NYCHA Transformation: Phase 2 Implementation Plan
February 2023

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Chapter 1. **Introduction**

On March 8, 2021, the New York City Housing Authority ("NYCHA") released the Transformation Plan, which outlined an unconstrained vision for the agency's future and introduced several specific reforms to realize that vision. This package of reforms was designed to improve the Authority's day-to-day operations and help the agency meet the requirements of the 2019 Agreement ("The Agreement") signed by the agency, the US Department of Housing Urban Development ("HUD"), and the City of New York.

Under Paragraphs 46 and 47 of the Agreement—and further memorialized through a separate agreement between NYCHA, the Monitor, HUD, and the US Attorney's Office for the Southern District of New York ("SDNY")—NYCHA committed to an "Organizational Plan," which includes the Transformation Plan and two implementation plans that detail the activities NYCHA will take to execute on the Transformation programs.

The Implementation Plan Phase One details the specific organizational changes and process improvements the agency identified as priorities, organized within the framework of the Neighborhood Model and the associated resident-facing functions and enabling functions. The Implementation Plan Phase One also describes NYCHA's vision, mission, and values, overarching governance and leadership changes, and implementation methodology.

The Implementation Plan Phase Two details implementation of the remaining Transformation Plan projects that were not covered in Phase One. Together, the two Implementation Plans provide a comprehensive view of the steps being taken to implement the Transformation Plan.

A. **Structure of the Implementation Plan, Phase 2**

The Implementation Plan Phase 2 is organized into twelve Chapters. Some of the chapters are projects unto themselves, others are groups of projects assigned to a single department. The outline is as follows:

- **Chapter 1: Introduction**—describes the scope of the document and the process for approvals.
- **Chapter 2: Quadel**—describes the scope of work being undertaken by Quadel Consulting & Training, LLC., a consultant hired by the Federal Monitor.
- **Chapter 3: Human Resources Initiatives**—describes the Human Capital Management System, Performance Reviews, and Training Projects.
- **Chapter 4: Borough Administration Teams**—describes NYCHA's approach to providing central office support at the borough level.

- **Chapter 5: Property-Based Budgeting**—describes the continued decentralization of budget authority to the property level.

- **Chapter 6: Performance Management**—describes the evaluation and revision of NYCHA's Key Performance Indicators (KPIs).

- **Chapter 7: Capital Projects**—describes the changes in the Asset & Capital Management Division to improve the delivery of capital projects.

- **Chapter 8: Information Technology**—describes the implementation of the IT-related Transformation Plan projects.

- **Chapter 9: Community Partnerships – Community Center Intake Project** —describes the goal to enter into a long-term net license or other agreement with the City agencies and their Community Based Organization (CBO) users assuming the responsibilities and the cost associated with their occupancy, including maintenance, repairs and utilities.

- **Chapter 10: Employee Engagement Initiatives**—describes NYCHA's approach to improving the workplace environment and empowering staff.

- **Chapter 11: Resident Roundtable Initiatives**—describes the projects that will be implemented from the Resident Roundtable planning sessions.

- **Chapter 12: NYCHA's Commitment to Continuous Improvements**—describes NYCHA's ongoing efforts to improve enterprise-wide.

B. **Process and Approval Mechanisms**

The Organizational Plan—which includes the Transformation Plan and two subsequent implementation plans—is defined under Paragraphs 46 and 47 of the Agreement. NYCHA submits this second plan for approval pursuant to Paragraph 51.

Chapter 2. **Quadel**

The Federal Monitor has retained Quadel Consulting & Training, LLC, a national leader in providing technical assistance to public housing agencies. Quadel is focusing on reviewing and recommending updates to business practices, procedures and documents that will provide NYCHA with the business processes it needs to successfully meet the requirements of the HUD Agreement. To achieve this goal, and under the direction of the Federal Monitor, Quadel principally will focus its efforts in three (3) broad areas of the NYCHA transformation, including:

- Skills Assessment and Training
- Property Management Roles and the Neighborhood Model
- Accountability

Under this plan, Quadel will review and, where needed, prepare new or revised procedures, business practices and/or supporting materials on topics described below related to successfully implementing NYCHA's new operating model and improving institutional accountability. Any new or revised business practices or procedures will be treated as modifications to the Organizational Plan pursuant to Paragraphs 46, 47 and 51 of the HUD Agreement, to be submitted by September 30, 2023, for concurrence by HUD and SDNY.

Quadel shall be granted access to the information and people required to complete this work. Quadel recognizes that there may be established working groups and/or consultants already addressing some of the topics covered by this work plan. Where an existing working group or consultant is currently producing work product called for by this work plan, NYCHA will grant unrestricted access to these working groups and any work products that have been or will be produced, within the limitations of this scope of work, and Quadel will determine whether that work product satisfies one or more of the items in this work plan. Quadel fully understands the time and effort required by NYCHA to grant access to the required information. To the extent possible, all efforts will be taken to reduce the administrative burden to NYCHA.

A. Skills Assessment and Training

NYCHA has requested that the skills of its Caretaker and Maintenance staff be assessed. Quadel will use industry standard assessment tools that that have been customized to meet the unique challenges and needs of NYCHA. The assessment will include all position titles in the Maintenance and Caretaker lines, excluding skilled trade positions. Quadel will use the results of the online assessment to help inform and identify training needs and requirements

as well as performance requirements and standards. Key activities related to the skills assessment include, but are not limited to:

- Collect and review job descriptions for all property level maintenance positions (from Caretakers to Superintendents).
- Interview a small representative sample of employees and supervisors from each position to determine what work, if any, is performed but not included in the job description.
- Using information obtained during the interviews, refine assessment tools and then conduct a survey of caretaker and maintenance employees to learn more about the capabilities of the current staff in each of the assessed position classifications.

Deliverable Provided: December 2022.

Property Management Training

Using outcomes from the skills assessment, Quadel will make recommendations on how existing training might be changed, amplified, or coordinated to close the gaps between NYCHA's needs and the measured abilities of existing staff. Activities may include, but are not limited to:

- Research resources for industry standard off-the-shelf training courses directed towards maintenance, caretaker, and heating personnel as well as neighborhood supervisory positions and housing assistants. This analysis will include a compilation of resources including cost and time estimates, NYCHA existing training resources, and current L&D curriculum documents.
- Review current trainings offered by vendors and recommend which vendors would provide the best learning outcomes for NYCHA staff, factoring in the environment in which NYCHA operates and the key performance indicators and performance standards for the NYCHA positions.
- Design a framework for adequate and timely training (initial and ongoing) for workers and supervisors in the maintenance and caretaker lines (up to superintendent).
- Revise current training, where needed, for maintenance and caretaker lines.
- Quadel will assist in developing trainings that specifically focus on any skill gaps that are identified in the skills assessment. Quadel will review NYCHA's existing training curricula and recommend needed improvements and/or identify industry standard trainings and needed modifications to meet NYCHA's specific needs. To address known and immediate needs, Quadel has already started to look at the training requirements for Heat Plant Technicians, Caretakers and Maintenance

Workers. Quadel will work to review and make recommendations regarding improved coordination of classroom learning with on-the-job learning.

Expected Completion Date: March 31, 2023

B. Property Management Roles and the Neighborhood Model

As described in the Phase I Implementation Plan, the Neighborhood Model is "…NYCHA's structural foundation—reorienting the agency around the developments, where NYCHA delivers most of its services. The Neighborhood Model is a three-year plan to redeploy resources and move additional decision-making authority from the central office to the Authority's 277 developments. The Model sets new standards for the staff at each development, neighborhood, and borough, while allowing for discretion in managing each site to the specific needs of its residents and physical environment." An expectation of the Neighborhood Model is to set centralized standards for performance while delegating day-to-day decision-making responsibilities to site-based staff. Work under the Neighborhood Model falls within four (4) broad categories, including Enabling Functions, Oversight Functions, Core Property Management, and Service Providers. Collectively, these make up the labor-force and are required to work together, in a coordinated way, for NYCHA to successfully deliver services to its residents.

For this portion of the work plan, Quadel will primarily focus on the review of, and, where needed, the preparation of new or revised procedures, business practices and/or supporting materials related to property management in the neighborhood operating model. For NYCHA to be effective, the roles, responsibilities, authorities, accountabilities and key performance indicators associated with each functional area and position type need to be defined. Key activities will include the following:

- Identify all position descriptions within the "Core Property Management" function of the Neighborhood Model, including Borough, Neighborhood and Development ("Core Property Management" positions)
- Revise existing job descriptions or create new job descriptions specific to each Core Property Management position
  - Compare NYCHA job postings to DCAS exam notices and Civil Service job descriptions
    - Updated job descriptions will include: title; title classification; job category; career level; work location (if known); division/work unit; supervisor title; title(s) supervised (if any); FLSA status; general

statement of duties and responsibilities; essential duties and responsibilities; required knowledge, skills and abilities; minimum qualifications and experience; physical demands and work environment; additional information as needed; and employee acknowledgement .

- Create performance standards for each Core Property Management position
    - Include accountability to descriptions, including reporting structure (i.e., report to xx, supervises xxx)
- Develop, where needed, the preparation of new or revised procedures, business practices and/or supporting materials specific to property-level staff (Property Manager/Assistant Property Manager, Housing Assistant, Super/Assistant Super, Maintenance Worker, Caretakers/Supervisors)
    - Filling vacant positions
    - Onboarding of property-level staff
    - Vendor and contract utilization
    - Inventory management/stockrooms
    - Annual performance reviews
- Evaluate existing procedures for the processes listed above and develop field guides matching the new business practices for those processes
- Develop initial and ongoing training requirements for Core Property Management positions

Expected Completion Date: March 31, 2023

C. Accountability

The Transformation Plan and HUD Agreement require NYCHA to be an accountable organization. Quadel, with support and guidance from HUD and SDNY, has been developing an Accountability Framework. The framework provides guidelines for developing performance standards and supervisory procedures for workers in the maintenance and caretaker positions (including supervisors up to superintendent). These accountability concepts and principles will be incorporated into the job descriptions and standard operating procedures described in other sections of this work plan. In addition, to increase accountability within NYCHA Operations, Quadel will prepare, where needed, new or revised procedures or business practices and/or supporting materials on the following topics for the same positions:

- Regular performance monitoring
- Performance metrics and reporting

- Performance feedback
- Responding to poor performance
- Supervision of staff in the maintenance and caretaker lines (up to superintendent)
- Dealing with performance issues, up to and including discipline
- Quality assurance protocols, including resident feedback and audits by Quality Assurance and EH&S, to provide adequate and reliable information about worker, manager, development, and neighborhood performance
- Communication within Operations and between Operations and supporting departments
- Encouraging a culture of accountability

This work will be informed by the other activities in the work plan and NYCHA's broader organization plan.

Expected Completion Date: March 31, 2023

Chapter 3. **Human Resources Initiatives**

   A.   **Human Capital Management System**

NYCHA Human Resources' (HR) business processes are largely manual, paper-based and rely on custom-built databases that don't easily integrate with other key systems of the New York City Department of Citywide Administrative Services (DCAS) and NYCHA's Finance Department. To address these issues, NYCHA has begun the process to implement a secure cloud-based commercial off-the-shelf Human Capital Management (HCM) system to support and transform all of its necessary HR business processes. The HCM System will interface with NYCHA and City systems to ensure efficient flow of information between systems.

The goal of the HCM System is to cover the full range of Human Resources processes - initial recruiting of employees, hiring and onboarding, management of employee benefits, timekeeping and payroll, disciplinary actions, learning management, leave accruals and debits, leaves of absence, separation, and disability processing. NYCHA employees fall into many categories such as civil service title and status, union-represented, managerial, or non-managerial. The HCM System will have the capability to accommodate these nuances.

Benefits of this new system include:

- Reduce technology footprint, retire systems that require redundant and/or manual data entry, and reduce system maintenance requirements
- Minimize and automate manual process, including in:
    - Resource Fulfillment
    - Payroll
    - Timekeeping
    - Workers' Compensation
    - Benefits Administration
- Improve data quality and reliability
- Improve operational/workflow efficiencies and reduce duplication of work
- Minimize the use of paper
- Speed up decision-making and processing times
- Provide robust standard and ad hoc reporting
- Provide robust self-service inquiry and reporting, including mobile access
- Improve communications and collaboration among HR areas, including Recruiting, Benefits, Timekeeping and Safety and Security for new hires as well as other city agencies with whom NYCHA Human Resources communicates
- Reduce/balance the workload of HR staff

- Reduce system maintenance requirements

A new HCM System will enable the agency to make better real-time personnel decisions and reduce employee frustration with internal processes that can be slow. During the entire course of the implementation, the vendor will ensure that NYCHA's data in the HCM System is maintained, secure, and accessible. NYCHA also seeks to provide a mobile self-service component of the HCM to approximately 12,500 NYCHA employees, which includes staff working at NYCHA's housing developments throughout the five (5) boroughs.

As part of the RFP for the HCM System, NYCHA noted that as NYCHA's business needs evolve in Learning Management, Learning Content and Managerial Performance Evaluation, the vendor may be asked in the future to provide a custom estimation to switch on the Learning Management System (LMS) functionality. Currently, NYCHA's Learning & Development (L&D) Division utilizes Cornerstone. (See Section C, Training for more information on NYCHA's LMS system.) NYCHA required that all vendors responding to the HCM System RFP build interfaces from Cornerstone to the HCM System that will support all NYCHA employees as an interim solution. The immediate priority with the implementation of the HCM System is to streamline and develop solutions for processes that currently do not have automated solutions in place. NYCHA's long-term goal is to have all HR-related processes integrated into the HCM system, including the LMS functionality. The HCM System is also an opportunity to break down silos. The project committee includes staff from IT, Finance, HR, Strategy & Innovation, and Procurement. On April 11, 2022, NYCHA issued a Request for Proposals (RFP) for the HCM system, and executed an agreement with Guidehouse to implement Workday in January 2023. It is anticipated that the HCM System will be fully implemented and live during Q1 2024.

Cost Implications

In FY22, NYCHA's IT Department was awarded $8.7M in capital funding for the HCM project. The first year for the HCM project will be funded utilizing these capital funds. If NYCHA's selected HCM system requires additional funding, a new funding request will be submitted.

Activity	Owner	Date	Status
Issue RFP for new Human Capital Management (HCM) System and receive proposals	IT Procurement	April 2022	**Complete**
		May 2022	

Evaluate RFP proposals and select vendor	Human Resources IT Procurement	April 2022	Complete
		August 2022	
Engage vendor and implement HCMS solution and integrate into other systems as required	Consultant HR IT	August 2022	In Progress
		March 2024	

B.   **Performance Reviews**

Performance reviews are integral to accountability. In order to hold management accountable to implementing the changes that serve as the foundation for transformation, NYCHA is committed to revitalizing a meaningful goal setting and performance evaluation process. At its core, the performance evaluation process is about ensuring high-level leadership capability and accountability for the success of the organization.

Understanding the connection between performance and development, NYCHA is looking to provide ongoing effective and sufficient feedback to its managerial employees. We will be looking for visible evidence that the leadership of the agency understands the requirements of their respective roles, take responsibility for execution, and are held accountable for their performance. A meaningful performance evaluation process is an opportunity to clearly articulate specific individual and departmental goals and to measure successful execution of core competencies in support of the organization's desired transformation. In addition, NYCHA will connect these reviews with changes to the Learning & Development program so that managers can receive opportunities for professional development growth and mentorship. Through such a process, NYCHA will support its managerial staff by implementing a culture of continuous growth, development, learning and feedback.

NYCHA currently has approximately 625 employees who are subject to the Managerial Performance Review process. This includes M levels 1-9, as well as non-managerial equivalents levels 1-3. Non-managerial equivalents are those who were formerly managerial but became represented as part of an accretion petition. NYCHA retained the right to evaluate these employees despite their non-managerial status. These 625 employees represent approximately 5% of NYCHA's total workforce of about 12,500 employees. For the property management organization, it includes Neighborhood Administrators and Neighborhood Planners as well as

borough leadership. These are key positions to ensure accountability of performance at the properties.

Historically, NYCHA performed Managerial Performance Reviews, however, the process was under review for an update prior to COVID and then put on hold during COVID. As part of the Transformation Plan efforts, NYCHA is seeking to re-start that update process and anticipates engaging a Human Resources subject matter expert to assist and advise in the process. Given that there's been a long gap since this process last took place and given that we are trying to ensure full compliance with this process, we want to incorporate training and proper communication planning into the schedule for this process. Following the implementation of managerial performance reviews, NYCHA will review and determine appropriate key competencies and use the managerial performance review implementation process as a basis for negotiating performance reviews for non-managerial staff with the unions, as performance evaluations are a mandatory subject of collective bargaining.

The table below presents the current tasks and timing needed to implement managerial performance reviews. Additional work related to accountability and performance management across all staff levels is discussed in Chapter 2.

Cost Implications

Existing resources will be used except as noted in the below activities.

Activity	Owner	Date	Status
Finalize scope for existing HR consultant to develop content and process for managerial performance reviews	HR	May 2022	**In Progress**
		March 2023	
Onboard HR consultant (funding contingent)	HR/Consultant	April 2023	**Not Started**
		June 2023	
Develop managerial performance review procedures, materials, and IT requirements (funding contingent)	HR/Consultant	June 2023	**Not Started**
		December 2023	

Implement managerial performance reviews (funding contingent)	HR/Consultant	January 2024	**Not Started**
		March 2024	
Devise project plan for non-managerial performance reviews following managerial performance review implementation and review of Quadel's findings	HR/Consultant	March 2024	**Not Started**

C. **Training**

Improved and expanded training of NYCHA's property management workforce is critical to the success of NYCHA's operations, and to ensuring improved service delivery to our residents. NYCHA has significant work to do to ensure all new and existing staff are equipped to competently perform their roles, especially following the pandemic which necessitated a temporary but prolonged shift to remote learning and resulted in significant training backlogs. While much of our future training work will be informed and guided by the initiatives discussed in Chapter 2, NYCHA outlines below several updates and initiatives that are planned in the near term to improve, expand, and better structure our training offerings.

Implementation of Learning Management System

In 2021, NYCHA procured Cornerstone as its Learning Management System (LMS) to host NYCHA University. Now in its second year of implementation, NYCHA University's offerings have continued to grow, with over 2,500 online training modules added in the past year. In 2022, some examples of the new NYCHA-specific online and virtual courses added to the LMS include: Compliance 101, RRP Annual Refresher, COVID awareness, Lead Disclosure Rule, PHAS/UPCS Refresher, Maximo: Work Order Reform (Job View), Siebel: Grievance & Interim Recertification, Siebel: REES Referral System, DEO: New Hire Orientation. This delivery method offers a flexible schedule, allows NYCHA employees to access learning and information at their own pace, and expands the course catalog with impactful content from the best providers aligned with pressing workplace themes. New online content is added quarterly, and outdated courseware is removed. New administrative functionality and features are also consistently added on a quarterly basis, which allows Learning & Development to deliver a more seamless and streamlined experience to NYCHA employees. Recent enhancements include:

- Developed a systematic approach for the LMS to automatically track training certifications for regulatory or mandated training courses with expiration dates,

including Lead Renovation, Repair and Painting (RRP), Public Housing Assessment System (PHAS), and Mold. LMS will alert employees (via e-mail) of their expiration date and to register for a new course. For each course, the functionality of tracking training certifications is connected to utilizing an "assignment." Additional updates for each course are as follows:

- o Lead Renovation, Repair, and Painting - this dynamic functionality was tested and implemented in Q3 2022. This functionality was deployed to all affected titles and will push notifications out automatically to affected titles when they are 6 months prior to their certificate expiration date. RRP certifications expire in 5 years.
- o Public Housing Assessment System (Online Annual Refresher) – this dynamic functionality was deployed to all affected titles who completed the initial instructor-led 3-day course in late 2022. The initial instructor-led 3-day course is a prerequisite. Once affected titles complete this prerequisite, they will receive an automatic notification to complete the online training within the succeeding 12 months.
- o Mold – the functionality for mold training is still in the testing phase after an initial attempt at implementation was unsuccessful in late 2022. L&D is working to determine how to relaunch this functionality to the affected titles and their supervisors by the end of Q1 2023.

- Created training content materials/assets/instructional guides available to all NYCHA employees in the LMS system for on-demand consumption. Recent highlights include:

- o 10 Quick Reference Guides (QRGs) were created and deployed on demand. These provide step-by-step instructions on LMS system functionality and assist employees with navigating NYCHA University.
- o 11 iWM/Maximo content materials were created and leveraged in the LMS. All NYCHA employees can access this content in the LMS.
- o 3 Kronos content materials were created (including instructions for managerial employees on the new interface) and leveraged in the LMS. All NYCHA employees can access this content in the LMS.

- Created title-based training curriculums in Q3 2022.

- o 4 training curricula were created to track backlog numbers for Maintenance Worker, Housing Assistant, Caretaker and Heating Plant Technician titles. The curricula are automated and dynamically pull an employee into the assigned title group once an employee is hired and/or promoted into the title. The curricula tracks completion of all the required courses for each title and

individual stakeholders receive automated and weekly reporting on the curricula.

- Created director-level playlists in Q4 2022.
  - o Playlists are collections of learning content curated by users; they allow users to easily share their knowledge with learners in a path-like structure. A mentoring playlist was developed and will be available to all NYCHA employees in Q1 2023, with marketing to director level staff scheduled to coincide with the start of NYCHA's Coaching and Mentorship Leadership Academy.

Moving forward, NYCHA will likely renew our contract with Cornerstone as allowable through 2024 unless changes are needed, or we activate LMS functionality as part of NYCHA's new HCM system earlier. NYCHA may also consider issuing an RFP specifically for LMS in the future contingent on our needs and funding availability.

Miscellaneous Updates

In 2022, NYCHA implemented initiatives including:

- Introduction of virtual "Office Hours" to provide direct support to NYCHA employees. On an ongoing basis, employees can virtually participate in small group question-and-answer sessions with a subject matter expert. In 2022, L&D facilitated 120 "Office Hours" sessions for Siebel, Maximo, Emergency Transfers, and NYCHA University.

- Streamlined training notification processes: Following a pilot test earlier this year, L&D designed, deployed, and implemented a new approach called the Enrollment Report for managers to improve the handling of their direct report training and to reduce duplicative manager e-mail notifications. The Enrollment Report provides a 30-day view of all employees registered for mandatory courses and concatenates the enrollments for all affected employees of one manager so that registration information is available in one place. This reduces the need to notify a manager for each instance of a direct report being registered for a course.

- Streamlined registration process: L&D developed "Learning Assignments" for RRP and PHAS, which prompt the employee to self-register for training by their due date. The assignments provide dynamic notifications and the majority of the affected population understands how to pick a course date in the system and register themselves for either course. As of January 2023, there is a 90% show rate for both courses.

Upgrade Training Centers

At the onset of the COVID-19 pandemic, technical training centers located at NYCHA developments were closed due to indoor air quality concerns raised by NYCHA's Employee Health Safety (EHS) Department. The affected centers were Douglass (Maintenance training), Sheepshead (Heating Plant Technician training) and Ingersoll (Caretaker training). The closing of the centers contributed to training backlogs in each respective title. While individual and small group training was offered at work locations once limited in-person interactions were permitted, this inefficient delivery model was not sufficient to reduce training backlogs. Caretaker training was able to transition to the Long Island City (LIC) training center in September 2020 and L&D offered a blended learning modality (both virtual instructor-led and hands-on training) at that time.

On a parallel track, L&D collaborated with NYCHA's Capital Projects (CPD) and EHS Departments to address the facilities issues, which required significant and complicated capital work to be brought to standards required during the pandemic. When the emergency nature of the pandemic subsided, a less restrictive interim plan was put in place, which included the purchase of portable air cleaners. In May 2022, the Ingersoll Training Center reopened after electrical work was completed to support commercial grade HEPA filter installations. As of September 2022, the center is operating at full capacity.

In July 2022, both Douglass and Sheepshead training centers reopened with portable air cleaners in place as a temporary solution. As of September 2022, both centers are operating at full capacity, while L&D continues to work with CPD to execute a permanent solution, including electrical work to support the installation of commercial grade HEPA filters.

As a long-term goal, L&D hopes to explore alternative training center solutions and facilities that can better accommodate NYCHA's training needs. In this vein, an Operations-led plan to move the Heating Training Center from Sheepshead to LIC is currently being explored. This plan would transition training for Heating Plant Technicians (HPTs) to the Heating Management Services Department (HMSD) and build out a new facility in LIC for heating training if funding is available. L&D is currently providing subject matter expertise and support as the plan is being developed and will work closely with Operations and HMSD to support the transition.

Reduce Current Training Backlog

Through the pandemic, significant backlogs occurred in four critical titles: Caretaker, Housing Assistant, Maintenance Worker, and Heating Plant Technician (HPT). COVID safety restrictions necessitated converting in-person training to virtual offerings and, on average, there was a

three-month gap period for design and implementation of the virtual model for each title. During that time, hiring continued and the backlog grew. This was compounded by NYCHA's robust hiring efforts in early 2022, when NYCHA hired 638 Caretakers, 205 Housing Assistants, and 151 Maintenance Workers. Backlogs were further exacerbated by "no shows"—staff who are invited to training but do not attend all required courses.

At year-end 2022, the backlog numbers are: 118 Caretakers, 34 Housing Assistants, 38 Maintenance Workers and 23 Heating Plant Technicians. Everyone included in the backlog is in various stages of completion, from those who require only one more class to others who may require the entire curriculum. (*Backlog* is comprised of employees who have not completed their respective technical training curriculum from 1/1/2020 to date. *Curriculum* is defined as an aggregate course of training, containing a group of courses/classes.) We anticipate offering training opportunities to the majority of these staff in Q1 2023.

Moving forward, strategies to tackle the backlog include:

- Coordination with Operations to address no-shows through the disciplinary process.
- More regularly providing initial training closer to employees' start dates to secure captive audience and decrease opportunities to not attend training.
- Identifying existing L&D resources that can be used to increase training capacity and request additional resources as needed.

Enhance Property Management Training

To increase knowledge, competency and skills among property management staff, L&D is exploring vendors to complement, supplement and diversify internal course offerings. Quadel (as part of their work outlined in Chapter 2) recently provided course listings that L&D reviewed to identify qualified vendors or training providers for each property management title, with particular focus on supervisory functions and general property management and janitorial functions. L&D is working in collaboration with Strategy & Innovation and Operations to identify training priorities, operational capacity, and potential sources of funding for this work in 2023.

Align Training with Commencement of Employment

While exploring off-the-shelf offerings to enhance training for property management staff, L&D is also looking to better align training with their commencement of employment or promotion to a new position. This will help ensure a more efficient training process and more immediate value for developments upon staff deployment.

Currently, property management staff may not be trained prior to being sent to their work locations on their 1st day of work for a variety of reasons, including limited L&D training

capacity and insufficient staffing coverage at the development. In order to address these delays, L&D will work with Human Resources' Employment Unit and NYCHA's Operations Department to develop training plans and timelines for each title, which may include some of the vendor-led training offerings discussed above. To remedy the issue of limited staff coverage on site, headcount requirements for each title will be reviewed in conjunction with NYCHA's Finance Division to determine whether additional headcount is needed in order to minimize productivity impacts at developments while new staff are completing training. Following these analyses, L&D will work with the appropriate NYCHA departments to identify resource needs in L&D and Operations, support efforts to prioritize funding requirements, and implement the revised training plans for each property management title.

Cost Implications

The above and below initiatives will require both existing in-house resources and new funding requests as specified.

Activity	Owner	Date	Status
Reopen three development-located training centers following closures in 2020 due the pandemic	Learning & Development	March 2020	**Complete**
		July 2022	
Complete ventilation work at Sheepshead and Douglass	Learning & Development / Capital Projects / EHS	May 2021	**Complete**
		December 2022	
Transition HPT training to HMSD	Operations / HMSD / Learning & Development	June 2022	**In Progress**
		May 2023	
Build out new heating training facility at LIC	Operations / HMSD / Learning & Development	January 2023	**In Progress**
		March 2024	
		November 2022	

Address no-shows through disciplinary process	Learning & Development Operations	June 2023	**In Progress**
Identify L&D resource needs in order to reach objectives and implement changes (funding may be requested)	Learning & Development Human Resources Strategy & Innovation	September 2022	**Complete**
		December 2022	
Provide initial training closer to employees' start dates for maintenance workers, caretakers, and housing assistants	Learning & Development	November 2022	**In Progress**
		April 2023	
Evaluate the Quadel third-party training referrals, including funding and operational capacity	Operations Strategy & Innovation Quadel Learning & Development Budget	August 2022	**Complete**
		December 2022	
Conduct analysis of necessary headcount in property management titles needed in order for each title to be trained prior to deployment at work locations	Learning & Development Human Resources Operations Finance	June 2023	**Not Started**
		June 2023	

Chapter 4. **Borough Administration Teams**

The Borough Administration Teams (BAT) concept was born out of the drive to break down silos between property staff and central office staff, improve coordination surrounding administrative functions, and ultimately improve service delivery for properties and residents. The initiative is designed to complement the Neighborhood Model and other Transformation initiatives such as improved performance management.

The original approach to BAT focused on the creation of a dedicated administrative team embedded in each borough, led by an administrative director overseeing support staff specializing in Finance, Human Resources (HR), Information Technology (IT) and Procurement functions.

In consideration of various resource and logistical factors, the concept has evolved into a focus on re-orienting centralized Finance, HR, IT and Procurement business processes and staff towards the borough operations, with dedicated or enhanced borough engagement. The end goals of enabling more efficiency, transparency, coordination and better service delivery remain.

The over-arching BAT goal is to better integrate NYCHA's Central Office administrative functions at the borough-level to build rapport across departments, streamline and prioritize task requests, reduce transaction time, increase local control over decision-making, and thereby deliver improved service to NYCHA public housing employees and residents. These work objectives are accomplished by co-locating support service staff where possible and/or systematizing increased interaction between support service staff and borough staff. They are further progressed via facilitation of regular meetings to proactively plan for and resolve issues related to administrative functions.

Each department participating in the Borough Administration Teams program is on a different schedule depending on current capacity and development needs. Procurement and HR have completed their BAT-related work and are now focused on continuous improvement.

Highlights for Procurement (covered more fully in the Phase I Implementation Plan) include:
- Establishment of Purchasing, Logistics and Inventory ("PLI") department with strong borough presence.
- Overseeing borough level purchasing teams and storeroom management.

Highlights for HR are as follows:
- Hiring and deployment of four new Business Partners specializing in HR functions. Business Partners report through central office but are embedded in each borough and

work closely on a daily basis with the borough team. Responsibilities are designed to reduce the Borough's administrative burden.

- Establishment of a monthly meeting between HR and each borough VP and their operations. Meetings focus on sharing information and problem-solving with goal of quickly filling vacancies.
- Front-line headcount increased by approximately 5% between January and July 2022.
- Examples of procedural improvements include:
    o Streamlined qualifications review process for job candidates.
    o Automatic reposting of unfilled vacancies rather than requiring a borough request.
    o Quicker pivots to external hiring, transfers or other strategies for chronically challenging postings.
    o Timelines for Caretaker X referrals have been established to minimize age of vacancies.
    o Clarifications on civil service issues or changes are regularly shared.

The Neighborhood Model assessment, as discussed in Chapter 2, will further inform future HR initiatives. As part of this work, HR will examine how the role of Business Partners could be expanded and/or further supported, or how new, additional roles could be created to address other facets of human resources, including disciplinary tasks and training support, as well as any other recommendations.

IT is progressing on a plan that is woven into related IT projects (under IT Operating and Engagement Model, covered in Chapter 8), thereby creating a more holistic and borough-focused approach throughout their initiatives while maximizing limited borough engagement resources. The major highlight to-date includes piloting an onsite IT presence in conjunction with Compliance's On-Site Monitoring reviews at high-risk developments.

Highlights for Finance include:

- Integrating BAT-related milestones into the property-based budget workstream (covered in Chapter 5).
- Updating response times to process critical requests from the properties including Personnel Action Requests, Budget Modifications and Budget Revisions.
- Reorganizing the customer service function in Accounts Payable to align with the borough structure and to better serve Property Managers and external vendors.
- Developing and rolling out Accounts Payable training materials for Property Managers.

Cost Implications

The Neighborhood Model assessment, as discussed in Chapter 2, will further inform future initiatives and funding may be requested accordingly.

Activity	Owner	Date	Status
General			
Strategize with IT, HR, Finance and CEP to identify roles best suited to BAT concept based on their understanding of property management needs	Strategy & Innovation	October 2020	**Complete**
		March 2021	
Conduct focus groups with boroughs to identify pain points and solutions	Strategy & Innovation	June 2021	**Complete**
		June 2021	
Procurement			
Create new PLI department overseeing borough level purchasing teams and store room management	Procurement	July 2021	**Complete**
		August 2021	
Deployment of PLI teams to borough assignments	Procurement	January 2022	**Complete**
		May 2022	
Information Technology			
Conduct Pilot Pre-OSM Visits	IT	January 2022	**Complete**
		June 2022	
Conduct Internal and Client IT Roadshow Presentations	IT	January 2022	**Complete**

		July 2022	
Hire Neighborhood Model Resources: 1 Supervisor, 1 CMS and 4 field techs	IT	January 2022	**In Progress**
		March 2023	
Implement Neighborhood Model field tech program drawing on lessons learned from Pre-OSM pilot	IT	May 2022	**In Progress**
		March 2023	
Human Resources			
Identify HR functions best suited for borough staffing	HR	Sept 2021	**Complete**
		May 2022	
Hire, train and deploy HR Business Partner to each borough office	HR	May 2021	**Complete**
		June 2022	
Create monthly HR-Borough meetings to share information and coordinate on key issues	HR and S&I	January 2022	**Complete**
		March 2022	
Finance			
Develop strategy for Finance BAT	Finance	March 2022	**Complete**
		July 2022	
Develop milestones to integrate into property-based budget workstream focused on increased borough engagement and meeting opportunity, SLAs surrounding budget actions,	Finance	July 2022	**Complete**
		August 2022	

and strengthened budget planning process.			
Reorganize customer service function in Accounts Payable to align with the boroughs and to better serve Property Managers and external vendors.	Finance	November 2022	In Progress
		April 2023	
Gather feedback from Property Managers on challenges with Accounts Payable process	Finance	October 2022	Complete
		October 2022	
Create and implement recommendations to address challenges with the Accounts Payable process	Finance	January 2023	In Progress
		April 2023	
Develop and roll out training materials for Property Managers on key Accounts Payable processes (e.g., entering receipts for three-way match, hold resolution).	Finance	October 2022	In Progress
		April 2023	

Chapter 5. **Property-Based Budgeting**

Consistent with the Transformation Plan, the Authority is strengthening the property-based budgeting process, and empowering Property Managers to have more control and transparency of their budgets.

We began 2022 by updating the financial reports available to Property Managers. Incorporating feedback from Property Managers and reviewing utilization rates, we undertook a new project to ensure Property Managers had consistent access to financial indicators necessary to effectively manage financial resources and make sound decisions in support of resident needs. By April 2022, the Finance Department added new functionality to existing reports (like a new interface with the Human Resources Database to the Headcount Variance report and two updated Overtime reports) and retired underutilized reports. All properties have access to relevant reports, and we continue to look for ways to improve our customer service.

The Finance Department continues to implement new mandatory training modules for Property Managers and now include Assistant Property Managers, Resident Building Superintendents, Assistant Resident Building Superintendents, and Neighborhood Administrators as mandatory attendees. Training will help facilitate long-term financial planning, effective management of resources, and active participation in the budget process. Topics to be covered include but are not limited to the annual budget process, operating revenue and expenses, general ledger account structure, navigation of budget reports, developing budget requests, and advanced budgeting concepts.

The upcoming 2023-2027 Financial Plan will build on previous financial plans and incorporate feedback from Property Managers in each development. For the third year, Property Managers will have access to the Financial Planning & Analysis Database (FPAD) to input their requests for additional funding and reallocate funding for development-managed contracts, supply, and equipment accounts. The requests will move up the Operations hierarchy and must be approved by the Neighborhood Administrator and Borough Vice Presidents before consideration for inclusion in the Financial Plan proposed to the NYCHA Board.

In addition, in connection to the Borough Administration Team (BAT) workstream, Finance is also updating response times to process critical requests from the properties including Personnel Action Requests (3 days), Budget Modifications (1-3 days depending on nature), and Budget Revisions (3 days). Borough Liaisons in the Financial Planning and Analysis Department continue to provide individual support to Property Managers and Neighborhood

Administrators. The department intends to meet with every Neighborhood each year to review financial indicators and review topics discussed during training modules as needed.

All the above tasks are primarily undertaken by existing staff members in the Finance Department with limited and occasional consultant support.

Cost Implications

The project will be implemented using existing resources. The Finance Department will request additional resources as needed.

Activity	Owner	Date	Status
Complete system changes to implement the Neighborhood Model	Finance	June 2021	Complete
		January 2022	
Updating the Budget Web Portal to revise existing reports, eliminate underutilized reports, and create new reports to improve service	Finance	January 2022	Complete
		April 2022	
Budget 101 Training (Refresher Course) for property management staff	Finance	June 2022	Complete
		July 2022	
Training on the Financial Plan Analysis Database & the 2023 Budget Process for property management and central staff	Finance	August 2022	Complete
		September 2022	
Training on Advanced Budgeting Concepts for property management. This training may be split into various modules/workshops.	Finance	October 2022	In Progress
		April 2023	

Develop milestones to integrate into property-based budget workstream focused on increased borough engagement and meeting opportunity, SLAs surrounding budget actions, and strengthened budget planning process.	Finance	June 2022	**Complete**
		August 2022	
Revise existing Property Income and Expense Statements to better align accounting and budget reports	Finance	July 2022	**In Progress**
		February 2023	

Chapter 6. **Performance Management**

Strengthening data-driven decision making with well-defined, consistent, and meaningful key performance indicators (KPIs) is an essential goal of the Transformation Plan. To successfully ensure progress toward its goals and obligations, NYCHA must create a data-rich performance management environment, wherein stakeholders of varying seniority and rank assert ownership over their respective management purview. Through engagement with business units and stakeholders, NYCHA is developing a streamlined set of KPIs that are direct and actionable.

NYCHA has a rich set of KPIs already developed and in use for many core functions. However, as leadership turnover has resulted in shifting reporting priorities, KPIs must be retrieved from the various dashboards and databases created over the years. Data-driven performance management is not consistently utilized across NYCHA, creating challenges. This project will leverage existing metrics and tools to minimize systems changes and new investments, while developing a streamlined set of KPIs.

The KPI Project began in 2021 with a review of existing performance management tools, and engagement with a resident working group that was convened for a series of six meetings between September and December. Engagement with key NYCHA stakeholders commenced in 2022 and is underway, consisting of in-depth focus groups with property management staff, meetings with leadership of operational support and oversight departments, and a survey to assess how data metrics are currently used to drive performance. Additionally, usage statistics for NYCHA's existing data dashboards will be analyzed. Based on findings from this work, NYCHA will develop a proposal for a streamlined set of KPIs that are direct and actionable.

Upon approval by the CEO, COO, and other key stakeholders, NYCHA will adopt a set of holistic KPIs that accurately reflect performance for its core operations, compliance, and Transformation Plan objectives. In conjunction with the NYCHA Statistics, Trends, and Tracking (STAT) process, these KPIs will integrate all aspects of day-to-day property management, as well as the central office functions and external reporting related to the HUD agreement compliance pillars.

Cost Implications

The KPI Project, including stakeholder engagement, data analyses, and developing a streamlined set of KPIs, will all be implemented with existing PMA/PTAD staff. Costs and funding for redeveloping existing dashboards into a new data portal have yet to be determined.

Activity	Owner	Date	Status
Initial engagement with Resident Working Group	PMA/PTAD	September 2021 December 2021	**Complete**
Review existing NYCHA KPIs	PMA/PTAD	December 2021 January 2022	**Complete**
Key stakeholder engagement (Phase 1): focus groups with property management staff	PMA/PTAD	April 2022 May 2022	**Complete**
Key stakeholder engagement (Phase 2): meetings with leadership of operational support & oversight departments	PMA/PTAD	May 2022 June 2022	**Complete**
Key stakeholder engagement (Phase 3): survey of property management staff	PMA/PTAD	July 2022 August 2022	**Complete**
Analysis of usage statistics for NYCHA's existing data dashboards	PMA/PTAD	June 2022 May 2023	**In Progress**
Report back findings from stakeholder engagement process	PMA/PTAD	November 2022 May 2023	**In Progress**
Reconvene resident working group	PMA/PTAD	April 2023 December 2023	**Not Started**
Deliver proposal for streamlined set of property management KPIs to NYCHA leadership	PMA/PTAD	January 2023 April 2023	**In Progress**
Incorporate KPIs covering central office departments (HR, Finance, A&CM, etc.)	PMA/PTAD	March 2023 December 2023	**Not Started**
Collaboration between IT, PTAD/PMA, and business units to develop design for a new data portal	PMA/PTAD	April 2023 December 2023	**Not Started**

Chapter 7. **Capital Projects**

Earlier this year, as prescribed in the Transformation Plan, NYCHA's Capital Projects department was integrated with the Authority's Real Estate Development and Comprehensive Modernization departments into a new Asset & Capital Management (A&CM) Division. The primary objectives of integrating and restructuring these departments are threefold.

First, these changes will allow NYCHA to create a single, integrated pipeline of projects to bring comprehensive repairs to the Authority's apartments and campuses, through aligning capital investment, development and asset management activities. Second, the Division will build stronger partnerships with residents and stakeholders around its core activities, and improve project delivery in terms of timelines, cost, quality and safety. Third, A&CM's work will enhance resident's living experience as well as building performance and management by allowing NYCHA to embrace innovation in building materials, construction methods and technology in line with industry best practices.

While the previous Capital Projects department had no projects designated as Transformation priority projects under the first phase Implementation Plan, a number of Transformation strategies were included in the plan and tracked and reported on an ongoing basis. All but the following two of these strategies have been fully implemented: *Expand Use of KPIs*, and *Request Utility Waiver from HUD to Capture Savings*. NYCHA also tracks progress on the 2022 Physical Needs Assessment and the implementation of Building Information Modelling, due to their impact on the Asset Information Management program.

With the reorganization of the A&CM Division, a program of change and improvement initiatives have also been defined and will be implemented over the next twelve months to further improve the way the Division engages with and delivers services to residents and stakeholders. A subset of these initiatives align closely with recommendations from the 2019 KPMG Organizational Assessment that informed the development of the Transformation Plan. These initiatives are overviewed below and presented here as Transformation strategies along with the two ongoing strategies noted above.

Align portfolio and capital projects planning: To create an integrated pipeline of development and capital projects for bringing repairs and comprehensive renovations to NYCHA properties, A&CM Division will establish greater transparency in the project prioritization process and better incorporate property staff and resident priorities.

Strengthen stakeholder engagement in capital project scoping, design and handover: To ensure capital investments in NYCHA's properties are effective to meet compliance requirements as well as satisfy property staff and resident priorities and needs, A&CM Division

will revamp its stakeholder engagement approach, in particular during project scoping, design, and handover. This will include integrating stakeholder information and engagement activities in project management plans and more effectively tracking these activities.

Improve project delivery: To strengthen capital projects delivery and schedule management in particular, A&CM Division will: enhance schedule management policies, practices, controls and staff training; develop improved, data-driven and risk-based project scheduling templates; and, implement a program-level risk register approach for major capital programs and projects.

Enhance transparency & accountability: To improve transparency and accountability around capital project planning and delivery, A&CM Division will build on the Capital Projects Tracker (https://my.nycha.info/PublicSite/CPD/) launched earlier last year to integrate additional information and functionality based on user feedback, including capital needs estimates

Strengthen vendor compliance: To strengthen vendor compliance related to prevailing wage, M/WBE and Section 3 requirements, A&CM Division will work closely with NYCHA Procurement, IT and other areas to implement an e-compliance solution for capital projects contracts.

Cost Implications

Design and implementation of these Transformation strategies will involve costs in four areas: technical support from external professional services firms, various IT systems enhancements, development and delivery of related training to staff, and increased staffing in key areas. Technical support is critical to identify and adapt industry best practices that can strengthen Capital Programs in the areas project controls and risk management as part of the *Improve project delivery* strategy, developing associated policies, procedures, tools and user guidance, and preparing and running trainings for staff on these enhanced practices and tools.

Training is also planned as part of three other strategies: *Expand Use of KPIs for Capital Projects*; *Strengthen stakeholder engagement in capital project scoping, design and handover;* and**,** *Strengthen vendor compliance.* Costs associated with development and delivery of these trainings will be determined after the specific enhancements on which staff and/or vendors require training are fully defined.

Lastly, IT systems enhancements are required for all seven Transformation strategies, and will similarly be determined when specific functionality and user requirements have been defined for each strategy. Three strategies in particular may require more significant systems enhancements and therefore cost implications: *Improve project delivery, Enhance transparency & accountability,* and *Strengthen vendor compliance.*

Activity	Owner	Date	Status
Expand Use of KPIs for Capital Projects			
Develop and launch portfolio-wide dashboards on key performance areas (schedule, cost, change orders, invoice processing, etc.)	Capital Projects	January 2021	**Complete**
		June 2021	
Identify priority enhancements to project management processes and develop implementation plan	A&CM	July 2022	**Complete**
		January 2023	
Identify additional KPIs and dashboards required to support improved project management processes and decision-making	A&CM	August 2022	**Complete**
		January 2023	
Develop and roll out additional dashboards, including any guidance and training required	A&CM	October 2022	**In progress**
		March 2023	
Request Utility Waiver from HUD to Capture Savings			
Draft and submit waiver request to HUD and hold discussions with HUD; HUD response declining request received	Chair's Office	September 2021	**Complete**
		March 2022	
Draft and submit response to appeal initial decision, hold discussions with HUD and/or follow-up in writing if needed; HUD response to follow-up not yet received	Chair's Office	April 2022	**Complete**
		April 2022	

Follow-up on HUD formal response as required	Chair's Office	September 2022	**Complete**
		September 2022	
Align portfolio and capital projects planning			
Identify and assess options for planning approach, recommend and validate approach with stakeholders	A&CM	August 2022	**Complete**
		December 2022	
Establish model for annual capital planning discussions at each property	A&CM	December 2022	**In progress**
		March 2023	
Fully build and roll out portfolio and capital projects planning approach	A&CM	January 2023	**In progress**
		December 2023	
Strengthen stakeholder engagement in capital project scoping, design and handover			
Map current state stakeholder engagement approach and major pain points	A&CM	August 2022	**Complete**
		December 2022	
Identify and assess options to address pain points, and validate recommended options with stakeholders	A&CM	October 2022	**Complete**
		February 2023	
Develop and implement improved policies, processes, technology systems	A&CM	November 2022	**In progress**
		April 2023	

enhancements, templates, and training			
Integrate stakeholder information and engagement activities in project management plans and establish tracking and monitoring processes and systems	A&CM	November 2022 June 2023	**In progress**
Improve project delivery			
Design and implement enhancements to schedule management policies, practices, controls and staff training	A&CM	August 2022 March 2023	**In progress**
Develop improved, data-driven and risk-based project scheduling templates	A&CM	September 2022 March 2023	**In progress**
Design a program-level risk register approach for major capital programs and projects	A&CM	January 2022 March 2023	**Not Started**
Pilot, refine and rollout program-level risk register approach	A&CM	April 2023 December 2023	**Not Started**
Enhance transparency & accountability			
Prioritize enhancements to web-tracker based on user	A&CM	August 2022	**Complete**

feedback and ongoing update of capital needs information		January 2023	
Develop business requirements and define system enhancements	A&CM	October 2022	**Complete**
		January 2023	
Implement enhancements and conduct user testing	A&CM	December 2022	**In progress**
		March 2023	
Incorporate user feedback and launch enhanced web-tracker	A&CM	April 2023	**Not Started**
		May 2023	
Strengthen vendor compliance			
Procure software solution for prevailing wage compliance and implement	A&CM	January 2021	**Complete**
		April 2022	
Complete soft launch including training of staff and vendors	A&CM	April 2022	**Complete**
		June 2022	
Complete full launch including user support model, training of staff and vendors	A&CM	July 2022	**Complete**
		September 2022	
Expand software implementation to M/WBE and Section 3, and complete soft and full launches	A&CM	November 2022	**In progress**
		June 2023	

Chapter 8. **Information Technology**

As described in the Transformation Plan, the Authority's information technology strategies are focused on enhancing NYCHA's customers' experience with its IT products and services, and improving the quality of its service delivery and technology operations. As part of the initial implementation phase, NYCHA IT successfully conducted a large-scale organizational redesign, which implemented a new operating model and realigned all IT work units into five divisions held accountable for the essential phases of the service delivery lifecycle: *IT Strategy & Planning, Enterprise Systems Management, Infrastructure & Operations, Cybersecurity & Risk Management,* and *IT Service Management*.

Following this reorganization, the IT department shifted its focus to establishing a multi-year IT Strategic Direction, which was launched in June 2022 and highlights plans for NYCHA IT's investments in technology and its primary areas of improvement through 2024. Most importantly, the objectives and initiatives outlined in the strategy aligns back to the foundational IT strategies in the Transformation Plan. Including the strategic direction, the IT Department continues to implement the following seven (7) key projects called out in the Transformation Plan:

Publish a holistic IT strategic direction: develop a three-year plan outlining the objectives, key initiatives, and target outcomes for the IT Department's staff and stakeholders.

Optimize the portfolio of applications at NYCHA and establish a technology roadmap: identify and map all applications across the authority to business capabilities of the organization, determine which apps should be retained, migrated away from, or retired, and define a future state technology roadmap.

Release solicitation to implement a comprehensive Resident Case Management System (RCMS): define requirements and release an RFP for a new RCMS solution that will migrate off legacy technology and enhance support for Leased Housing and Public Housing business processes.

Integrate the new IT Operating & Engagement Model into the Neighborhood Model: socialize the new IT operating model with business departments and support the build out of the Neighborhood Model by increasing engagement and field technical support at developments.

Through the Neighborhood Model, IT plans to assign staff to each of the four Borough teams. The proposed model consists of hiring six (6) resources, in 2023:

Short-term:

- One IT Client Services Manager to support the field portion of operations (FTE)

- One Technical Support Lead to perform in-office support and coordinate technical support at developments as needed (FTE)
- Four neighborhood staff with technical and soft skills to report to Technical Support Lead (Managed Services contract) – funding not secured. In the long term, IT would like to hire an additional 26 staff members to support field technician services, contingent on funding.

Mitigate cyber risk and improve service quality: improve the Authority's cybersecurity posture and IT service quality through targeted rollouts of security tools and training. NYCHA IT is developing and implementing a Service Validation and Testing Framework that instills testing or Quality Reviews (QR) in each stage of the solution development life cycle.

Standardize on IT Service Management (ITSM) Processes: streamline internal delivery and operational processes by adopting IT Infrastructure Library (ITIL)-based best practices for service management.

Launch systems integration of a new Human Capital Management (HCM) system: onboard a third-party systems integrator to implement a state-of-the-art HCM solution, replacing existing legacy applications and enhancing the employee experience through HR process automation.

Cost Implications

As referenced in Chapter 3, IT received $8.7M in capital funding for the HCM project and will submit additional requests as necessary. Through the Neighborhood Model, NYCHA IT seeks to expand IT Tech Field Services to each of the four Borough teams. NYCHA IT proposes to resource this function through a managed services contract to provide field technician services. Funding has not yet been allocated for this or for any future expansion of this initiative. IT has an outstanding request to the Office of Management and Budget for $11M to support mitigation of cyber risk and to improve service quality. Funding has not yet been allocated for the implementation of RCMS or for recommendations from the portfolio application optimization project to migrate or replace applications across the authority.

Activity	Owner	Date	Status
IT Strategic Direction			
Launch Technology Steering Committee (TSC) governance model	IT Strategy & Planning	January 2022	**Complete**
		February 2022	
Draft IT Strategy	IT Strategy & Planning	January 2022	**Complete**
		April 2022	
Finalize & Publish IT Strategy	IT Strategy & Planning	January 2022	**Complete**
		June 2022	
Application Portfolio Optimization Project			
Distribute Technology Survey	IT Enterprise Solutions Management	April 202	**Complete**
		April 2022	
Finalize inventory of Applications and Systems (based on Survey results)	IT Enterprise Solutions Management	April 2022	**Complete**
		May 2022	
Map applications & systems to NYCHA business capabilities	IT Enterprise Solutions Management	May 2022	**Complete**
		June 2022	
Complete business application strategy and technology roadmap	IT Enterprise Solutions Management	September 2022	**Complete**
		November 2022	
Resident Case Management System RFP			
Conduct Requirement Gathering and Draft RFP	IT Enterprise Solutions Management	April 2022	**Complete**
		April 2022	

RFP Release and Vendor Q&A Responses	IT Enterprise Solutions Management	June 2022	**Complete**
		July 2022	
Vendor proposal submissions and Evaluation Kickoff	IT Enterprise Solutions Management	August 2022	**Complete**
		August 2022	
Vendor Selection	IT Enterprise Solutions Management	August 2022	**Complete**
		December 2022	
Vendor contract	IT Enterprise Solutions Management	November 2022	**Complete**
		December 2022	
Vendor onboarding	IT Enterprise Solutions Management	January 2023	**In Progress**
		April 2023	
Resident Case Management System implementation	IT Enterprise Solutions Management	April 2023	**Not Started**
		June 2025	
IT Operating & Engagement Model Implementation			
Launch Cyber Defenders Program	IT & Employee Engagement	January 2022	**Complete**
		February 2022	
Conduct Internal and Client IT Roadshow Presentations	IT Service Management	January 2022	**Complete**
		July 2022	
Implement Neighborhood Model field tech program drawing on lessons learned from Pre-OSM pilot	IT Service Management	May 2022	**In Progress**
		March 2023	
		August 2022	**In Progress**

Hire Neighborhood Model Resources: 1 Supervisor, 1 CMS and 4 field techs	IT Service Management	March 2023	

Cybersecurity & Quality Assurance Initiatives

Establish Continuous Phishing Awareness Campaign	Cybersecurity	December 2021 April 2022	**Complete**
Provide Multi-Factor Authentication Capability	Cybersecurity	September 2020 June 2021	**Complete**
Establish a Cybersecurity Program	Cybersecurity	January 2021 December 2021	**Complete**
Partner with OTI Cyber for Vulnerability Remediation	Cybersecurity	June 2021 March 2022	**Complete**
Conduct Azure AD (Cloud Directory) Security Review	Cybersecurity	January 2022 March 2022	**Complete**
Implement Citywide Standard Vulnerability Assessment	Cybersecurity	June 2021 March 2022	**Complete**
Implement Continuous Monitoring of Public Facing Applications	Cybersecurity May 2022	January 2022 May 2022	**Complete**
Implement Internal Cyber Incident Response Plan	Cybersecurity	February 2021 May 2021	**Complete**
	Cybersecurity	June 2022	**Complete**

Implement Citywide Standard Endpoint Protection		October 2022	
Conduct Office365 (Cloud Tools) Security Review	Cybersecurity	June 2022	**Complete**
		October 2022	
Partner with OTI Cyber for Cyber Incident Response	Cybersecurity	January 2021	**Complete**
		September 2021	
Implement Cloud Based Web Filtering Solution	Cybersecurity	January 2022	**Complete**
		December 2022	
Conduct Cybersecurity Tabletop Exercises	Cybersecurity	October 2022	**Complete**
		January 2023	
Implement Privileged Access Management Solution	Cybersecurity	December 2022	**In Progress**
		June 2023	
Implement IT Service Validation & Testing Framework	IT Enterprise Solutions Management	October 2022	**In Progress**
		February 2023	
IT Service Management Process Standardization			
Release RFP for new IT Service Catalog and Conduct ITIL training for IT staff	IT Service Management	January 2022	**Complete**
		February 2022	
Production Control approval group in ServiceNow	IT Service Management	January 2022	**Complete**
		May 2022	
		May 2022	**Complete**

Launch Change Management Policy	IT Service Management	May 2022	
Launch Incident Management Policy	IT Service Management	November 2022	**In Progress**
		March 2023	
Establish Service Level Agreements (SLAs) for IT services with input from other NYCHA business units	IT Service Management and IT Strategy & Planning	October 2022	**In Progress**
		March 2023	
Establish metrics for measuring adoption and adherence with ITSM processes for incident, problem, change, release management across all IT Departments	IT Service Management and IT Strategy & Planning	October 2022	**In Progress**
		March 2023	
IT Service Catalog implementation	IT Service Management	January 2023	**In Progress**
		June 2023	
Human Capital Management (HCM) System RFP			
Proposal Submission and Evaluation Kickoff	IT & HR	May 2022	**Complete**
		May 2022	
Vendor Presentations and Demos	IT &HR	May2022	**Complete**
		August 2022	
BAFO, Solution and Vendor Selection	IT & HR	August 2022	**Complete**
		September 2022	

Contract negotiation and Implementation Kickoff	IT & HR	October 2022	Complete
		February 2023	
HCM System Implementation	IT & HR	February 2023	In Progress
		March 2024	

Chapter 9. **Community Partnerships**

NYCHA's 336 city-operated community centers provide essential services to NYCHA residents, including daycare, Pre-K, 3-K, afterschool programming and meals for seniors. These centers are primarily operated by Community Based Organizations (CBOs).

More than three quarters of CBOs operating within NYCHA facilities do not have an active lease, resulting in ambiguity around which party, NYCHA or the CBO, is responsible for repairs. NYCHA's goal is to enter into a long-term net license or other agreement with the City agencies and their CBO users assuming the responsibilities and the cost associated with their occupancy, including maintenance, repairs and utilities. In order to reach this ideal, NYCHA would need City partnership in agreeing to bind City agencies and allocating funding towards facilities maintenance. NYCHA is continuing conversations with the City to formalize the responsibilities of each of the parties and facilitate this modification.

Activity	Owner	Date	Status
Pursue City partnership in agreeing to bind City agencies to lease terms and in agreeing to allocate budget towards facilities maintenance.	Law Dept. and the CEO's office	October 2022	**In Progress**
		September 2023	

Chapter 10. **Employee Engagement Initiatives**

NYCHA continues to strive to foster a workplace environment where employees are empowered, have positive attitudes and job satisfaction, and are committed to customer service and the Authority's success. To achieve this mission, NYCHA is furthering its employee engagement efforts by expanding its suite of employee recognition programs, developing a coaching and mentoring program for Property Management staff, partnering with health and wellness providers to provide critical services to staff, and supporting the work of employee associations and affinity groups. NYCHA's Employee Engagement Department, which oversees this work, is also thinking through strategies to increase engagement and communication between staff working at the properties and central office staff, such as employee suggestion programs and the Change Ambassadors. The Change Ambassadors program absorbed members of the Employee Engagement Committee.

Employee Recognition Programs

In 2022, as a way to acknowledge years of service and show that NYCHA values staff who remain dedicated to serving our residents, NYCHA's Employee Engagement Department launched the NYCHA Anniversary Service Pin Program, in which employees receive a pin for every five years of service with the Authority. In 2023, NYCHA's Employee Engagement Department is working in coordination with the Chief Operating Officer's Office to develop and launch an Employee Recognition Program as way to instill pride and boost morale. NYCHA recognizes and values the strength in our teams and will continue to encourage and support efforts in building a team environment. The goal of this program will be to recognize team members who go above and beyond when performing their duties and responsibilities and who have exhibited best practices to deliver exceptional service to both our residents, their colleagues, and key stakeholders. The employee recognition programs are geared towards all titles that are union represented with a special emphasis on our frontline staff. In addition, the Employee Engagement Department meets regularly with the Department of Communications to strategize and use the various communication channels (e.g., NYCHA Connect, NYCHA Now, social media) to amplify NYCHA's employee recognition initiatives.

Coaching and Mentoring Leadership Academy

One of NYCHA's greatest resources is its vast network of veteran leaders. To leverage their wealth of knowledge and perspective, NYCHA is creating the Coaching and Mentoring Leadership Academy (CMLA) as a complimentary, voluntary resource to existing trainings in order to assist the development supervisory staff who seek to improve in their current positions and grow in

their careers at NYCHA. The CMLA program builds future leaders of NYCHA by empowering development-based employees with the training, coaching, and network building they need to succeed and grow their careers. Participants will:

- Develop leadership skills and property management knowledge needed to manage a development on a day-to-day basis.
- Grow soft skills like customer service, crisis management, and conflict resolution through in-person trainings, virtual learning on NYCHA University, and guest speakers.
- Better understand potential career paths at NYCHA through 1:1 mentoring.
- Build a community of property management staff that can troubleshoot together.

The first cohort of the CMLA will run from January 2023 through May 2023 and will target 20 pairings of mentors and program participants.

Health & Wellness

In collaboration with Workwell NYC and other partners, NYCHA is creating workplaces that engage and empower employees to live healthy, active lifestyles, and to provide health and well-being services, programs, and resources. Workwell includes the following programs:

- Eat Well
- Prevention Care
- Mental Health & Selfcare

Employee Associations and Affinity Groups

NYCHA's employee associations and affinity groups, which include NYCHA's Running Club, NAACP Chapter at NYCHA, the Chinese American Association and many others, foster a more inclusive work environment, provide employees with a sense of their own well-being, and increase cultural awareness, educational advancement, and professional development opportunities for their members and colleagues. NYCHA will continue to support employee association and affinity groups by distributing recruitment information through new employee orientation sessions, assisting with recruitment drives and communications campaigns to bring awareness, and providing access to various virtual tools to encourage pivoting from in-person activities to virtual or hybrid events to garner more employee participation.

Cost Implications

All EE initiatives will be implemented using existing resources, except for the Coaching and Mentoring Leadership Academy which may require additional funding for training and events.

Activity	Owner	Date	Status
Develop Employee Associations Brochure	Employee Engagement	January 2022	**Complete**
		January 2022	
Award the 2022 John De Carlo Memorial Award	Employee Engagement	February 2022	**Complete**
		June 2022	
Design and launch of Service Pins program	Employee Engagement	January 2022	**Complete**
		September 2022	
Launch Health and Wellness Programs	Employee Engagement	January 2022	**Complete**
		June 2022	
Design and launch an Authority-wide recognition program	Employee Engagement/ COO	January 2023	**In Progress**
		April 2023	
Run the first cohort of the Coaching and Mentoring Program	Employee Engagement	January 2023	**In Progress**
		May 2023	

Chapter 11. **Resident Roundtable Recommendations**

In June 2021, NYCHA launched the Resident Roundtable to provide an opportunity for residents to help design the implementation of the Authority's Transformation Plan. The Roundtable consists of 32 residents who reflect NYCHA's diverse population and represent each of the Authority's Neighborhood portfolios. Roundtable members work in subcommittees, each focusing on a distinct issue area. The initial subcommittees were: 1) Safety & Security, 2) Quality of Life, 3) Quality Assurance, and 4) Management Practices.

In June 2022, the subcommittees presented their final recommendations to NYCHA. NYCHA department heads reviewed each recommendation to determine feasibility and responded to the Roundtable at the August meeting with a plan to address each of the 46 recommendations. After consolidating many recommendations, a total of 29 projects and follow up engagements were identified for further exploration, all of which NYCHA expects will evolve over time as staff and Roundtable committee members continue to engage. The Office of Strategy & Innovation (S&I) will be responsible for coordinating between the Resident Roundtable and other NYCHA departments to ensure that projects and engagements are resolves and/or implemented.

Beginning in the fall of 2022, the subcommittees were reorganized into new categories: 1) Safety & Security, 2) Development Outreach & Beautification, 3) Resident Satisfaction & Oversight, and 4) Resident Services & Engagement. These subcommittees and the full Resident Roundtable will continue working with NYCHA to develop ideas and monitor the implementation of projects that are responsive to the Roundtable recommendations.

Engagements

The Engagements will be NYCHA-facilitated sessions on the topics identified below. In some cases, these engagements are design sessions for NYCHA leads to collect specific feedback on critical programs. In other cases, the Roundtable and NYCHA will have an open dialogue to strategize on issues ranging from improving waste management, expanding access to on-site community resources, and encouraging property management participation in resident outreach events.

When new projects emerge from the follow up Engagements, Strategy & Innovation will coordinate the approval and tracking of projects as indicated in the Continuous Improvements section.

Engagement Topic	Scope	Facilitator
Outdoor Seating	Review of the A&CM division's assessment of the current state of outdoor seating at NYCHA developments and the design standards for Connected Communities and modernization programs	Asset & Capital Management
Resident Case Management System	Design and User Acceptance Testing for the Implementation of the Resident Case Management System	Information Technology
CBO and Resident Services	Explore opportunities for additional CBO outreach, resident services access, and incentives programs	Office of Public Private Partnerships
Property Management Participation	Strategize on how Property Management can participate in regular resident outreach events	Office of the Chief Operation Officer
Contractor Accountability	Review how NYCHA holds vendors accountable and the Procurement Department's strategies to improve services and materials for residents	Procurement Department
Quality Assurance Sampling	Review the Quality Assurance Department's work order sampling program and solicit ideas for more strategic sampling	Quality Assurance Department
Safety & Security Design Specifications	Review the existing security/CCTV system and Design Department's design pilots and solicit design ideas from the new S&S advisory group to be incorporated into the 5-year Capital Plan and modernization programs (Comp Mod, Trust)	Safety & Security
Large Hopper Doors	Review pilot findings from the A&CM and monitor assessments and strategize on how else to solve the problem of small hopper doors.	Waste Management

Tenant Volunteerism	Review existing models of tenant volunteerism as an extension of the ongoing waste management engagement and solicit expansion or additional pilot ideas	Office of the Chief Operation Officer

Projects

NYCHA has identified 20 projects that are intended to address the Resident Roundtable recommendations. Strategy & Innovation will report out on progress toward each project on a monthly basis within the Resident Roundtable subcommittee meetings and provide an opportunity for Roundtable members to share questions or feedback with the relevant NYCHA departments that are implementing these projects.

The chart below summarizes each project and identifies the proposed timeframe for their implementation. The project scopes and durations are subject to change based on funding and resources.

Project	Scope	Start Date	End Date
Information Technology			
MyNYCHA IT Assistance	Publish a guidance on the MyNYCHA app on how to escalate IT issues and how to access MyNYCHA app, potentially with how-to video tutorials	Q3 2022	Q1 2023
Kiosk Upgrade	Upgrade kiosks	Q4 2022	Q1 2023
Digital Signage	Expand the Polo Grounds digital signage to other developments.	On Hold (pending funding)	
Learning & Development			
Management Office Training	Conduct a third-party training for each Property office, using a mix of City resources and budget, on the following topics (at a minimum): - Customer Service - Conflict Resolutions - Mandatory Mental Health Awareness - Crisis Management	On Hold (pending funding)	
Supply Management & Procurement (SMP)			

Warranty Evaluation	Evaluate scope areas where warranties can be included and/or lengthened.	To be completed in advance of the SMP engagement	
Real Estate Services			
Space Audit	Perform a space audit then work with the RR on a strategy to engage around how spaces are utilized, including bringing in TA Presidents to advise on swing spaces.	To be completed in advance of the CBO and Resident Services engagement	
Resident Services, Partnerships & Initiatives			
TPA Governance	NYCHA will evaluate stronger governance methods of TPA funds in tandem with CCOP and return with findings	Q4 2022	Q1 2023
Resident Hotline	Develop a hotline that residents can call for referrals to social services	Q4 2022	Q1 2023
Website Update	Update the public facing web site with the following information: - an FAQ of which emails to use for which issues - information about tenant associations and background - health and social services offerings - Create development specific pages to provide relevant information and contacts (management, TA, CBOs) include helping TAs create public facing email addresses to be published, include information on whom to contact/email for various issues	On Hold (pending funding)	
Strategy & Operations			
MyNYCHA Inspection Upgrade	Update MyNYCHA app to include the following details in inspections work orders: - Name of the staff - Ticket number - Date and time range - Repair and/or inspection details	Q4 2022	TBD
Caretaker/MW Assessment	Conduct an assessment of Caretakers and Maintenance Workers to improve training.	Completed Q4 2022	

Work Order Reform Check In	NYCHA will commit to a 6-month Work Order Reform check in for every borough	Q3 2022	Q2 2023
Neighborhood Planner Script Update	NYCHA will update the Neighborhood Planner script to inform residents that if there is emergency in your development, NYCHA will reschedule your repair.	TBD	
Post Work Order Survey	Create a post work order survey to collect resident feedback on repair quality, customer service, satisfaction with materials, and other data points	Q4 2022	Q3 2023
Safety & Security			
NYPD Collaboration	Share feedback with NYPD for more consistent foot patrols and car patrols of developments	Q3 2022	Q3 2023
Tenancy Administration			
Trash Disposal Procedure Review	Develop and send guidance on rules and procedures when tenants fail to dispose of trash properly. In the process, evaluate (a) penalty process and prospect of fining residents for improper disposal and (b) requiring annual tenant sign off of disposal policies and/or highlights of house rules document.	Q3 2022	Q1 2023
Highlights of House Rules Communication Tools	Develop more digestible communication tools to highlight house rules and policies (e.g., informational videos)	Q1 2023	Q3 2023
Onboarding Process Evaluation	Conduct an evaluation of the onboarding process and identify areas of improvement, including how the "Home to be Proud of" handbook is shared.	Q1 2023	Q4 2023
Communication Preference	Barring any technical issues, NYCHA will add a question to the annual recertification, both paper and online, asking how residents prefer to be communicated with.	Q4 2022	Q2 2023
Waste Management			

CCTV Trash Monitoring Pilot	Pending approval by the Law Department, pilot CCTV changes to give PM the ability to view development windows, as well as trash chutes.	Q4 2022	Q4 2023

Cost Implications

The Engagement sessions will be facilitated with existing NYCHA resources. Should any of these sessions result in recommendations that would require additional funding, their implementation would be contingent upon funding and resources.

The projects below have been initiated in-part. However, their full implementation may require additional funding.

- MyNYCHA IT assistance
- Kiosk Upgrade
- Resident Hotline

The projects below were not funded for 2023 and are, therefore, on-hold. However, NYCHA is supportive of these projects and will continue to explore opportunities to fund these initiatives in the future.

- Digital Signage
- Website Update
- Management Office Training

Chapter 12. **NYCHA's Commitment to Continual Improvements**

This chapter outlines NYCHA's ongoing efforts to improve as a property manager by supporting the escalation of systemic issues, applying structure for approving new ideas for implementation, and creating an overall culture where teams are empowered to streamline their work. The processes laid out here are meant to standardize continuous improvement, while remaining flexible to the factors and stakeholders that can influence our work. The channels below are not the only means by which NYCHA will pursue continuous improvement, and various circumstances will affect the appropriateness or feasibility of implementing improvements suggested through these channels. Nonetheless, this approach will hopefully open more channels for feedback and communication between those who decide on strategy and those who enact it.

The approach has three components: the **Ideas Pipelines**, channels through which ideas are cultivated and elevated for review; the **Operations Review Committee (ORC)**, a body of representatives to review and approve of Property Management changes; and **Governance and Tracking**, which describes the process for overseeing completion of projects.

As NYCHA implements this approach, Quadel will be simultaneously researching best practices in Continuous Improvements for future consideration by NYCHA. Long-term, NYCHA hopes to build out the non-Property Management processes so that continuous improvement is permanent and enterprise wide. NYCHA will work with the Federal Monitor and HUD through 2023 to develop the full strategy.

Ideas Pipelines

The Ideas Pipelines below are the mechanisms for generating ideas, broken up into two categories: Open Channels for untested ideas from residents and staff, and Researched Channels for tested ideas from established groups charged specifically with making operational improvements.

The Office of Strategy & Innovation (S&I) will be responsible for analyzing data from the Open Channels, identifying trends and potential change ideas and, along with the more established—often piloted—ideas coming out of the Researched Channels, facilitating the review of each idea by either the ORC or the corresponding Central Office department.

The Open Channels are as follows:

- *Change Network* – A body of 250+ staff representing every department at NYCHA who meet monthly to hear from department heads and provide feedback on programmatic changes.

- *Annual Employee Survey* – Started in 2021, the Employee Survey collects data on employee culture, capacity for change, and morale. The survey also collects qualitative data about problem areas—individual salient ideas can be pulled out for deeper analysis or aggregated into trends
- *Employee Suggestion Program* – Overseen by the Employee Engagement department, the Employee Suggestion Program will provide staff with the opportunity to anonymously propose changes. The details of how staff will submit ideas and how they'll be managed are still being worked out.
- *Annual Resident Survey* – Data from the Annual Resident Survey shed light on NYCHA's progress to improve property management services, and open questions in the survey gives residents the opportunity to suggest improvements.

The Researched Channels are as follows:

- *Resident Roundtable* – As the Resident Roundtable begins its second year, participants will reorganize into new subcommittees, largely designed around the recommendations from the previous year's participants. Through the summer of 2023, NYCHA and the Resident Roundtable will discuss safety & security strategies, design a MyNYCHA replacement, and collaborate around other topic areas chosen by the residents. These engagement sessions will lead to or have already lead to new operations improvements.
- *Neighborhood Model* – Now that development portfolios have realigned into more logical, geographic clusters, Strategy & Innovation will begin testing changes to how properties and Neighborhoods interact with central office functions. These changes will be piloted at demonstration neighborhoods before moving on to portfolio-wide implementation.
- *Work Order Reform* – The first phase of Work Order Reform, which was fully implemented in 2022, is the decentralization of skilled trades and roll out of the "one call" process. However, Work Order Reform is a continuous workstream with a dedicated team whose objective is to improve the service of in-unit repairs.
- *Transformation Plan Project Close Out* – When a Transformation Plan project is completed and closed out, the project manager must indicate any deferred scope, which S&I logs into a Parking Lot, a running list of projects that require resources to be implemented.

Operations Review Committee

The ORC is designed to solve a specific problem faced by NYCHA's Property Management function: the assignment of new tasks and responsibilities from other departments, without

due consideration to existing workloads. In response to the HUD Agreement, NYCHA has deputized several departments to oversee and manage the agency's response to lead, mold, heat, elevators, waste, pests, and inspections. These centralized departments, which often set policy but do not perform the work themselves, create new responsibilities for Property Management staff, often without consultation. Central office enabling departments—including HR, IT, and Finance—also occasionally impose new responsibilities on Property Management.

As the agency moves to the Neighborhood Model, which decentralizes authority and centers Property Management as the primary operations decision-maker, we must take a stricter review of all new Property Management responsibilities. The ORC will provide an opportunity for any NYCHA department proposing a change to the roles and responsibilities for any title within the Property Management organization to submit proposed changes for discussion. This will include S&I, who is responsible for selecting ideas coming out of the Ideas Pipelines below for ORC review.

Structure and Participation

The ORC may include representatives from the following titles:

- Maintenance Line: Caretaker, Supervisor of Caretakers/Grounds, Maintenance Worker, Superintendent/Asst., Skilled Trades Supervisor, Skilled Trades Administrator, Property Manager, Skilled Trades Deputy, Neighborhood Planner, Neighborhood Administrator, and Borough Vice President.
- Management Line: Secretary, Housing Assistant, Assistant Property Manager, Property Manager, Neighborhood Administrator, and Borough Vice President.

The ORC may also include residents and representatives from other departments, including Strategy & Innovation, Healthy Homes, and Operational Assessment and Contract Management (OACM).

Regarding topic qualification, any change in policy, operational guidance, or procedures that will affect the responsibilities of the Property Management function is eligible for ORC review. "Property Management," for purposes of the ORC, is defined as the responsibilities associated with the following titles: Secretary, Housing Assistant, Caretaker, Supervisor of Caretakers/Grounds, Housing Assistant, Skilled Trades, Maintenance Worker, Superintendent/Asst., Property Manager/Asst., Neighborhood Planner, Skilled Trades Deputy, Neighborhood Administrator, and Borough Vice President.

The value of the ORC will be that final policies and procedures will be better vetted with feedback from impacted staff and areas.

Governance and Tracking

The Chair of the ORC will be appointed by the Chief Operating Officer and will be a senior member of the Operations team. The Office of Strategy & Innovation will be responsible for tracking data generated by each of the Ideas Pipelines and analyzing the data for salient ideas and trends. S&I will track the outcome of all ORC reviews and any approved projects.

Non-Property Management ideas will be reviewed by the Office of Strategy & Innovation as part of a strategic planning process to develop the S&I portfolio.

The ORC will meet as needed depending on the volume and urgency of the pipeline items.

Cost Implications

Continual Improvement infrastructure and management will primarily be implemented with existing resources.