

**Testimony from NYCHA's Executive Vice President of  
Property Management Operations Daniel Greene  
*Work Order Practices at NYCHA and PACT*  
Committee on Public Housing  
Tuesday, September 22, 2026 – 1 p.m.  
250 Broadway, 8<sup>th</sup> Floor Hearing Room 3**

Chair Chris Banks, members of the Committee on Public Housing, other distinguished members of the City Council, NYCHA residents, community advocates, and members of the public: good afternoon. I am Daniel Greene, NYCHA's Executive Vice President of Property Management Operations. I am pleased to be joined by Heather Beck, Executive Vice President and Chief Real Estate Officer.

Thank you for this opportunity to discuss our efforts to improve the repairs process to better serve residents and enhance their quality of life. Providing and maintaining safe and decent homes is at the heart of our mission, and everything we do is centered around our work to ensure that the Authority remains a vital resource of affordable housing in New York City – today and for the generations to come. Despite the significant challenges of stewarding aging buildings that have long been underfunded by the federal government, we have made considerable progress these last several years to become a better landlord – and we are pleased to share some of these details today. In addition to the operational improvements we're implementing, we know that addressing the significant capital needs of our buildings is critical to reduce the number of repairs needed – and Section 8 conversions through programs like PACT and the Trust are a primary tool to address capital needs; these programs enable us to renovate buildings from top to bottom and bring in partners for their day-to-day operation.

**The Work Order Process**

First, I'd like to explain the work order process at NYCHA. Residents can submit repair requests by calling NYCHA's Customer Contact Center (CCC) or by using the MyNYCHA app or website. A ticket is then created for a maintenance assessment, in which a Maintenance Worker assesses the repairs needed and performs any standard repairs. If complex repairs requiring skilled trades – such as paint, plaster, carpentry, plumbing – or if lead or asbestos testing is needed, the Maintenance Worker will create tickets for NYCHA staff or vendors to complete the repair. Residents can then call their Neighborhood Planner to schedule skilled trades appointments.

## **Reforms to Improve the Way We Work**

The creation of the Neighborhood Planning Units was one of the significant changes set forth in NYCHA's 2021 Transformation Plan, our vision for significant and sustainable change to NYCHA's property management operations as well as our overall organization. Developed as part of NYCHA's response to the 2019 HUD Agreement, the Transformation Plan established a strategic roadmap for addressing the Authority's challenges, with a particular focus on the Agreement pillar areas of heat, elevators, pests and waste, lead, mold, and inspections.

### *The Neighborhood Model*

Through the Transformation Plan's Neighborhood Model, we created smaller property management portfolios that are easier to manage and feature increased accountability and resources. And as I noted, we established several Neighborhood-based roles to strengthen support for properties and residents across key operational areas. The Neighborhood Planner and Neighborhood Secretary help schedule skilled trades work orders and improve coordination and communication with residents. Neighborhood Service Coordinators provide residents with an on-the-ground, accessible point of contact, enhancing resident awareness of NYCHA activities and initiatives. Neighborhood Contract Managers review vendor work to ensure residents receive quality services from contractors.

Additionally, NYCHA aligned central office services with the new property management structure. These reforms ensure that frontline leaders are fully supported and equipped to manage buildings effectively and deliver high-quality services to residents.

### *Work Order Reform*

Work Order Reform, another key Transformation Plan initiative, decentralizes skilled trades and streamlines the work order scheduling process — resulting in more efficient scheduling and completion of repairs. The program assigns skilled trades to each Neighborhood (and to developments, in some cases) in contrast to the previous borough-based assignments. This eliminates delays due to travel times and allows skilled trades staff to become better familiar with the unique needs of the developments they serve.

### *Improving Communication with Residents*

In addition to focusing on reducing wait times and repair backlogs, NYCHA is committed to improving the resident experience of the repairs process. Residents now receive automated communications through email, mail, and/or robocalls at key intervals for maintenance and skilled trades repairs, such as when work orders are created, scheduled, or upcoming.

Ensuring that appointments are not missed is central to improving the resident experience. In partnership with the Federal Monitor, NYCHA has reduced its missed skilled trades appointments to only 2.7 percent of the 17,000 skilled trades appointments in July 2026 – down from 10.9 percent two years ago. In a resident satisfaction survey implemented in 2025 that surveys the resident after every work order is completed, 78.6 percent of residents reported satisfaction rates of “excellent” or “good” in July 2026.

### *Technical Improvements*

NYCHA is using technology to better serve and communicate with residents. For instance, the Pest Management Department launched a text messaging pilot in late 2023. Residents who do not answer the phone to confirm appointments receive automated text reminders, resulting in an additional 2,400 appointment confirmations monthly. NYCHA’s landmark lead abatement program, TEMPO, also uses text messaging to coordinate hotel relocations with residents during the lead abatement process.

Notably, NYCHA partnered with the Federal Monitor and others to build comprehensive performance management dashboards that are updated regularly to track performance in key metrics areas, such as overall work order volume and backlog, work order production, service level times, quality assurance, and missed appointment tracking.

### **Making Real Progress**

Our data-driven focus on performance results is also reflected in maintenance performance. Of all trades, NYCHA Maintenance Workers have the heaviest daily workload, receiving approximately 98,000 new work orders per month. Despite the immense workload, NYCHA is completing basic maintenance repairs in occupied apartments in less than four days on average

with its on-site maintenance teams. At the same time, since 2024 NYCHA has been inspecting all its public housing apartments each year, completing basic repairs during the inspection and creating any additional work orders needed for skilled trades repairs.

Despite apartment inspections increasing the number of work orders created, we have reduced the borough-based skilled trades backlog by 14 percent since 2024, down to 282,000 work orders. To put this backlog in perspective, during 2025 alone, 2.5 million new repair work orders were created, and 2.49 million were closed or, in more limited circumstances, cancelled.

Despite these positive trends, some residents at NYCHA experience particularly challenging repair conditions due to aging infrastructure and compounding repair conditions. And so NYCHA created new programs to address apartments with high repair needs. *Maintenance Cares* provides Maintenance Workers a means of escalating high-need apartments requiring critical repairs. Since launching in February 2025, 1,164 apartments with major repair work needed have been resolved through the program, with over 100 apartments resolved in just the past 30 days. In the FY2027 Executive Budget, the administration invested \$20 million in new expense funding to support NYCHA's *Critical Repairs Initiative (CRI)*, which will build off *Maintenance Cares* and enable residents to contact a call center to escalate repairs to address severe conditions. CRI is an important component of the Mayor's Housing Plan, inspired by the independent, empathetic case management approach fostered through the *Mold Ombudsperson Call Center (OCC)* – an independent, court-appointed entity that has worked with NYCHA case management staff to assist tens of thousands of residents with leak and mold complaints.

### *Mold and Leak Work Orders*

Our progress in tackling mold and leak work orders is another key example of the advances we're making. Working closely with the OCC as well as an independent, court-appointed data analyst, NYCHA has been able to better prioritize repairs and allocate limited personnel and financial resources. Since our various backlog initiatives began in 2022 and 2023, more than 69,500 mold inspections and mold removal, mold-resistant paint, tub enclosure, and plumbing work orders have been closed as of August 2026 through specialized targeted efforts.

In 2025, NYCHA also rolled out the *Mold and Leaks Restore and Renew* program, aimed at adding more skilled trades resources and staffing to further reduce the backlog of skilled trades repairs needed as a result of mold or leaks. The Mamdani administration added an additional \$10 million to the program over the next two fiscal years and is expected to help NYCHA expand the program to more sites in the coming years. Approximately 4,000 work orders have been completed via the initiative so far, and the program's goal is to address 10,000 mold and leak work orders in total over the next two years.

### *Improved Inspection Scores*

NYCHA has made significant progress year over year to improve conditions in residents' apartments and buildings – a commitment reflected in the improvement in HUD physical inspection scores for NYCHA properties. HUD's new inspection standards, known as National Standards for the Physical Inspection of Real Estate (NSPIRE), were unveiled in 2023 and implemented for NYCHA in 2024. As of September 16, 2026, I'm pleased to report that our average score has risen to 79.5, up from 32.5 in 2022/2023. The number of developments that passed these inspections has improved to 89%, up from 15% in 2022/2023.

### *Accountability, Transparency, and Reporting*

In addition to our operational improvements, NYCHA has carried out several reforms to enhance transparency and accountability in recent years. NYCHA's Quality Assurance Unit, developed in response to the HUD Agreement, improves performance and accountability by ensuring that maintenance and repairs are completed to industry standards in alignment with our existing policies and procedures. Additionally, NYCHA's website now features a range of publicly available data and information — service outages, individual work orders, and lead paint testing progress can all be tracked. Reports are available with extensive information about our properties' capital needs and our progress in meeting the various mandates of the HUD Agreement.

I'd now like to turn things over to my colleague Heather Beck, Executive Vice President and Chief Real Estate Officer, who will discuss work orders at PACT developments.

## **Work Orders at PACT**

Ultimately, the key to reducing the need for repairs, and enabling NYCHA to complete repairs as swiftly as possible, is investing in our buildings' significant capital needs – and that's why NYCHA is so focused on pursuing innovative strategies to generate billions of dollars of investment for our portfolio. Through massive infrastructure upgrades and comprehensive renovations, NYCHA's major housing preservation and stabilization programs like PACT and the Trust will reduce building maintenance and repair needs, enabling us to focus our resources where they're needed most.

PACT transitions the day-to-day responsibility of the property to new private property managers. However, we maintain a strong oversight role of PACT properties in several key ways:

- Administering the Section 8 subsidy and ensuring PACT partners comply with specific Section 8 subsidy requirements (including inspections) and waitlist policies;
- Conducting site visits to monitor PACT partner activities and respond to inquiries or issues. If performance gaps are identified, NYCHA works with a PACT partner to identify issues as they arise, agree on project-specific solutions, and monitor improvement; and
- Analyzing works orders for pests, mold, leaks, elevators, and heat on a monthly basis to ensure they are being resolved in a timely manner.

Our monthly reporting indicates that work orders at PACT sites in these five key areas are typically resolved within one day. And anyone can view our progress – in 2023, NYCHA launched an online PACT dashboard that displays quarterly data on maintenance and repairs, tenancy proceedings, and construction progress.

## **Making Progress Together**

Partners such as the Federal Monitor have acknowledged our progress. Although we have made significant strides forward in our work to better serve residents – yielding tangible results in terms of residents' living experience and the condition of their homes – we acknowledge that there is still work to do to further reduce the work order backlog. With continued transformation as our guide, we will keep innovating and collaborating with stakeholders to enhance our operations and deliver to residents the homes they deserve. Thank you for standing with us as we strive to improve residents' quality of life. We appreciate your support and partnership, and we are happy to answer any questions you may have.