as related work, such as painting, that must be completed after the mold or leak is addressed. As illustrated in the graph below, the backlog had 67,259 work orders through the end of the second quarter of Year 7.¹¹² This represents a decrease of 523 work orders since the end of the first quarter of Year 7.¹¹³



The mold and leak backlog makes it harder for NYCHA to comply with the mold removal and remediation obligations. As of this report, NYCHA has almost enough staff and resources to keep pace with, and timely close, new work orders. The large volume of backlogged work orders, however, creates huge demands on worker time and leaves residents waiting too long for necessary repairs.

As discussed in the Monitors' Fourth Report, NYCHA, SDNY, HUD, and the Monitors worked together to develop an initiative aimed at reducing the work order backlog and improving compliance with the HUD Agreement's mold and leak obligations. This program, called Mold and Leak Restore and Renew ("Restore and Renew"), targets mold and leak work orders that are 75 days or older at 12 high-need developments. NYCHA began verifying work orders for remediation at Sotomayor Houses in August 2025 and NYCHA staff are scheduled to begin remediating verified work orders there on September 22.

NYCHA is in the process of hiring and training supplemental skilled trades staff to complete Restore and Renew-eligible work orders and, as of July 31, 2025, has filled 22 of 34 positions. The Monitors will continue to review NYCHA's progress on the Restore and Renew program in order to effectively address mold and leak conditions in affected developments and improve the quality of life for NYCHA residents.

2. Work Plan Distribution (Obligation No. M5)

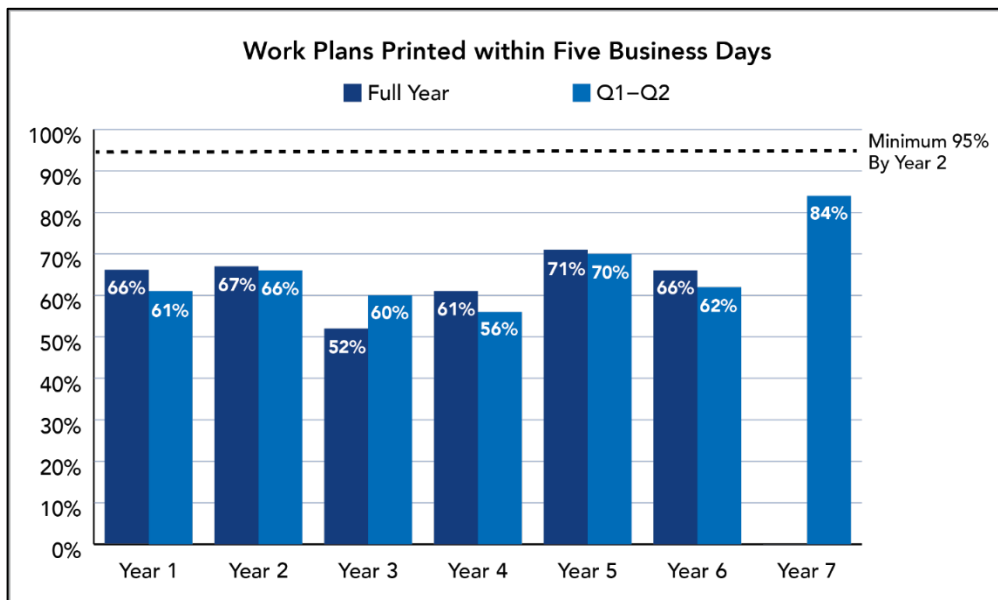
Under the HUD Agreement, NYCHA must provide a resident with a **work plan**—a document explaining how NYCHA will address verified mold complaints and their root cause(s)—within five business days of the resident's mold complaint at least 95% of the time.¹¹⁴ To prepare a work plan, a NYCHA **mold inspector** performs an inspection to verify that mold is present in the resident's apartment and then develops the work plan based on what they found.

To assess compliance with this obligation, NYCHA uses a proxy measurement approved by the First Monitor. NYCHA measures the time it takes to *print* the work plan, rather than the time it takes to deliver the work plan from the central location at which it is printed.

As illustrated in the graph below, NYCHA printed work plans within five business days 84% of the time through the end of the second quarter of Year 7, as compared to 62% of the time through the second quarter of Year 6. While NYCHA is not yet in compliance with this metric, this represents a significant improvement compared to prior years.¹¹⁵

Work Plan: A work plan is a document that a mold inspector generates after their inspection, containing a description of the inspection and root cause findings, a list of next steps to address the mold and its root cause, and instructions on how to prevent mold and its root cause in the future. Under the Mold Standard Procedure, a work plan is automatically generated following a verified mold inspection.

Mold Inspector: A mold inspector is a Property Maintenance Supervisor, Assistant Property Maintenance Supervisor, Property Manager, or Maintenance Worker who is trained and authorized to perform initial mold inspections. A mold inspector must complete the Mold Inspector and Building Sciences Trainings before performing such inspections.

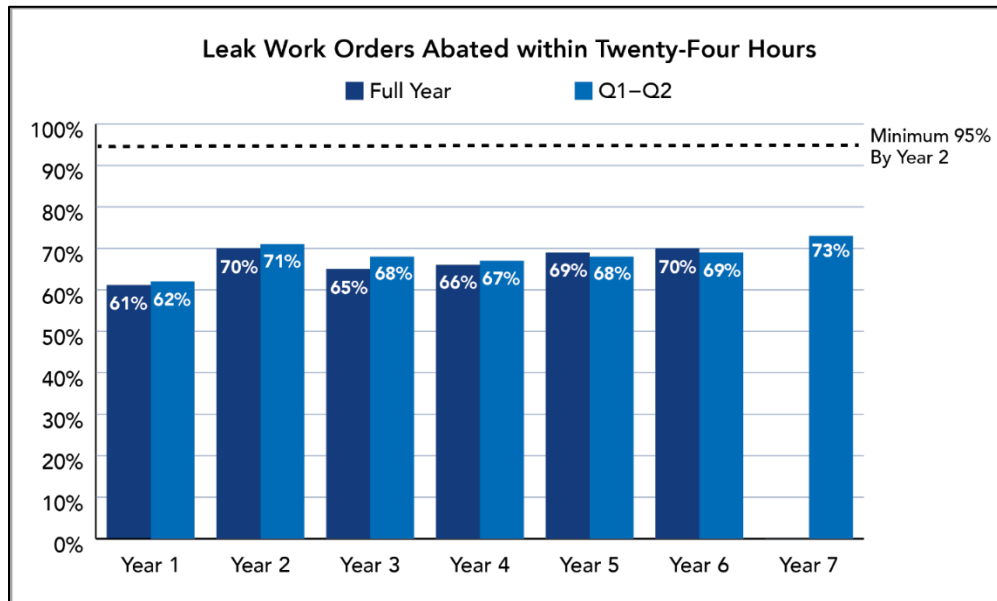


Like the other Response-Time Obligations above, NYCHA's improved performance with the Work Plan Distribution Obligation is partially attributable to NYCHA staff inspecting apartments more quickly after a resident makes a mold complaint. Because staff generate work plans after inspecting and verifying mold complaints, a decrease in the number of days to inspect corresponds to a decrease in the number of days it takes to deliver work plans to residents.

3. Abating Floods, Leaks from Above, and Other Moisture Conditions (Obligation No. M7)

Under the HUD Agreement, NYCHA is required to abate floods, leaks from above, and other conditions that cause sustained or recurrent moisture in resident apartments or apartment walls ("Other Moisture Conditions") within 24 hours of a resident's complaint.¹¹⁶ NYCHA must also remove any resulting standing water within 48 hours of a resident's complaint at least 95% of the time.¹¹⁷

As illustrated in the graph below, NYCHA abated floods, leaks from above, and Other Moisture Conditions within 24 hours 73% of the time through second quarter of Year 7, compared to 69% of the time through second quarter of Year 6.¹¹⁸



NYCHA is working on several projects that will help decrease the amount of time it takes to abate floods, leaks from above, and Other Moisture Conditions. These projects include hiring more skilled trades staff,¹¹⁹ enhancing worker trainings, reducing the work order backlog through the Restore and Renew program, implementing a standard procedure for responding to and remediating leaks, and updating aging infrastructure through large-scale capital renovations provided through the Comprehensive Modernization program ("Comp Mod") and Building Line Initiative ("BLI").

As discussed in the Monitors' Fourth Report, the **Leak Standard Procedure ("Leak SP")** will allow NYCHA and the Monitors to track NYCHA's removal of standing water. The Leak SP will also provide staff with standardized, best-practice processes for identifying, tracing, and fixing leaks and their root cause(s).¹²⁰ This will allow NYCHA to perform more consistent, higher-quality repair work, which will reduce sustained moisture conditions, thereby reducing the incidence of mold growth.¹²¹

Leak Standard Procedure ("Leak SP"):

A standardized process for identifying, tracing, and addressing the root causes of leaks across all NYCHA developments.

NYCHA began rolling out the Leak SP in the second quarter of Year 7 and anticipates that it will complete the roll out city-wide over the next two years, starting with developments in Queens and Staten Island. NYCHA hosted its first Leak SP training session in July 2025 with staff from Queensbridge North Houses. The Monitors will

continue to work with NYCHA to implement the Leak SP and will provide updates on the roll-out process in future reporting.

The Monitors cannot provide an update on NYCHA's compliance with its obligation to remove standing water within 48 hours of a resident's complaint because NYCHA is in the process of implementing the Leak SP.¹²² As part of the Leak SP, NYCHA created an IT update that allows staff to track responses to standing water through their handheld devices, which NYCHA plans to release on a development-by-development basis when 80% of a development's staff have completed Leak SP training. NYCHA's estimated timeline to begin reporting on compliance with the standing water obligation for Queens and Staten Island is early 2026.

Independent Mold Analyst ("IMA"): The IMA is an entity appointed under the Baez Consent Decree to perform quality assurance by inspecting a certain number of randomly selected apartments on quarterly basis. The IMA also reports on its findings and makes recommendation for improved compliance.

Together with the **Independent Mold Analyst ("IMA")** and the IDA the Monitors will continue to support the Leak SP roll-out trainings.

B. Prevention of Mold Growth and Recurrence (Obligations Nos. M2-M4)

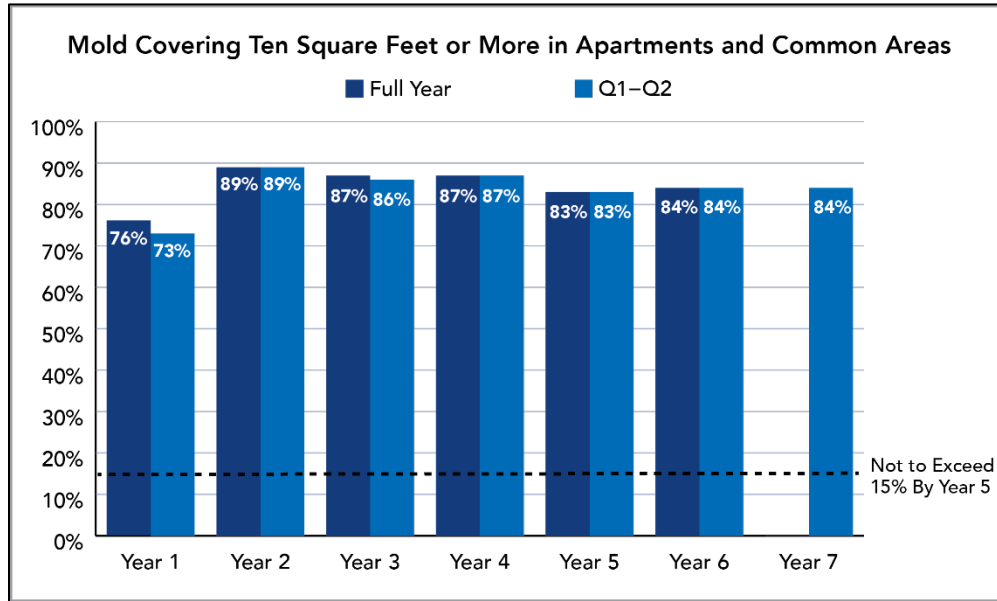
The HUD Agreement requires NYCHA to prevent mold from growing and recurring (the "Occurrence Obligations").¹²³ The following subsections set out NYCHA's progress in meeting the Occurrence Obligations.

1. Existence of Large Mold Growths (Obligation No. M3)

Under the HUD Agreement, no more than 15% of verified mold complaints may be for mold covering ten or more square feet ("Large Mold Growths").¹²⁴

As illustrated in the graph below, NYCHA remained substantially out of compliance with this obligation through the second quarter of Year 7, reporting that 84% of verified mold complaints were for Large Mold Growths. As discussed in prior reporting, multiple factors contribute to the prevalence of Large Mold Growths in NYCHA developments, including the presence of assets like boilers and plumbing lines that remain in operation far past their useful lives, the advanced age of many NYCHA buildings, NYCHA workers overestimating the sizes of mold growths during inspections, and delayed resident reporting.¹²⁵ The Monitors are still looking into

the underlying data to evaluate the causes of these large mold growths and will provide updates in future reporting.

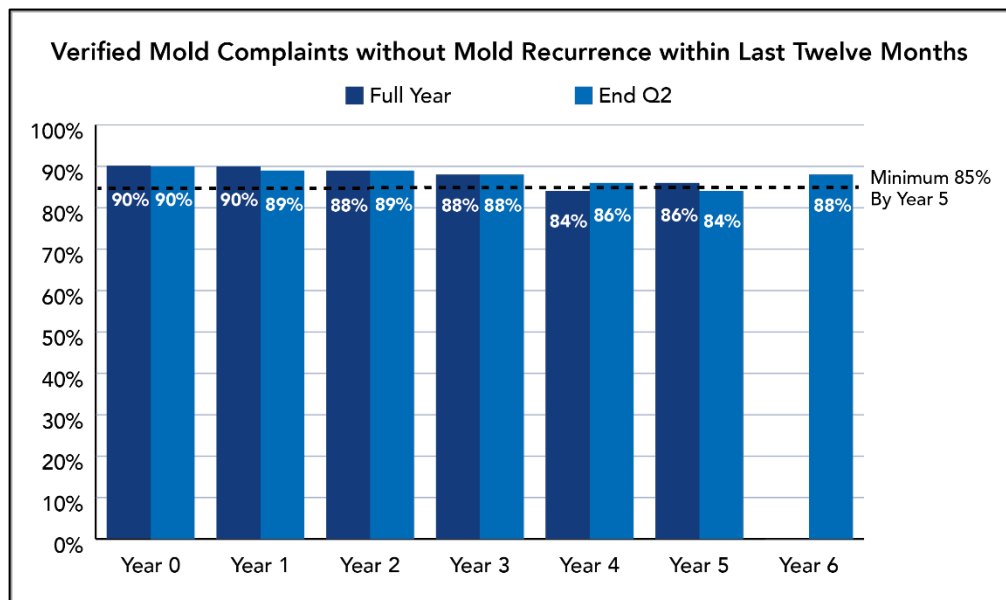


2. Recurrence of Verified Mold Complaints (Obligation No. M2)

Under the HUD Agreement, there must not be a second verified mold complaint for the same apartment, common area room, or hallway within a 12-month period for 85% of verified mold complaints.¹²⁶ For this obligation, the period from August 1, 2024, up to and including July 31, 2025, is Year 6 instead of Year 7 because this obligation measures recurrence over a backward-looking 12-month period.

This obligation is a “rolling” measurement of the percentage of verified mold complaints that do not have a subsequent verified mold complaint in the same apartment, common area room, or hallway within the following 12 months (the “Recurring Complaints”). For example, as of the second quarter of Year 6—measuring the period from August 1, 2024 through July 31, 2025—88% of verified mold complaints did not have Recurring Complaints. Accordingly, data for mold complaints verified for the first time during Year 7 will not be available until Year 8 because this obligation measures Recurring Complaints that occur during the 12 months following the initial complaint.

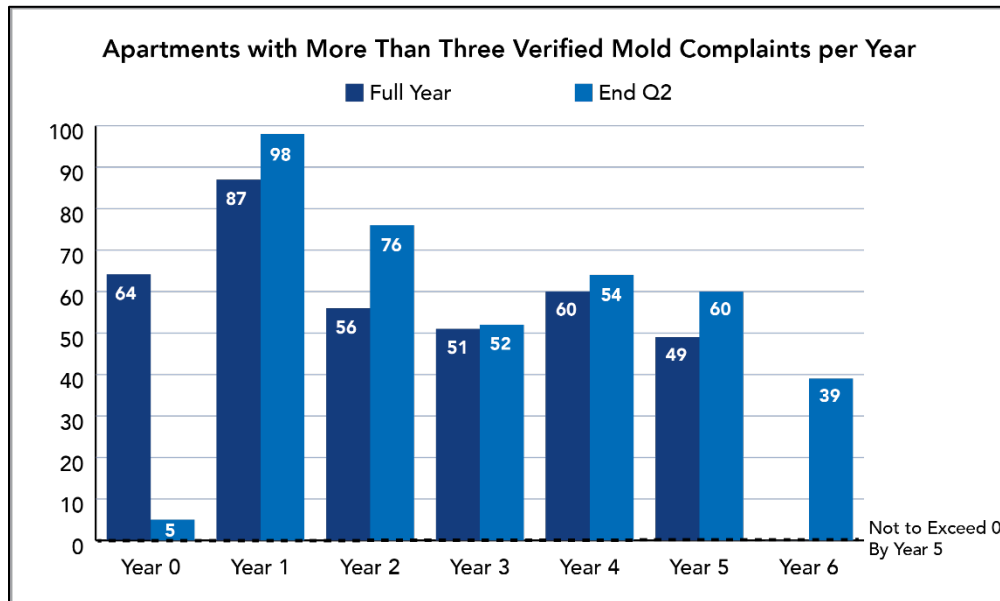
As illustrated in the graph below, NYCHA complied with this obligation through the second quarter of Year 6, with 88% of mold complaints reported in the second quarter of Year 5 having no recurrence in the 12-month period between the second quarter of Year 5 and the second quarter of Year 6. Given the backward-looking 12-month measurement for compliance, Year 0 in the graph represents the year before the outset of the monitorship in 2019 (i.e., February 1, 2018 to January 31, 2019). The graph below identifies the percentage of apartments, common area rooms, and hallways where mold was first identified during the year listed in the graph and subsequently experienced a Recurring Complaint during the following 12 months.



3. Recurrence of Mold (Obligation No. M4)

Under the HUD Agreement, mold must not occur more than three times in a single apartment over a 12-month period.¹²⁷ For this obligation, the period from February 1, 2024, up to and including January 31, 2025, is considered Year 6 instead of Year 7 because this obligation measures recurrence over a backward-looking 12-month period.

Between the second quarter of Year 5 and the second quarter of Year 6, there were 39 apartments with more than three verified mold complaints, compared to 60 apartments during the same period between Year 4 and Year 5.¹²⁸



4. Mold-Related Capital Projects

As discussed in previous reporting, NYCHA's Comprehensive Modernization program ("Comp Mod") and Building Line Initiative ("BLI") address infrastructural causes of mold growth and recurrence.¹²⁹ Through the Comp Mod program, select NYCHA developments undergo large-scale renovations, including roof and façade repairs, plumbing replacements, ventilation upgrades, and kitchen and bathroom renovations, to resolve recurrent leaks and moisture conditions.¹³⁰ Through the BLI program, NYCHA replaces high-leak plumbing lines that frequently impact apartments and common areas.¹³¹ The Monitors are continuing to evaluate NYCHA's proposal to reallocate funding in the City Capital Action Plan ("CCAP") to create a Waste Plumbing Initiative ("WPI"), which seeks to build on the successes of the BLI program with respect to plumbing waste lines. These programs are crucial to updating aging infrastructure that contributes to mold growth and recurrence and cannot be addressed through targeted repairs in individual apartments.

a. Comprehensive Modernization

Since the Monitors' Fourth Report, NYCHA has continued to advance key Comp Mod projects. At Todt Hill Houses, Phases 1 and 2 of construction are progressing on schedule toward the targeted completion date of March 29, 2028. Within the 142 apartments in

Phase 1, NYCHA has completed lead and asbestos abatement and demolition. Construction is underway on apartment layouts, framing, plumbing and electrical work, and on partition and bathtub installations. NYCHA has also made progress on the 144 apartments in Phase 2, completing household assessments for over 90% of residents scheduled to begin relocating in November 2025.¹³²

The Comp Mod project at Saint Nicholas Houses has experienced a cumulative 22-week delay, reflecting an additional 8-week delay since the Monitors' Fourth Report. NYCHA attributes the delay to vendor-related performance and other issues during the project's pre-construction phase, including delays in design and other submittal packages, ineffective planning and execution of required work, and delays in ordering and securing necessary materials by the subcontractor. NYCHA is working closely with the responsible vendors to recover delays, including by resequencing activities and approvals, streamlining processes, and increasing shifts and resources to complete construction work more quickly. Due to these mitigation efforts, NYCHA continues to forecast that it will complete the project by its target deadline of October 30, 2029.¹³³

b. Building Line Initiative

NYCHA has two ongoing BLI projects—one at Tompkins Houses (85 Tompkins Avenue, A line), impacting 15 apartments, and another at Red Hook East Houses (124 Bush Street, A and B lines), impacting 12 apartments. NYCHA has selected Carlton Manor for its next BLI project and is in the pre-construction phase, conducting site assessments and drafting a statement of work.

At Tompkins Houses, NYCHA is in the process of installing electrical upgrades and rebuilding walls that were demolished to accommodate new electrical and plumbing components or due to defects like mold contamination and cracks. NYCHA is on track to complete the project in December 2025. At Red Hook East Houses, the A line project, which will provide bathroom renovations and waste line replacements at six apartments, is progressing ahead of schedule. NYCHA has finished relocating residents and plans to begin electrical and plumbing renovations in October 2025. The B line project will deliver more extensive renovations to six apartments. In addition to asbestos abatement and mold remediation, plumbing line replacements, electrical upgrades, and bathroom renovations, the B line project will also deliver kitchen renovations, new

appliances, updated flooring, and new window glass and doors. NYCHA anticipates that it will begin construction on B line apartments in October 2025 as well. Both projects are expected to take 15 to 18 months with an estimated completion date in December 2026.

To evaluate the effectiveness of the BLI program, the Monitors conducted a preliminary analysis of mold and leak work orders at the site of NYCHA's first BLI project, the C line at 167 Bush Street in Red Hook East Houses. While the findings suggest that the effects of the BLI program are trending positively, the BLI project at 167 Bush Street was completed relatively recently, in January 2023, meaning it is still too soon to determine the program's long-term effectiveness. Moreover, the small number of impacted apartments—six—and the quality of available data make it difficult to conclusively assess overall effectiveness.¹³⁴

Notwithstanding these limitations, the results of the Monitors' preliminary analysis are promising. At 167 Bush Street, there was an 87% decrease in the number of leak work orders in apartments that were directly served by the BLI program and a 97% decrease in amount of time it took NYCHA to close a leak work order after the BLI program was completed.

The Monitors also found a substantial decrease in corrective maintenance work orders (a category which includes, but is not limited to, mold and leak work orders) in the BLI apartments, decreasing from 268 corrective maintenance work orders in the two years before the BLI program to 129 corrective maintenance work orders in the two years since NYCHA completed construction.

C. Compliance with *Baez* (Obligation No. M8)

Under the HUD Agreement, NYCHA must comply with the terms of court orders entered in *Baez*, a federal class action lawsuit brought by NYCHA residents suffering from asthma and living in apartments with mold and excessive moisture.¹³⁵

As of July 31, 2025, the IDA's reporting shows that NYCHA is compliant with one of the obligations imposed by the *Baez* Consent Decree, that it repair simple leaks within seven days. NYCHA is not compliant with the other *Baez* obligations. NYCHA's obligations to respond to leaks under the HUD Agreement are materially different from the obligations imposed by *Baez* and, as noted above, NYCHA

does not yet have the data to assess its compliance under the Agreement.

The Monitors will continue to collaborate with the IMA, IDA, and *Baez* Plaintiffs to address NYCHA's mold and leak issues in a coordinated manner.

Overview of Outstanding Mold and Leaks Obligations

The following table summarizes the statuses of NYCHA's compliance with the outstanding requirements of the HUD Agreement as of the end of July 31, 2025, unless otherwise noted. The table categorizes each requirement as an occurrence obligation (yellow); response obligation (orange); or policy and practice obligation (green). Completed obligations are listed in Appendix A.

Req. No.	Description	Status	Compliance Details
Occurrence Obligations			
M1 (Ex. B ¶ 15(a))	Recurrence of Verified Mold Complaints: By January 31, 2024, for 85% of mold complaints verified by a NYCHA employee, there must not be a second verified mold complaint for the same apartment, common area room, or hallway within a 12-month period.	In compliance: 88% (as of the end of the second quarter of Year 6)	NYCHA is compliant with this obligation. As of the end of the second quarter of Year 6, for 88% of mold complaints, there was not a second mold complaint within a 12-month period.
M2 (Ex. B ¶ 15(b))	Existence of Large Mold Growths: By January 31, 2024, fewer than 15% of mold complaints verified by a NYCHA employee may be for visible mold covering ten or more square feet.	Not in compliance: 84% (as of the second quarter of Year 7)	NYCHA is not compliant with this obligation. As of the second quarter of Year 7, 84% of verified mold complaints concerned mold covering ten or more square feet.

Req. No.	Description	Status	Compliance Details
M3 (Ex. B. ¶ 15(c))	Recurrence of Mold: By January 31, 2024, mold must never occur more than three times in a single apartment over a 12-month period.	Not in compliance: 39 Apartments (as of the end of the second quarter of Year 6)	NYCHA is not compliant with this obligation. As of the end of the second quarter of Year 6, mold appeared more than three times in a 12-month period in 39 apartments. While this corresponds to less than 1% of the total mold complaints in a 12-month period, that figure does not include the 67,000 open work orders for mold and leaks, because recurrence can only be measured after work orders are closed.
Response-Time Obligations			
M4 (Ex. B. ¶ 17(a))	Work Plan Distribution: By January 31, 2021, for 95% of resident-made or NYCHA-identified verified mold complaints, NYCHA shall prepare and provide a work plan addressing the root cause(s) of the mold to the resident within five business days.	Not in compliance: 84% (as of the second quarter of Year 7)	NYCHA is not compliant with this obligation. As of the second quarter of Year 7, NYCHA provided residents with a work plan within five business days 84% of the time.

Req. No.	Description	Status	Compliance Details
M5 (Ex. B. ¶ 17(b))	Mold Removal and Remediation: By January 31, 2021, for 95% of resident-made or NYCHA-identified verified mold complaints, NYCHA shall (1) remove visible mold within five business days or (2) remediate the mold and its underlying root cause(s) within seven days for simple repairs or (3) remediate the mold and its underlying root cause(s) within 15 days for complex repairs.	Not in compliance: 28% (as of the second quarter of Year 7)	NYCHA is not compliant with this obligation. In the second quarter of Year 7, NYCHA addressed verified mold complaints within the timeframes specified by the HUD Agreement 28% of the time.
M6 (Ex. B. ¶ 17(c))	Leak Abatement: By January 31, 2021, NYCHA shall (1) abate all reports of floods, leaks from above, and other conditions that cause sustained or recurrent moisture to flow into a resident's apartment or apartment walls, within 24 hours of a resident's complaint and (2) remove any standing water within 48 hours of a	(1) Not in compliance: 73% (as of the second quarter of Year 7) (2) Not currently measured	(1) NYCHA is not compliant with this obligation. As of the second quarter of Year 7, NYCHA abated all reported floods, leaks from above, and other conditions that cause sustained or recurrent moisture to flow into a resident's apartment or apartment walls within 24 hours 73% of the time. (2) Because the Leak SP is in the early stages of

Req. No.	Description	Status	Compliance Details
	resident's complaint 95% of the time.		implementation, NYCHA does not currently have the data to measure whether the agency removes standing water within 48 hours.
Policy and Practice Obligations			
M8 (Ex. B. ¶ 20)	Compliance with <i>Baez</i>: NYCHA must comply with terms of the orders in <i>Baez</i> as they may be entered or revised by the Court.	In compliance with the obligation to respond to leaks within seven days; not in compliance with other obligations under the <i>Baez</i> Consent Decree.	The IDA has determined that, as of July 31, 2025, NYCHA is compliant with the obligation that it respond to leaks within seven days but does not meet the other terms of the court order in <i>Baez</i> .

I.5 Lead

The HUD Agreement requires NYCHA to comply with federal, state, and city lead regulations, including compliance with lead safe work practices and timely completion of interim controls to limit the risks posed by existing lead-based paint.¹³⁶ The Agreement ultimately requires NYCHA to abate all interior lead-based paint in its developments by 2039.¹³⁷ The subsections below provide an update on NYCHA's progress toward compliance with its outstanding lead-related obligations during the second quarter of Year 7.¹³⁸ Agreement obligations that NYCHA has completed may be found in Appendix A.

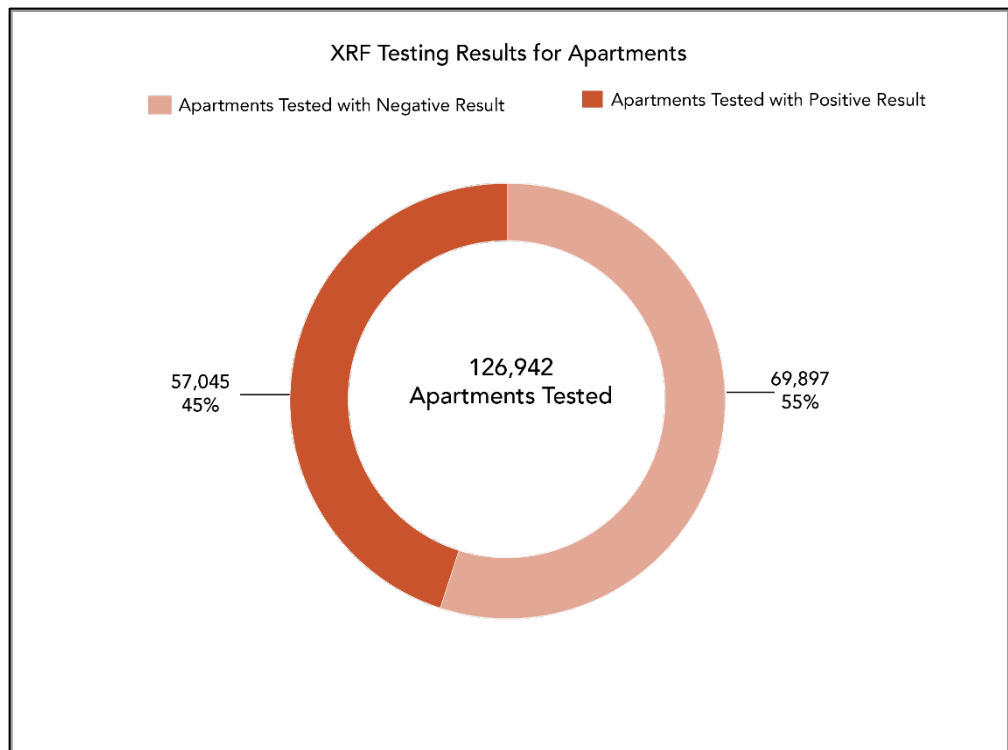
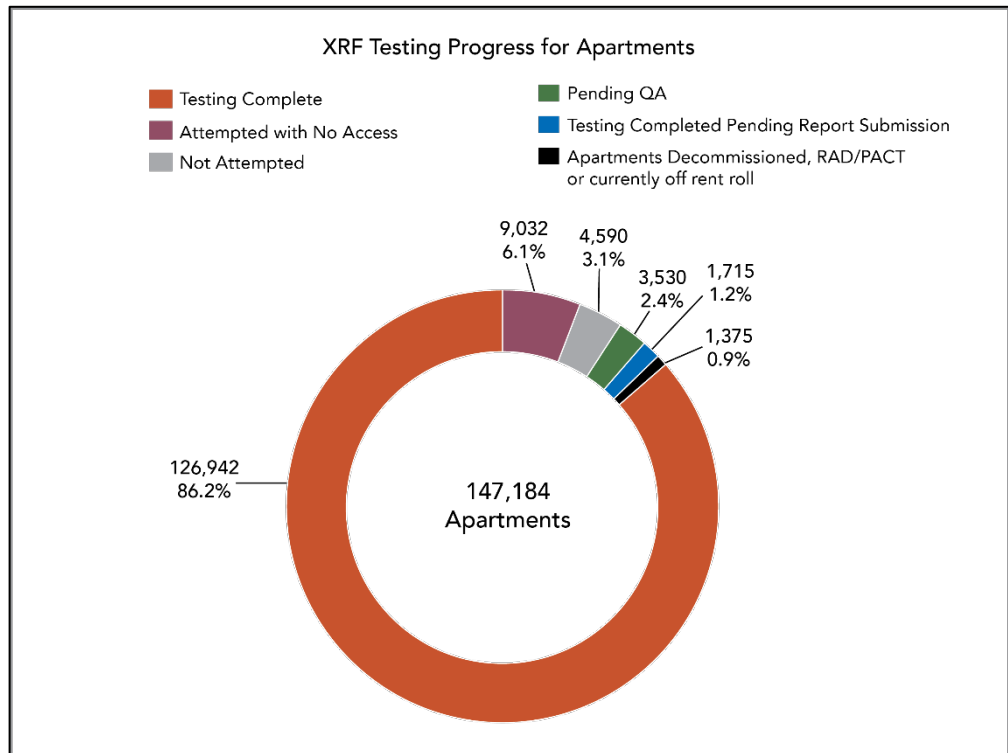
A. Testing and Abatement Progress in Apartments (Requirement Nos. L6, L20-L22)

The HUD Agreement requires NYCHA to abate 50% of apartments by 2029, 75% of apartments by 2034, and 100% of apartments by 2039.¹³⁹ To identify the complete universe of apartments containing lead-based paint and requiring abatement, NYCHA has undertaken a campaign to conduct **X-Ray Fluorescence ("XRF") testing** in all apartments not previously tested at the current NYC definition of lead paint (0.5 mg/cm²).¹⁴⁰ As described further below, NYCHA continues to make significant progress towards identifying and abating the remaining universe of apartments with lead-based paint.¹⁴¹

X-Ray Fluorescence ("XRF") Testing: XRF testing is a non-destructive analytical technique that uses X-rays to determine the elemental composition of a material, including to determine whether lead is present.

1. XRF Testing in Apartments

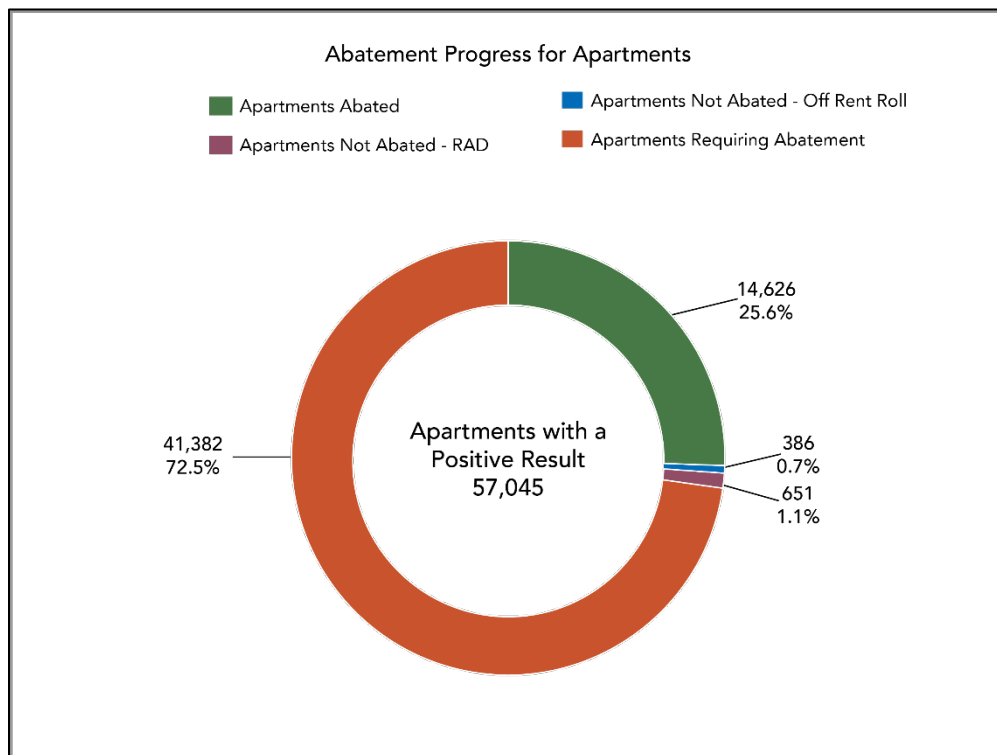
According to NYCHA's data and as illustrated in the graphs below, as of July 31, 2025,¹⁴² NYCHA has completed testing in 126,942, or 86.2%, of all pre-1978 apartments. NYCHA identified lead-based paint in 57,045, or 45%, of those apartments and found no lead-based paint in 69,897, or 55%, of those apartments.



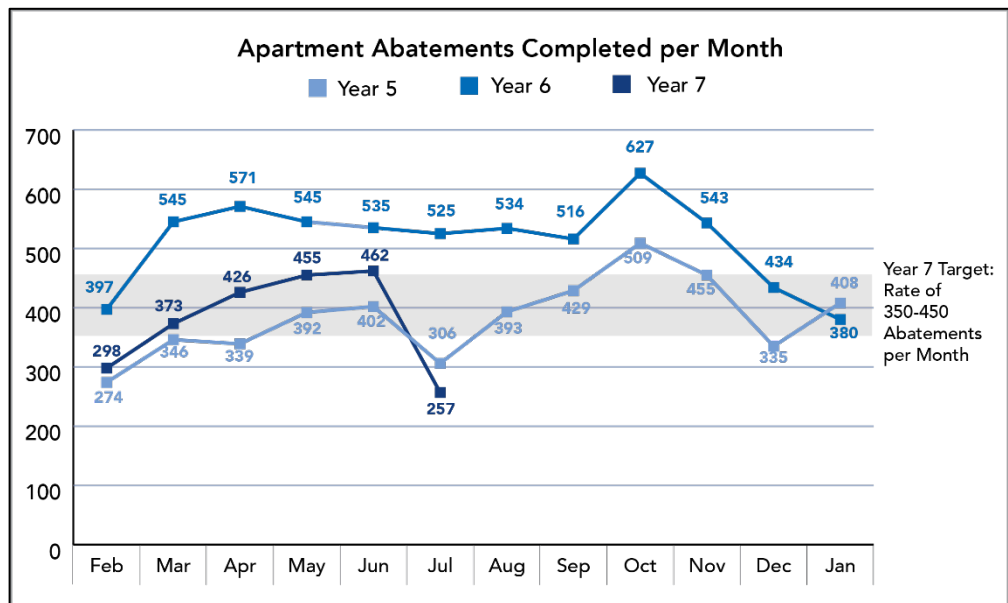
NYCHA reports that it expects to complete substantially all XRF testing by the end of the third quarter of 2025 and plans to spend the fourth quarter of 2025 returning to any apartments that it could not access.

2. Abatement in Apartments

In this reporting period, NYCHA abated lead in 1,174 apartments.



While NYCHA continues to make progress in its abatement efforts, NYCHA's monthly rate of abatement in the second quarter of Year 7 declined compared to the same period in the previous year.¹⁴³

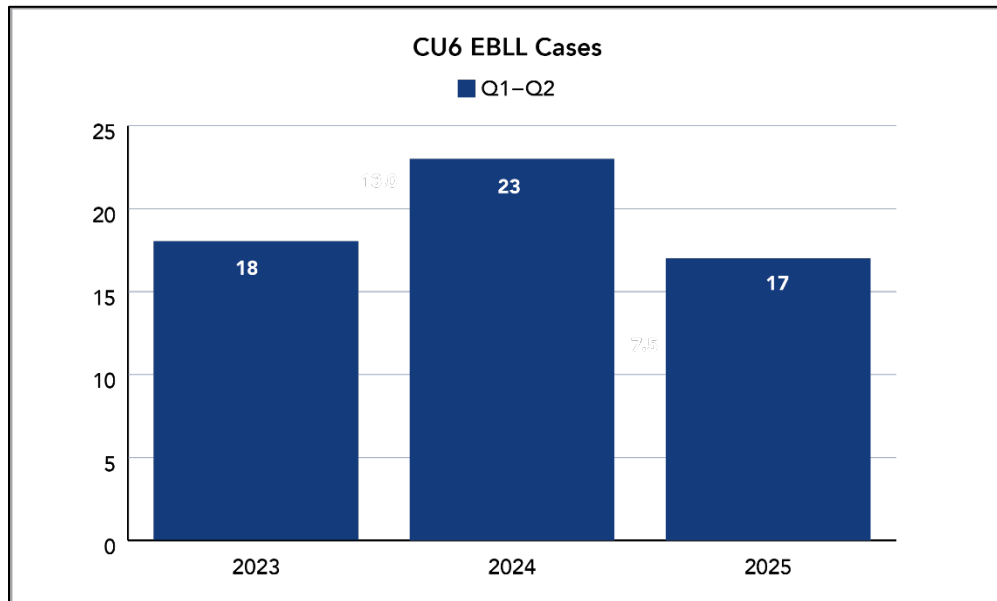


Despite this decline, based on abatement totals to date and NYCHA's current rate of abatement, NYCHA is well on track to meet its Year 7 priority to abate a total of 15,000 apartments by the end of Year 7, and is on track to meet the HUD Agreement obligation to abate 50% of apartments in need of abatement by the end of 2029.

B. Complying with Elevated Blood Lead Level Obligations (Requirement Nos. L23-L25)

Elevated Blood Lead Level ("EBLL"): EBLL is a confirmed concentration of lead in the blood of a child under age six equal to or greater than 3.5 micrograms per deciliter or higher.

Under the HUD Agreement, NYCHA is required to comply with various federal and local regulations when it becomes aware of a child under age six ("CU6") with an **elevated blood lead level ("EBLL")** in its developments.¹⁴⁴ In the first six months of 2025, 17 CU6 EBLLs connected to NYCHA properties were reported, as compared to 18 and 23 for the same period in 2023 and 2024, respectively.



During the second quarter of Year 7, NYCHA was in compliance with its Agreement requirements to notify the Monitors and the U.S. government of any Commissioner order to abate (“COTA”) in connection with an EBLI and to complete the associated abatement within 30 days.¹⁴⁵ In the first half of Year 7, NYCHA completed the abatement process within an average of 19 days of receiving a confirmed EBLI for a child under six. There were 3 apartments in the first half of Year 7 that took NYCHA over 30 days to abate. NYCHA reports the delays were the result of residents refusing access to the apartments.

C. Testing and Abatement of Childcare Centers

As reported in the Monitors’ March 2025 and July 2025 Reports, in response to a 2024 increase in EBLIs connected to childcare centers located on NYCHA properties, NYCHA has committed to prioritizing childcare centers as the next phase of its comprehensive XRF testing initiative. Since the Monitors’ July 2025 Report, NYCHA has not received notice of any additional EBLIs connected to its childcare centers.

In furtherance of its commitment to prioritize childcare centers, in the first half of Year 7 NYCHA reviewed its property portfolio to identify childcare centers operating on its properties. In conducting this review, NYCHA conducted a field study of 190 community centers on its properties to determine which ones were being used

for child-related activities—including childcare—or had the potential to be used for child-related activities. As a result of its field study, NYCHA identified 100 locations on its properties, including childcare centers, that are utilized for childcare or other programming for children and that are not otherwise exempt from compliance with federal, state, and local lead regulations.

NYCHA plans to take several steps towards addressing these centers in both the short term and the long term. In 2026, NYCHA plans to conduct comprehensive XRF testing of all of the centers utilized for childcare or other programming for children, as well as perform interim controls for hazards identified during testing.¹⁴⁶ NYCHA's current draft plan for that effort explains that it will take a risk-based approach to prioritizing centers for testing by considering a number of factors, including the age of the facility, population vulnerability, and previous compliance concerns reported in the centers.¹⁴⁷ NYCHA will conduct this analysis in advance of beginning testing to prioritize certain centers over others.

Additionally, NYCHA will continue to conduct visual assessments through the end of this calendar year on a regular cadence across its portfolio, including in these 100 centers. Where it identifies deficiencies or deteriorated paint, it will promptly conduct XRF testing of those components and perform interim controls where necessary.

Finally, although NYCHA is committed to ultimately abating all childcare centers containing lead-based paint, it cannot yet create a comprehensive abatement plan until it begins testing and can better assess the extent and cost of abatement.¹⁴⁸ NYCHA plans to submit a budget proposal for the abatement project based on early results from the XRF testing program of the childcare locations. The Monitors and their consulting lead expert will support NYCHA in its efforts to secure funding to ensure abatement of childcare centers can begin as soon as possible following the completion of XRF testing in 2026.

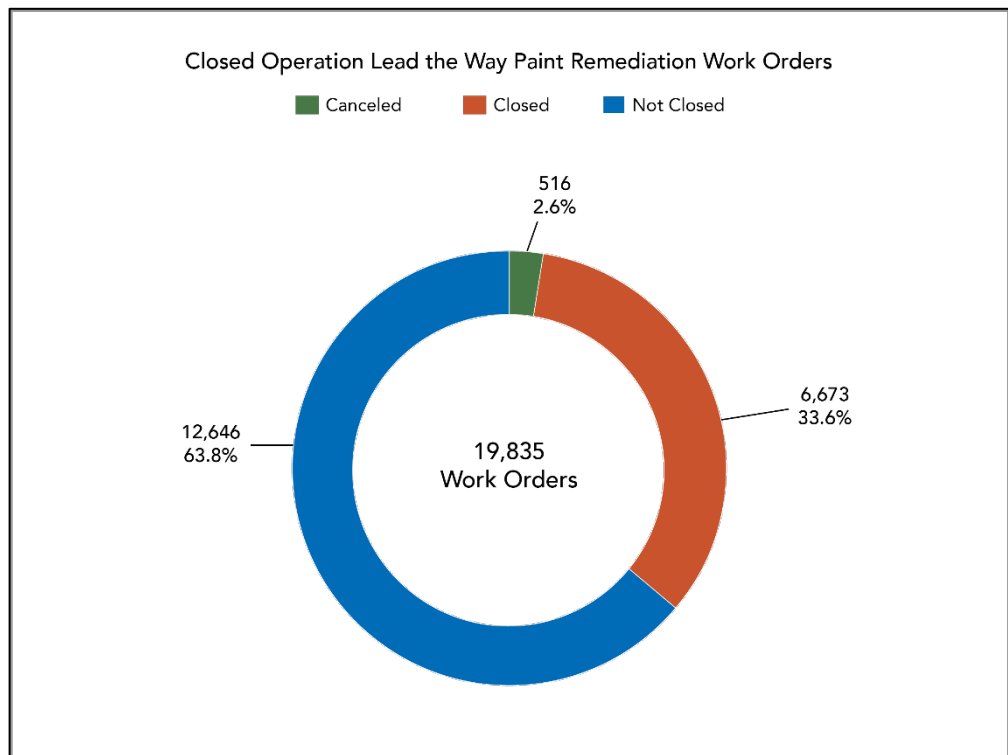
The Monitors' lead expert has reviewed NYCHA's approach and concluded, assuming these measures are carried out properly and promptly, that the on-going visual assessments, XRF testing, rapid correction of any known or suspected lead paint, and dust lead clearance testing will serve to minimize children's exposures to lead paint hazards (i.e., paint and dust lead) until full abatement can occur. The Monitors will continue to report on these efforts and encourage

NYCHA to commence abatement in day care centers as soon as funding is available.

D. Conducting Visual Assessments and Remediating Identified Paint Deficiencies (Requirement Nos. L28-L29)

Under the HUD Agreement and relevant federal lead regulations, NYCHA is required to conduct visual assessments of apartments known or presumed to contain lead-based paint and must remediate any deficiencies identified during those assessments within certain federally mandated time periods.¹⁴⁹ As of July 31, 2025, NYCHA completed visual assessments for 2025 for 9946 apartments and 1246 common areas.

NYCHA conducts paint remediation stemming from deficiencies identified through visual assessments and XRF testing. As previously reported, NYCHA has a backlog of paint remediation work orders in apartments and common areas that has accumulated since 2018.¹⁵⁰ In December 2024, NYCHA identified 19,835 work orders from this backlog that it is endeavoring to complete by the end of Year 7.¹⁵¹ As of July 31, 2025, NYCHA has attempted to close 13,177 (66.4%) of these work orders and closed 6,673 (33.6%) of these work orders.¹⁵²



The Monitors will continue to support NYCHA as it endeavors to clear its backlog of remediation work orders and continues to improve the pace at which it completes paint remediation work orders.

E. Ensuring PACT Partner Compliance with Abatement Requirements (Requirement Nos. L6, L20-22, L-36) (abatement deadlines); (Requirement No. L26) (regulatory requirements for conducting abatement)

The HUD Agreement required NYCHA to ensure two PACT developments known to have particularly high levels of lead—Harlem River Houses and Williamsburg Houses—were completely abated by January 31, 2024.¹⁵³

As of the close of Year 6, NYCHA and its PACT partners reported they had completed abatement of applicable apartments and common areas at Williamsburg Houses. However, NYCHA recently learned that the lead abatement plan for Williamsburg did not require abatement for exterior common areas.¹⁵⁴ Because NYCHA requires PACT partners to abate all lead paint, NYCHA reports that it is working with the PACT partner at Williamsburg to

retest the exterior common areas at the 0.5 mg/cm² level, originally tested at 1.0 mg/cm², and to finalize a schedule to complete the abatement of the exterior common areas.

As of June 2025, only one apartment remained to be abated at Harlem River Houses. NYCHA reports the delay was attributable to resident refusal of access.

F. Completed, In Compliance and Superseded Obligations

The HUD Agreement obligations that NYCHA met prior to the period covered by this report, or that were superseded by other obligations (**Requirement Nos.** L1-L5, L7-L17, L19) are listed in Appendix A.

Overview of Outstanding Lead Obligations

The following table summarizes the status of NYCHA's compliance with the outstanding requirements of the HUD Agreement as of July 31, 2025, unless otherwise noted. The table categorizes each requirement as a one-time requirement (blue); occurrence obligation (yellow); response obligation (orange); or policy and practice obligation (green).

Req. No.	Description	Status	Compliance Details
One-Time Requirements			
L6 (Ex. A ¶ 8)	Development-Specific Abatement: Abate all lead-based paint at the Harlem River Houses and Williamsburg Houses by January 31, 2024.	Partially complete	These developments were transferred to third-party management through the PACT program. Due to closing delays as well as the change in New York City's lead threshold, NYCHA's PACT partners did not abate all lead-based paint by the target deadline. NYCHA and its PACT partner have since completed abatement of all apartments and interior common areas at Williamsburg and are developing a plan to abate the exterior common areas at Williamsburg. NYCHA and its PACT partner continue to attempt to gain access to abating the final remaining apartment at Harlem River.

Occurrence Obligations			
L20 (Ex. A ¶ 9)	50% Abatement: Abate all lead-based paint in 50% of apartments that contain lead-based paint and interior common areas that contain lead-based paint in the same building as those apartments by January 31, 2029.	Not due	NYCHA reports that it is abating apartments with lead-based paint at a rate of approximately 300-400 apartments per month. If NYCHA maintains its current rate of abatement in apartments, the agency is on target to meet the deadline with respect to apartments. NYCHA has not developed a formal plan to abate common areas.
L21 (Ex. A ¶ 10)	75% Abatement: Abate all lead-based paint in 75% of apartments that contain lead-based paint and interior common areas that contain lead-based paint in the same building as those apartments by January 31, 2034.	Not due	NYCHA reports that it is abating apartments with lead-based paint at a rate of approximately 300-400 apartments per month. If NYCHA maintains its current rate of abatement, the agency may meet the target deadline. However, NYCHA has not developed a formal plan to abate common areas.
L22 (Ex. A ¶ 11)	100% Abatement: Abate all lead-based paint in 100% of apartments that contain lead-based paint and interior common areas that contain lead-based paint in the same building as those apartments by January 31, 2039.	Not due	NYCHA reports that it is abating apartments with lead-based paint at a rate of approximately 300-400 apartments per month. If NYCHA maintains its current rate of abatement, the agency may meet the target deadline. However, NYCHA has not developed a formal

			plan to abate common areas.
L36 (Ex. A ¶ 12)	Exterior Common Areas: Develop an Action Plan that sets forth a timeline for the abatement of exterior common areas that contain lead-based paint and prioritizes common areas posing a higher risk of exposure to children.	Incomplete	NYCHA has not yet developed a formal plan related to exterior common areas.
Response Obligations			
L23 (Ex. A ¶ 23)	EBLL Reporting: Report to HUD each confirmed case of a child with an EBLL within five business days of being notified, in accordance with 24 C.F.R. § 35.1130.	In compliance	
L24 (Ex. A ¶ 25)	EBLL Abatement Orders: Report to the Monitor and to the United States any NYC Department of Health and Mental Hygiene Commissioner order to abate lead-based paint within five days of receiving such order.	In compliance	
L25 (Ex. A ¶ 26)	Environmental Investigations: To the extent the NYC	Substantial compliance	In the first half of Year 7, NYCHA completed the abatement process

	Department of Health and Mental Hygiene Commissioner has not performed an environmental investigation of any apartment in which a child with an EBLL has been reported within 15 days of identifying such apartment, NYCHA shall perform an environmental investigation of that apartment and common areas servicing that apartment and perform abatement of any lead-based-paint hazards within 30 days.		within an average of 19 days of receiving a confirmed EBLL for a child under six. There were 3 units with a reported EBLL in the first half of Year 7 that took NYCHA over 30 days to abate, as a result of access issues.
Policy and Practice Obligations			
L26 (Ex. A ¶ 14)	Compliance with 40 C.F.R. § 745.227: When performing any abatement, comply with 40 C.F.R. § 745.227.	Partial compliance	NYCHA reports compliance with this obligation, with the exception of document retention deficiencies. NYCHA maintains a manual process for maintaining tenant folders and property files, and reports that it is missing copies of certain documents.
L27 (Ex. A ¶ 15)	Lead-safe work practices: Comply with lead-safe work-practice requirements when directing or	Partial compliance	As discussed in Subsection II.6.B of the December 2024 Monitors' Report, NYCHA does not currently comply with

	performing renovation or maintenance work in lead-paint developments. These requirements are set forth in the Lead-Safe Housing Rule, 24 C.F.R. part 35, subparts B-R, and the Renovation, Repair, and Painting Rule, 40 C.F.R. part 745, subpart E.		the relocation requirement set forth in these rules, although NYCHA is developing a path towards compliance, consistent with the guidance provided by HUD in November 2024. The Monitors will provide a further update in the annual report.
L28 (Ex. A ¶ 16)	Visual assessments: Perform visual assessments in developments that contain lead-based paint in compliance with federal regulations.	In compliance	
L29 (Ex. A ¶ 17)	Lead-based paint deficiencies identified during visual assessments: Control deteriorated lead-based paint identified by visual assessments in compliance with federal regulations.	Partial compliance	NYCHA currently corrects deficiencies identified during visual assessments within the timeframes specified by federal regulations on average. NYCHA also has a backlog of uncorrected lead-based paint deficiencies identified during visual assessments.
L30 (Ex. A ¶ 18)	Risk-Assessment Reevaluations: Conduct risk-assessment reevaluations of all	In compliance	NYCHA completed the biannual risk assessment reevaluations in 2024. It is in process of

	NYCHA housing that contains lead-based paint in accordance with 24 C.F.R. § 35.1355, which governs ongoing lead-based-paint maintenance and reevaluation activities.		following up on properties that failed.
L31 (Ex. A ¶ 27)	Lead Disclosures to New Residents: Provide residents signing new leases (or, where required by regulations, renewal leases) with information about the presence of lead-based paint and lead-based-paint hazards in their apartments and developments.	Partial compliance	NYCHA reports that, according to EH&S random sampling reviews of "Tenant Folders" containing materials documenting resident disclosures, NYCHA was in compliance with this requirement 63.44% % of the time, a decrease from 69.78% over the last reporting period. The Monitors will work to independently validate data related to this obligation.
L32 (Ex. A ¶ 28)	Physical Copies of Disclosures: Ensure that physical copies of all disclosure materials are present, available for inspection, and permanently maintained at the management office for each development.	Partial compliance	NYCHA reports that, according to EH&S random sampling reviews of development binders containing relevant risk assessment results and disclosures, NYCHA was in compliance with this requirement 74.31 % of the time, a decrease from 89.93% over the last reporting period. The Monitors will work to independently validate data related to this obligation.

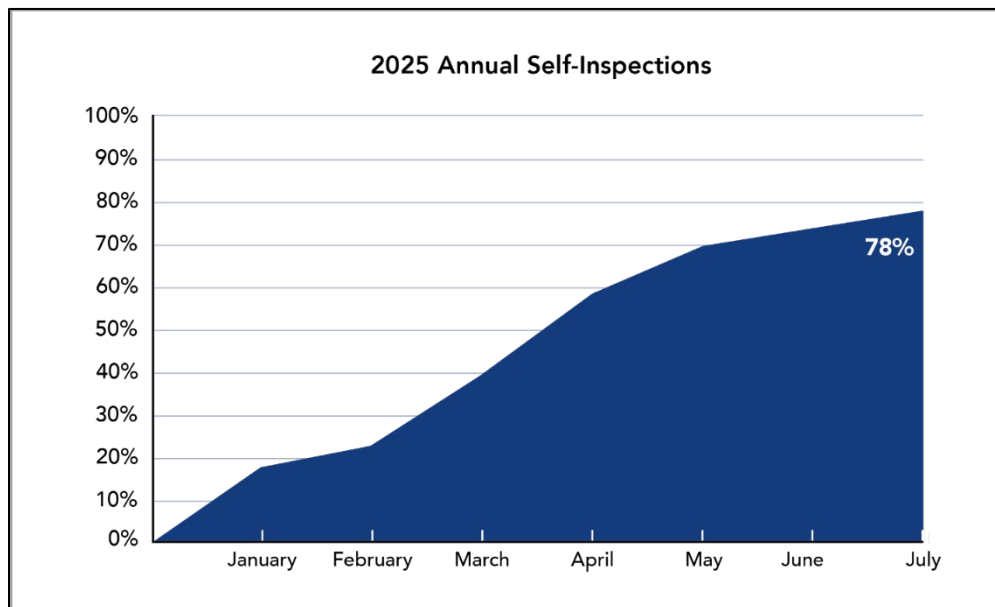
L33 (Ex. A ¶ 29)	Electronic Copies of Disclosures: Ensure that electronic copies of all disclosure materials are available to residents through an internet-based portal.	Partial compliance	The First Monitor reported that inspectors found NYCHA was compliant with these requirements in 95% of buildings. Electronic copies of disclosure materials should be available to residents on the online resident portal. The Monitors observed some instances of non-compliance due to accessibility issues.
L34 (Ex. A ¶ 30(b))	Biannual Certification: Provide the United States and the Monitor a certification describing compliance with abatement and lead-safe work practices obligations by July 2024 and every six months thereafter.	In compliance	

I.6 Inspections

The HUD Agreement requires NYCHA (1) to comply with HUD's physical condition standards, (2) annually self-inspect its apartments, (3) complete timely, industry standard repairs, and (4) prevent deceptive practices with respect to HUD's inspections. The subsection below is an update on NYCHA's progress with respect to outstanding inspection-related obligations covering the period between May 1, 2025, and July 31, 2025.

A. Annual Self-Inspections (Requirement No. I3)

Under HUD regulations (as incorporated into the HUD Agreement), NYCHA is required to inspect 100% of its apartments annually.¹⁵⁵ As of July 31, 2025, NYCHA completed inspections in 78% of occupied apartments for the year, as depicted in the chart below.



The 2025 inspection rate of 78% represents an increase in NYCHA's completed inspections from 2024, when NYCHA completed 67% within the same period of time.

During this quarter, the Monitor team continued to conduct independent oversight of how NYCHA maintenance workers and NYCHA's third-party vendor perform annual self-inspections and continued to provide NYCHA with feedback on both types of

inspections. For example, this quarter, the Monitors' team observed that some residents were not receiving notifications about the scheduled second attempt and recommended that NYCHA standardize the process across developments to inform residents about second attempts to access apartments. NYCHA continues to respond positively and implement feedback. For example, NYCHA has implemented trainings into their daily maintenance worker muster meetings designed to address issues the Monitors highlighted, such as the importance of completing all items on the standard protocol inspection list when conducting an apartment inspection.

B. Repairs of Deficiencies (Requirement No. 14)

Under the HUD Agreement, NYCHA is required to complete minor repairs of deficiencies discovered during annual apartment inspections. As part of its process, NYCHA maintenance workers identify if a repair is required. If it is, it is either completed at the time of inspection or deferred. A repair may be deferred if, for example, the repair would be too time-consuming, or the maintenance worker does not have the proper equipment available. A repair that is deferred will be scheduled for repair at a later date.

In total, NYCHA reported that the maintenance worker completing the inspection performed the minor repairs for 47,697 deficiencies in 18,797 apartments and deferred the minor repairs for 5,126 deficiencies in 3,403 apartments. As described in the Monitors' previous reports, NYCHA is working to improve its documentation and oversight of minor repairs.

C. HUD's Guidance and Standards (Requirement Nos. 15 and 17)

Under the HUD Agreement, NYCHA is required to make all repairs in accordance with HUD's physical condition standards, NSPIRE.¹⁵⁶ HUD regularly conducts inspections of NYCHA's developments to determine NYCHA's compliance with the NSPIRE standards.¹⁵⁷

To receive a passing score, a development must receive an overall score of 60 or greater and have fewer than 30 points deducted for in-unit deficiencies.¹⁵⁸ If 30 or more points are deducted for such deficiencies, but the development otherwise scores a passing grade

of 60 or above, that score will be adjusted down to 59, and the development will receive a failing grade.

As of July 31, 2025, NYCHA has received NSPIRE results for seven inspected developments. Of these:

- Five developments ultimately received passing scores¹⁵⁹; and
- Two developments received failing scores. NYCHA plans to appeal these failing scores.

As illustrated in the chart below, of the passing developments, three improved markedly from 2024. The other two passing developments ultimately received approximately the same score as 2024.

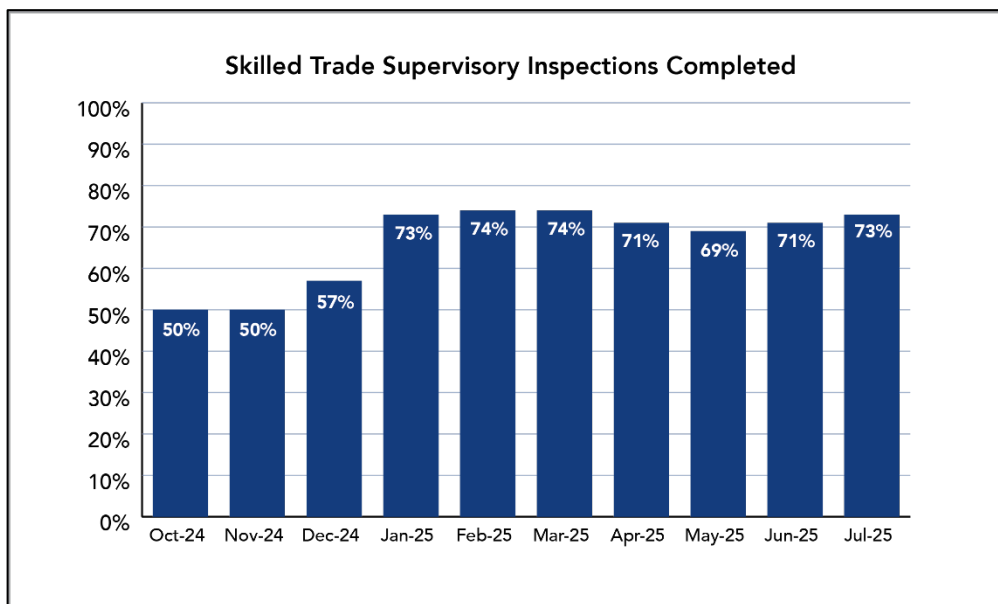
NSPIRE Inspections Score		
Development	2024 Score	2025 Score
Lower East Side III	47	78
Patterson	71	70 (successfully appealed from 59)
Mitchel	63	64 (successfully appealed from 56)
Taft Rehabs	59	71
Parkside	59	65
Dykman	59	59 (to be appealed)
Lower East Side II	66	48 (to be appealed)

Given the small population of 2025 inspections,¹⁶⁰ the scores thus far are not yet sufficient to support a general comparison to the scores for 2024. As more inspections are completed, the Monitors will report on the results, including a comparison of scores to previous years.

D. Industry Standards (Requirement No. 16)

The HUD agreement requires NYCHA to ensure all maintenance repairs are performed to established industry standards and workmanship.¹⁶¹ To comply with this obligation, NYCHA's Quality Assurance Unit ("QUA") monitors the quality of repairs. For the second calendar quarter of 2025, QUA reported that 95% of sampled repairs were completed to the required standard. NYCHA also requires supervisors of skilled trades workers and maintenance workers to perform routine supervisory inspections of a sample of work orders closed. Supervisors of caretakers are also required to inspect the buildings and grounds under their supervision every month.

NYCHA has increased the rate at which supervisors complete the required inspections for skilled trades and caretakers. For skilled trades, NYCHA completed 73% of the assigned inspections through July 31, 2025, a significant improvement from 30% in July 2024. As demonstrated in the graph below, NYCHA has consistently improved their monthly percentage of skilled trade supervisory inspections completed over the past year. For caretakers, NYCHA completed 98% of assigned inspections through July 31, 2025, an improvement from 82% in 2024.



NYCHA is currently unable to document and track supervisory inspections for maintenance workers. NYCHA has completed the

business requirements document to facilitate an IT upgrade to track maintenance worker inspections, but the backlog of IT projects means that this will not be implemented until April 2026.

E. Annual Inspections Action Plan (Requirement No. I1)

Under the HUD Agreement, NYCHA is required to create an Annual Inspections Action Plan that outlines procedures to conduct annual inspections and schedule repairs that are discovered as a result of the inspections. After receiving a waiver during the COVID-19 pandemic that temporarily exempted NYCHA from this requirement, NYCHA divided the action plan into two phases and completed the initial plan in 2020. In the second quarter of 2025, NYCHA finalized, and the Monitors approved the plan for the second phase. The Action Plan includes updating Standard Procedures and maintenance-related training, improving third-party vendor capacity, improving resident engagement, and increasing oversight of annual inspections.

F. Deceptive Practices (Requirement No. I7-10)

The HUD Agreement also requires NYCHA to prevent deceptive practices in connection with HUD's inspections. More specifically, the Agreement requires NYCHA: (a) not to use deceptive practices with request to PHAS requirements (Requirement No. 60); (b) to design internal controls to prevent deceptive practices (Requirement No. 61); and (c) to require its Chief Compliance Officer to take a series of steps designed to prevent deceptive practices (Requirement No. 62(a)-(f)).

The Monitors continuously assess NYCHA's controls to prevent deceptive practices in connection with HUD's inspections, and based on their review to date, NYCHA is in compliance or provisional compliance with these provisions. The details of NYCHA's compliance with these obligations will be discussed at greater length in the Monitors' 2025 Annual Report.

Overview of Outstanding Inspection Obligations

The following table summarizes the status of NYCHA's compliance with the outstanding requirements of the HUD Agreement as of the end of July 31, 2025, unless otherwise noted. The table categorizes each requirement as a one-time requirement (blue); response obligation (orange); or policy and practice obligation (green).

Req. No.	Description	Status	Compliance Details
One-Time Requirement			
I1 (Ex. B ¶ 49)	Annual Inspections Action Plan: By May 31, 2019, NYCHA must submit an Action Plan for complying with the requirements to conduct annual inspections and perform minor repairs, including procedures for completing on-site repairs and scheduling subsequent repairs.	Complete	NYCHA finalized the Phase II Annual Inspections Action Plan in the second quarter of 2025.
Response Obligation			
I3 (Ex. B ¶ 47)	Annual Inspections: NYCHA will conduct annual inspections of 100% of occupied apartments.	Not yet due	As of July 31, 2025, NYCHA completed inspections in 78% of occupied apartments.
I4 (Ex. B ¶ 48)	Minor Repairs: By May 1, 2019, annual inspections must include having the person conducting the inspection perform any minor	Partial compliance	As of July 31, 2025, NYCHA reported that maintenance workers completed minor repairs in 85% of inspected apartments requiring minor

	repairs during the inspection.		repairs and deferred minor repairs in 15% of inspected apartments requiring minor repairs. In total, NYCHA reported that its inspections identified a total of 52,823 deficiencies that could be fixed with minor repairs. Of those, NYCHA reported that the maintenance worker completing the inspection performed the minor repairs for 47,697 and deferred the minor repairs for 5,126. Furthermore, the Monitors continue to track NYCHA's efforts to improve oversight and documentation of needed repairs, including those described in Section I.6.D.1 of the Monitors' April 2025 report.
Policy and Practice Obligation			
15 (¶ 60)	HUD's Guidance: NYCHA will make all improvements in accordance with PIH Notice No. 2016-03, Uniform Physical Condition Standard (UPCS) Deficiencies and Industry Standard Repairs, July 11, 2016, or any	Ongoing	HUD started the 2025 cycle of NSPIRE inspections in the second quarter of 2025. As of July 31, 2025, for the year to date, HUD's inspections of seven NYCHA developments revealed that two of these developments

	subsequent or superseding guidance. ¹⁶²		failed their NSPIRE inspections. These two are being appealed.
16 (¶ 60)	Industry Standards: NYCHA will ensure all maintenance repairs are performed to established industry standards and workmanship.	Provisional compliance	NYCHA's Quality Assurance Unit (QAU) does substantial work to monitor the quality of repairs. For the second calendar quarter of 2025, QAU reported that 95% of sampled repairs were completed to the required standard. Based on this self-reported performance, the Monitors provisionally certify that NYCHA is in compliance with this obligation. The Monitors continue to engage with NYCHA in an effort to ensure that QAU's processes yield an accurate view of repair work across NYCHA's properties.
17 (¶ 60)	Decent, Safe, Sanitary Standards: NYCHA will ensure that properties meet HUD's decent, safe, sanitary and in good repair standards at all times.	Ongoing	NYCHA's ongoing efforts to comply with this obligation overlap with its attempts to meet Requirement No. 15. HUD started the 2025 cycle of NSPIRE inspections in the second quarter of 2025. As of July 31,

			2025, for the year to date, HUD's inspections of seven NYCHA developments revealed that two of these developments failed their NSPIRE inspections. These two are being appealed.
18 (¶ 60)	Deceptive Practices: NYCHA will not use deceptive practices with respect to PHAS inspections, including: (a) covering up / hiding conditions; (b) performing substandard repairs; (c) performing work in common areas after an inspection begins, other than for emergency health and safety issues; (d) performing work in selected or alternate units after such units have been identified, other than for emergency health and safety issues.	Provisional Compliance	NYCHA has put in place mechanisms to detect and investigate deceptive practices when they are suspected. To date, the Monitors have not identified material failures in NYCHA's control mechanisms. The Monitors thus provisionally certify NYCHA's compliance with this obligation but are continuing to work with NYCHA in an effort to refine and strengthen its mechanisms for preventing deceptive practices.
19 (¶ 61)	Internal Controls: NYCHA shall design internal controls to prevent deceptive practices.	Provisional compliance	The detailed procedures set forth in the PHAS Inspections Action Plan appear, in principle, to satisfy ¶ 61's general

			requirement of internal controls to prevent deceptive practices. NYCHA has implemented internal controls, and the Monitors are continuing to assess the adequacy to prevent and detect deceptive practices.¹⁶³
I10 (¶ 62 (a-f))	Chief Compliance Officer Obligations: NYCHA's Chief Compliance Officer will be responsible for preventing deceptive practices with respect to PHAS inspections and ensuring compliance with HUD regulations and guidelines with respect to PHAS inspections. Various concrete responsibilities are enumerated in the Agreement.	Provisional compliance	NYCHA has had processes in place since the inception of the first monitorship to fulfill the obligations as part of ¶ 62. The Monitors provisionally certify compliance with the obligations, as conversations continue with NYCHA's compliance team to understand the processes to prevent deceptive practices.

SECTION II: ORGANIZATIONAL CHANGE

Under the HUD Agreement, NYCHA is required to make broad management and organizational reforms across the agency that will improve its overall functioning and its delivery of services to residents. As discussed in the Monitors' prior reports, NYCHA's plan for doing so is contained in its "Transformation Plan," which lays out broad principles for improvement and core values for the organization—e.g., "creating a culture of service," "strengthening NYCHA's partnership with its residents," and "using data to drive decision making"—as well as 47 specific initiatives intended to improve NYCHA's processes and performance.¹⁶⁴ Consistent with those broad principles, NYCHA also works with HUD, SDNY, and the Monitors to identify additional initiatives that will build on those specific projects to continue to improve itself as an organization.

In this report, the Monitors provide updates on significant developments over the last quarter within key areas relating to NYCHA's organizational change.

A. Key Areas Update

1. Missed Repair Appointments

Residents raised concerns to the Monitors that skilled trades workers often do not show up for scheduled appointments. The Monitors have been supporting NYCHA to reduce the frequency that this occurs.¹⁶⁵ The Monitors developed a new Missed Appointments Dashboard for NYCHA, which NYCHA now uses as part of monthly meetings with the Skilled Trades and Planning Units to increase accountability by tracking data on missed appointments, which is individualized to specific neighborhoods and trades, and following up with the responsible workers and their supervisors as necessary.

NYCHA is showing improvements in reducing the frequency that skilled trades appointments are missed. In January 2025, when the dashboard was first launched, NYCHA skilled trades staff were missing 7% of their scheduled repair appointments. But six months later, in July 2025, NYCHA skilled trades staff missed 4% of their scheduled repair appointments. Overall, for January to July 2025, NYCHA has missed 5% of its scheduled skilled trades repair appointments.

2025 Missed Appointment Rate			
	Percentage Missed Appointment Jan 2025	Percentage Missed Appointment July 2025	Percentage Missed Appointment Year to July
Brooklyn	10%	4%	6%
Bronx	5%	4%	5%
Manhattan	8%	6%	6%
Queens/Staten Island	4%	2%	3%
Overall	7%	4%	5%

2. Communications with Residents about Repair Appointments

As described in the Monitors' December 2024 report, NYCHA has historically relied on robocalls and hand-delivered notices to remind residents about repair appointments.¹⁶⁶ From February through August 2025, NYCHA has made several enhancements in how it provides notice to residents of their scheduled appointments, including:

- Improved mail and email reminders.** Residents reported several problems with hand-delivery of repair appointment notices, including that they never received the notices or that the notices they received were damaged. In April 2025, NYCHA began mailing additional notices of repair appointments, first at the time the appointment is made and again two weeks prior to the appointment. Where residents have provided email addresses, NYCHA also emails a notice when the appointment is made, a reminder notice two weeks prior to the appointment, and, where applicable, a rescheduling notice. Both the mailed and emailed notices also have more specific information than was previously given in the robocalls or hand-delivered notices, including work order numbers, dates, the attending trade craft, location of the repairs in the unit, and necessary preparations. These notices allow residents more opportunities to prepare for or, if needed, reschedule in-unit repairs.

- **Robocalls with additional details.** In addition to mailed and emailed notices, NYCHA residents now receive improved robocalls. Previous robocalls contained only the reminder of an appointment on a certain day, without providing any further details to the recipient. Apart from simply reminding residents, the new robocalls now include additional details on the nature of repairs and the kind of trade workers attending the appointment. These robocalls are sent for both Maintenance and Skilled Trade repairs and include the contact details for either the Customer Care Center ("CCC") (for maintenance repairs) or respective Neighborhood Planning Unit (for Skilled Trade repairs) in case the resident needs to reschedule.
- **Simplification of Planning Unit Contact Details.** NYCHA has also made scheduling appointments for skilled trades repairs simpler. Whereas previously NYCHA gave residents the contact details for both the Neighborhood Planner and the Neighborhood Planning Secretary to schedule repairs, the updated system now uses a single number. Moreover, in response to complaints from residents about long wait times while on hold, the system now allows for automated callbacks, so residents do not have to remain on the phone. For residents with a first language other than English, there is now the ability for appropriate translation services to be requested prior to the call connecting, whereas previously that request could only be made after the call had been connected, leading to even longer delays.

NYCHA reports that it is working on other process improvements for resident communications. For example, to support residents who prefer physical rather than electronic mail, a project is underway to expand the provision of rescheduled appointment notices to include physical notices. For residents who use the MyNYCHA application, updates are being made to MyNYCHA to provide additional clarity to residents for their work orders, including updates of appointment details. NYCHA is also developing a plan for implementation of a text messaging notification system for residents who prefer text alerts, though NYCHA reports that such a system may

only be implemented as part of NYCHA's broader technological overhaul of its Resident Case Management System ("RCMS").

3. Training

NYCHA has acknowledged that in order to complete its effective transformation, it must expand and improve the trainings offered to its personnel throughout the agency. In the past quarter, NYCHA has made progress in improving its training, as described below.

a. HPT Training

Prior to 2022, many heat plant technicians ("HPTs") would immediately be sent to work without any formal training. To the extent that they received training, it would not take place until months after they started.

NYCHA Resident Training Academy: The Academy provides employment-linked training opportunities and job placement assistance to NYCHA residents in the construction, maintenance, and janitorial fields. NYCHA's Resident Economic Empowerment & Sustainability Office ("REES") works with successful graduates of the Academy to provide a set of job skills that can lead to economic self-sufficiency.

In 2022, HMSD, in collaboration with the prior Monitor, created an improved HPT curriculum that was designed to be offered to HPTs as soon as they begin work. Since then, HMSD has established strong partnerships with **NYCHA Resident Training Academy** and CUNY. These partnerships have allowed for the creation of a mentorship program, where interested students can join HMSD as mentees. Nearly all HPTs enter the department through this mentorship program, which lasts for roughly 2-3 months. to self-sufficiency.

Graduated mentees can then enter a 4 month "theory" phase, which combines classroom instruction with fieldwork. The training team accompanies mentees in the field to assess performances, and the mentees must maintain a 70% average to remain in the program. Test scores are recorded in the Learning Management System ("LMS"), which allows supervisors to quickly identify strengths and areas for improvement of each student.

Over the last quarter, as HMSD brought on new heating technology, NYCHA has begun to adopt a "Train the Trainer" method, where NYCHA heating personnel receiving training from a vendor on how to train others, and then, in turn, train HPTs in the field. Using materials provided by the vendor, HMSD will create new training modules that will be incorporated into its curriculum. Those new modules will be entered into the LMS and be subject to various

completion standards. The Monitors will evaluate the success of this methodology in future reports.

b. Maintenance Worker Training

As part of NYCHA's Transformation, the Monitors have worked with NYCHA L&D to make training more coordinated and consistent across departments in order to enhance the overall effectiveness of workforce development. In furtherance of this aim, NYCHA L&D has recently made several leadership changes, including hiring a new "Deputy Director of Operations Technical Training," a position that will focus directly on the trainings offered to Support Services and Property Management, including Caretakers, Maintenance Workers, and administrative staff.

The Monitor team has also collaborated with NYCHA L&D on several key projects relating to a globalized maintenance worker training curriculum. First, NYCHA L&D and the Monitors worked to develop onboarding and orientation slides for new maintenance workers, mirroring the slides used for HPTs and caretakers to ensure consistent messaging. They also worked to create a proposal for a formal maintenance training curriculum that includes both technical (e.g., a new course on tracing leaks) and soft skills (e.g., customer service), consisting of 18 days of training across various training centers. The Monitor team also supported NYCHA L&D in the development of a new centralized training facility for maintenance workers, which is currently under construction at NYCHA's Bronx River location. The facility is being designed to approximate real world conditions for these roles and thus offer more effective training. Construction of this facility is expected to be complete by the end of 2025.

c. Caretaker Training/Muster Visuals

As previously reported, the Monitors are continuing to work with NYCHA to implement the Caretaker Muster Overhaul, an initiative to create a more formalized, regular, continuous training program for caretakers. As part of this program, the Monitor team partnered with NYCHA L&D to create 52 new trainings for the **Training Thursdays muster**. This will allow NYCHA to have enough material for all *Training Thursdays* in a year. Initial feedback has been positive, indicating that the materials and *Training Thursdays* generally have been well received.

Training Thursdays

Muster: As part of the Caretaker Muster Overhaul, the Monitors worked to move from irregular and informal meetings to assuring that musters have consistent, defined topics. Each day of the week is devoted to a different topic, with *Training Thursdays* being focused on the provision of on-the-job trainings. Every week, Caretakers will receive training on a discrete aspect of their jobs in a group led by the Supervisor of Caretakers or the Supervisor of Grounds for their developments. *Training Thursdays* have received positive feedback and NYCHA has taken on the necessary maintenance of materials to ensure the sustainability of the program.

The Monitor team also worked with NYCHA to create various new materials for caretakers to be used outside of the muster meetings. These included:

- Onboarding and orientation slide decks for new caretaker trainees, which mirrored the slides used for HPTs and MWs to ensure a consistent message across NYCHA new hires.
- A supervisor guide for supervisors of caretakers (SOCs) and supervisors of grounds (SOGs) to address existing gaps in preparedness when caretakers are promoted to supervisory roles without any formal supervisor training.
- A “Welcome to the Neighborhood” pamphlet, intended to help new caretakers better orient themselves by having key contacts, policies, and facts about their developments and responsibilities.

The Monitors will continue to work to assess NYCHA’s existing trainings and support their improvement.

4. HR & Accountability

Over the past quarter, the Monitor team has continued to work with NYCHA on various initiatives designed to implement broader accountability efforts among NYCHA’s workforce, including managerial performance evaluations, non-managerial performance evaluations, drafting revised job descriptions, and improving the onboarding process.

a. Managerial Performance Evaluations

In the Spring of 2025, NYCHA completed an annual performance evaluation process for the first time since the HUD Agreement was implemented. This performance evaluation reviewed managerial employees for the 2024 calendar year. Upon the completion of that process, NYCHA conducted a survey of participating employees, with 73 respondents. Common feedback included the need for clearer instructions, department-wide consistency, and more proactive communication on system navigation and evaluation standards. In addition, the Monitor team

reviewed a sample of the reviews for managerial employees and prepared and submitted a set of observations and recommendations to NYCHA for the improvement of the managerial performance evaluation process.

The Monitor team is currently working with NYCHA HR to coordinate the next steps on adopting these recommendations and will report on improvements made to this process in future reports.

b. Nonmanagerial Performance Evaluations

As noted in prior reports, NYCHA does not currently have annual performance evaluations for its non-managerial employees, which make up over 90% of its workforce.¹⁶⁷ As a result, there are significant gaps in the measurement of staff performance that limit the ability of NYCHA to reward high performing employees or to identify underperforming employees so that they can be provided additional training or otherwise be held accountable. As a priority in 2025, NYCHA committed to working with union leaders to design a pilot program for non-managerial performance evaluations. Over the last quarter, NYCHA has held meetings with a working group of various NYCHA management and union leaders, as well as the Monitor team, where the parties have discussed their expectations for the process and best practices for creating effective evaluations. Future sessions will continue the work towards developing a comprehensive non-managerial evaluation process.

c. Job Descriptions

In support of broader accountability measures, including performance evaluations and improved expectations, the Monitor team has worked with NYCHA and union leaders to advance the effort of creating consistent and industry standard job descriptions. Currently, NYCHA does not have a job description template for managerial or non-managerial roles, outside of the **New York City Department of Citywide Administrative Services ("DCAS") Job Specifications**. As a result, staff often do not receive detailed descriptions of their duties when joining NYCHA. This is a critical impediment to both the employee evaluation processes and greater accountability efforts as it can lead to a lack of clarity among employees about their responsibilities. The Monitors have assembled a working group of NYCHA management and employees to devise a

DCAS Job

Specifications: These are short generic descriptions that are often provided when a new employee starts a job at NYCHA. Compared to the industry standard job descriptions the Monitor has worked with NYCHA and union leaders to advance, the DCAS Job Specifications are more generic and less detailed. This often leads to NYCHA staff being confused about their job roles, which the new job descriptions template will help avoid by clearly identifying expectations, tasks, and competencies.

plan for the development of job descriptions. This group met for the first time last month.

d. Onboarding Process

NYCHA currently lacks a unified, agency-wide approach to onboarding. This results in a patchwork process with gaps in onboarding between departments, with some departments lacking an onboarding process entirely. This creates an impediment to having a wholistic and robust performance evaluation system, as a lack of consistent onboarding may contribute to a lack of clarity about job responsibilities and duties. In response, NYCHA is creating a working group focused on addressing onboarding agency-wide. This working group met with the Monitor team to discuss best practices in a kick-off session last month, and is now working to assemble a comprehensive, standardized onboarding process.

5. Quality Assurance & Accountability

As previously reported, the Monitor team developed a dashboard for NYCHA's Quality Assurance Unit ("QAU") to track and assess QAU's inspections of NYCHA's repair work.¹⁶⁸ Located within NYCHA Operations, QAU regularly reviews and inspects the quality of repair and maintenance work being performed at NYCHA properties, and, therefore, is intended to act as a key accountability mechanism for NYCHA Operations. Over the last year, the Monitor team has supported NYCHA QAU with efforts to integrate the use of the newly-created dashboard into their regular work processes, as follows:

- **Enhanced dashboard.** Given the success of the dashboard, at NYCHA's request, the Monitor team completed, in close collaboration with QAU, a new tab for the QA Dashboard that includes data on apartment inspections. This will allow QAU to find irregularities in inspection data and identify underperforming staff.
- **Risk-based sampling.** Because QAU has only 12 full-time employees, it can conduct about 9,000 inspections annually, or about one percent of all work orders completed at NYCHA.¹⁶⁹ Historically, QAU chose the work orders it reviewed randomly. QAU has now adopted a risk-based sampling approach, to ensure that

it is capturing a broader sample of work orders, including those that carry the most risk based on various HUD Agreement metrics.

- **Additional support.** Earlier this year, NYCHA hired a data analyst to work with QAU full time. This hire has allowed NYCHA to fully implement the Risk-Based Sampling Project by reviewing collected work order data for key indicators, patterns, and trends. This is an important development towards sustainability of the Risk-Based Sampling Project, as it will allow NYCHA to take on these key functions without technical assistance from the Monitors. The new data analyst has also been able to generate detailed reports on work orders, a function NYCHA previously lacked internal capacity to perform.

Together, these efforts all move NYCHA further along in its path to use the data available to it to improve the services it delivers to residents, but one area in which further improvement is needed is better tracking of the responses and improvements that NYCHA Operations makes following its analysis of QAU's reporting. Currently, NYCHA Operations does not have a formal process for reviewing and responding to input from QAU. One way in which QAU offers this feedback is in quarterly reports. NYCHA Operations has reported to the Monitors that they are made aware of these reports in advance and regularly discuss with QAU the information included in the reports. But, NYCHA Operations does not issue formal responses to those reports and has reported to the Monitors that they lack the capacity to do so, especially in light of the amount of reporting they receive from other oversight branches. As a result, QAU does not have a robust mechanism to track and monitor whether Operations adopt corrective actions, how those corrective actions are implemented, or what outcomes result. Going forward, the Monitors will continue to assess ways in which the feedback loop between NYCHA Operations and its QAU team can be improved to ensure that NYCHA performs the highest standard for repair work for residents that it feasibly can given its resource constraints.

ENDNOTES FOR SECTION I: PROPERTY MANAGEMENT

¹ Agreement between the U.S. Department of Housing and Urban Development ("HUD"), the New York City Housing Authority ("NYCHA"), and New York City ("the City"), Ex. B ¶¶ 2-7, 9(a), 10, 13, 14(c), Jan. 31, 2019 (hereinafter the "HUD Agreement" or "Agreement").

² Typically, the impact of in-apartment heating failures is limited to the room in which the heating system component has failed. When heat delivery to the entire apartment is interrupted, it is usually indicative of a heating outage. In addition to in-apartment heating failures, NYCHA apartments may also experience heating shortfalls due to drafty windows, apartment doors, and terrace doors.

³ Agreement, Ex. B. ¶ 14(c).

⁴ As discussed in the Monitors' April 2025 Report, NYCHA met its interim obligation to replace 133 boilers by December 31, 2024. Monitors' Report, Apr. 3, 2025, at 14.

⁵ As described in the section's introduction, NYCHA is making efforts to recover construction delays in boiler replacement projects.

⁶ While the Monitors recognize that emergency circumstances may require planned heating outages, it is paramount that NYCHA take every effort to improve its heating systems to prevent the need for planned outages during the heating season and decrease the frequency of unplanned outages. NYCHA has committed to and should continue to focus on conducting preventive maintenance work during the summer to improve the performance of boilers and other heating equipment. The Monitors will continue to track and support NYCHA's ongoing preventive maintenance efforts during this summer, before the 2025-2026 heating season begins.

⁷ The HUD Agreement does not contain a specific obligation regarding the number of heating outages. Rather, the Monitors provide this information to contextualize NYCHA's explanation of the impact of colder weather on heating performance.

⁸ While HDDs provide important context on how weather conditions influence outage patterns, they are not included among the HUD Agreement metrics against which NYCHA is assessed.

⁹ There were 72 planned outages during the months of December 2024, January 2025, and February 2025, compared with 113 during the months of December 2023, January 2024, and February 2024.

¹⁰ There were 260 unplanned outages during the months of December 2024, January 2025, and February 2025, compared with 164 during the months of December 2023, January 2024, and February 2024.

¹¹ NYCHA performs its most extensive preventive maintenance during the heating off-season, when most boilers are not in use. This "summer overhaul" is essential to ensuring the reliability and longevity of NYCHA's heating systems. In recent years, NYCHA has made notable improvements in this preventive maintenance work. Even so, some issues only become noticeable once boilers are operating continuously during the heating season, while others may be identified but not addressed right away if they initially appear minor. When feasible, NYCHA schedules planned outages to correct these problems. However, for the comfort and safety of residents, NYCHA does not take boilers offline when outdoor temperatures fall below 45°F except when absolutely necessary. As a result, issues that begin as small may sometimes escalate before they can be fully resolved.

¹² Agreement, Ex. B ¶¶ 1, 2(a); N.Y.C. Admin. Code § 27-2029(a).

¹³ *Id.* ¶ 2.

¹⁴ *Id.* ¶ 2(a).

¹⁵ Monitors' Report, Apr. 3, 2025, at 13-15.

¹⁶ The interim methodology is a two-step process. *First*, it identifies work orders generated in response to resident complaints that represent in-apartment heating failures. A complaint qualifies only if a NYCHA employee performs work within an apartment. Excluded are unfounded complaints (i.e., where a NYCHA employee confirms that apartment temperatures are above the mandatory minimum *and* no repair work is needed), complaints related to an outage, and complaints that do not require work by a NYCHA employee. *Second*, the complaint-based work orders from Step 1 are integrated with planned and unplanned outages reported by NYCHA to calculate the number of apartments impacted by heating service interruptions. An apartment is counted if it experienced at least one qualifying complaint, unplanned outage, or planned outage. Finally, only occupied apartments are included, consistent with paragraph 2 of the HUD Agreement.

¹⁷ Specifically, NYCHA explained that building insulation and the design of the heating distribution system, such as vertical risers and shared infrastructure, help buffer apartments from the immediate effects of equipment failures.

¹⁸ Agreement, Ex. B ¶ 2(a).

¹⁹ As described above, because NYCHA does not conduct planned outages when outside temperatures are below 45°F, it is less likely that apartments impacted by planned outages fall below the legal minimum than apartments impacted by unplanned outages.

²⁰ Each occupied apartment is categorized based on the longest single heating service interruption it experienced during the season. For example, if an apartment had multiple outages, including one exceeding 24 hours, it is counted in the "> 24 hours" category.

²¹ Agreement, Ex. B ¶ 2(b).

²² *Id.* ¶ 9(a).

²³ *Id.* ¶ 10(a).

²⁴ See *id.* ¶¶ 9(a), 10(a).

²⁵ The complaint methodology for paragraphs 9 and 10 is also a two-step process, like the methodology described in **Section I.1.C.1**. *First*, Step 1 of the precursor methodology as described in **Section I.1.C.1** & endnote 16, and Step 1 of this complaint methodology are the same, except complaints are not filtered out based on outside temperature. Both methodologies require identifying the universe of relevant resident complaint-based work orders. *Second*, the methodology measures the duration of the complaints from Step 1 to measure compliance with the heat restoration obligations for in-apartment heating failures. The methodology does not integrate this data with the data from unplanned and planned outages reported by NYCHA because NYCHA already reports the heat restoration times for those outages.

²⁶ Agreement, Ex. B ¶ 9(a).

²⁷ *Id.* ¶ 10(a). Beginning with the 2019-2020 heating season, the HUD Agreement required NYCHA to restore heat to affected apartments within 24 hours for 85% of heating service interruptions. *Id.* ¶ 9(b). Beginning with the 2024-2025 heating season, this requirement was superseded by the requirement that NYCHA restore heat to affected apartments within 12 hours for 85% of heating service interruptions. *Id.* ¶ 10(a).

²⁸ *Id.* ¶ 10(a). Beginning with the 2019-2020 heating season, the HUD Agreement required NYCHA to restore heat to affected apartments within 48 hours for 100% of heating service interruptions. *Id.* ¶ 9(b). Beginning with the 2024-2025 heating season, this requirement was

superseded by the requirement that NYCHA restore heat to affected apartments within 24 hours for 100% of heating service interruptions. *Id.* ¶ 10(a).

²⁹ *Id.* ¶¶ 9(c), 10(b).

³⁰ EH&S conducts investigations of some resident complaints received through NYCHA's Complaint Portal.

³¹ On November 15, 2024, there were eight heating outages across different developments caused by an incident attributed to Con Edison. Because these eight outages were related and attributed to the same root cause, they were consolidated and counted as a single outage. Further, EH&S noted that one other outage was due to causes external to NYCHA.

³² During the 2024-2025 heating season, EH&S made a total of 92 findings, however 30 of those were addressed as part of the outages. Prior to completion of the 2024-2025 heating season, EH&S treated the takeaways from its investigations as "recommendations" and shared those with NYCHA. However, moving forward, EH&S will treat the takeaways from its investigations as "findings" and issue corrective action recommendations based on a summary of the findings after the heating season.

³³ Monitors' Report, Apr. 3, 2025, at 19.

³⁴ NYCHA, Heating Action Plan, Dec. 4, 2019, at 33; Agreement, Ex. B ¶ 7.

³⁵ Agreement, Ex. B ¶¶ 4-5.

³⁶ *Id.* ¶¶ 23(a), 24(a), 27, 29(a).

³⁷ *Id.* ¶¶ 24(b), 28, 29(b).

³⁸ *Id.* ¶¶ 32, 33.

³⁹ *Id.* ¶ 34(b).

⁴⁰ *Id.* ¶ 31. As discussed in prior reporting and noted in Appendix A below, NYCHA is in compliance with this obligation.

⁴¹ *Id.* ¶ 34(a). As discussed in prior reporting and noted in Appendix A below, NYCHA is in compliance with this obligation.

⁴² *Id.* ¶ 34(b). The HUD Agreement also required NYCHA to transfer 150 additional elevators to third-party management through the PACT program by December 31, 2024, and for the PACT developer to replace those elevators "as needed." *Id.* According to NYCHA, it met the requirement to transfer 150 elevators to PACT developers by August 31, 2024, and the Monitors are continuing to verify completion of this requirement.

⁴³ Con Edison's voltage reductions are one example of low voltage conditions that can result in an elevator service outage. Notably, these voltage reductions affect multiple buildings and/or developments at once, causing widespread outages. Sometimes, a single elevator car, a multi-elevator bank, or a handful of cars will go out because of a local electricity issue, like a blown transformer. Previously, NYCHA tracked elevator outages due to low voltage conditions inconsistently in its work order software, Maximo. Inconsistent tracking made it difficult for NYCHA to fully assess the impact of such outages on its assets and operations. Thus, in 2023, NYCHA standardized its data by adding a dedicated field in Maximo to flag and track low voltage outages. This change allows NYCHA and the Monitors to better understand the impact of low voltage outages, including those caused by Con Edison's voltage reductions.

⁴⁴ Standard passenger elevators in NYCHA buildings operate at 208 volts under normal conditions, with electricity supplied directly from the grid rather than through the building's internal system. Accordingly, elevator voltage is not affected by other electricity usage within the building. NYCHA elevators can safely operate at voltages as low as 205 volts. When voltage nears 200 volts (as it typically does during a 5% voltage reduction), the elevator can still function, but the added strain accelerates wear on components and shortens the elevator's lifespan. At

voltages below 200 volts (typical of voltage reductions in excess of 5%), the elevator cannot operate properly and will automatically shut down. In multi-elevator banks, even a 5% voltage reduction may limit service to only one operational car.

⁴⁵ When AVR's are installed in elevator motor rooms, they allow for elevators to continue to operate despite voltage reductions. In 2023, NYCHA installed AVR's in some developments to reduce the impact of voltage reductions, also known as "brownouts." NYCHA Now, NYCHA Begins Installing Voltage Technology for Improved Elevator Service (Oct. 26, 2023), <https://nychanow.nyc/nycha-begins-installing-voltage-technology-for-improved-elevator-service/>.

⁴⁶ There are fewer elevator banks with multiple elevators in this report as compared to the previous report. See Monitors' Report, Jul. 3, 2025, at 25-26. Sometimes, there are fewer elevator banks with multiple elevators between reports because when developments are transferred to a third-party through the PACT program, the elevators in those developments are no longer included in measuring performance for the HUD Agreement obligations. The same applies to other elevators, not just elevator banks with multiple elevators. Changes are applied retroactively, so the same elevators currently serviced by NYCHA are assessed across years. Accordingly, measures of performance indicated in previous reports may vary slightly based on the retroactive exclusion of these transferred elevators.

⁴⁷ Agreement, Ex. B ¶ 24(a). Beginning in Year 3, the HUD Agreement required NYCHA to ensure that at least 70% of elevator banks with more than one elevator have no more than one instance per year where all elevators are out of service. *Id.* ¶ 23(a). Beginning in Year 5, this requirement was superseded by the requirement that NYCHA ensure at least 85% of elevator banks with more than one elevator have no more than one instance per year where all elevators are out of service. *Id.* ¶ 24(a).

⁴⁸ *Id.* ¶¶ 23(a), 24(a). Unlike related obligations, this requirement was not superseded.

⁴⁹ By the end of Year 1, the Agreement required NYCHA to resolve 75% of no-service conditions within eighteen hours of learning of them. *Id.* ¶ 28. Beginning in Year 5, this requirement was superseded by the requirements that NYCHA resolve at least 85% of no-service conditions within four hours of learning of them and 100% of no-service conditions within 12 hours. *Id.* ¶ 29(a).

⁵⁰ *Id.* ¶ 29(a)(i).

⁵¹ *Id.* ¶ 29(a)(ii). NYCHA tracks outages due to elevator rehabilitation or replacement, and the Monitors have excluded those outages from their assessment of NYCHA's performance under this obligation as permitted by the Agreement. There are two other exceptions that NYCHA does not avail itself of: NYCHA does not track whether a no-service condition falls under an exception because it had an industry-accepted repair time of longer than 12 hours or because a part was unavailable. Accordingly, the Monitors' assessment of NYCHA's performance under this obligation may include such outages.

⁵² *Id.* ¶ 27; Monitors' Report, Aug. 21, 2024, at 253 n.246 (citing HUD and U.S. Attorneys' Office for the Southern District of New York, Letter to NYCHA and the First Monitor, July 29, 2022, at 2). There are only two exceptions to this rule—elevator replacement or rehabilitation, which can require an elevator to be out of service for weeks at a time, and a governmental agency or regulatory entity mandated outage, such as when the Department of Buildings conducts an elevator inspection. Agreement, Ex. B ¶ 27.

⁵³ *Id.* ¶ 32.

⁵⁴ Monitors' Report, Dec. 19, 2024, at 38-39.

⁵⁵ Monitors' Report, July 3, 2025, at 29-30.

⁵⁶ Monitors' Report, Apr. 3, 2025, at 34.

⁵⁷ Agreement, Ex. B ¶ 24(b). Beginning in Year 3, the HUD Agreement required NYCHA to ensure that at least 70% of elevator cars have no more than eight unplanned outages per year. *Id.* ¶ 23(b). Beginning in Year 5, this requirement was superseded by the requirement that NYCHA ensure at least 85% of elevator cars have no more than eight unplanned outages per year. *Id.* ¶ 24(b).

⁵⁸ *Id.* ¶ 24(b). Beginning in Year 3, the HUD Agreement required NYCHA to ensure that no elevator car have more than fifteen unplanned outages per year. *Id.* ¶ 23(b). Beginning in Year 5, this requirement was superseded by the requirement that NYCHA ensure that no elevator car have more than 12 unplanned outages per year. *Id.* ¶ 24(b).

⁵⁹ *Id.* ¶ 28. NYCHA met this requirement in Year 1, and after regression in Years 2 and 3 during the COVID-19 pandemic, it has been reducing its response time by 10% or more since Year 3. Monitors' Report, Aug. 21, 2024, at 87-88.

⁶⁰ Agreement, Ex. B ¶ 29(b)(iii).

⁶¹ *Id.* ¶ 29(b)(iv). NYCHA tracks outages due to elevator rehabilitation or replacement, and the Monitors have excluded those outages from their assessment of NYCHA's performance under this obligation as permitted by the Agreement. There is one other exception that NYCHA does not avail itself of: NYCHA does not track whether an elevator car outage falls under an exception because it has an industry-accepted repair time of longer than eighteen hours. Accordingly, the Monitors' assessment of NYCHA's performance under this obligation may include such outages.

⁶² *Id.* ¶¶ 35-37.

⁶³ *Id.* ¶¶ 38-39.

⁶⁴ *Id.* ¶¶ 41, 43-44.

⁶⁵ *Id.* ¶¶ 45-46.

⁶⁶ *Id.* ¶ 46.

⁶⁷ Monitors' Report, Dec. 19, 2024, at 58, at 49-51; Monitors' Report, April 3, 2025, at 55.

⁶⁸ Agreement, Ex. B ¶ 35.

⁶⁹ *Id.* ¶ 35.

⁷⁰ *Id.* ¶ 36.

⁷¹ Monitors' Report, April 3, 2025, at 49-51.

⁷² Agreement, Ex. B ¶ 35.

⁷³ Monitors' Report, April 3, 2025, at 49-51.

⁷⁴ The process used to determine pest population estimates at NYCHA results in unrounded figures, as seen in the following charts. However, the figures are intended to give a sense of the estimated pest populations and whether they are increasing or decreasing over time. Therefore, rounded figures appear in text.

⁷⁵ Year 0 represents the year before the outset of the monitorship in 2019 (i.e., February 1, 2018 to January 31, 2019). The Year 0 pest population estimates are used as a baseline to compare the effects of the monitorship on NYCHA's pest populations in Years 1-7.

⁷⁶ Year 3 ended in January 2022.

⁷⁷ Year 5 ended in January 2024.

⁷⁸ Monitors' Report, April 3, 2025, at 53-54; The decline in mouse, cockroach, and bed bug populations in the early years of the monitorship (particularly from Year 0 to Year 1) occurred due to a combination of factors, including NYCHA's initial efforts to treat high-infestation apartments and early and material improvements in pest management practices.

⁷⁹ Agreement, Ex. B ¶ 37.

⁸⁰ As discussed in greater detail in the April 2025 Report, the Monitors' consulting urban entomologists caution against the conclusion that the increase in rat population (represented in the above chart as a negative percentage) was due solely to poor rat control. The scientific literature and the consulting urban entomologists' experience indicate that changes in rat activity due to the COVID-19 pandemic contributed to the increased presence of rats in residential buildings. Monitors' Report, April 3, 2025, at 55.

⁸¹ Agreement, Ex. B ¶¶ 38-39. As discussed in the August 2024 Report, the Monitors and the parties agreed that, under the best reading of the HUD Agreement, the response time requirements apply only to resident pest complaints in apartments (rather than in both apartment and common areas). Monitors' Report, Aug. 21, 2024, at 104.

⁸² Agreement, Ex. B ¶ 39(a).

⁸³ *Id.* ¶ 39(b).

⁸⁴ *Id.* ¶ 38(d).

⁸⁵ *Id.* ¶¶ 43-44.

⁸⁶ *Id.*

⁸⁷ Monitors' Report, Aug. 21, 2024, at 111-12; Monitors' Report, Dec. 19, 2024, at 63-65.

⁸⁸ Agreement, Ex. B ¶ 38(c).

⁸⁹ *Id.* ¶¶ 43-44.

⁹⁰ Monitors' Report, Aug. 21, 2024, at 110; Monitors' Report, Dec. 19, 2024, at 66.

⁹¹ Monitors' Report, Aug. 21, 2024, at 110; Monitors' Report, Dec. 19, 2024, at 66.

⁹² Monitors' Report, Aug. 21, 2024, at 110; Monitors' Report, Dec. 19, 2024, at 66.

⁹³ Agreement, Ex. B ¶ 45.

⁹⁴ *Id.*

⁹⁵ NYCHA, City Capital Action Plan, May 8, 2021, at 18.

⁹⁶ NYCHA, City Capital Action Plan, May 8, 2021, at 18.

⁹⁷ Agreement, Ex. B ¶ 46(b). In addition to rat slabs, the HUD Agreement required NYCHA to (1) install 8,000 door sweeps, Agreement, Ex. B ¶ 46(a), which the First Monitor determined that NYCHA completed in February 2022, and (2) install ten exterior bulk crushers, Agreement, Ex. B ¶ 46(d), which NYCHA completed in December 2022. Monitors' Report, Aug. 21, 2024, at 103-04.

⁹⁸ Monitors' Report, Dec. 19, 2024, at 70; City Capital Action Plan, May 8, 2021, at 17.

⁹⁹ City Capital Action Plan, May 8, 2021, at 17-18, 21-33; Monitors' Report, Dec. 19, 2024, at 70-71. As NYCHA continues to conduct field investigations and analyses, the number of waste yards and interior compactors it plans to complete under the CCAP have changed. The Monitors are reviewing NYCHA's proposed CCAP amendment, which will establish the number of waste yards and interior compactors NYCHA commits to completing under the CCAP.

¹⁰⁰ Monitors' Report, Aug. 21, 2024, at 128; Agreement Ex. B ¶¶ 15, 17, 19.

¹⁰¹ Agreement, Ex. B ¶ 20.

¹⁰² *Id.* ¶ 17(a)-(c).

¹⁰³ *Id.* ¶ 17(b).

¹⁰⁴ *Id.*

¹⁰⁵ *Id.*

¹⁰⁶ As part of the Monitors' ongoing data validation work, the Monitors identified an issue with NYCHA's method for calculating its compliance with this obligation. NYCHA was improperly calculating business days, causing some weekends and holidays to be counted as business days when they should have been excluded. As a result, NYCHA's compliance numbers looked lower than they actually were. The graphics above, which set forth the correct accounting for business

days in accordance with the HUD Agreement, now accurately report the percentage of verified mold complaints that NYCHA solved through mold removal within five days of the resident's complaint. This graph also shows correct calculations for the first and second quarters of Year 7 and for past years. For that reason, the graph measuring NYCHA's historical compliance with this metric published in this report shows a higher rate of compliance for past years than was reported in those years.

¹⁰⁷ Agreement, Ex. B ¶ 17(b).

¹⁰⁸ *Id.*

¹⁰⁹ NYCHA notes that simple repairs make up a small percentage of the total mold and leak work order universe. NYCHA also notes that NYCHA's Year 1 percentage is an outlier. NYCHA attributes its Year 1 performance to the fact that it rolled out mold inspection training at the end of the year.

¹¹⁰ The median days to inspect varies from development to development with some developments, like Hammel Houses in Queens, having a median of 5.1 days to inspect, and others, like Langston Hughes Apartments in Brooklyn, having a median of 0.7 days to inspect. The median number of days to inspect for all developments are averaged together to generate the annual figures reported above. Median days to inspect are tracked as part of NYCHA's compliance with the *Baez Consent Decree*.

¹¹¹ NYCHA breaks down backlog data by date. Although all open work orders are technically included in the backlog, approximately 61,112 work orders have been in the backlog for 16 days or more. As discussed above, the HUD Agreement requires NYCHA to remediate mold and its root causes by complex repairs within 15 days.

¹¹² Statistics for the backlog of mold and leak work orders are calculated pursuant to the *Baez Consent Decree*, which imposes similar, but not identical, obligations to the HUD Agreement. The Monitors are developing a dashboard to track the backlog using Agreement calculations and will use that dashboard as the basis for future reporting.

¹¹³ Monitors' Report, July 3, 2025, at 66.

¹¹⁴ Agreement, Ex. B ¶ 17(a).

¹¹⁵ As discussed in endnote 106, the Monitors corrected NYCHA's business days calculation to properly exclude weekends and holidays. For that reason, the number of business days it takes NYCHA to print a work order reported here differs from figures published in previous reports. When measured using the correct business days calculation, NYCHA delivered work plans within five business days 75% of the time in the first quarter of Year 7.

¹¹⁶ Agreement, Ex. B ¶ 17(c).

¹¹⁷ *Id.*

¹¹⁸ As part of the Monitors' data validation work, the Monitors identified a problem in the data used to calculate the number of leak and flood work orders that caused some work orders to be counted twice. The data included in this report has been correctly calculated by the Monitors and will be reported correctly moving forward.

¹¹⁹ NYCHA is hiring additional skilled trades workers through the Restore and Renew program and these workers will be available to address skilled trade work orders after the Restore and Renew program is complete.

¹²⁰ Monitors' Report, Jul. 3, 2025, at 69.

¹²¹ *Id.*

¹²² *Id.*

¹²³ Agreement, Ex. B ¶ 15(a)-(c).

¹²⁴ *Id.* ¶ 15(b).

¹²⁵ Monitors' Report, Jul. 3, 2025, at 71; Monitors' Report, April 2025, at 83; Monitors' Report, December 2024, at 92.

¹²⁶ Agreement, Ex. B ¶ 15(a).

¹²⁷ *Id.* ¶ 15(c).

¹²⁸ This obligation is a "rolling" measurement of how many apartments have had more than three verified mold complaints within the last 12 months. For example, as of the end of the second quarter of Year 6, there were 39 such apartments. That means that from August 1, 2024 through July 31, 2025, 39 apartments had more than three verified mold complaints within the last 12 months.

¹²⁹ Monitors' Report, Jul. 3, 2025, at 73-74; Monitors' Report, Apr. 3, 2025, at 86-89; Monitors' Report, Dec. 19, 2024, at 95-99.

¹³⁰ Monitors' Report, Jul. 3, 2025, at 73-74; Monitors' Report, Apr. 3, 2025, at 86-87; Monitors' Report, Dec. 19, 2024, at 96.

¹³¹ Monitors' Report, Jul. 3, 2025, at 73-74; Monitors' Report, Apr. 3, 2025, at 87-89; Monitors' Report, Dec. 19, 2024, at 98.

¹³² Monitors' Report, Apr. 3, 2025, at 74.

¹³³ NYCHA anticipates that further delays may arise from the filing process for hazardous materials (like asbestos and lead) with the Department of Environmental Protection and the Department of Buildings.

¹³⁴ Quality issues with data include: (1) data collected by NYCHA staff contains gaps, including work orders that list contradictory issues and missing comments in the "notes" and "description" columns of work orders, which makes it more difficult to determine the specific issue being addressed in each apartment; and (2) the available data does not consistently identify the source of leaks, which limits the Monitors' ability to fully interpret which leaks were resolved by the BLI program.

¹³⁵ Agreement Ex. B ¶ 20.

¹³⁶ Monitors' Report, Aug. 21, 2024, at 152-53.

¹³⁷ Agreement Ex. A ¶¶ 8-12.

¹³⁸ Data classified as Year 6 or 7 data refers to information tracked by Agreement year (February through January). Data classified as 2023, 2024, or 2025 refers to data tracked by calendar year (January through December).

¹³⁹ Agreement, Ex. A ¶¶ 9-11.

¹⁴⁰ Monitors' Report, Aug. 21, 2024, at 156.

¹⁴¹ As previously reported, NYCHA divided its XRF testing initiatives into two phases, with Phase One prioritizing apartments where children under age six live or spend time. NYCHA has completed all attempts for testing in Phase One and has moved onto Phase Two.

¹⁴² The total XRF testing universe consists of 147,184 apartments. At present, there are 1,375 decommissioned, RAD/PACT, or off rent roll apartments which do not require a XRF test at the 0.5mg/cm² threshold. For those apartments that are currently off rent roll, they will only require an XRF test if the apartment goes back on the rent roll. Apartments classified as "off rent roll" are apartments approved as offline by HUD, but which may be used for another purpose such as for employee office space. NYCHA tracks these apartments but does not proactively attempt to test them.

¹⁴³ The decrease in July abatement compared to other months was due to a delay in funding. While typically NYCHA receives its annual funds to ramp up abatements in July, the funds were delayed until mid-August, slowing the typical pace.

¹⁴⁴ Agreement, Ex. A ¶¶ 23, 25-26; Monitors' Report, Aug. 21, 2024, at 164.

¹⁴⁵ Agreement, Ex. A ¶¶ 23, 25-26.

¹⁴⁶ NYCHA, LBP Testing Plan – Day Care Centers, July 30, 2025.

¹⁴⁷ *Id.* at 6.

¹⁴⁸ *Id.*

¹⁴⁹ 24 C.F.R. § 35.1355(a)(2).

¹⁵⁰ The backlog includes open work orders as far back as 2018. Given limited resources, NYCHA has focused its efforts on completing the work orders open since 2022. It is specifically focused on paint remediation work orders from XRF and visual assessment work orders.

¹⁵¹ As outlined in NYCHA’s “Operation Lead The Way Initiative,” NYCHA’s goal is to make progress on reducing the backlog, which is hard to track given the dynamic universe of work orders. As a result, NYCHA and the Monitors agreed to freeze and define the universe as of December 2024 to track progress. This universe of work orders comprises all open paint remediation work orders derived from a 2022, 2023, or 2024 apartment visual assessment or XRF test. It is a subset of the overall paint remediation work order backlog.

¹⁵² There are multiple reasons why NYCHA has not been successful in all its attempts to close work orders, including but not limited to lack of access to the building, floor, or apartment, tenant refusal, no adult present, or additional work still needed.

¹⁵³ Agreement, Ex. A ¶ 8.

¹⁵⁴ Instead, the program required interim controls, which protect residents from the harms of lead paint on a more limited basis.

¹⁵⁵ Agreement Ex. B ¶ 47.

¹⁵⁶ Agreement ¶ 60. When the parties signed the HUD Agreement in 2019, Paragraph 60 of the Agreement reflected language from HUD’s then-operative physical condition standards, UPCS. The HUD Agreement says to follow HUD’s superseding guidance on this subject. The parties agree that the superseding guidance requires NYCHA to comply with NSPIRE standards under this clause of Agreement ¶ 60.

¹⁵⁷ Monitors’ Report, Aug. 21, 2024, at 191.

¹⁵⁸ U.S. DEPT. OF HOUS. AND URB. DEV., National Standards for the Physical Inspection of Real Estate and Associated Protocols, Scoring Notice, 88 Fed. Reg. 43371, 43372 (July 7, 2023) available at <https://www.govinfo.gov/content/pkg/FR-2023-07-07/pdf/2023-14362.pdf>.

¹⁵⁹ Three developments received passing scores. Two developments initially received failing scores but by the time of publication have received passing scores following an appeal by NYCHA.

¹⁶⁰ Over twenty NSPIRE inspections are scheduled through the next quarter so far. This population will allow the Monitors to more accurately compare the percentages year over year.

¹⁶¹ Agreement ¶ 60.

¹⁶² The parties agree that superseding guidance requires NYCHA to comply with the NSPIRE standards under this clause of Agreement ¶ 60.

¹⁶³ While NYCHA does have policies and software-based controls in place to prevent corrective-maintenance work orders from being scheduled on days when NSPIRE inspections are underway at a given development, the Compliance department has identified a number of instances where such work was nevertheless completed during an NSPIRE inspection. The Monitors understand that these work orders were previously scheduled for reasons unconnected to the NSPIRE inspections and were, based on the Compliance department’s investigation, neither scheduled nor completed during an inspection with the purpose of deceiving HUD about conditions at NYCHA properties. The Monitors plan to engage the parties

in a discussion concerning the appropriate treatment under Paragraph 61 of the Agreement of work that is already scheduled when NYCHA is notified of an NSPIRE inspection.

ENDNOTES FOR SECTION II: ORGANIZATIONAL CHANGE

¹⁶⁴ E.g., Monitors' July 2025 Report, p. 107.

¹⁶⁵ Monitors' December 2024 Report, 162-64.

¹⁶⁶ *Id.* at 158-59.

¹⁶⁷ Monitors December 2024 Report, 179; Monitors August 2024 Report, 233.

¹⁶⁸ Monitors' December 2024 Report, 185-86.

¹⁶⁹ *Id.* at 184.

APPENDIX

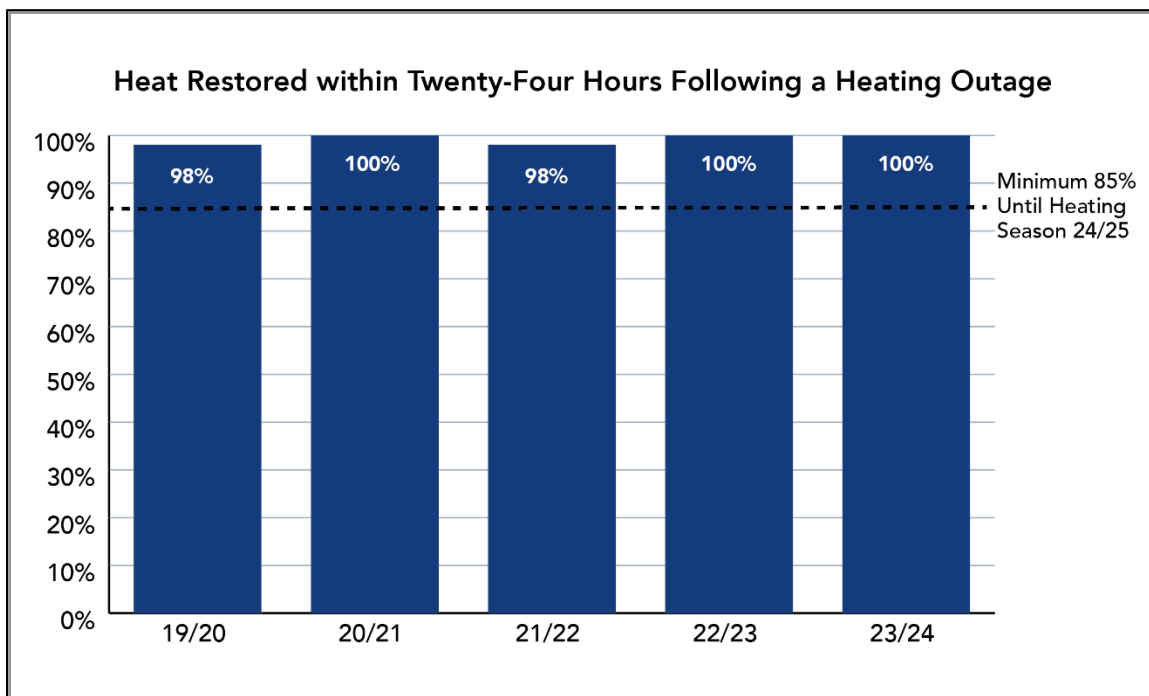
Appendix A: Completed and In Compliance Requirements

A. Heat Obligations

1. Historical Restoration Obligations (Requirement No. H10)

Because no agreed upon methodology was in place for tracking restoration times for in-apartment heating failures, the Monitors could not previously assess NYCHA's compliance with HUD Agreement obligations that were in place from the 2019–2020 heating season to the 2023–2024 heating season. The graphs below present NYCHA's performance with regard to these historical obligations, using previously-reported data for outages, and, for the first time, complaint-based data for in-apartment heating failures as described in **Section I.1.D.1**. These obligations were superseded in the 2024–2025 heating season.

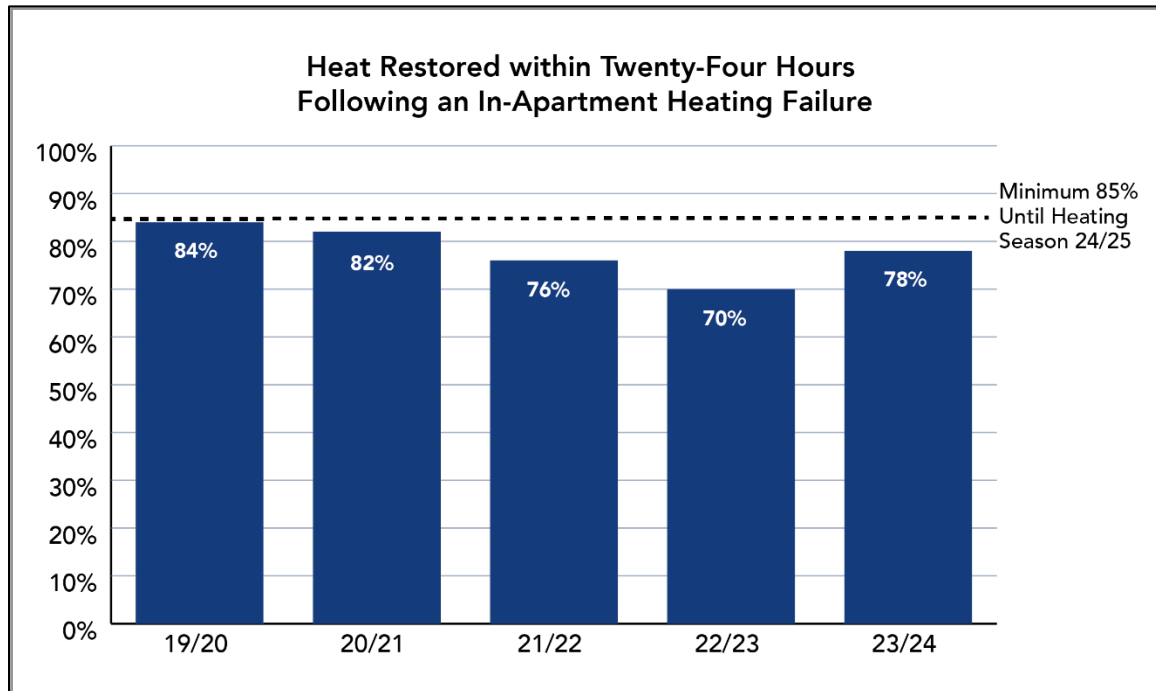
Beginning with the 2019–2020 heating season, the HUD Agreement required NYCHA to restore heat to affected apartments within 24 hours for 85% of heating service interruptions.¹ This requirement was superseded beginning in the 2024–2025 heating season by a new obligation that NYCHA restore heat to affected apartments within 12 hours for 85% of heating service interruptions, discussed in **Section I.1.D.3** above.² NYCHA's performance on this obligation for heating outages in the applicable heating seasons is illustrated in the graph below.



¹ Agreement, Ex. B ¶ 9(b).

² *Id.* ¶ 10(a).

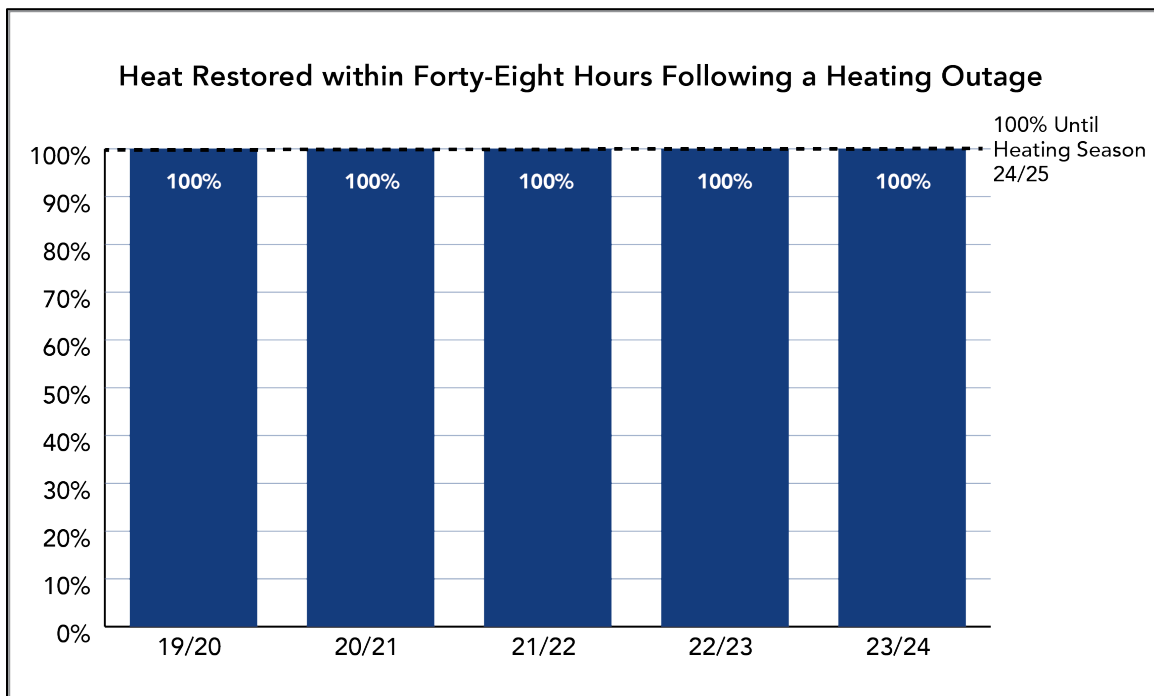
NYCHA's performance on this obligation for in-apartment heating failures in the applicable heating seasons is illustrated in the graph below.



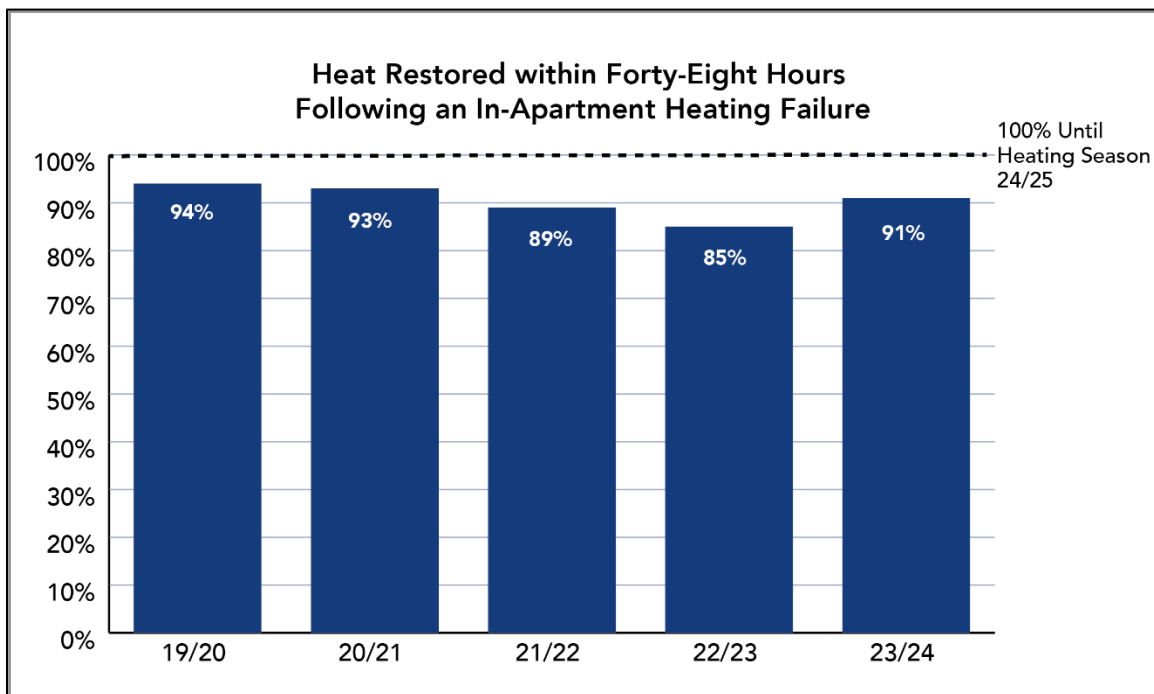
Beginning with the 2019–2020 heating season, the HUD Agreement required NYCHA to restore heat to affected apartments within 48 hours for 100% of heating service interruptions.³ This requirement was superseded beginning with the 2024–2025 heating season by a new obligation that NYCHA restore heat to affected apartments within 24 hours for 100% of heating service interruptions, discussed in **Section I.1.D.4** above.⁴ NYCHA's performance on this obligation for heating outages in the applicable heating seasons is illustrated in the graph below.

³ *Id.* ¶ 9(b).

⁴ *Id.* ¶ 10(a).



NYCHA's performance on this obligation for in-apartment heating failures in the applicable heating seasons is illustrated in the graph below.



B. Table of Completed and In Compliance Requirements

The following table summarizes the completed and in compliance requirements of the HUD Agreement. Outstanding requirements of the HUD Agreement are described in **Section I** and **Section II** of this report.

Req. No.	Description	Status
Heat		
H12 (Ex. B ¶ 13(a), (c))	Notification to Tenants of Unplanned Heating Outage: Within two hours of learning of an unplanned heating outage, NYCHA will notify affected tenants by robocall and also post notifications in the affected building(s) and on NYCHA's website, and also notify the Monitors.	In compliance (Monitors' Report, Aug. 21, 2024, at 60-61)
H13 (Ex. B ¶ 13(b), (c))	Notification to Tenants of Planned Heating Outage: For planned heating outages, NYCHA will provide 48-hours advanced notice to affected tenants via robocall and also post notifications in the affected building(s) and on NYCHA's website, and also notify the Monitors.	In compliance (Monitors' Report, Aug. 21, 2024, at 60-61)
Elevators		
E2 (Ex. B ¶ 34(b))	Elevator Replacement - PACT: By December 31, 2024, NYCHA will transfer at least 150 elevators to third-party management through the PACT program. The developer selected will replace elevators as needed, which includes modernization (i.e., replacing key equipment and electronics and refurbishing the elevator cabs).	Complete, subject to verification (Monitors' Report, Apr. 3, 2025, at 28-29)
E3 (Ex. B ¶ 22)	Service Interruption Data: By May 31, 2019, NYCHA shall provide HUD and the Monitors with sufficient data to identify elevator service interruptions in the prior three years. This data shall be updated quarterly.	Complete and in compliance (Monitors' Report, Aug. 21, 2024, at 91)
E4 (Ex. B ¶ 30)	Elevator Outage Monitoring: By July 31, 2019, NYCHA will institute and maintain a system that identifies every elevator	Complete

	outage and the start and end times of such outages.	(Monitors' Report Aug. 21, 2024, at 91)
E5 (Ex. B ¶ 31)	Remote Elevator Monitoring: NYCHA will install continuous remote monitoring in at least 70% of its elevators.	Complete, subject to verification (Monitors' Report, Apr. 3, 2025, at 39-40)
E6 (Ex. B ¶ 23(a))	Buildings with One No-Service Condition: Beginning in Year 3, 70% of elevator banks with more than one elevator will have no more than one no-service condition.	Not met; no longer operative (Monitors' Report Aug. 21, 2024, at 94)
E9 (Ex. B ¶ 23(b))	Eight Unplanned Outages: Beginning in Year 3, for at least 70% of elevators, there will be no more than 8 unplanned outages per year.	Not met; no longer operative; (Monitors' Report Aug. 21, 2024, at 95)
E11 (Ex. B ¶ 23(b))	Fifteen Unplanned Outages: Beginning in Year 3, no elevator shall have more than fifteen unplanned outages per year.	Not met; no longer operative (Monitors' Report Aug. 21, 2024, at 96)
E13 (Ex. B ¶ 28)	Reduction of Outage Time: In Year 1, NYCHA shall reduce the duration times of its elevator outages by 10%.	Complete (Monitors' Report, Aug. 21, 2024, at 87)
E14 (Ex. B ¶ 28)	Eighteen-Hour No-Service Conditions: Beginning in Year 1, 75% of no-service conditions shall be resolved within eighteen hours of the time NYCHA learns of them.	Complete; no longer operative (Monitors' Report Aug. 21, 2024, at 96)

E23 (Ex. B ¶ 34(a))	Reduction of Outage Time: In Year 1, NYCHA shall reduce the duration times of its elevator outages by 10%.	In compliance (Monitors' Report, Aug. 21, 2024, at 76)
Pests & Waste		
P1 (Ex. B ¶ 46(a))	Door Sweeps: By March 31, 2020, NYCHA must install 8,000 door sweeps on basement doors with gaps.	Complete (Monitors' Report, Aug. 21, 2024, at 103)
P3 (Ex. B ¶ 46(c))	Full-Time Exterminators: NYCHA will dedicate 20 full-time exterminator staff to conduct ongoing comprehensive preventive maintenance treatments in public spaces for developments within designated areas of New York City with high levels of rat activity.	Complete (Monitors' Report, Aug. 21, 2024, at 104)
P4 (Ex. B ¶ 46(d))	Bulk Crushers: By December 31, 2022, NYCHA must install exterior bulk crushers or retrofit exterior compactors with auger bulk crushers at ten developments.	Complete (Monitors' Report, Aug. 21, 2024, at 104)
P5 (Ex. B ¶ 38(d))	Pest Sensitive Unit Procedure: By January 31, 2021, NYCHA must develop an action plan that, among other things, establishes a procedure for informing residents of a process through which residents may notify NYCHA if anyone residing in an apartment has an applicable health condition.	Complete (Monitors' Report, Aug. 21, 2024, at 108)
P6 (Ex. B ¶ 41)	Targeted Relief for Infestations: By July 31, 2019, for any apartment that has more than one pest infestation complaint within 12 months, NYCHA shall have a professional using IPM techniques evaluate the apartment, the immediately adjacent apartments, and the immediately adjacent common areas within 30 days to identify issues specific to the apartment that contributed to the recurrence. Within the following 30 days, NYCHA must address the issues using IPM techniques.	Complete (Monitors' Report, Aug. 21, 2024, at 103)

P12 (Ex. B ¶ 38(a))	Rat Response I: By January 31, 2021, NYCHA shall respond to (i) 75% of rat complaints within two business days and (ii) to all rat complaints within five calendar days.	Not met; no longer operative (i): 65% (ii): 75% (Monitors' Report, Aug. 21, 2024, at 105-06)
P13 (Ex. B ¶ 38(b))	Other Pest Response I: By January 31, 2021, NYCHA shall respond to (i) 75% of all other pest complaints within seven calendar days and (ii) all other pest complaints within ten calendar days.	Not met; no longer operative (i): 44% (ii): 51% (Monitors' Report, Dec. 19, 2024, at 60-61)
P17 (Ex. B ¶ 38(d))	Pest Sensitive Unit Response: By January 31, 2021, NYCHA shall provide expedited response and application of pest control methods in cases where NYCHA is aware that a resident of the apartment has a condition generally recognized as being caused or exacerbated by exposure to pest infestations.	In compliance (Monitors' Report, Aug. 21, 2024, at 108) In the second quarter of Year 7, the difference between response times in Pest Sensitive Units and non-Pest Sensitive Units was a few hours, but the overall response times for both have improved.
P7 (Ex. B ¶ 35)	Pest Population Protocols: The Monitors shall establish reasonable protocols by which IPM professionals can develop and provide reliable estimates, at least quarterly, of the pest populations at each NYCHA development by July 31, 2019.	Complete (Monitors' Report, April 3, 2025, at 49-51)
P9 (Ex. B ¶ 36)	Pest Population Reduction Requirements I: Beginning in Year 3,	Partially met; no longer operative

	NYCHA shall achieve (i) a 50% reduction in its rat population; (ii) 40% reduction in its mouse and cockroach populations; and (iii) a percentage reduction in its bed bug population determined by the Monitors. ⁵	Met: Bed Bug, -62% Not Met: Rat, +10% Mouse, -41% Cockroach, -56% (Monitors' Report, April 3, 2025, at 54-55)
Mold & Leaks		
M1 (Ex. B. ¶ 19)	Resident Not Home Mold Work Orders: NYCHA will not close any mold, flood, or leak from above work orders as "Resident Not Home."	In compliance (Monitors' Report, Aug. 21, 2024, at 144)
Lead		
L1 (Ex. A ¶ 4(a))	Report Identifying Lead-Paint Developments and Apartments: NYCHA shall provide the United States with a report identifying all developments that were built prior to January 1, 1978, and are not exempt pursuant to 24 C.F.R. § 35.115, as a result of an inspection, an abatement, or otherwise, as well as any apartments in those developments that are not exempt ("lead-paint units").	Complete (Monitors' Report, Aug. 21, 2024, at 155-56)
L2 (Ex. A ¶ 4(b))	Report Identifying Lead-Paint Apartments with Children: NYCHA shall provide a report (the "Immediate Action List") identifying lead-paint units that NYCHA "had reason to believe are occupied or routinely visited by a child under the age of 6."	Complete (Monitors' Report, Aug. 21, 2024, at 155-56)

⁵ After consulting with the urban entomologists, the Monitors determined that the bed bug population should also be reduced by 40% by the end of Year 3.

L3 (Ex A ¶ 5(a))	Immediate Visual Assessments: Perform at least one visual assessment in accordance with 24 C.F.R. § 35.1355 of each apartment on the Immediate Action List, except insofar as the apartment received a compliant visual assessment within the preceding months.	Substantially Complete ⁶ (Monitors' Report, Aug. 21, 2024, at 155-56)
L4 (Ex A ¶ 5(b))	Elimination of Lead-Based Paint Hazards: Eliminate any lead-based-paint hazards in apartments identified on the Immediate Action List using interim controls in accordance with 24 C.F.R. § 35.1330, or through abatement in accordance with 24 C.F.R. § 35.1325.	Substantially Complete ⁷ (Monitors' Report, Aug. 21, 2024, at 155-56)
L5 (Ex. A ¶ 6)	Exemption Documentation: Provide the United States with documents sufficient to show NYCHA's basis for claiming that particular developments are exempt.	Complete (Monitors' Report, Aug. 21, 2024, at 155-56)
L7 (Ex. A ¶ 19)	EBLL Risk Assessment: Within 30 days of appointment of the Prior Monitor, provide the Prior Monitor a list (the "EIBLL/EBLL-Triggered Risk Assessment List") of "all units, common areas servicing such units, and developments in which neither an environmental investigation nor a risk assessment was performed since the date of "the reporting to NYCHA (if on or after July 13, 2017) of a case of a child under age six with an EBLL, or the reporting to NYCHA (if before July 13, 2017) of a case of a child with an EBLL living in such apartment and development.	Complete (Monitors' Report, Aug. 21, 2024, at 164-65)

⁶ This obligation relates to apartments on the Immediate Action List. NYCHA completed 99% of the visual assessments required for the Immediate Action List. The outstanding visual assessments have been encompassed by NYCHA's broader CU6 efforts. Thus, the Monitors consider this obligation substantially complete and will not be tracking progress against it in future reports.

⁷ This obligation relates to apartments on the Immediate Action List. Although NYCHA was not able to fully comply with certain interim controls required by the regulations for the Immediate Action List, its efforts to comply with those obligations have been encompassed by NYCHA's broader CU6 efforts. Thus, the Monitors consider this obligation substantially complete and will not be tracking progress against it in future reports.

L8 (Ex. A ¶ 20)	Environmental Investigations: After providing the Prior Monitor the EIBLL/EBLL-Triggered Risk Assessment List, within a timeframe acceptable to the Monitor, confirm that the New York City Department of Health and Mental Hygiene performed an environmental investigation in any apartment and common areas servicing that apartment identified in the EIBLL/EBLL-Triggered Risk Assessment List. To the extent the Department of Health and Mental Hygiene has not done so, NYCHA was required to perform such environmental investigation within a timeframe acceptable to the Monitors.	Complete (Monitors' Report, Aug. 21, 2024, at 164-65)
L9 (Ex. A ¶ 21)	Abatement of EBLL Apartments: After issuing or receiving the report of the environmental investigation, within a timeframe acceptable to the Monitors, complete the abatement of identified lead-based-paint hazards in accordance with 24 C.F.R. § 35.1130(c) and 35.1325.	Complete (Monitors' Report, Aug. 21, 2024, at 164-65)
L10 (Ex. A ¶ 22)	Risk Assessment of EBLL Buildings: Perform risk assessments for all other apartments in the building in which a child under age six resides or is expected to reside on the date lead-based-paint hazard reduction is complete, and common areas servicing those apartments in the developments identified in the EIBLL/EBLL-Triggered Risk Assessment List, within a timeframe acceptable to the Monitors.	Complete (Monitors' Report, Aug. 21, 2024, at 164-65)
L11 (Ex. A ¶ 24)	Information Sharing: No later than 60 days after the execution of the Agreement, enter into a written agreement with the NYC Department of Health and Mental Hygiene resolving any barriers to the sharing of information relating to resident children's blood lead levels necessary for NYCHA to make disclosures to HUD.	Complete (Monitors' Report, Aug. 21, 2024, at 164-65)

L12 (Ex. A ¶ 30(a))	One-time Certification: Submit to the United States a statement describing compliance with priority action obligations within 120 days of the Effective Date.	Complete (Monitors' Report, Aug. 21, 2024, at 155-56)
L13 (Ex. A ¶ 33(a))	Sample Kit: Display a sample kit of the supplies needed to complete an RPP work order in all 139 storerooms by January 31, 2019.	Complete (Monitors' Report, Aug. 21, 2024, at 158-60)
L14 (Ex. A ¶ 33(b))	RRP Supplies: Issue a minimum of one kit of RRP supplies to RRP-certified staff daily by February 28, 2019.	Complete (Monitors' Report, Aug. 21, 2024, at 158-60)
L15 (Ex. A ¶ 33(c))	IT Upgrades: Enhance work order system to automatically create a "dust wipe" work order if an RRP work order is generated by February 28, 2019.	Complete (Monitors' Report, Aug. 21, 2024, at 158-60)
L16 (Ex. A ¶ 33(d))	Dust-Control Training: Select a vendor to supplement the EPA's RRP training with practical training on dust-control measures to simulate a range of working conditions by March 31, 2019, and train substantially all RRP-certified staff by December 31, 2019.	Complete (Monitors' Report, Aug. 21, 2024, at 158-60)
L17 (Ex. A ¶ 33(f))	Visual Assessment Training: Train all maintenance workers to perform lead-based paint visual assessments by September 30, 2019.	Complete (Monitors' Report, Aug. 21, 2024, at 158-60)
L19 (Ex. A ¶ 33(g))	Painting Contracts: Secure additional, dedicated painting contracts for the Healthy Homes Department to exclusively focus on remediation by December 31, 2019.	Complete (Monitors' Report, Aug. 21, 2024, at 158-60)

Inspections		
I2 (¶ 62(h))	PHAS Inspections Action Plan: By ninety (90) days after the appointment of the Monitor, NYCHA will submit an Action Plan to the Monitors for meeting the requirements discussed in this section ("PHAS Inspections"). This Action Plan will be subject to the procedures of paragraphs 36-42.	Complete (Monitors' Report, Aug. 21, 2024, at 191)

GLOSSARY

Certain terms used in the Monitors' report are defined below. Each entry notes the section in which it appears.

Ancillary Equipment: Ancillary equipment refers to building level systems that support the delivery of heat and hot water, such as vacuum tanks, zone valves, circulating pumps, instantaneous water heaters, and sump pumps. This also includes boiler room equipment such as condensate tanks, feed water pumps, ejector pumps, gas booster pumps, re-piping of feed water lines, and heat control panels. **(Heat)**

Application of Mold-Resistant Paint: To prevent recurrence, antimicrobial mold-resistant paint is applied to walls after mold is removed. **(Mold & Leaks)**

Apply: Under the definition agreed to by the First Monitor and NYCHA, this is the time from the moment a complaint is verified to the moment that NYCHA staff completes the initial work order for inspection and initial treatment. Typically, the same NYCHA staff member who responds to the initial work order applies the initial pest control treatment during the same visit. Application of pest control methods should take, on average, 45 minutes. **(Pests & Waste)**

Baez v. NYCHA, No. 13 Civ. 8915 ("Baez"): *Baez* is a federal class action lawsuit brought by NYCHA residents suffering from asthma and living in apartments with mold and excessive moisture. NYCHA settled *Baez* in 2014. The resulting consent decrees impose various requirements on NYCHA that are similar but not identical to the HUD Agreement obligations and aim to help NYCHA effectively remediate mold and moisture in a timely manner. **(Mold & Leaks)**

Building Management Systems ("BMS"): Computerized controls that provide automation, remote monitoring, and remote control for building mechanical systems such as boiler plants. **(Heat)**

City Capital Action Plan ("CCAP"): Under the HUD Agreement, New York City must provide \$2.2 billion in capital funding to NYCHA over a ten-year period starting in 2019 (\$250 million per year for the first four years, and \$200 million per year for the final six years). These funds are committed to capital projects and can only be spent pursuant to an Action Plan. The City

Capital Action Plan was approved by the First Monitor on May 8, 2021, and was amended in September 2023. **(Pests & Waste)**

Complex Repair: A complex repair is one that must be performed by Skilled Trade Workers or other specialized staff. **(Mold & Leaks)**

Consolidation: A group of developments managed by the same property management office. **(Pests & Waste)**

DCAS Job Specifications: These are short generic descriptions that are often provided when a new employee starts a job at NYCHA. Compared to the industry-standard job descriptions the Monitor has worked with NYCHA and union leaders to advance, the DCAS Job Specifications are more generic and less detailed. This often leads to NYCHA staff being confused about their job roles, which the new job descriptions template will help avoid by clearly identifying expectations, tasks, and competencies. **(Organizational Change)**

EH&S Findings: A finding is an issue identified by EH&S through its root cause failure investigations that requires NYCHA to take corrective action. For example, EH&S findings have led HMSD to create borough-specific storerooms in Manhattan and the Bronx for faster access to repair materials, and to improve staffing levels on days forecasted to have below-average temperatures. **(Heat)**

Elevated Blood Lead Level ("EBLL"): EBLL is a confirmed concentration of lead in the blood of a child under age six equal to or greater than 3.5 micrograms per deciliter or higher. **(Lead)**

Fixture Removal: Fixtures, including cabinetry, sheet rock, or floor tiles, that have been damaged by mold must be removed. **(Mold & Leaks)**

Heating Degree Days ("HDDs"): A measure of how cold it is over a period of time, calculated based on the number of degrees the daily average temperature falls below a set baseline (typically 65°F). Higher HDD values indicate greater demand for heat. **(Heat)**

Heating Outage: A failure of the central heating system that prevents the system from delivering heat to multiple apartments. It does not include

instances when heat is not being provided only to an individual apartment, such as when a single radiator malfunctions. **(Heat)**

Heating System: The full set of equipment and infrastructure required to deliver heat to occupied apartments. This end-to-end system includes central generation equipment (such as boiler plants), distribution components (including tank rooms, pipes, risers, and valves), and in-apartment equipment (such as convectors and radiators). A failure or condition requiring servicing within these components can affect the delivery of heat to apartments. **(Heat)**

In-Apartment Heating Failures: Conditions where the heating system inside an apartment does not function properly due to issues with in-apartment components such as convectors, distribution pipes or related parts. **(Heat)**

Independent Data Analyst ("IDA"): Entity appointed under *Baez* Consent Decree to help the parties and Special Master develop a reporting system to track NYCHA's compliance with its obligations under *Baez*. The IDA is also tasked with reviewing and confirming the accuracy of the reporting and recommending improvements. **(Mold & Leaks)**

Independent Mold Analyst ("IMA"): Entity appointed under *Baez* Consent Decree to perform quality assurance by inspecting a certain number of randomly selected apartments on a quarterly basis. The IMA also reports on its findings and makes recommendations for improved compliance. **(Mold & Leaks)**

Integrated Pest Management ("IPM"): An environmentally friendly, commonsense approach to pest control. Unlike traditional pest management, which involves the routine application of pesticide, IPM focuses on the prevention of pests and uses pesticide only as needed. It involves multiple forms of pest controls and has a four-tier approach: (1) identify pests and monitor progress; (2) set action thresholds; (3) prevent pests; and (4) control pests. **(Pests & Waste)**

Leak Standard Procedure ("Leak SP"): A standardized process for identifying, tracing, and addressing the root causes of leaks across all NYCHA developments. **(Mold & Leaks)**

Mandatory Minimum Temperature: From October 1 to May 31 (the "Heating Season"), during the day (6:00 a.m. to 10:00 p.m.),

apartments must be at least 68°F when the outside temperature is below 55°F, and at least 62°F at night (10:00 p.m. to 6:00 a.m.) regardless of the outside temperature. **(Heat)**

Mold Cleaning: To clean mold, NYCHA staff or a vendor apply a mold-specific cleaning detergent and disinfectant with as-needed manual mold removal with a brush. **(Mold & Leaks)**

Mold Inspector: A mold inspector is a Property Maintenance Supervisor, Assistant Property Maintenance Supervisor, Property Manager, or Maintenance Worker who is trained and authorized to perform initial mold inspections. A mold inspector must complete the Mold Inspector and Building Sciences Trainings before performing such inspections. **(Mold & Leaks)**

No-Service Condition: The HUD Agreement defines a "no-service condition" to include only a situation where all elevators are out of service at one *building*. However, NYCHA, HUD, and SDNY have agreed that it is consistent with the purpose of the Agreement for "no-service conditions" to also include a situation where all elevators that serve an apartment are out of service, which generally means all elevators in one *bank* are out of service. For example, a single building may have one bank of elevators that serves the northern half of the building, and a second bank of elevators that serves the southern half of the building. If all elevators that serve the northern half of the building stop working, that would be considered a no-service condition because the apartments on the northern half of the building cannot be accessed by elevator, even though other elevators in the building continue to function. **(Elevators)**

NYCHA Resident Training Academy: The Academy provides employment-linked training opportunities and job placement assistance to NYCHA residents in the construction, maintenance, and janitorial fields. NYCHA's Resident Economic Empowerment & Sustainability Office ("REES") works with successful graduates of the Academy to provide a set of job skills that can lead to economic self-sufficiency. **(Organizational Change)**

Pests: Under the HUD Agreement, the term "pests" refers to rats, mice, cockroaches, and bed bugs. **(Pests & Waste)**

Pest Standard Procedure ("Pest SP"): The Pest SP provides instructions to NYCHA staff on how to implement and comply with preventative and responsive measures to control pest infestations. It also creates protocols to protect the health of residents, employees, and vendors when removing and reducing pest activity using IPM techniques. **(Pests & Waste)**

Rat Slabs: Rat slabs are thin layers of concrete poured over areas of exposed sand and aggregate within basements and crawl spaces of buildings where rats burrow. They are intended to prevent rodents from establishing burrows inside buildings. **(Pests & Waste)**

Remediate: Remediating mold means addressing mold and its root causes. Remediation might include repairing a section of leaky pipe and replacing the mold-covered wall containing the pipe. **(Mold & Leaks)**

Remove: Removing mold refers to cleaning visible mold, removing building materials with mold, and applying mold-resistant paint. **(Mold & Leaks)**

Simple Repair: A simple repair is one that can be performed by a Maintenance Worker or Caretaker X Worker. An example of a simple repair is the repair of an inoperable bathroom window by a Maintenance Worker. **(Mold & Leaks)**

Training Thursdays Muster: As part of the Caretaker Muster Overhaul, the Monitors worked to move from irregular and informal meetings to assuring that musters have consistent, defined topics. Each day of the week is devoted to a different topic, with *Training Thursdays* being focused on the provision of on-the-job trainings. Every week, Caretakers will receive training on a discrete aspect of their jobs in a group led by the Supervisor of Caretakers or the Supervisor of Grounds for their developments. *Training Thursdays* have received positive feedback and NYCHA has taken on the necessary maintenance of materials to ensure the sustainability of the program. **(Organizational Change)**

Verified Heat Complaints: Resident heat complaints where a NYCHA employee must perform work within an apartment to resolve the condition. **(Heat)**

Voltage Reductions: During heat waves, demand for electricity spikes as the use of cooling devices, such as fans and air conditioners, increases. If demand exceeds available capacity, equipment powering the electrical grid can overheat and fail, leading to blackouts. Reducing the voltage provided to the grid reduces overall electricity use, which lowers the risk of equipment failure or blackout. However, many elevators (including NYCHA's) cannot operate at lower voltages. Elevators need a steady supply of electricity to run safely. When the electrical voltage drops too low, the elevator's motor does not have enough power to move the elevator car, and the safety systems automatically shut the elevator down to prevent damage or unsafe operation. **(Elevators)**

Work Plan: A work plan is a document that a mold inspector generates after their inspection, containing a description of the inspection and root cause findings, a list of next steps to address the mold and its root cause, and instructions on how to prevent mold and its root cause in the future. Under the Mold Standard Procedure, a work plan is automatically generated following a verified mold inspection. **(Mold & Leaks)**

X-Ray Fluorescence ("XRF") Testing: XRF testing is a non-destructive analytical technique that uses X-rays to determine the elemental composition of a material, including to determine whether lead is present. **(Lead)**