NEW YORK CITY HOUSING AUTHORITY

THREE-THOUSAND ONE HUNDRED AND SEVENTY-THIRD MEETING

<u>Minutes of Board Meeting</u>

Wednesday, March 23, 2022

The meeting was held remotely.* A Quorum being present, the Chair called the meeting to order.

Present: Gregory Russ, Chair
Victor A. Gonzalez, Vice-Chair
Magalie Austin, Member
Paula Gavin, Member
Emma Wolfe, Member
Daniel Sherrod, Chief Operating Officer
Jacqueline C. Hernandez, Esq., Corporate Secretary

* Because of the ongoing COVID-19 health crisis and in relation to Chapter 1 of the Laws of 2022 of New York State, the Board Meeting of the New York City Housing Authority, held on Wednesday, March 23, 2022 at 1:00 P.M., was limited to viewing the live-stream or listening via phone instead of attendance in person

NEW YORK CITY HOUSING AUTHORITY
Office of the Corporate Secretary

Minutes
Regular Meeting**
Wednesday, March 23, 2022

I.   Chair's Remarks

I just wanted to give the Board a brief update on the Transformation Plan and to keep the Board apprised of the changes that are in the works, proposed, completed, or piloted. Considerable difficulties have arisen in trying to raise the capital funding while monitoring the organizational changes underway. However, over time, these organizational changes will be a means of preparing NYCHA to receive the capital once the funding is in place and manage the proceeds much better.

Because the current fiscal budget planning has been challenging, the reports will provide an update so that the Board is aware of where we are with the budget. I am considering having further budget discussions mid-year after the second quarter. By having a follow-up budget meeting, we will know whether we have a deficit or cannot close the deficit. This budget intends to prevent unnecessary panic among NYCHA personnel and residents given the present constraints caused by challenges with rent collection, which have adversely affected our day-to-day operating budget. I propose having similar briefings or individual meetings with Board Members.

The aim is to get down to the property level, where these changes are beginning to materialize based on the implementation of these new guidelines. I hope these modifications will give properties more autonomy, while providing more resources and skills.

II.   Reports

A. 2022 Budget Update (Report is attached hereto and incorporated herein)

Questions and Answers

Q. Vice-Chair Gonzalez: With respect to the Tenant Rental Revenue, which is $867,000,000.00, what number would be considered "good"?

A. Annika Lescott: In previous years, NYCHA collected $1 billion to 1.1 billion in rent. This number is our projection of a 10% to 12% rent collection loss depending on the unit and the development. The number we would like to see is a billion and upwards, but given the challenges with the pandemic and rent collection, we

are not anticipating that such a projection will be met. From HUD's perspective, it is expected that we will collect 100% of rent owed, but we know from a budgeting perspective, based on what we have seen in the past few years, that that expectation is not reasonable. We anticipate passing a budget that we will be able to meet.

Q. Vice-Chair Gonzalez: What is the ERAP program?

A. Annika Lescott: The Emergency Rental Assistance Program (ERAP) is a program that is funded by the Federal Government through the Department of the Treasury. The funds are given to each State to distribute. The program essentially helps tenants who are behind on rent. NYCHA can apply on behalf of tenants with their consent. Through this program, tenants are provided an opportunity to submit arrears over a 12-month period for which they are eligible, and the State makes the determination in providing the funds to tenants. The funds are disbursed to NYCHA, and NYCHA credits residents' rent bills. The State has prioritized certain groups of residents, and unfortunately, Federally subsidized tenants, like NYCHA tenants, are attended to last. NYCHA has not yet received any of the funds.

We also know that State Legislators are exploring different options in providing funds for tenant arrears. Therefore, we are really hopeful, and we are following that legislation closely.

A. Chair Russ: The ERAP program is important for another reason. When Congress passed the law, it made distributions non-taxable. Distributions cannot be considered a gift or windfall. For this reason, NYCHA wanted the ERAP reimbursements to prevent the likelihood of problems with the IRS. The ERAP program has made rental payments a tax-exempt event. The State has discussed providing funding separately for NYCHA; however, NYCHA is not the only Housing Authority facing such challenges, and NYCHA's State partners have entertained the thought that a separate bill could eliminate the State income tax impact, which would not affect the Federal subsidy. We will continue our discussions and deliberations about receiving the funding that NYCHA needs.

Q. Vice-Chair Gonzalez: When we receive ERAP funds, will the Tenant Renal Revenue number change?

A. Annika Lescott: Correct. This is our best projection for rent collection for the full twelve months of the year. When we receive the ERAP funds, that number should change.

Q. BM Gavin: The City has received Covid funds. Isn't there an angle for NYCHA to access these funds?

A. Annika Lescott: We are presently exploring the Covid funds with our City partners. NYCHA received Covid funds from the Federal Emergency Management Agency (FEMA) in 2021 for expenses in 2020. We anticipate receiving funds from the Federal Government for expenses incurred during the 2021 fiscal year. We will continue this discussion with our City partners and explore whether they can include NYCHA in their work. Also, we will follow up with FEMA on our request for

additional funding for the expenses that NYCHA has incurred during the pandemic. You can be assured that we will go after every dollar possible.

Q. BM Wolfe: Are State Legislators championing NYCHA priorities for programs such as ERAP?

A. Chair Russ: There have been active discussions on redistribution of ERAP funds for New York. There are three ideas that were proposed. Firstly, that NYCHA may be the first to receive the proceeds from the funds, would require legislation. Secondly, there would be State appropriated money that would be taxed, and thirdly, an inquiry from HUD has indicated that the Treasury has requested information from all States, including New York about how much ERAP funding has reached the public housing program. We are aware that HUD is not budgeted to compensate for NYCHA's shortfall in rental revenue. We are unsure of whether the Federal Government will provide funding through the operating subsidiary formula. The idea is to monitor whether the funds will be distributed to the most vulnerable, and New York has some of the lowest incomes in the City. We look forward to further Federal direction, but at this time, we cannot provide any additional information.

A. Annika Lescott: Through different financial mechanisms in 2020 and 2021, we received additional Federal support to absorb the burden. In 2020, it was the Cares Act Funding, and in 2021, HUD provided financial support in recognition of the fact that Public Housing Authorities nationwide were not collecting rental revenue. We continue to remain hopeful that Federal funding will compensate for the trends that we are witnessing, as this is the first year NYCHA has not received additional Federal support for the shortfall.

B. Transformation Plan Update (Report is attached hereto and incorporated herein)

Questions and Answers

Q. Vice-Chair Gonzalez: The shift schedule options such as the traditional, time-shifted, and the compressed will address residents' concerns about missing work due to repairs. Who is the DMP?

A. Kyle Slugg: The DMP functions within our Central Office and Operations group and is the Department of Management Planning, Andrew Faubel's unit.

Q. Vice-Chair Gonzalez: Are these people a part of your department or staff? Are they NYCHA people?

A. Kyle Slugg: Yes.

Q. Vice-Chair Gonzalez: The implementation for each development is entered into Kronos and not the computer systems that is used to perform the everyday process, correct?

A. Kyle Slugg: There are systems in place to track orders which are used for diagnostic purposes in the scheduling of staff. KRONOS is the only system that records each step of each task or individual schedule and allows other systems to draw from that, as necessary.

Q. Vice-Chair Gonzalez: Are all site-based schedules up to the development manager to choose, and if so, can they shift to another plan in that same calendar year?

A. Kyle Slugg: Yes. Absolutely. The program explicitly permits people to alter their schedules as new needs emerge.

A. Chair Russ: The sites should have flexible schedules in that schedules can be changed if proven ineffective. We are trying to divert from the old NYCHA mode, where the mindset is "I cannot do anything about it, and I cannot change anything." We are partnering with each Tenant Association and we have obligated this connection through the Memorandum of Agreement we executed with the Citywide Council of Presidents (CCOP). We want our managers to have autonomy in changing their schedules. Also, we are collaborating with HR and support departments in brainstorming ways to maintain the staff levels of our caretakers, as we have a high turnover.

Q. BM Gavin: What is the plan for the development of Resident Associations?

A. Chair Russ: HUD is providing technical assistance funding, and this will lead to the creation of a training package and a Memorandum of Agreement for training with all the tenants and staff in the summer. There will be a litany of recommendations which will encourage residents and staff to gain leadership training.

Q. BM Gavin: We had prior discussions about establishing digital boards in all of the developments in order to improve communication. What are the new communication strategies for this year?

A. Eva Trimble: I cannot comment overall on the communications plan, but the digital board idea is something for which IT is in the process of obtaining estimates. Patti Bayross can address this in further detail. We recently had discussions and are hoping to implement in short order.

A. Patti Bayross: We have conducted initial cost estimates. We are hoping to arrive at a reasonable cost estimate and will be starting with some of our senior developments. This will be a standard, methodic, phased roll out designed to communicate key information at a citywide, developmental and individual level. It is a significant investment, and we are working with Annika to source the funding. We hope to pivot and leverage the hardware and software involved in maintaining all the information through a web-based interface, so as to manage key information that can be provided to all.

A. Eva Trimble: On many of the Transformation projects and these larger initiatives, like property-based scheduling and Work Order Reform, we want residents to be aware of the changes that will be taking place. To properly disseminate this information, we have been distributing flyers, sending emails, and providing rent inserts that list the upcoming changes before the launch in the Bronx. In addition, we did Resident Association briefings with residents and the Bronx resident town hall on the Work Order Reform. We are trying all methods of communication to ultimately determine which will suit residents best.

Q. BM Gavin: Can you share why there is a Phase II on the Transformation Plan and why Federal assistance was needed?

A. Eva Trimble: I think it was based on a recognition that there is a lot to consider in the Transformation Plan across forty (40) different projects. It can't be done all at once; it has to be phased out for a variety of reasons. From a change management perspective, we would have set the foundation with the operational changes, so now we can focus on the second phase. The idea is that the first phase's implementation plan details the priority and short-term initiatives, and the second phase would cover everything else. It would speak to how to sustain improvements and ensure a culture of continuous evaluation of the effectiveness of the programs. This is about dividing the workload into two. That way, we can focus on the first set of priorities and then prepare for the second phase.

Q. BM Gavin: Will Phase II be led by the Federal oversight team?

A. Eva Trimble: Working on the plan is really important, but it takes a lot of work. NYCHA anticipate shifting our focus to the implementation of our projects, so that we can funnel information and coordinate the actual writing of the plan, which will be done by our Federal oversight partners. This will allow our team to focus on the implementation of these programs instead.

A. COO Sherrod: The second phase of the Transformation Plan involves translating everything that's written into policy or plan. The Federal oversight team will draft the documents, which will permit us to create sustainability and channel our efforts into the implementation of the sustainability and organizational plan that is required in making this approach a success.

A. Chair Russ: We are analyzing this entire process of Work Orders by taking a closer look at how they are closed and whether there are legitimate reasons and procedures so as to prevent erroneous issues as seen in prior work orders. The guided principle going forward will emphasize that, in order for a ticket to be closed, the task must be completed. We will continue to collaborate, strategize and hopefully find innovative solutions to make this reform more effective.

Q. Vice-Chair Gonzalez: In the neighborhood model, will there be new training or new initiatives for all new roles, and does that include Board Members and their new roles on certain committees that did not previously exist?

A. Eva Trimble: As a part of the Governance project, we envisioned implementing a Board Training plan. The work for the training plan started in 2021, and we hope to roll out the plan once the vacant positions are filled. Following that, we endeavor to create a Board training plan that will focus solely on the general public housing issues and very specific NYCHA issues. We will work with the Governance Committee to provide a mini curriculum for the Board.

Q. Vice-Chair Gonzalez: Are the storage sites the only three (3) sites in NYCHA, and are there new sites being added to the already established storage sites?

A. Sergio Paneque: There are storage rooms in each development area. We are continuing to optimize those storage areas. However, we want to highlight the excellent work being done by caretakers in managing those storage room facilities.

 Q. Vice-Chair Gonzalez: Are those storage areas used for storing missing parts? Will the management office or storage manager communicate the receipt of those parts in order to complete the repair work?

A. Sergio Paneque: We are working on ensuring that the needs of the work orders are better aligned with the supplies at hand and are exploring storerooms that can potentially provide supplies at the building level to facilitate the movement of the caretakers to and from different locations onsite.

Q. Vice-Chair Gonzalez: Would the storage rooms be two different levels of storage rooms at the local development, and are there storage rooms that store parts?
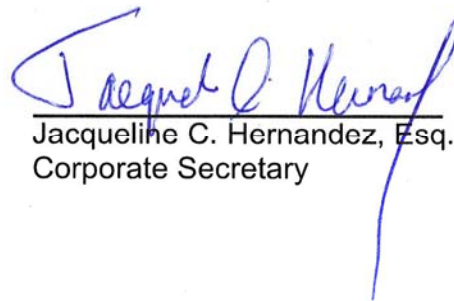
A. Sergio Paneque: We are still talking about the storage rooms within the developments. We are looking at strategic supplies at the borough levels, optimizing our space, and moving to a more dynamic vendor-managed inventory approach. We are also contemplating the idea of combating the challenges within our system by moving away from that standard nomenclature approach towards managing the listing of the items. Instead, we will be moving more of that cataloguing into the Oracle environment where our vendor catalogs can be viewed and critical supplies that are needed promptly ordered as necessary. This will create greater efficiency relative to cost as well as maintaining records of supplies contained within our facilities. We are hoping that through this change, the work order submissions will be better aligned with supplies contained in those storage rooms, but there are storage areas in each development area designed to optimize, such as plumbing optimization occurring right now at the direction of COO Sherrod.

We are looking into strategic supply at the borough level and obviously optimizing our space.

** Non-Voting
BM=Board Member
COO=Chief Operating Officer

Jacqueline C. Hernandez, Esq.
Corporate Secretary

NYCHA Board Meeting
March 23, 2022

2022 Budget Update

A. Lescott, Chief Financial Officer

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($ in Millions)	2022
Source	
Tenant Rental Revenue	$867
Federal Operating Subsidy	$1,023
Utility Savings Measure (RRI at 100%)	$53
Section 8 Subsidies	$1,439
City Funds	$276
Capital Management Fee & Transfer	$245
Restricted PACT Proceeds	$80
Withdrawal from Reserves	$100
Other	$61
Total Sources	**$4,144**
Uses	
Personal Services (PS)	
Salaries	$812
Overtime	$99
Fringe	$626
Total PS	**$1,537**
Other than Personal Services (OTPS)	
Utilities	$524
Supplies	$108
Contracts	$487
Section 8 HAP Payment	$1,293
Other OTPS	$231
Total OTPS	**$2,642**
Total Uses (PS& OTPS)	**$4,179**
Surplus/(Deficit)	**($35)**

2022 Sources and Uses

- The NYCHA Board adopted the 2022 Budget on December 29, 2021

- Budget projects a $35 million year-end deficit

- $100 million withdrawal from unrestricted operating reserves, and use of $80 million in restricted PACT proceeds

- Requires HUD approval of $53 million Rate Reduction Incentive Utility Waiver

2022 Budget Update

- Informally HUD indicated that they will not approve the $53 million utility savings measure
  (Impact -$53 million)

- **Federal**: Congress passed a 2022 Omnibus bill. NYCHA expects to receive at least an additional $35 million in Public Housing operating funds than budgeted.
  (Impact +$35 million)

- **State**: NYCHA submitted $110 million to the State ERAP program for over 29,000 households. We have not received any ERAP funds, but we continue to advocate for funding.
  (Impact TBD)

- **City:** NYCHA was included in a Citywide savings measure ("PEG"), which decreased our expense/operating funding by $31 million over 5 years . This reduction is manageable.
  (Impact -$31 million over five years)

Overtime Earners

- The Finance Department is rolling out two new overtime reports beginning on April 1, 2022.
- The new reports will allow properties to monitor individual overtime earners and all overtime performed at the property-level.
- This initiative is part of the Property-Based Budgeting workstream of the NYCHA Transformation Plan.

Department of Financial Planning and Analysis
Overtime Earners Report for Pay Period 02 (January) of 2022
Dept: Brooklyn Property Management   Consolidation:

Employee's Name	Title	Location	Salary	Current Pay Period OT Amounts\Hours				YTD Overtime Amounts				
				Scheduled	Unscheduled	Total	Hrs	Scheduled	Unscheduled	Total	Hrs	OT %
			$76,064	$0	$3,757	$3,757	69	$0	$6,776	$6,776	124	8.9%
			$76,064	$0	$2,215	$2,215	56	$0	$5,261	$5,261	111	6.9%
			$46,278	$0	$1,369	$1,369	38	$0	$2,730	$2,730	76	5.9%
			$46,278	$0	$1,042	$1,042	29	$0	$2,338	$2,338	68	5.1%
			$46,278	$0	$1,113	$1,113	30	$0	$2,304	$2,304	62	5.0%
			$62,598	$0	$1,136	$1,136	25	$0	$3,058	$3,058	68	4.9%
			$46,278	$0	$1,205	$1,205	34	$0	$1,867	$1,867	52	4.0%
			$65,062	$0	$514	$514	11	$0	$1,928	$1,928	41	3.0%
			$95,934	$0	$785	$785	12	$0	$2,136	$2,136	33	2.2%
			$46,278	$0	$733	$733	22	$0	$1,029	$1,029	34	2.2%
			$62,598	$0	$1,214	$1,214	27	$0	$1,349	$1,349	30	2.2%
			$46,278	$0	$357	$357	11	$0	$826	$826	25	1.8%
			$46,278	$0	$0	$0	0	$0	$595	$595	16	1.3%
			$32,950	$0	$195	$195	8	$0	$409	$409	16	1.2%
			$46,278	$0	$0	$0	0	$0	$567	$567	16	1.2%
			$32,950	$0	$231	$231	10	$0	$322	$322	14	1.0%
			$62,598	$0	$202	$202	4	$0	$551	$551	12	0.9%
			$46,278	$0	$316	$316	10	$0	$316	$316	10	0.7%
			$32,950	$0	$126	$126	6	$0	$126	$126	6	0.4%
			$46,278	$0	$155	$155	6	$0	$155	$155	6	0.3%
			$82,048	$0	$135	$135	3	$0	$135	$135	3	0.2%
			$65,062	$0	$58	$58	1	$0	$105	$105	2	0.2%
			$65,449	$0	$0	$0	0	$0	$71	$71	2	0.1%
			$32,950	$0	$32	$32	1	$0	$32	$32	1	0.1%
Total for the Overtime Earners			**$1,308,058**	**$0**	**$16,890**	**$16,890**	**$413**	**$0**	**$34,986**	**$34,986**	**2.7%**	**2.7%**

Overtime by Title and Codes

- Sample property overtime summary report by pay period is below.
- The first box shows the total overtime performed by each position title. The second box shows the total overtime performed by programmatic code.

Department of Budget and Financial Planning
Overtime Summaries as of Pay Period 05 of 2022
Brooklyn Property Management –

Dollars in thousands

Pay Period ▶	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Totals
Overtime Title																											
Ast Res Bldg Sp	6	6	7	6	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29
Caretaker Ha	7	7	9	13	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43
Hsg Mgr	1	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Maint Worker	4	3	7	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19
Res Bldg Supt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supv Hsg Crtkr	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Supv Hsg Gdkpr	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total	**18**	**17**	**26**	**25**	**13**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**99**
Overtime Code																											
No OT Code Entered	14	14	14	14	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	67
Janitorial Overrun	1	1	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Store Room Initiative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Weather Related Event	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Weekend/Holiday Schedul	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Work Order Backlog	3	2	11	6	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	24
Total	**18**	**17**	**26**	**25**	**13**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**99**

NYCHA Board Meeting
March 23, 2022

Transformation Plan Update

E. Trimble, Executive Vice-President, Strategy & Innovation
A. Sohoni, Vice-President, Strategy & Operations
K. Slugg, Senior Program Manager, Strategy & Operations
A. Asprelli, Senior Program Manager, Strategy & Operations

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Agenda

- Organizational Plan Update

- 2022 Implementation Milestones

- Project Deep Dive

    - Property-based Caretaker Schedules

    - Work Order Reform

- Q&A

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Implementation Plan Phase 1 and 2

Transformation Plan

Written by NYCHA with resident, staff, and partner input

- Outlines NYCHA's vision for a new organization that is more responsive to resident needs and current conditions

- Establishes new mission statement, values, and organizational principles

- Identifies 40+ projects to improve front-line operations and support functions

Federal Concurrence: March 2021

Implementation Plan Phase I

Written by NYCHA with resident, staff, and partner input

- Details changes to NYCHA's governance structure implemented after the Transformation Plan

- Details activities and plans for implementing the Neighborhood Model, Work Order Reform, and Site-based Janitorial Schedules

- Summarizes activities and plans for implementing other priority projects across departments

Federal Concurrence: February 2022

Implementation Plan Phase II

Led by federal oversight team

- TBD

Three plans combined = "Organizational Plan" in Paragraph 46 of the HUD Agreement

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Project Title	Key Milestones	Status	Start	End	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Operations Support Improvements																
Neighborhood Model	Finalize roles and responsibilities for Property Management leadership (VP, NA, PM, S)	In Progress	1/1/22	3/1/22	■	■	■									
	Training and communications on new roles and responsibilities	In Progress	3/1/22	6/1/22			■	■	■	■						
	Assess/modify Neigborhood portfolio boundaries	In Progress	2/1/22	4/1/22		■	■	■								
Closing Work Tickets	IT enhancements to improve resident communication and work order closure process	Not Started	2/15/22	12/31/22		■	■	■	■	■	■	■	■	■	■	■
	Update maintenance standard procedure	Not Started	2/15/22	6/30/22		■	■	■	■	■						
Work Order Reform	Roll out One Call and Skilled Trades decentralization in the Bronx	Complete	1/1/22	3/10/22	■	■	■									
	Enable residents to upload images to work orders through MyNYCHA	In Progress	10/1/21	3/1/22	■	■	■									
	Roll out One Call and Skilled Trades decentralization in the Brooklyn	Not Started	3/1/22	6/1/22			■	■	■	■						
	Roll out One Call and Skilled Trades decentralization in the Manhattan	Not Started	7/1/22	10/1/22							■	■	■	■		
	Require MW/Skilled Trades to open tickets for any ancillary repair needs identified while in a resident's apartment.	Not Started	7/1/22	12/31/22							■	■	■	■	■	■
Property Based Caretaker Schedules	Completion of pilot and analysis of findings	In Progress	1/1/22	2/15/22	■	■										
	Implement property-based shift scheduling for caretakers	Not Started	4/3/22	5/15/22				■	■							
Resident Roundtable	Final recommendations from RR subcommittees	In Progress	1/1/22	4/30/22	■	■	■	■								

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2022 Implementation Milestones (2 of 5)

Project Title	Key Milestones	Status	Start	End	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Procurement															
Purchasing, Logistics & Inventory Enhancements	Deployment of PLI teams to borough assignments	In Progress	1/1/22	4/14/22	▓	▓	▓	▓								
	Recommendations for storeroom obsolescence procedures	In Progress	1/1/22	4/30/22	▓	▓	▓	▓								
	Pilot program to inventory NYCHA store rooms at the development level (Smith, Castle Hill, Ravenswood)	In Progress	2/28/22	6/30/22		▓	▓	▓	▓	▓						
Contract Management Enhancements	Complete 2022 procurement planning tool	In Progress	10/1/21	3/31/22	▓	▓	▓									
	Final recommendation/initiative list from Contract Management Re-engineering working groups	In Progress	10/1/21	4/30/22	▓	▓	▓	▓								
M/WBE Program	Establish M/WBE Pre-qualified list (PQL) procedure and RFQ template	In Progress	10/1/21	4/30/22	▓	▓	▓	▓								
	Small procurement diversity outreach training for NYCHA staff	In Progress	11/1/21	3/31/22	▓	▓	▓									
	NYCHA hosted M/WBE informational networking event for vendors	Not Started	3/15/22	4/30/22			▓	▓								
	Finalize M/WBE utilization system requirements and process	In Progress	12/1/21	4/30/22	▓	▓	▓	▓								
Vendor Management	Publish the Procurement Policy Manual	In Progress	1/1/22	1/30/22	▓											
	Update external facing website update	In Progress	3/1/22	6/30/22			▓	▓	▓	▓						
	Introduce new supplier risk management tool to assess vendor responsibility	In Progress	2/1/22	3/1/22		▓	▓									

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Project Title	Key Milestones	Status	Start	End	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
IT																
Holistic IT Strategic Direction	Publish the IT Strategic Direction	In Progress	1/1/22	4/30/22	▓	▓	▓	▓								
	Conduct an application rationalization for all NYCHA apps and develop a technology roadmap	In Progress	2/15/22	7/30/22		▓	▓	▓	▓	▓	▓					
	Optimize legacy resident/stakeholder case management systems	In Progress	12/1/21	12/31/23	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
IT Operating and Engagement Model	Implement the IT engagement model	In Progress	1/1/22	7/31/22	▓	▓	▓	▓	▓	▓	▓					
	Onboard and deploy IT client services team	In Progress	2/1/22	6/30/22		▓	▓	▓	▓	▓						
	Integrate IT into the Compliance OSM process	In Progress	1/1/22	7/30/22	▓	▓	▓	▓	▓	▓	▓					
Cybersecurity & QA	Implement cloud-based web filtering	In Progress	12/1/21	3/31/22	▓	▓	▓									
Standardize around ITSM processes	Implement ITSM processes for request, change, and release management	In Progress	2/1/22	6/30/22		▓	▓	▓	▓	▓						
CAPITAL PROJECTS																
Building Information Modelling (BIM)	Develop BIM Standards for CPD Design Department	In Progress	1/1/22	3/30/22	▓	▓	▓									
Physical Needs Assessment (PNA)	Onboard vendor to conduct 2022 PNA	In Progress	1/1/22	3/3/22	▓	▓	▓									
KPIs	Complete evaluation of capital KPIs	In Progress	1/24/22	3/30/22	▓	▓	▓									
	Roll out new KPIs and management/usage practices	Not Started	4/1/22	6/30/22				▓	▓	▓						
System Enhancements	Bring three major project lifecycle process into E-builder: project initiation, NYC OMB submissions, and subcontractor approvals	In Progress	1/30/22	4/15/22	▓	▓	▓	▓								
	E-Comply roll-out for automating certified payroll	In Progress	1/1/22	4/4/22	▓	▓	▓	▓								

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Project Title	Key Milestones	Status	Start	End	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ADMINSTRATION																
Human Capital Management System	Re-issue HCMS RFP	In Progress	1/1/22	3/15/22	███	███	███									
	Onboard HCMS Vendor	Not Started	3/15/22	7/1/22			███	███	███	███						
Enhanced Employee Engagement & Recognition Efforts	Launch of the employee engagement portal	In Progress	1/1/22	3/31/22	███	███	███									
	Develop Employee Association Brochure	In Progress	1/1/22	6/1/22	███	███	███	███	███	███						
	Launch employee recognition programs: Challenge Coin program and Recognition Pins	In Progress	1/1/22	6/1/22	███	███	███	███	███	███						
	Include Employee Association overview in new employee orientation	In Progress	1/1/22	6/1/22	███	███	███	███	███	███						
Training Enhancements	Clarify the Maintenance Worker scope of work to improve sequencing with Skilled Trades	Not Started	7/1/22	12/31/22							███	███	███	███	███	███
	Develop a new, comprehensive Maintenance Worker training curriculum	Not Started	7/1/22	12/31/22							███	███	███	███	███	███
HR Borough/Business Liaisons	Onboard and deploy HR borough/business liaisons	In Progress	1/1/22	6/1/22	███	███	███	███	███	███						
FINANCE																
Borough Administration Teams	Kick off planning for Finance borough administration teams	In Progress	3/1/22	3/1/22			███									
Property Based Budgeting	Strengthen cost allocation and fee-for-service model	In Progress	1/20/22	3/21/22	███	███	███									
	Update the Budget Web Portal to revise existing reports, eliminate underutilized reports, and create new reports to improve customer service	In Progress	2/1/22	6/21/22		███	███	███	███	███						
	Host Property Manager manager budget trainings on operational expenditures, and income and expense statements	Not Started	3/1/22	6/21/22			███	███	███	███						

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Project Title	Key Milestones	Status	Start	End	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	STRATEGY & INNOVATION															
Asset Information Management Strategy	Onboard AIM Strategy vendor	In Progress	1/1/22	6/1/22	■	■	■	■	■							
	Current state asssessment of NYCHA's AIM processes, data, systems, and the organization of NYCHA staff involved in AIM	In Progress	6/1/22	8/1/22						■	■					
	Creation of AIM Strategic Plan	In Progress	5/1/22	12/1/22									■	■	■	■
	Pilot annual roof inspection process with Tremco	Not Started	7/1/22	12/21/22							■	■	■	■	■	■
	Pilot GIS and BIM data integrations in Maximo	Not Started	7/1/22	12/21/22							■	■	■	■	■	■
Develop New Organization KPIs	Key stakeholder engagement	Not Started	2/15/22	6/30/22		■	■	■	■	■						
	Onboard 2 analysts to support KPI/Borough Stat	In Progress	1/20/22	3/15/22	■	■	■									
NYCHA-STAT: Borough STAT	Begin Borough STAT meetings	Not Started	2/1/22	12/31/22		■	■	■	■	■	■	■	■	■	■	■

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Caretaker and Supervisory Scheduling

End of AWS and Next Steps

Property-Based Scheduling: Introduction

Core Idea: <u>Let Property Managers schedule staff</u> to meet unique needs and challenges

Keep elements of janitorial pilot that worked best
- <u>Return most building Caretakers to Traditional</u>, and assign them particular buildings
- Let <u>Driving Teams </u>collect garbage before 8:00 and after 4:30

Provide additional flexibility for better service
- Allow <u>Traditional-type shifts for Supervisors</u> to increase oversight of caretakers, as requested by residents and staff
- Match shift options to caretakers' job responsibilities

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Site-based schedules—shift schedule options

1	**2**	**3**
Traditional	**Time-shifted**	**Compressed**
8.5 hour shift M-F	8.5 hour shift with late/early start M-F	10.5 hour shift Four days/week
Wknd on OT	Wknd on OT	Wknd on differential

Eligible titles

• Caretaker J	• Caretaker G	• Caretaker X (or J on drive team)
• Caretaker G	• Caretaker X (or J on drive team)	• SOC
• Caretaker X	• SOC	• SOG
• SOC	• SOG	• Asst. Super
• SOG	• Asst. Super	• Super
• Asst. Super	• Super	
• Super		

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Conversion Timeline – Process Overview

1. Property Managers and Neighborhood Administrators will <u>schedule all staff</u> at each site and <u>submit to DMP and site's Tenant Association President</u>. Schedules must be submitted by borough on particular dates.

2. DMP will <u>confirm</u> whether the proposed schedules conform to principles**.**

3. Upon confirmation, designated personnel in DMP will <u>work with HR, IT to ensure confirmed schedules are properly entered into Kronos</u>.

4.   On the first day of the first pay period occurring three weeks after confirmation, <u>new schedules will take effect</u>

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Conversion Timeline – Schedule Submission and Conversion Dates

	Sites submit schedules for confirmation by:	New schedules take effect on:
Round One	Monday, March 7 (**QSI/MN**)	Sunday, April 3
Round Two	Monday, March 21 (**BX Expected**)	Sunday, April 17
Round Three	Monday, April 4	Sunday, May 1
Round Four	Monday, April 18 (**BK Expected**)	Sunday, May 15

Notes
- Borough may convert when VPs attest to readiness of all sites
- Effective dates coincide with the beginning of a new pay period
- Pacing provides staff <u>four weeks' notice</u> of new schedules
  - One week of padding for confirmation by DMP
  - Three weeks for Kronos programming and schedule entry

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Work Order Reform

Work Order Reform: Program Goals

1. Reduce the amount of time it takes to complete an entire repair

- Reduce the number of duplicate tickets created by residents while they wait for repairs
- Reduce the number of times a maintenance worker needs to visit the unit to verify work that needs to be done
- Reduce the number of tickets that are sequenced to Skilled Trades that can be done by Maintenance Workers
- Increase visibility on how long it takes to complete an entire job
- Increase Skilled Trades knowledge, familiarity, and relationship to the developments
- Reduce travel time for Skilled Trades workers

2. Reduce the number of missed appointments due to Tenant Not Home

- Enable residents to schedule appointments on days that work with their schedule
- Provide residents with a single point of contact to schedule or reschedule their repairs

3. Reduce backlog with efficiency

- Enable all open work orders in an apartment to be scheduled together

Work Order Reform: Overview

Project Overview

The "One Call" principle

When the Maintenance Worker visits the apartment, they will now open all necessary Skilled Trades work orders at once. Residents can then call the Neighborhood Planner to schedule the entirety of the repair in one call. All subsequent tickets are opened and scheduled at once.

Maintenance & Skilled Trades

NYCHA is bringing Skilled Trades workers closer to where the work is performed and improving how jobs are assigned to complete repairs faster. Through additional training and support, Maintenance Workers will be empowered to make informed decisions regarding repairs

Key Milestones	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Roll out One Call and Skilled Trades decentralization in Queens/SI	███	███							
Roll out One Call and Skilled Trades decentralization in The Bronx			███	███	███				
Roll out One Call and Skilled Trades decentralization in Brooklyn						███	███	███	
Roll out One Call and Skilled Trades decentralization in Manhattan									███

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Work Order Reform Project Overview

Apr – Sep 2019	Oct 2019 – Sep 2020	Oct 2020 – Jan 2021	Feb – Oct 2021	Nov 2021 – Sep 2022
Soliciting Feedback	**Initial Planning**	**Pilot**	**Planning for Roll Out**	**Roll Out by Borough**

As part of the **Work Order Task Force,** NYCHA met with residents to brainstorm changes to the Work Order process

Some recommendations were immediately adopted, such as updates to the MyNYCHA app

The Task Force worked with employees from all departments and levels of NYCHA to develop a plan that addresses large systemic changes requested by residents

A **pilot in Western Queens** was launched to change the way we process work orders

Pilot consolidations:
- Astoria
- Queensbridge North
- Queensbridge South
- Ravenswood

Planning activities include:
- Hiring staff
- Implementing new IT solutions
- Developing neighborhood planning team roles
- Developing new training for staff

Roll out schedule:
- Queens/SI: Nov 2021
- **Bronx: Mar 7 2022**
- Brooklyn: Jun 2022
- Manhattan: Sept 2022

This borough-by-borough roll out plan allows us to continuously learn and refine our work

We are here

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Connecting Residents to their Neighborhood Planner

TRANSFORM NYCHA

Need something fixed in your apartment? We're here to help!

1. Call the Customer Contact Center (718-707-7771) or use the MyNYCHA app (nyc.gov/mynycha) to request a repair.

2. A Maintenance Worker will visit your apartment, make any immediate repairs, and determine if follow-up/Skilled Trades work is needed.

3. The Maintenance Worker will provide a slip that summarizes your repair needs and provides the contact info for your Neighborhood Planner and Neighborhood Secretary.

4. Call your Neighborhood Planner (Insert Number) or Neighborhood Secretary (Insert Number) to schedule the follow-up visits at times that are convenient for you.

5. Skilled Trades staff will visit your apartment to perform repairs at the times you scheduled. If you need to reschedule, call your Neighborhood Planner or Neighborhood Secretary.

Questions? Email transformationfeedback@nycha.nyc.gov

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Repairs to Schedule Slip

Date: _____   Work Order #: _____

NYCHA maintenance staff has determined that the following skilled trades are needed to complete your repairs:

____ Bricklayer   ____ Carpenter   ____ Roofer
____ Electrician   ____ Glazier   ____ Plumber
____ Painter   ____ Plasterer
____ Exterminator

To schedule the above listed repairs, please call your **Neighborhood BX05 Planning Team:**

Neighborhood Planner   **Planning Secretary**
Contact: (718) 409-7541   **Contact: (718) 409-7554**

Repairs unrelated to this ticket can be requested through the contact lines below:
Phone: 718-707-7771, Customer Contact Center (CCC)
Smartphone/Tablet: MyNYCHA App
Web: www.nyc.gov/MyNYCHA

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Questions?

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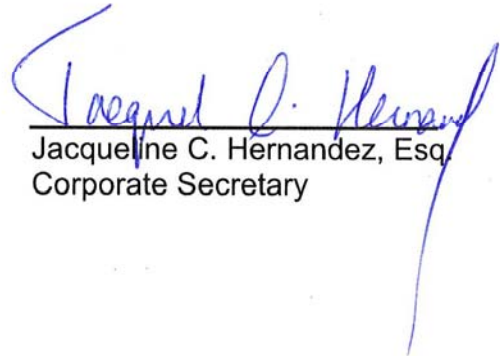Kyle.Slugg@nycha.nyc.gov

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THREE-THOUSAND ONE HUNDRED AND SEVENTY-THIRD MEETING

ADJOURNMENT

On Motion, without objection, the meeting was duly adjourned at 2:30 P.M.

_____
Jacqueline C. Hernandez, Esq.
Corporate Secretary