

**Testimony from NYCHA's Executive Vice President of Property Management
Operations Daniel Greene
Updates on NYCHA's Remediation of Mold
Monday, October 27, 2025 – 10 a.m.
250 Broadway, 8th Floor Hearing Room 2**

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 morning. I am Daniel Greene, NYCHA's Executive Vice President of Property Management Operations. I am pleased to be joined by Jaclyn Sullivan, Senior Vice President for Healthy Homes, and Elena Tenchikova, Vice President of the Office of Mold and Remediation. Thank you for this opportunity to discuss the Authority's efforts to prevent and remediate mold across our portfolio.

Our Approach to the Challenges

We recognize that mold is an issue and of great concern to our residents – and it's a top priority for the Authority. The majority of NYCHA's buildings are more than half a century old, and they have been underfunded by the federal government for decades. The Authority's approximately 149,000 apartments collectively suffer from about \$80 billion in major capital needs – and the reality is that this lack of investment has led to many of the chronic leak and moisture issues which are the root causes of mold.

Recognizing the capital needs deficit, in 2019 we rolled out a state-of-the-art program to address mold, in partnership with court-appointed, independent entities and the Federal Monitor. This has enabled us to establish strong procedures and operational responses to mold: We prioritize a rapid response to mold and do our best to complete mold-related repairs efficiently, to benefit residents and improve their quality of life.

In fact, there's been an entire systemic shift within our organization to ensure that mold is prioritized and addressed. And our partners both within and beyond the organization – the Ombudsperson Call Center, NYCHA's Compliance Department, and Federal Monitor – are helping us make sure that the resident experience matches the larger organizational transformation that is taking place.

Our success in tackling mold is measured by fewer occurrences, fewer reoccurrences, and reduced response times. NYCHA is seeing about 20 percent less new mold complaints since 2022, and the reoccurrence rate dropped from 30 percent to 10 percent from 2019 to today. And we're now responding, on average, within two days to mold complaints. These are very encouraging signs of progress, and evidence that we're on the right path, although we acknowledge that there's still more work to do – and this work will continue to be challenging without significant capital investment.

Innovative Strategies to Combat Mold

Leading the work to address mold is our Office of Mold Assessment and Remediation (OMAR), which spearheads comprehensive infrastructure and repair projects and updates operational procedures. OMAR also works closely with our external partners who are helping us make progress in this vital area, including the Federal Monitor, mold and data analysts, and the mold Ombudsperson.

I would like to walk you through a few of the specific initiatives that are making a difference for the residents we serve.

Clean Vents Initiative and Roof Fan Replacement

Enhancing and modernizing mechanical ventilation systems at our developments – and thus reducing moisture in buildings – is a critical way that we are reducing the occurrence of mold. To that end, we replaced 6,188 old roof fans across the Authority, installing new, state-of-the-art versions in their place. At the same time, we cleaned bathroom and kitchen vents in more than 74,000 apartments, and are replacing fire dampers, as part of our Clean Vents Initiative. As a result of these efforts, we have decreased mold associated with poor ventilation by 54 percent and bathroom mold by 32 percent.

Mold Busters

Our Mold Busters initiative ensures that staff are properly inspecting and remediating mold in apartments – it involves enhanced tools and strategies as well as staff training and greater accountability via photo documentation and follow-up inspections. As part of the holistic Mold

Busters regimen, staff work through a set of tasks to address mold, from cleaning vents and repairing windows to remediating leaks and applying mold-resistant paint.

Other Initiatives and Operational Improvements

We are taking a data-driven approach to mold. Our Operation Mold Clean-up program delivers additional resources to address backlogged mold orders and has enabled us to resolve nearly 35,000 work orders. Through Operation Dry Out, we have resolved nearly 9,000 backlogged plumbing work orders and nearly 6,000 backlogged tub enclosure work orders. With the Enhanced Oversight Program, we have improved mold performance at 29 high-risk sites, and we are currently working to do the same at an additional three sites. We also created a specialized “blitz” remediation team. Through our Work Order Verification project, we have closed over 2,500 work orders that were no longer needed, because the issues were already addressed. By cleaning up the data, we are freeing up resources for faster response times where they’re needed. We have also determined that approximately 30 percent of older tickets are similarly no longer needed, and we are working with the Ombudsperson Call Center to close them out.

Our Mold and Leaks Scorecard is a key tool for fighting mold – it’s a visual and assessment tool that rates the performance of every NYCHA development and helps us direct our resources effectively.

Additionally, we have improved the way we work by updating standard procedures related to how we inspect roof fans and how we address mold, leaks, and moisture.

Capital Investments

We are already executing an extensive capital portfolio that leverages funding from the City, State, and federal government, but we are always seeking opportunities to expand this work. For instance, with our Building Line Initiative, we are quickly replacing entire plumbing systems in select building lines that are failing and leading to pervasive leaks – the program is not only reducing mold but also upgrading residents’ kitchens and bathrooms. And our Comprehensive Modernization, PACT, and Trust housing preservation programs include new plumbing systems

in their scope of work. We are also addressing roofs and facades at some locations through these and other capital funding sources.

These major investments, which benefit from City funding, will have a long-term impact on our mold efforts and residents' quality of life. But it must be stated that replacing our plumbing systems and addressing leaks in the roofs and facades of our thousands of aging buildings across the NYCHA portfolio requires tens of billions of dollars of investment that NYCHA does not have.

Combating Mold at PACT Developments

NYCHA requires the partners who are renovating and managing our PACT developments to remediate mold and excessive moisture complaints within 30 days, abate flooding issues within 24 hours, and remove standing water within 48 hours – unless a longer repair schedule is warranted. Additionally, residents at PACT developments can get assistance with mold and leak issues from the Ombudsperson Call Center. NYCHA's Real Estate Development team (in coordination with NYCHA's Compliance Department) coordinates the review of mold and leak orders through an Independent Mold Analyst and an Independent Data Analyst. Over the last quarter, mold work orders occurred in less than one percent of the PACT portfolio. And our PACT partners have resolved work orders in an average of six days.

NYCHA's Larger Transformation Efforts

As part of NYCHA's transformation efforts, the Authority is improving the ways we work to become a better landlord for residents. For example, we are scheduling and completing repairs, including mold-related work, more efficiently through our Work Order Reform initiative. We expanded the types of automatic notifications and reminders residents receive about upcoming skilled trades repairs, and we made it easier for residents to reschedule them – and this has meant fewer missed appointments for mold-related work (and thus faster completion of the work).

Partnering with Residents and Other Stakeholders

Along with fostering enhanced communication, we partner with residents in other ways to combat mold – that includes providing educational materials on how to prevent and report mold.

Residents have several channels for reporting mold, including NYCHA’s Customer Contact Center and the MyNYCHA app and website. Additionally, the independent, court-appointed Ombudsperson Call Center (OCC) can assist residents with problematic mold and leak repairs. To date, the OCC has served nearly 32,000 residents.

Better Serving Residents

The results of our partnerships and our multi-pronged approach to addressing mold are tangible for residents; here are some additional statistics which illustrate the progress we’re making:

- Our work order scheduling rate has increased from 8 percent to 21 percent;
- OCC cases resolved within 30 days have increased from 16 percent to 46 percent;
- The median amount of time it takes to inspect mold has gone from 24 days to 2 days (a 92 percent reduction); and
- Importantly, resident satisfaction concerning our mold work has risen from 71 percent to 83 percent.

Additionally, we have reduced the number of open mold-related work orders by thousands and are decreasing the time it takes to complete mold-related work and address leaks.

On the Path of Progress

Ensuring safe and healthy homes for residents is our top priority at NYCHA. While we are making progress to prevent and remediate mold, we know there is still more work to do – and more investment in NYCHA’s aging buildings is required so that residents can live in the high-quality, modern housing they deserve. Specifically, our Building Line Initiative to fix our aging, failing pipes will go a long way in our efforts to combat mold.

Our partnerships with NYCHA’s stakeholders – including the City Council, the Baez court-appointed entities (Ombudsperson, Independent Data Analyst, Independent Mold Analyst), the Baez Special Master, the Federal Monitor, and NYCHA’s internal oversight entities – are highly productive as we carry out the important work to improve residents’ quality of life.

Thank you for your continued support and attention on this important matter. We are happy to answer any questions you may have.

Updates on NYCHA's Remediation of Mold

New York City Council Hearing

October 27, 2025



Ventilation Program

- In 2020, NYCHA launched the ventilation modernization and replacement program:
 - **Roof Fan Replacement (August 2020 – May 2022):**
 - 6,188 new roof fans installed
 - **In-Unit Vent Cleaning (December 2020 – May 2023):**
 - More than 74,000 vents cleaned
 - **Fire/Volume Damper Replacement (June 2023 – ongoing):**
 - More than 32,000 dampers replaced



Ventilation Program: Impact

- After completing roof fan installation and vent cleaning:
 - **54% decline** in founded mold inspections where inadequate ventilation was reported
 - **32% decline** in founded mold inspections in bathrooms with mechanical ventilation and no other contributing factors



In-Unit Vent
Cleaning



Fire Damper
Replacement

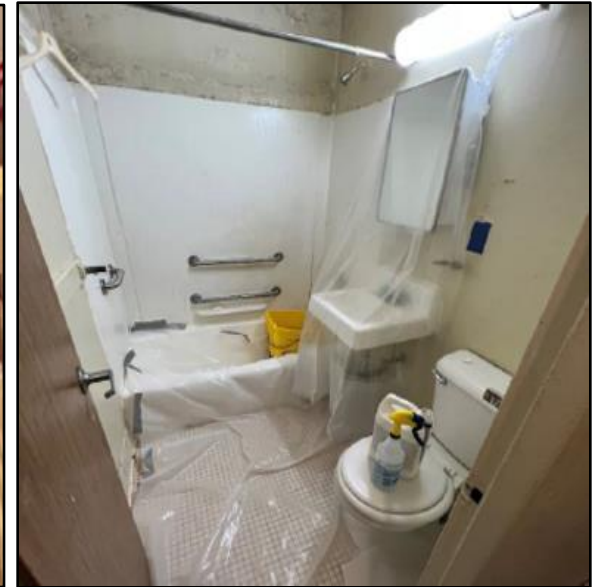


Operation Mold Clean-up (OMC)

- OMC prioritizes and reduces the **backlog of mold removal** and **mold resistant-paint work orders (WO)**.
 - **98%** (17,805 out of 18,116) mold removal WOs closed
 - **94%** (17,297 out of 18,373) mold-resistant paint WOs closed



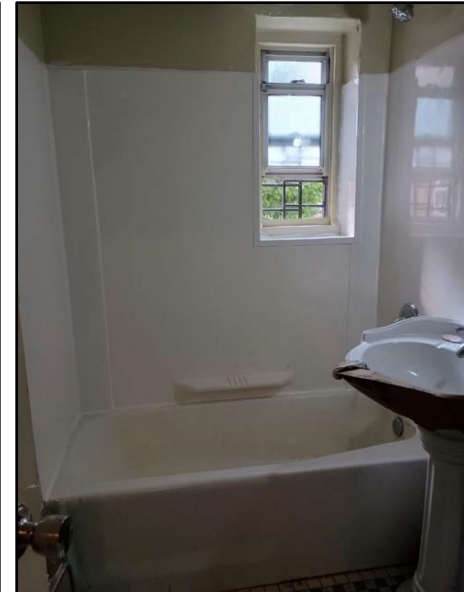
Mold Removal



Data Date: 10/13/25

Operation Dry Out (ODO)

- ODO addresses aging plumbing and tub enclosure work orders (200+ days old).
 - **89%** (8,940 out of 10,031) plumbing work orders closed
 - **79%** (5,971 out of 7,545) tub enclosure work orders closed



Tub Enclosure replacement

Data Date: 10/16/25

Enhanced Oversight Program (EOP)

- EOP targets **high-risk consolidations** to improve mold response:
 - Improved mold compliance at 29 consolidations (18% ↑)
 - Provides oversight and support in collaboration with Ombudsperson Call Center (OCC) and Independent Mold Analyst:
 - Identifies challenges
 - Provides operational support (work order verification, mold inspections, mold removal, mold-resistant paint, and ventilation)
 - Prioritizes open OCC cases
 - Offers 'Mold Busters' field training



Building Line Initiative (BLI)

- **BLI** tackles the root causes of mold and leaks by providing gut rehabs of plumbing systems and full remediation.
 - Red Hook East – 167 Bush Street (C line)
 - Tompkins – 85 Tompkins Avenue (A line)
 - Red Hook East – 124 Bush Street (B line & A line bathrooms)
 - Carleton Manor – 71-15 Beach Channel Drive (L line)
 - *New BLI project(s) in 2026 – sites to be determined



Building Line Initiative

Building Line Initiative (BLI): Impact

- After completing BLI at 167 Bush Street – C line (RHE):
 - **95% reduction** in the "leak from above" complaints in C line apartments
 - **53% reduction** in the total number of corrective maintenance work orders created for C line apartments



BLI (Red Hook East)



Maintenance Cares

- Maintenance Cares **expedites repairs that require the immediate attention** of NYCHA skilled trades or vendors.
 - 387 cases resolved and 597 are in progress
 - Gives voice to maintenance workers to escalate critical apartment repairs
 - Immediately addresses hazardous conditions that can impact health and safety: loss of power, severe leaks, severely damaged ceilings, excessive hoarding, etc.



Before
(Nostrand Houses)



In Progress
(Nostrand Houses)



Mold: Key Areas of Progress

- NYCHA is responding to mold complaints in 2 days or less.
 - **Fewer mold complaints:**
 - Fewer mold inspections created per quarter: **19% ↓** (from 4,134 to 3,342 WOs)
 - Faster response to mold complaints: **92% ↓** (from 25 to 2 days)
 - Fewer open (pending) inspections: **95% ↓** (from 1,884 WOs to 97 WOs)
 - Less mold reoccurrence: **20% pts. ↓** (from 30% to 10%)
 - **Fewer hazardous conditions:**
 - Mold cleaning WOs open: **81% ↓** (from 7,888 to 1,465)
 - Mold-resistant paint WOs open: **48% ↓** (from 6,696 to 3,471)

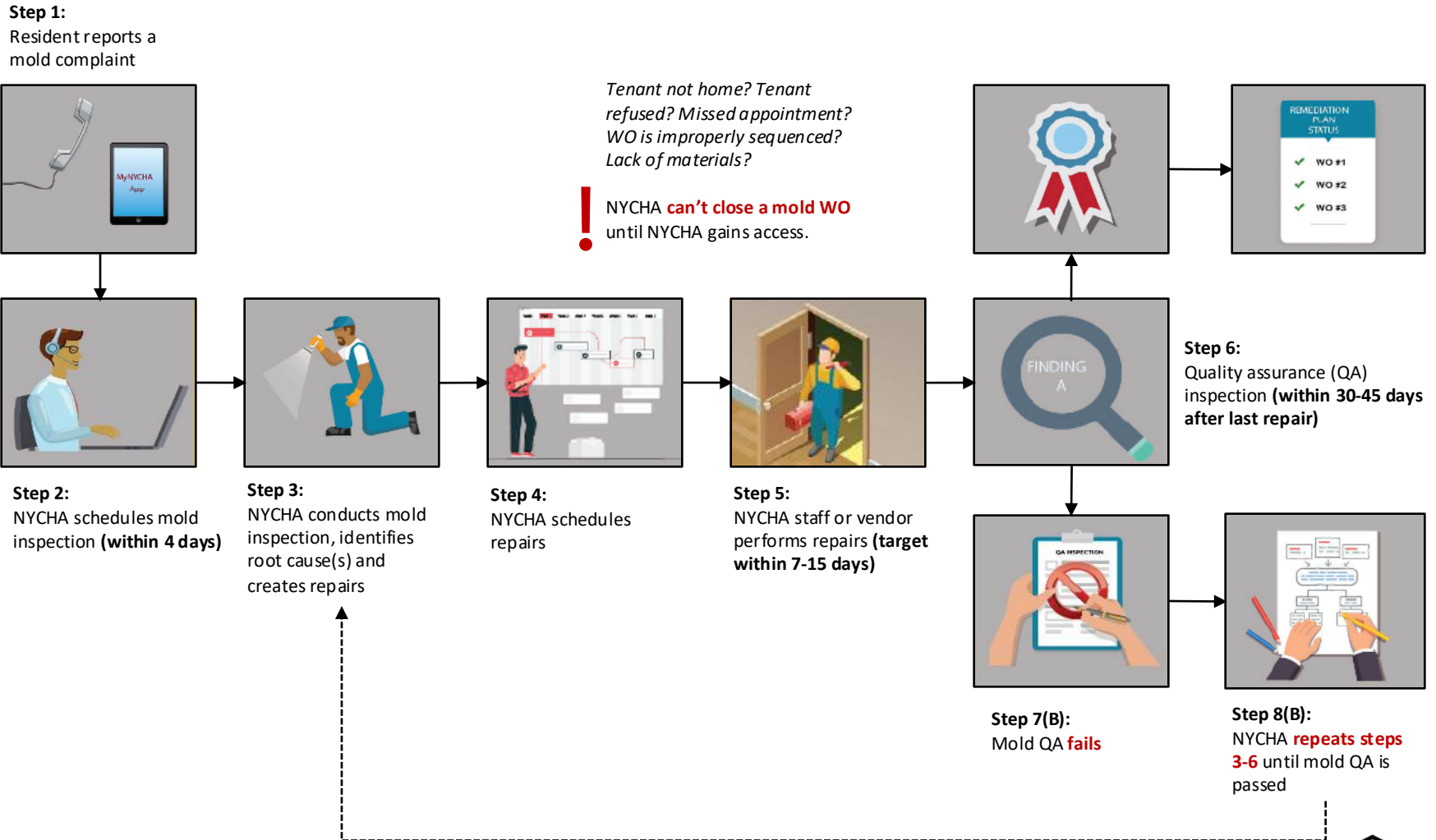
Mold: Key Areas of Progress

- NYCHA is removing mold 17% faster than September 2024.
 - **Improved compliance with the HUD Agreement:**
 - Mold removed (5 days): **17% pts.** ↑ (from 7% to 24%)
 - Mold plans issued (5 days): **33% pts.** ↑ (from 56% to 89%)
 - Simple repairs (7 days): **57% pts.** ↑ (from 16% to 73%)
 - Complex repairs (15 days): **7% pts.** ↑ (from 4% to 11%)
 - **Improved scheduling and faster repairs:**
 - Scheduling: **13% pts.** ↑ (from 8% to 21%)
 - Number of skilled trade WOs pending for 100+ days: **7% pts.** ↓ (from 75% to 68%)
 - **Better service to residents:**
 - Resident satisfaction: **11% pts.** ↑ (from 71% to 82%)
 - Improved resolution of OCC cases:
 - Average days to resolve OCC mold and leak complaints: **63%** ↓ (from 190 days in 2022 to 70 days in 2024)
 - Resolution within 30 days: **30% pts.** ↑ (from 16% to 46%)

Appendix

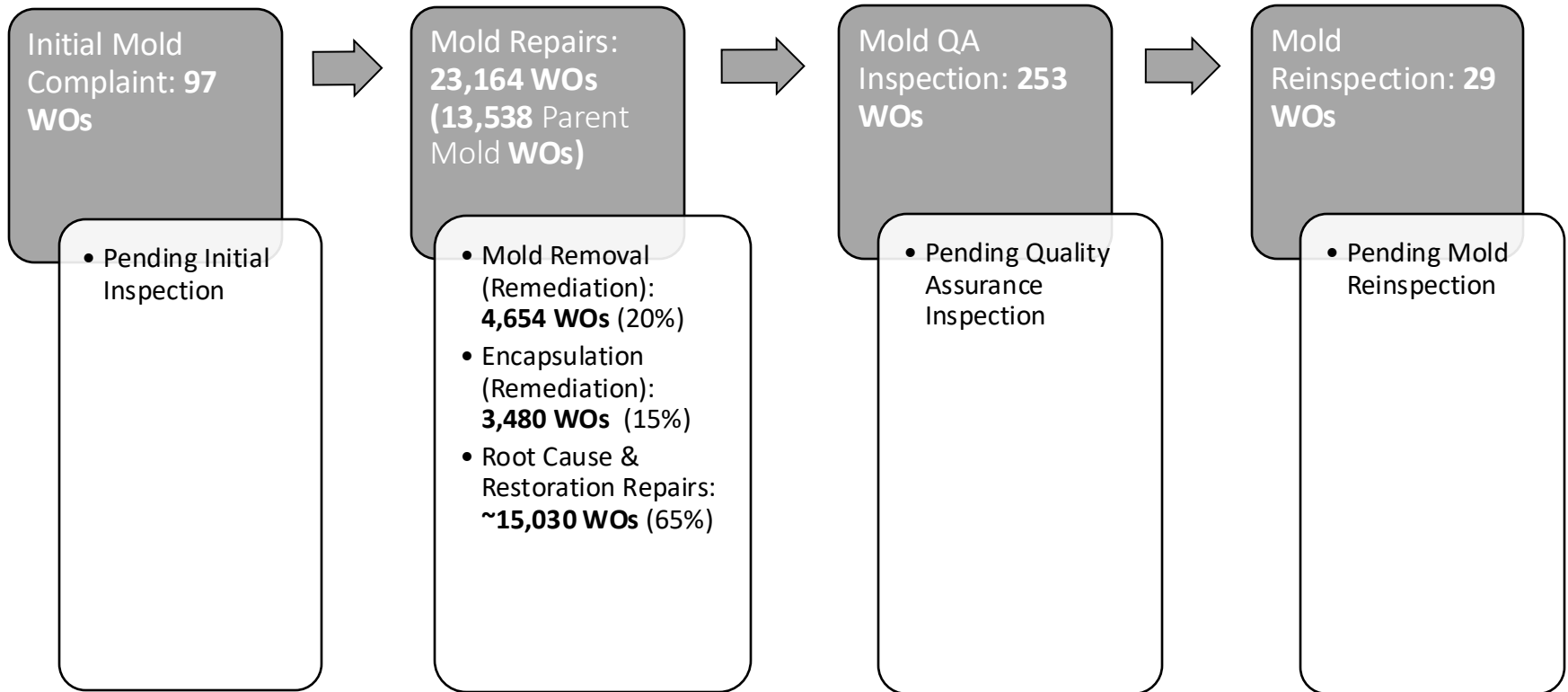


Mold Standard Procedure: “Mold Busters”



Mold Work Orders Breakdown

Open Mold Work Orders (Total): 23,543 WOs



Data Date: 10/16/25