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June 20, 2023

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U.S. Department of Housing and Urban Development
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U.S. Attorney's Office, Southern District of New York
86 Chambers Street
New York, NY 10007

Re: NYCHA Organizational Plan Provisions Regarding Quality Assurance Officer

Paragraph 58 of the 2019 agreement (the "Agreement") signed by the New York City Housing Authority ("NYCHA"), the City of New York (the "City"), the U.S. Department of Housing and Urban Development ("HUD") and the U.S. Attorney's Office for the Southern District of New York ("SDNY"), provides that, "[e]xcept insofar as otherwise provided in the Organizational Plan, the Quality Assurance Officer shall report directly to NYCHA's General Manager."

The Quality Assurance ("QA") Officer, which heads the QA Unit—created at the direction of Paragraph 57 of the Agreement—serves several functions at NYCHA. These functions include identifying maintenance performance problems, using available information and research tools, considering performance of work orders and maintenance repairs, reviewing work for industry-standard quality, verifying and contributing to maintenance work compliance, communicating with the public and stakeholders regarding quality assurance issues, and providing relevant findings to NYCHA managers, the Federal Monitor ("Monitor"), SDNY, and HUD.

In March 2021, NYCHA issued a Transformation Plan in response to Paragraph 46 of the Agreement, which required the preparation of an Organizational Plan, setting forth changes, among others, to NYCHA's organizational structure, including changes to reporting lines of NYCHA's General Manager. Pursuant to Chapter 4 of the Transformation Plan, the Chief Operating Officer ("COO") assumed a substantial portion of NYCHA's then-existing General Manager structure.¹ Under this provision, QA "would continue reporting to the COO as it currently reports to the General Manager."

¹ NYCHA had historically been overseen by both a Chair/CEO and a General Manager.

The Transformation Plan was followed by the Phase 1 Implementation Plan in February 2022 and the Phase 2 Implementation Plan in February 2023, both of which detailed additional and specific steps NYCHA was taking or would take to implement its largest operational changes.² Chapter 2 of the Phase 1 Implementation Plan reiterated that QA would continue reporting to the COO as it previously reported to the General Manager.

In furtherance of NYCHA's ongoing efforts to implement an effective and efficient organizational structure, in May 2023, Operations bridged the portfolios of the QA Unit, Technical Resources, Public Safety, and Planning and Project Management departments into the new Quality Assurance, Safety, and Technical Programs department ("QASTP"), reporting to the Senior Vice President ("SVP") of QASTP. The QA Officer continues to also report directly to the COO on matters related to investigating staff and programs within QASTP.

The purpose of this restructuring is to provide specialized attention to the QA Unit to support the expansion of its functions since its establishment under the Agreement. In 2021, QA's scope was expanded to include the performance of additional investigations of quality assurance matters, and in 2022, the sampling and review of work orders under the 2022 Work Order Reform program.³ To scale up these efforts more effectively, QA's processes and reporting will be automated in order to shift from a paper-based process to a digitized data system. The department will also focus further efforts to support Operations' tasks in reviewing skilled trade productivity, turnover training, and caretaker assessments. Under the management of the SVP of QASTP, the QA Officer will receive the additional support needed to execute and implement the expansion of these functions.

NYCHA and the Monitor believe that this structural change is necessary to accommodate the functional expansion of the QA Unit to achieve the vision outlined by the Transformation Plan and the organizational goals of the Agreement in service of residents.

NYCHA, with the agreement of the Monitor, submits this request for modification of Chapter 4(C) of the Transformation Plan and Chapter 2(7)(A) of the Phase 1 Implementation Plan to reflect the restructured reporting line of the QA Officer to the SVP of QASTP, as described herein. This request for modification is submitted for concurrence by HUD and SDNY pursuant to Paragraph 51 of the Agreement and requests a retroactive effective date of May 1, 2023.



Lisa Bova-Hiatt
Interim Chief Executive Officer
New York City Housing Authority

cc: Bart Schwartz – Federal Monitor, Guidepost Solutions
Ashely Iodice – Chief of Staff, New York City Law Department

² The Transformation Plan, the two Implementation Plans, and the January 26, 2023 *NYCHA Organizational Plan Provisions Regarding Board Chair* memorandum comprise the Organizational Plan.

³ NYCHA's Work Order Reform program redesigned the scheduling of skilled trade work orders to address them more effectively and efficiently while also targeting the backlog.