

NEW YORK CITY HOUSING AUTHORITY

THREE-THOUSAND ONE HUNDRED AND SIXTY-FIRST MEETING

Minutes of Board Meeting

Wednesday, June 16, 2021

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

Present: Gregory Russ, Chair
Paula Gavin, Member
Matt Gewolb, Member
Victor A. Gonzalez, Member
Jacqueline Young, Member
Jacqueline C. Hernandez, Esq., Corporate Secretary

*Because of the ongoing COVID-19 health crisis and in relation to Governor Andrew Cuomo's Executive Orders, the Board Meeting of the New York City Housing Authority, held on Wednesday, June 16, 2021 at 10:30 A.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, June 16, 2021

I. Authority Minutes

Adoption of Minutes of Regular Meeting, Wednesday, May 26, 2021

APPROVED

II. Chair's Opening Remarks

I just wanted to give the Board an update on where we stand with the Preservation Trust Legislation and how we plan to proceed for the rest of the year. We did get the Legislation into the State Senate and the Assembly. It was introduced in the Senate with 10 co-sponsors. It was not as fruitful in the Assembly, where we had the Bill introduced, but we did not pick up any co-sponsors, and after discussion with both sponsors Senator Kavanagh and Assembly Member Cymbrowitz, it was decided that they would put a pause on the Bill, meaning it would stay in Committee, and with the Session expiring, we would have to reintroduce it next January.

In terms of our timing and being aggressive about the money needs for the properties, it does not help, though we're not talking about a dead idea or a dead program. We intend to go forward engaging residents in different ways. Now that COVID-19 restrictions are being lifted, we're going to try to do more in-person meetings, more individual meetings, site visits where we talk about the blueprint, in addition to some kind of regular Town Hall where we continue the call-in ideas. We're going to also be working with other stakeholders. We got tremendous support from Legal Aid and others who really thought the idea had merit and we'll reintroduce the Bill in January.

As most of the Board Members know, we made substantial changes to the Bill that went up to Albany this time. Those changes reflect both important stakeholders' input, as well as long discussions with the CCOP who made a number of significant suggestions. Even though the CCOP is currently not supporting the Blueprint, we did adopt all their changes and put it in the Bill. I think we have a much stronger Bill which has addressed several concerns from all manner of interested parties, including residents.

We just do not know what's going to happen at the federal level. I think it's become very complicated to follow and, depending on the week of the month or day of the week, someone is either giving us \$40 billion or next to nothing. As we've said, that Trust can spend that money equally well. Whether it comes from dollars we leverage or dollars that we receive from

Washington, we can manage it. As soon as we have a clear idea about the Infrastructure Bill, and I don't know that I can give the Board a time, we'll brief the Board on what options exist out there. Keep in mind at this point Congresswoman Waters has a proposal; Congresswoman Velazquez has a proposal; there is a green new deal for public housing; and there's the President's proposals.

One last note, the President has proposed the budget and I can share some of these summaries if any Board Members are interested. If you look at the regular budget that's been put forward for HUD, the big plus is in the Housing Voucher Program. There is a slight increase to capital in the regular budget and there's a slight increase in operation, but the enormous increase comes in the voucher as the Secretary has asked for a lot more vouchers as part of the Biden administration. The second thing the Board should know is that Congresswoman Waters in Committee last week introduced a Universal Housing Voucher program. We don't know where these things are going to head either, but I say this because, part of the reason we chose the Trust, was we wanted to go to the program that not only provided more subsidy but is actually in a place where there's potential expansion.

Questions and Answers

Q. BM Gavin: I have both a question and idea. Would it possible for us to see all the stakeholder groups who have signed on because maybe we can use this time for us to get more and more of our sort of allies committed and literally signing on to the idea of the Trust.

A. Chair Russ: We can share with you, those that were supportive so far. I can ask staff to put something together and share with the Board. As we go into the resident engagement piece, we are being much more mindful of residents who were interested, but just could not bring themselves to support it. I've talked to some resident leaders that liked the idea, but you know, folks are concerned about the switch in subsidy. We could share the groups that have indicated support for us, and we'll put a little package together. There was one news article that I saw and a lot of the stakeholders who were supportive were interviewed, so we'll put something together so the Board Members can be advised of who's been kind of riding with us and I'll talk to the Blueprint team and get something to you.

Q. BM Gavin: That's great because my thought is I've seen other legislation activities where there's a long list of people who have signed a document of support.

A. Chair Russ: Yes, we had one group of residents sign a commitment letter. We've had other groups either testify on our behalf or express that they're committed.

Q. BM Gonzalez: You know that I constantly keep my finger on the pulse with the grassroots people and those that really don't speak up. I think that maybe you might contact your resident engagement people and let them know the reason for the delay of the Trust Legislation being passed. It's not that we failed, but that they need more information in order to move forward and that we will come back in the next Session. I think if that's cleared up a little bit, you may still get some of the naysayers to come over to this side.

A. Chair Russ: We made 25 significant amendments to the Bill, based on the outreach. You know, even though it was by Zoom, we did contact and have discussions with all active Tenant

Associations, every single one of them. We're certainly open to other suggestions and I suspect there will be a few before we reintroduce. We're going to begin to go out. We're kind of taking little bit of the foot off the gas with engagement for this couple of weeks. After the fourth of July, I think that message is going to go back out because we consider this a pause not a defeat and will be communicating that publicly.

Just three last points: 1. The Trust can spend the money, whether we get it through a federal appropriation or whether we leverage it. 2. If we use the Trust model in combination with the Vouchers, the long-term stability of the properties is greatly improved because the amount of subsidy is significantly increased, and once you pay the debt off that subsidy stays with the property. 3. We think that the Procurement relief that was in that Bill would really help us approach this big construction task in a very different way.

We'll keep the Board apprised and do updates periodically between now and the end of the year, either at these meetings or at the regular Board Meetings so you have a sense of where it is.

III. Reports

A. MWBE Disparity Studies (Report is attached hereto and incorporated herein)

Questions and Answers

Q. BM Gavin: I just wanted to raise the issue of residents. You know we're working at the Fund for Public Housing on the NYCHA partnership and increasingly looking for ways to support the development of entrepreneur and business skills for our residents, so I wanted to just mention that and ensure somewhere in this rollout you really think about ensuring our resident entrepreneurs are involved.

A. Sergio Paneque: To that point, there is a natural integration between MWBE and Section 3. We are working with REES and there is a natural dovetail with Section 3 and MWBE. I think as we bring up the utilization of Section 3 and Section 3 resident businesses, to the extent that we can support them in certification for MWBE, that will help them grow their businesses, not only within NYCHA, but within the City, with the State and other non-mayoral agencies like the School Construction Authority, Port Authority, and the like. We are looking at this holistically.

Q. BM Gavin: Great. I would say that we just were looking at the Section 3 Registry and we don't see all the residents, so also helping them to get in the Registry is step one.

A. Sergio Paneque: That's something that we can also work with Dun and Bradstreet on.

Q. BM Gonzalez: With the presentations and everything that's going on, I went through the governance, and I did ask about some explanation as to the various contracts and what is the catalyst that goes into utilizing one type of contract over another, and I don't know if I've made myself clear as to what exactly it is that I'm looking for. Maybe if I could have a one-on-one with you, and maybe explain it because, maybe I didn't explain it correctly when I made the request.

A. Sergio Paneque: Okay, I'll work with the Board Secretary and Vilma on setting it up.

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

Questions and Answers

Q. BM Gonzalez: I'm very glad to see all the improvements as far as monitoring and following up and the sort. Now I'm a little confused, though, because some of the components that you mentioned, I was of the understanding that they were already being done and now I see that they were not. I love that TEMPO (Team for Enhanced Management Planning and Outreach) will encompass all that, but the XRF testing was done in many of the developments, and this is prior to TEMPO. I'm sure you guys have a record of that that you can compare and utilize with TEMPO. Is that assumption correct?

A. Daniel Greene: That assumption is correct. The XRF drives everything. The XRF started in the apartments, but XRF is, at the end of day, just a task that tells us where the lead is. But now we have to figure out what to do with it. The XRF is like the foundation and now that we have that data, we can start using it to inform our programs.

Q. BM Gonzalez: What happens to the developments slated to convert? Is that information shared with the incoming private companies that are going to be taking over the development?

A. Daniel Greene: A fantastic question and, yes, so, if you look at our action plan, I believe it's action 9 or 10, we've developed a whole policy document called a White Paper. We did it with a working group that included HUD and the Real Estate Department. Yes, all that data is going to be provided to them and those developers are going to be obligated to abate all the lead in their development, including Williamsburg which is upcoming this summer and Harlem River. Also, the Chair signed a memo about two years ago that said that the PACT developers are going to have to abate all lead. We've been providing them with data, and we have a White Paper, which I think I'll be happy to share. The White Paper outlines how we're transferring the data, how they have to use the data, what practices they have to use when they're doing the abatement. That's part of our action plan, absolutely.

Q. BM Gonzalez: I'm very glad to hear that, because in our conversion, they had no idea. They had to come and redo the abatement, and they were very adamant about that. I used to ask them what about the information on the work that was done there before, and they weren't quite clear as to how to answer my question. They did the abatement anyway, so I just said okay, I'll leave it alone. I was still kind of curious and you gave me the answer that I needed.

A. Daniel Greene: Okay, good. Sometimes you must do more tests. Because the PACT rules require us to do more tests, there's sometimes redundancies that we cannot avoid because of the HUD rules, but we try to make sure they have all the data, and they can use it to form their abatement plans.

Q. BM Gonzalez: I'm very happy with the updates and it is something that I guess is needed, these days. I understood that, at one time, this information was included in the resident's rent

bill. In other words, information as to whether you have a child under six years of age in your apartment was requested. I'm assuming that that information is already included into TEMPO now and that everyone will be made aware of it, one way or the other.

A. Daniel Greene: That's correct. City Law requires us to do a mailing once per year on January 15th. I don't think that's enough and that's why we started to do the door knocking, which is also actually a requirement of the City Law as well; however, it was something that was never really done at NYCHA, but now we're doing that, which I think is fantastic because we're going to find more kids. Also, an XRF initiative is ensuring that the XRF vendors are also asking about it, because residents don't always update their information and they don't always see the mailing, so we want to make sure. Also making it easier is the NYCHA self-service portal where residents can just add a child that moves or started visiting the apartment.

Q. BM Gonzalez: Okay excellent. Is TEMPO using something other than XRF testing in order to determine what the lead levels are in an apartment?

A. Daniel Greene: There are two main ways you can figure that out. One is XRF testing, but then you also have to do paint chip sampling if you're doing a metal surface because sometimes the XRF gets a false positive if it's tested on a metal surface.

Q. BM Jacqueline Young: So then, after the XRF testing is completed in a resident's unit, how soon is the resident notified of the results of the test?

A. Daniel Greene: So, it should be within 30 days after we have received the results; however, sometimes there's a lag. After we do the test, it goes back to quality assurance analysts who make sure that the person doing the test followed all the proper protocols, that they got all the components and that it's all recorded correctly. It could take several months to go into quality assurance data because we're doing so much testing.

Q. BM Young: Will every resident receive a notice, whether or not the apartment was okay?

A. Daniel Greene: By law, every resident whose apartment gets tested must receive those results after the test is performed and then annually when they do their lease renewal. Every apartment that has been tested should receive a result, even if it's negative. The results are also uploaded to the residents' self-service portal, so that a resident can go into their self-service portal and pull up the information for their apartment.

Q. BM Young: And for those units where peeling paint is identified, you said that within 21 days it would be remediated?

A. Daniel Greene: That's what we should be doing, but I just want to be honest and clear that we're not there right now. That's going to be one of the improvements that we're going to have to make under TEMPO. We need to get in there faster to correct. That is the metric that we need to push. We should be able to do this faster with XRF testing.

Q. BM Young: Now based on the numbers that I've reviewed when I read this presentation, there's still over 12,000 units that have not been tested. Was that due to the residents not allowing entry and how are you going to ensure that these units are accessed in the process of all the testing phases?

A. Daniel Greene: So, I'm going to speak from my best recollection, as this is overseen by a different gentleman. Some of them have been access issues. Obviously, we were doing this in the pandemic so some folks might not have allowed us in. As such, we will be going back to make additional attempts; however, at a certain point, there might be some units where we just don't get in and then we'll have to make policy decisions about how we test those apartments. We're going back and making more attempts and also still making new attempts for the developments that we haven't gone through yet (another 30,000 apartments).

Q. BM Gonzalez: I know that you're aware that these people that do the XRF testing do send the Placebo with some of the testing in order for them to know that the machine is actually working. When you get that do you understand and take into consideration that that Placebo was done on purpose and not that the XRF tester failed to do his or her job.

A. Daniel Greene: Yes. That is part of the quality assurance process, that they're taking all the calibration checks that they need to do. Lead Hazard Control also has a quality assurance vendor that follows behind it, does a certain percentage of testing, and retests certain services in a select number of apartments to make sure that the different firms doing this work are getting accurate readings. That is all part of the quality assurance process. That is unfortunately why it takes so long sometimes to give their final results, because that quality assurance process did actually make it a lot more detailed over the past year than it used to be.

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

Questions and Answers

Q. BM Young: What's the process for just regular work orders where a skilled trades person is not required?

A. Arvind Sohoni: This new process will encompass that too. The working group has also been designing new ways of thinking about maintenance workers, both on the training side to make sure they can do the full complement of the job and different ways for Superintendents to manage maintenance workers. Even maintenance scheduling will be impacted by this new program and hopefully we'll also have maintenance workers running at a higher clip with additional training and better supervision/management. So, even the simple jobs will benefit from the new way of scheduling even though obviously the staffing piece is not as relevant because they're already on site for the most part.

Q. BM Gavin: I was curious about the resident Bill of Rights. I've heard that spoken about a couple of times over my couple of years, and my notion of it is that it would be a two way Bill of Rights with both NYCHA's obligations to residents and residents' responsibilities. Is there an update on that or does that exist?

A. Arvind Sohoni: This has come up in the PACT context about codifying residents' rights to transfer to the Section 8 lease. We can link up with the Real Estate team. If we're going to do this, we have to make them explicit on our side too and use the same language as Real Estate. Let me take that back and we can certainly find a way.

Q. BM Gavin: I just feel like this is an opportunity with the resident Roundtable to revisit the resident Bill of Rights. We want to be sure it's two way.

A. Chair Russ: So, this has come up several times, but in fact, what we've sort of been thinking about is, we have the lease. The lease is our contract, which outlines thoroughly both sets of obligations. What I think it might need is an addendum or rider to pick up on some of the things that we're absolutely committed to, whether it's a RAD site, project-based voucher or public housing. This will give us a chance to see what the best way is to express that because one of NYCHA's issues is that we haven't been able to keep up our end of the contract and that's the lease contract that has both sides' obligations. Somewhere in there either by separate document or attachment, I think we'll have a chance to use the Roundtable and some of these other things to either amend the lease or put a rider in the lease that reflects the kind of things we're trying to capture.

Q. BM Gonzalez: I want to point out what a lot of residents feel are more serious problems, and that is the illegal renting of a room where the resident of record is living in Hawaii and they're renting their apartment out to other individuals that aren't on the lease. Is there any oversight that's going to be done on that particular issue?

A. Arvind Sohoni: Re the illegal subletting, I think we will weave that question into the lease enforcement working group. The issue has been raised on a few prior occasions. Obviously, this can be a violation of the lease in some cases, so we'll have the working group actually take that one on as part of their work.

Q. BM Gonzalez: The other issue is the recertification process. You have made it so much better, and many people are happy with it. The problem that still exists, and I've gotten this complaint from many of the residents, is when residents have a problem with the recertification and go into the Management Office, they are told some nonsensical reasons why Management is unable to assist them.

A. Arvind Sohoni: I will take that back as well, to make sure that we're doing the proper training and make sure we're explaining to the Management Office staff expectations of them in working with residents to actually do this.

Q. BM Gonzalez: I'm very interested in the Alternative Work Schedule ("AWS"). It is apparent that it's going to be deployed in July 2021 and then the First Quarter of 2022 it will be in full rollout. The problem with that is that I don't think that the issues that were affecting this program have been resolved yet.

A. Arvind Sohoni: The July date is the start of the Pilot to test to figure out what are the things that need to change with the program. We've heard from residents and staff as to what they think. We're going to test some version and evaluate before we actually do the full rollout. We wouldn't roll this out everywhere starting next year until we have actually looked at this Pilot and said yes, this was effective and better. You're right. We have not figured out all the different tweaks needed to be made for that Program.

Q. BM Gonzalez: I think it's a worthwhile program. Unfortunately, it was being misused and didn't really apply to what the actual purpose was. Part of the purpose was to be able to have

someone in place to do either repairs or cleanup or something when the resident was at home and not at work or even on the weekends; however, we came to find out all the different nuances or excuses. So, I don't know about anyone else, but I would like to see something in writing with regards to what you put together such as the AWS schedules, purpose, responsibilities, etc. If you can put something like that together, I would greatly appreciate it, so we can get a better understanding of what the AWS is going to look like.

A. Arvind Sohoni: The Union expects me to give them an explicit proposal, so we can certainly share that. This will indicate exactly what we're trying to do with AWS.

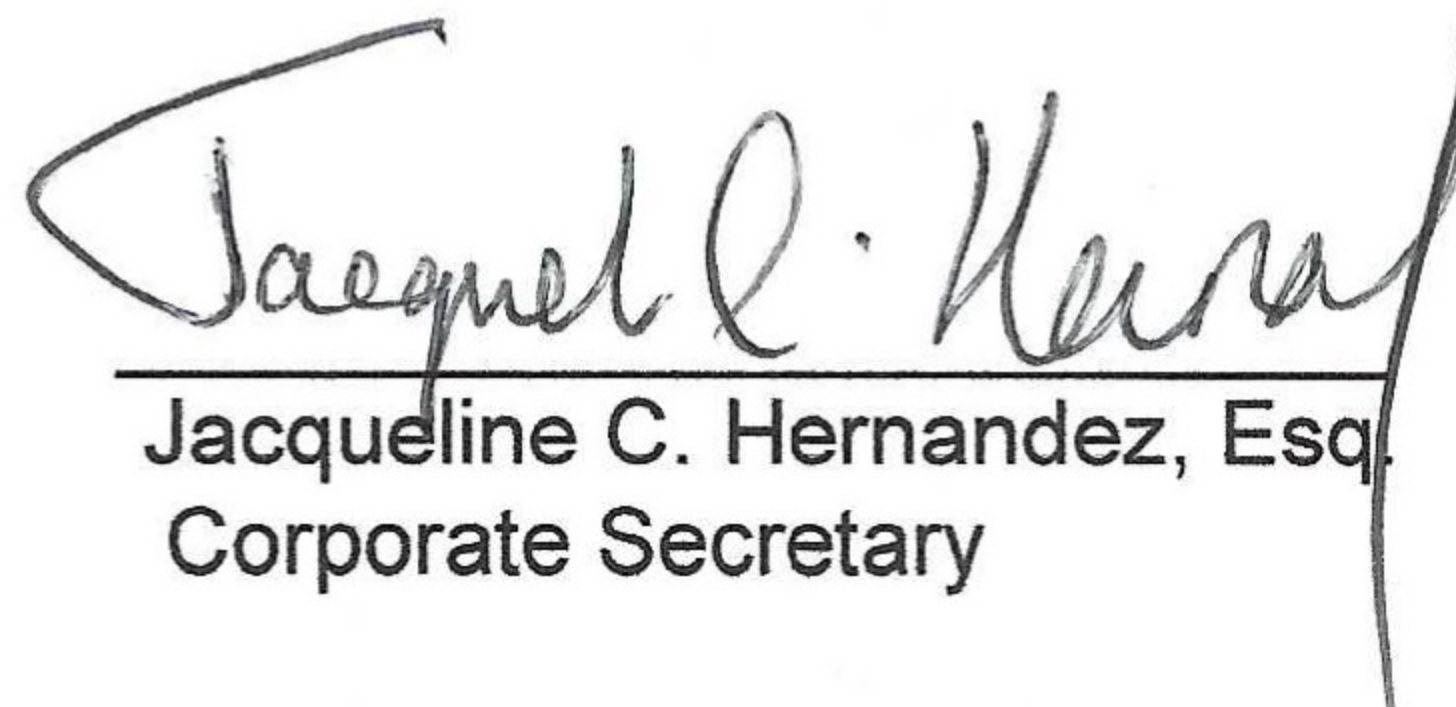
Q. BM Gonzalez: Will AWS change the Organizational Chart for NYCHA?

A. Arvind Sohoni: Yes. The Pilot may change the caretaker numbers over time. We're going to use the Pilot to test out what the actual need for additional caretakers might be.

IV. Chair's Closing Remarks

I just want to thank the presenters today for being available and doing a great job communicating these changes across a really varied number of areas, and also to emphasize that the focus in Operations is being driven more and more to the property level and that will ultimately result in different requirements for property management staff, training around everything from customer service to technical training and ultimately each property will have a set of indicators of some kind. Some will be related to compliance, and some will just simply be related to service. We will be developing sort of a property scorecard or property performance index, and one of the key parts of that will be coming up with ways to make it part of our culture to contact residents after we do work, after we do a recertification and get the feedback from that experience. All this is coming. It's going to take us a little while to get all the wheels turning on the train, but we are committed to doing it, and I think, across this very diverse group of functional areas in the Authority, you could get a sense of how we're pushing these things into the communities and how this is going to start moving the organizational structure around in a good way.

*Non-Voting
BM=Board Member


Jacqueline C. Hernandez, Esq.
Corporate Secretary

Agenda

- Background
- New York City Disparity Studies
- NYCHA's M/WBE Program Today
- Subcontractor Goals
- M/WBE 3 Year Timeline
- M/WBE Program Workplan (in progress)

Background

- What is an M/WBE Disparity Study?
 - A *Disparity Study* is an evaluation of the **participation** by Minority and Women-owned Business Enterprises (M/WBEs) in government contracting **compared to the availability** of M/WBEs in the marketplace.

New York City Disparity Studies

- New York City (City) conducted analyses to determine if there were disparities in the utilization of M/WBEs for procurement and development projects.
- **2013 Disparity Study**
 - In 2013, the City via its Department of Housing Preservation and Development (HPD) conducted an analysis of whether there was a disparity in the utilization M/WBEs as developers/sponsors for HPD's affordable housing developments relative to the availability of such firms.
 - The City relies on the 2013 Disparity Study for its M/WBE program to increase its utilization of M/WBEs developers and/or sponsors for HPD's affordable housing developments.
- **2018 Disparity Study**
 - In 2018, the City conducted a disparity analysis of the utilization of M/WBEs in City contracting as compared to the availability of M/WBEs in the relevant market.
 - The City relies on the 2018 Disparity Study for its M/WBE program to increase the utilization of M/WBEs in certain City procurements.

NYCHA's M/WBE Program Today

- Currently, the NYCHA M/WBE program is purely aspirational and voluntary
- NYCHA is **#2 contributor** for contract awards to M/WBEs in the current FY20 OneNYC report (\$2,864,309,800)

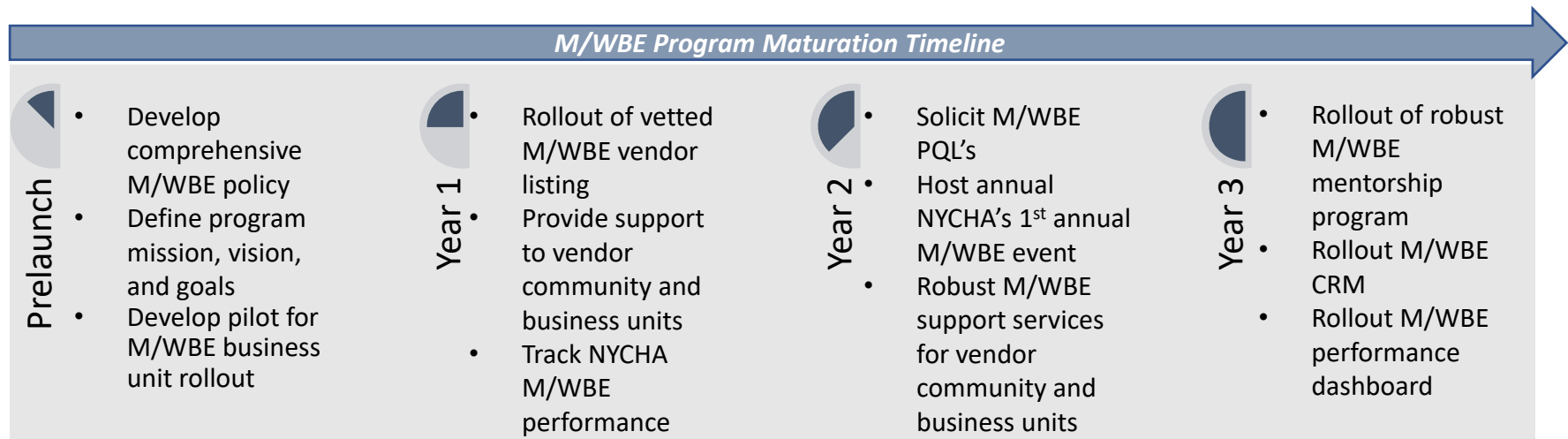
https://www1.nyc.gov/assets/mocs/downloads/pdf/MWBEReports/OneNYC_MWBE_Bulletin_FY_2015_and_FY2020.pdf

- Recent success – NYCHA RFP contract award for \$1M to M/WBE vendor eComply to provide NYCHA with certified payroll, labor and Section 3 compliance software
- NYCHA's current solicitation Terms & Conditions provide for M/WBE utilization to the **greatest extent feasible** with 20% subcontract awards
- Over a 6-month effort with Mayor's Office of Minority and Women Business Enterprises (OM/WBE) to develop a **formal goals program**
- NYCHA will participate in the next Disparity Study RFP being drafted by NYC Small Business Services (SBS) – anticipated release in the summer of 2021

Subcontractor Goals

- Mirror the City's **30% M/WBE utilization** for subcontracts on standard procurements – 15% City-certified MBE and 15% City-certified WBE
 - If a prime is not an M/WBE, it must subcontract 30% of its contract to M/WBEs – 15% to a WBE(s) and 15% to an MBE(s)
 - If a Prime is an MBE, it must subcontract 15% to a WBE(s)
 - If a Prime is a WBE, it must subcontract 15% to an MBE(s)
 - If a Prime is an M/WBE (both M and W), it must choose either M or W to count for itself and subcontract 15% to the other category
- **25% M/WBE utilization** for development transactions (aligns with HPD development model)
- Exemptions may be applied to subscriptions, sole source and emergency contracts, and utilities
- Phased pilot launch slated for **July 1, 2021**

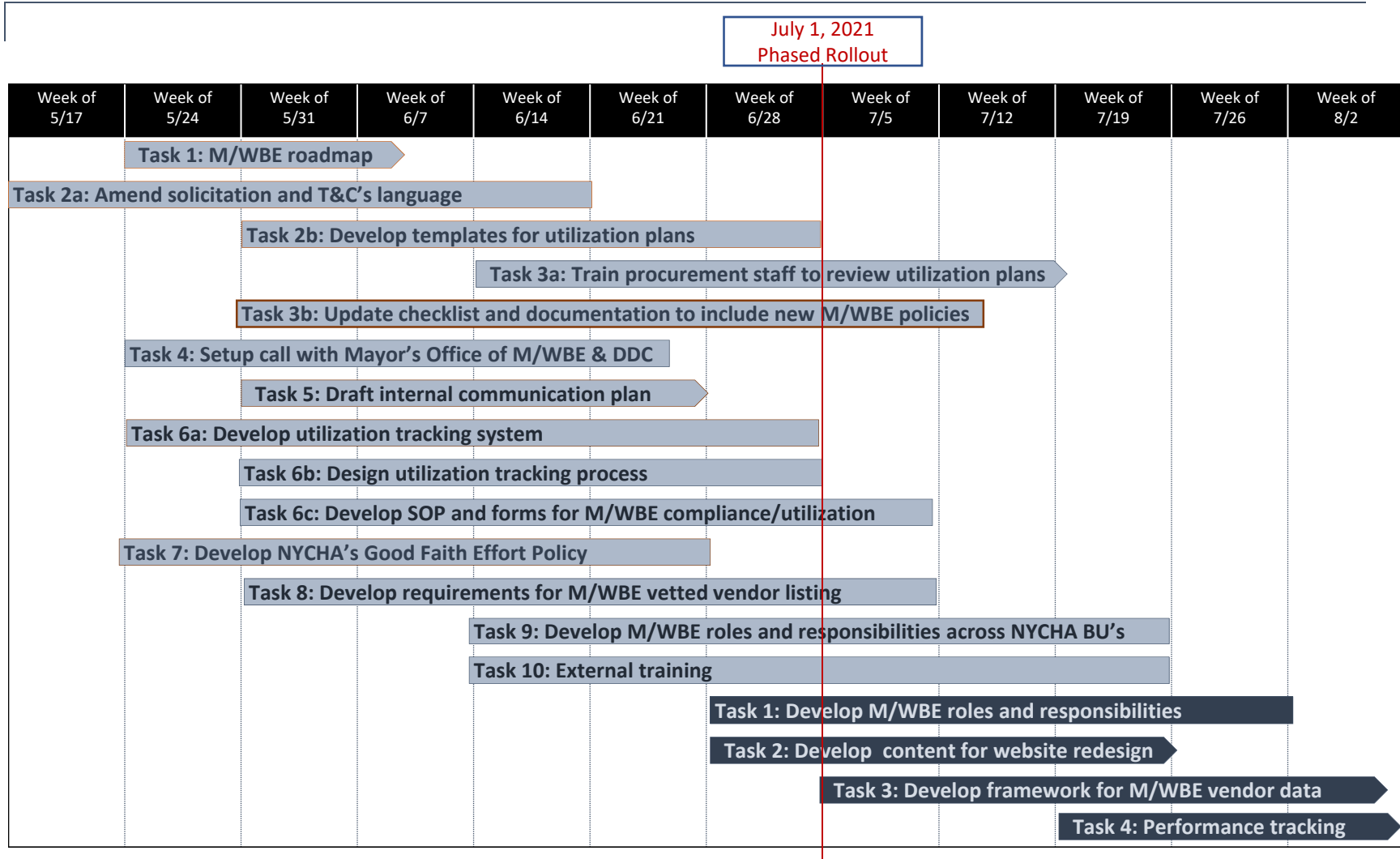
M/WBE 3 Year Timeline



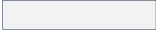

In order to successfully expand the NYCHA M/WBE program, maturation will be tracked using 5 strategic focus areas:

- 1. Expand and implement M/WBE initiatives:** continuous maturation of NYCHA M/WBE Program
- 2. Engage vendor community:** proactively performing outreach to M/WBE vendor community
- 3. Develop and provide resources for M/WBE program support:** providing stakeholders with resources needed in order to support the growth of the M/WBE program
- 4. Develop robust internal and external communication strategy:** continuous messaging conveying updates and performance of NYCHA's M/WBE program
- 5. Track M/WBE program performance:** monitor NYCHA's M/WBE Program performance and compliance

M/WBE Program Workplan (in progress)



Key:

-  Fixed time frame
-  Ongoing / Routinely update





TEMPO

Team for Enhanced Management Planning and Outreach

Introduction to TEMPO

TEMPO's sole mission is to protect kids under 6 years old who live in and visit NYCHA apartments from lead-based paint. TEMPO will do this using 5 strategies.

**Starting
abatement of
lead**

**Safer repairs
around kids**

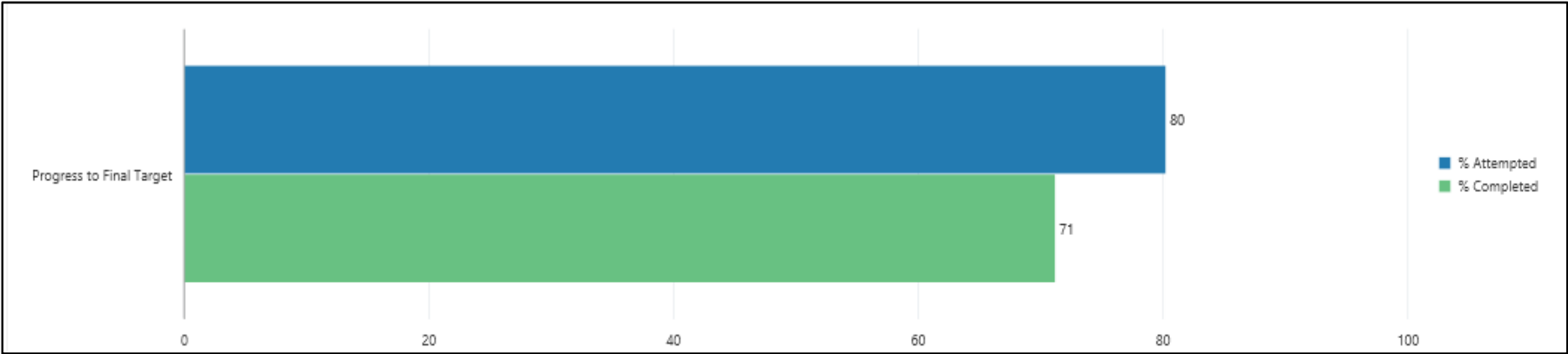
**Checking for
lead hazards
more often**

**Offering
temporary
relocation
during
abatement and
repairs**

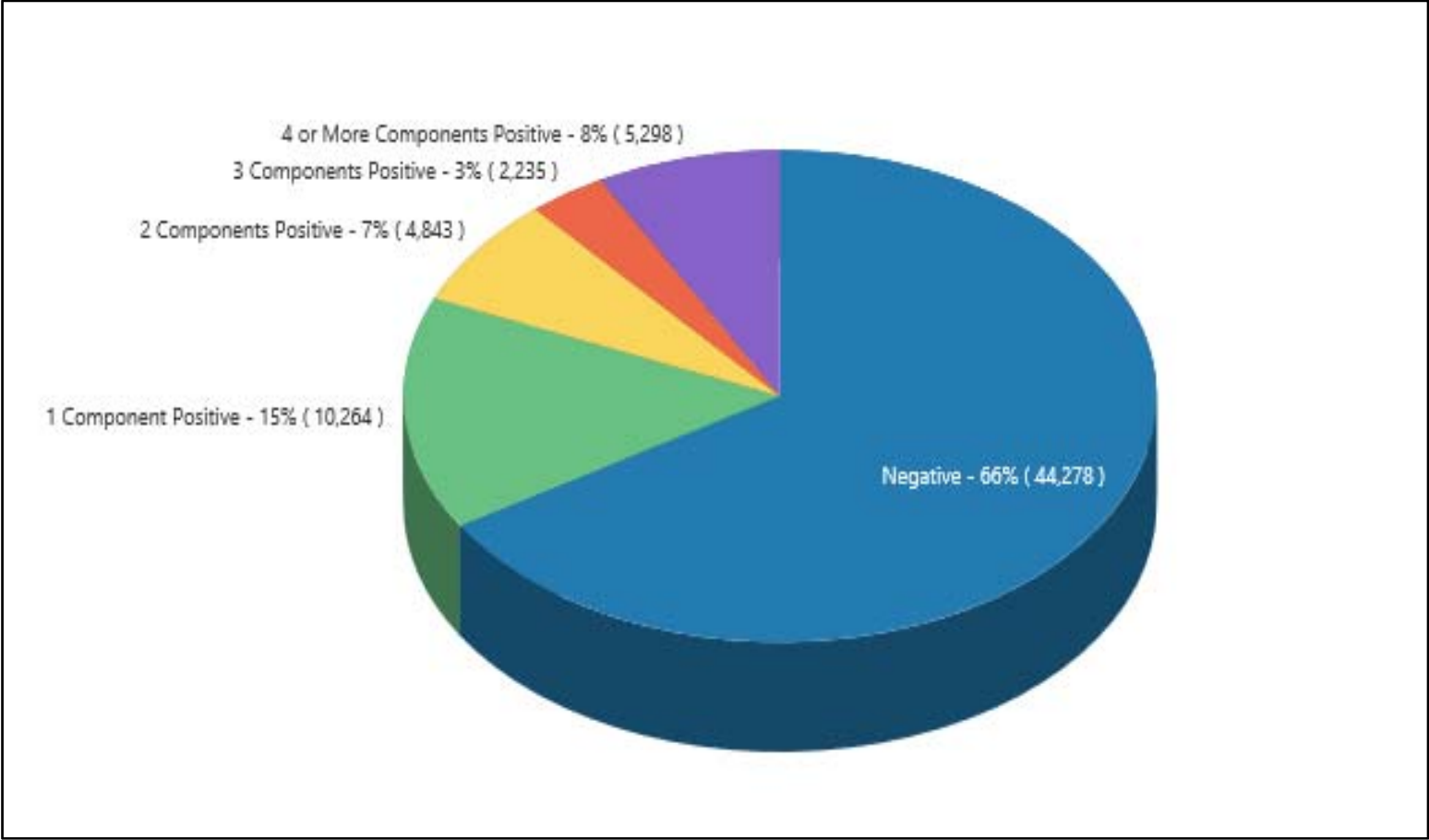
**Keeping better
track of where
kids live or
regularly visit**

XRF Initiative – Progress Update

	Attempted	Completed	Overall Target
Cumulative - Total and Target	107,518	95,421	134,084
Progress to Final Target	80.19%	71.16%	100%

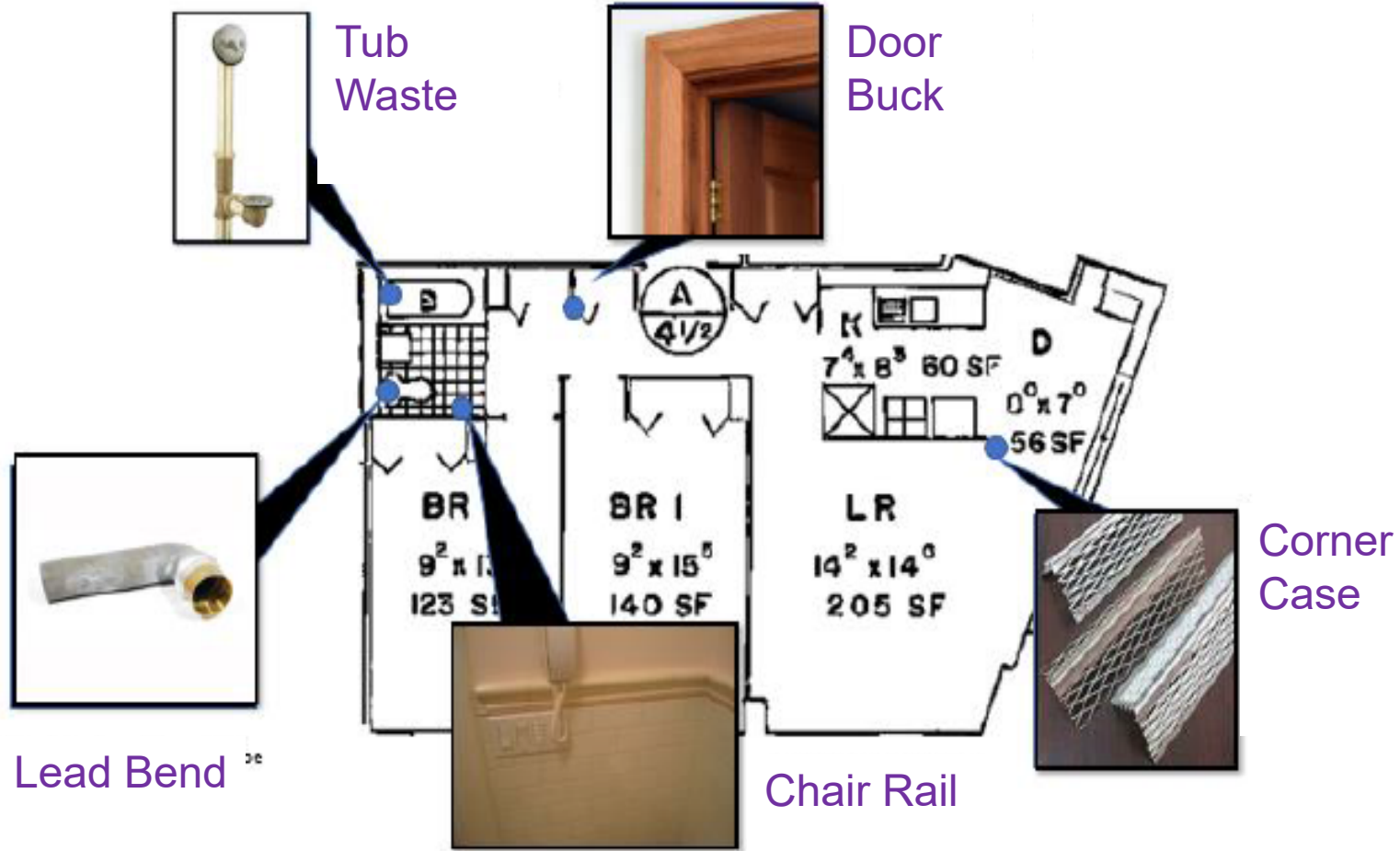


Apartment Test Results by Building Component



Tested at Federal and Current NYC Standard of 1.0 mg/ft²

More About Lesser Known Common Building Components



Key Changes Brought by TEMPO: TEMPO Abatement

Abatement of Apartments with 2 or Fewer Components:

- NYCHA must abate lead from all apartments under the HUD Agreement. The TEMPO Program is the first major step in that effort.
- TEMPO Abatement will remove lead from child under 6 apartments with 2 or fewer components by October 31, 2022.

Why start with these apartments?

- ✓ Large number in this group
- ✓ Capacity building
- ✓ Faster abatement

Key Changes Brought by TEMPO: TEMPO Repair

Specially Dedicated, Accountable Team to Perform Repairs in TEMPO Apartments with 3 or More Components:

- Performing lead-safe work practices around children requires accountability and careful planning.
- To make sure this happens, NYCHA is creating a dedicated team to perform all repairs that disturb paint in apartments with a child under 6 with 3 or more lead-paint components.

Advantages of the TEMPO Approach for CU6 Repairs That May Disturb Lead Based Paint

- ✓ **Allows for better ability to plan work and possible relocation**
- ✓ **Better ability to comply with lead safe work practices**
- ✓ **Better ability to synchronize different phases of work for faster, more seamless repairs**

Key Changes Brought by TEMPO: TEMPO Visual Assessment

More Visual Assessments:

- NYCHA will now perform two visual assessments per year in TEMPO apartments to identify any peeling and damaged paint and to fix it quickly.
- Peeling/damaged paint will be repaired in 21 days
- More visual assessments will help prevent lead exposure by catching it sooner.

What is a visual assessment?

- ✓ Trained personnel conduct a surface by surface assessment of positive or presumed lead components
- ✓ Personnel will identify any peeling, cracked, flaking, “alligatored” paint for remediation



Key Changes Brought by TEMPO: TEMPO Relocation

Safe Work Practices - Relocation and Accommodations:

- NYCHA will offer relocation or other accommodations to TEMPO families when lead work is performed in kitchen, bathrooms, or bedrooms and safe access cannot be provided at the end of the work date.
- NYCHA's new Relocation Unit will work with the family in advance of repairs or abatement to obtain a hotel stay and meal vouchers until the unit is work area is cleaned and passed lead clearance (which are dust tests done to make sure areas is clean after work is performed).
- Length of the relocation will depend on the work, but for most projects it should be one to two days

Key Changes Brought by TEMPO: TEMPO Open Enrollment

Open Enrollment:

- NYCHA will update the TEMPO apartments every two months to ensure that newly identified children are protected under the program.
- NYCHA's main goal is to identify all apartments with positive or presumed lead-based paint where kids 5 or under live in order to protect them.
- To ensure that NYCHA has the most accurate and up-to-date household information for TEMPO, you can visit the NYCHA Self-Service Portal (<https://selfserve.nycha.info>) to confirm that the correct household composition information is listed. If this information is not accurate or is out of date, please update the information. You may also visit your Property Management Office for assistance.

Upcoming TEMPO Schedule

➤ April 2021

- Letters sent to TEMPO Families
- NYCHA commenced door to door outreach to identify more families with children under 6.

➤ May 15, 2021

- Commencement of TEMPO Program

➤ July 2021

- First update of TEMPO Universe of apartments and will occur every two months

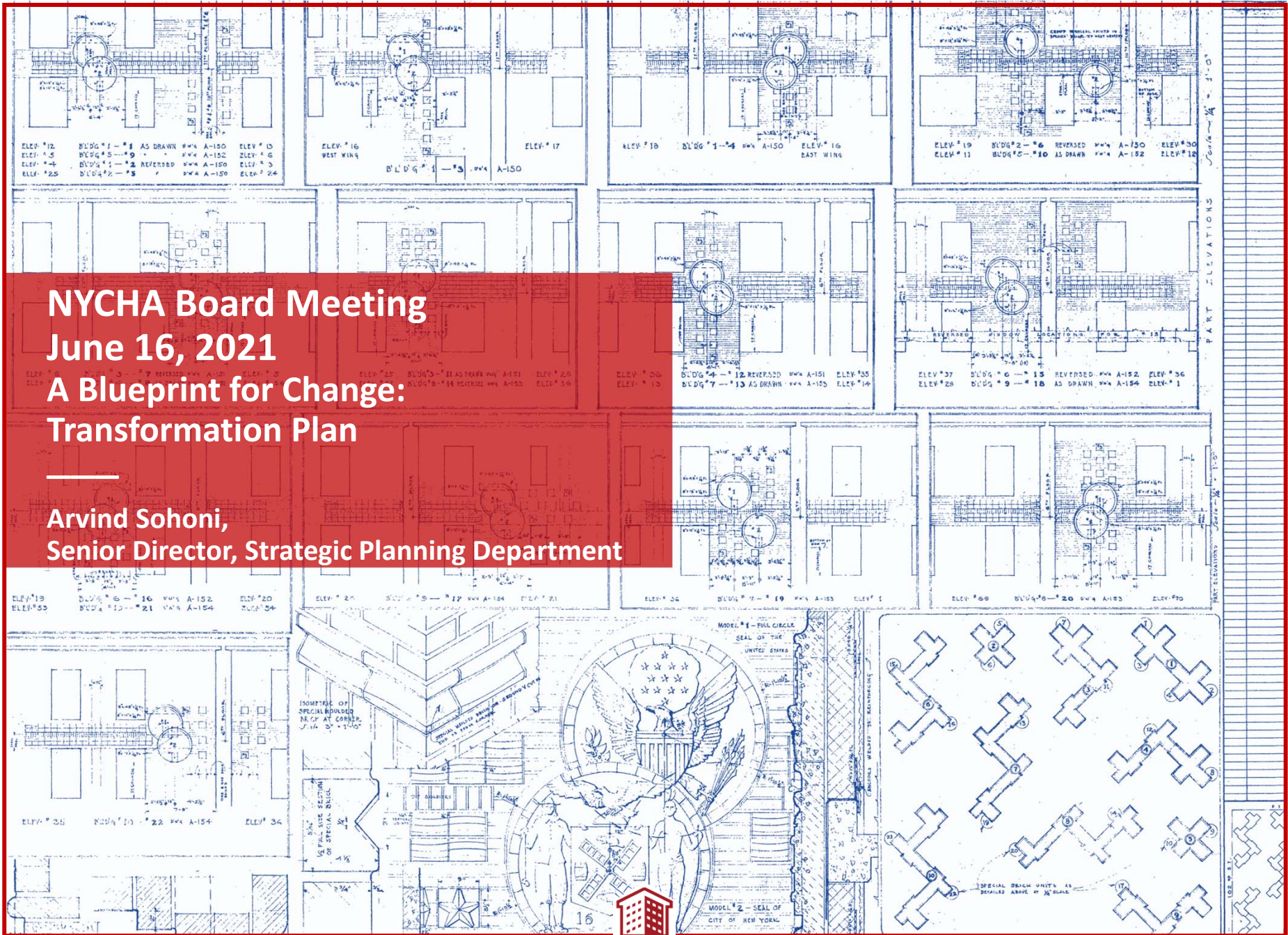
➤ December 2021

- Next phase of TEMPO apartment abatement released.
- Anticipated Change in NYC Lead-Based Paint Standard from 1.0 mg/ft² to 0.5 mg/ft²

NYCHA Board Meeting
June 16, 2021

A Blueprint for Change: Transformation Plan

Arvind Sohoni,
Senior Director, Strategic Planning Department



NYCHA Is Transforming

Background

- HUD Agreement requires NYCHA to work collaboratively with the Federal Monitor and submit an Organizational Plan to HUD and SDNY for approval

What is the Organizational Plan?

- The Organizational Plan is a new operating model designed to better deliver services to residents and achieve the performance goals of the agreement.

What is the Process?

- NYCHA conducted a Planning process to engage residents, employees and other stakeholders in designing the operating model and long-term vision for the Authority.



Where are we in the process?

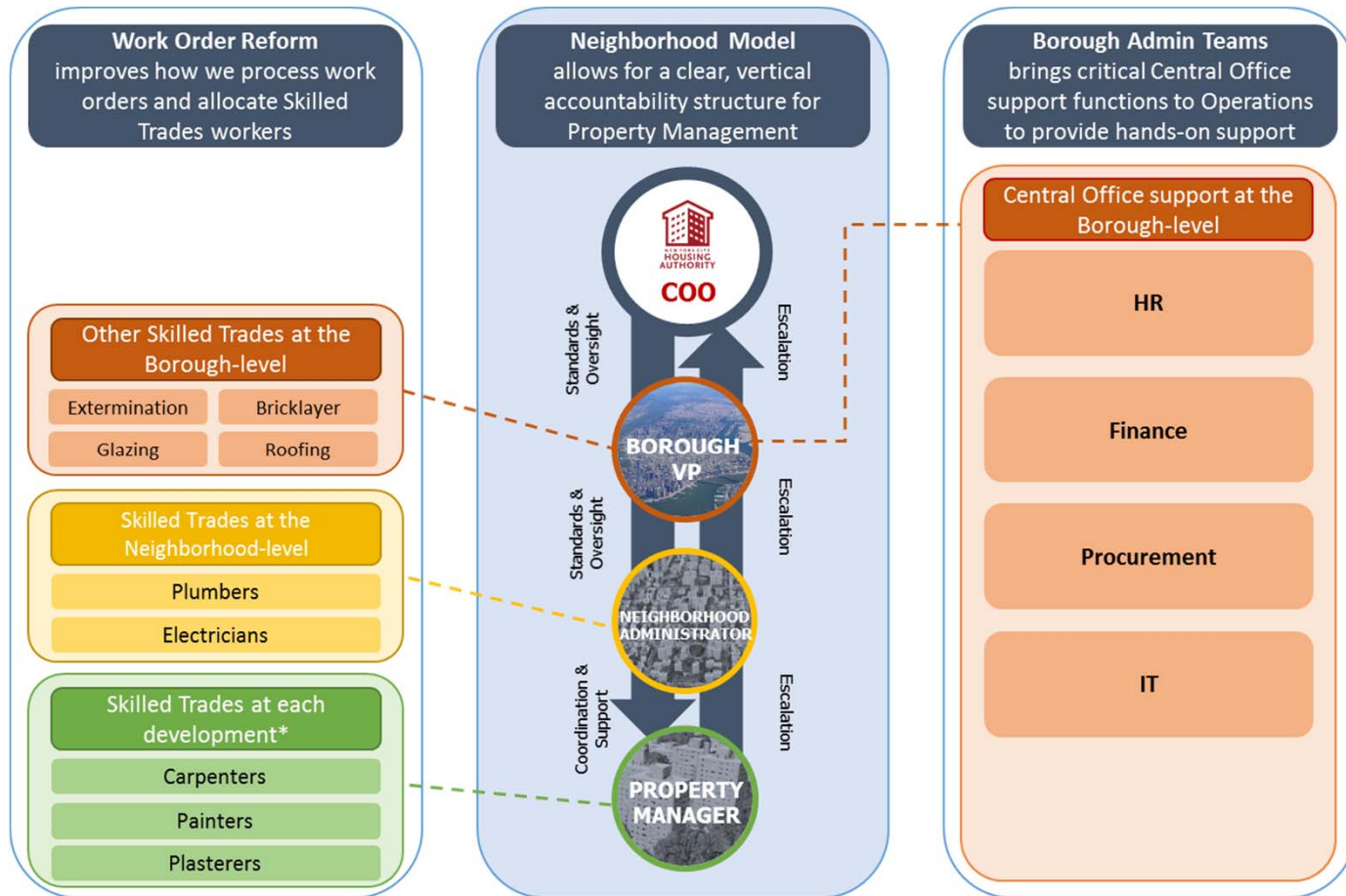
Organizational Plan = Transformation Plan + Implementation Plan

- The Transformation Plan proposes organizational changes and business process strategies and culture changes that are informed by principles that emerged from the 2019 HUD Agreement and numerous engagement sessions throughout 2019 and 2020
- We are now in the Analysis & Implementation phase of work with an Implementation Plan due September 2021

Working Groups & Pilots

Working Group	Type (Strategy Development, Pilot, Roll-out)	Next Decision Point(s)
Work Order Reform	Pilot (Completed) Rollout	<ul style="list-style-type: none"> Q4 2021—Queens/SI rollout of previously-piloted structure and process Q1 2022 – Bronx rollout
Alternative Work Schedule Reform	Pilot	<ul style="list-style-type: none"> July 2021—pilot deployment Q1 2022—full rollout target
Neighborhood Model	Rollout	<ul style="list-style-type: none"> Q4 2021—targeted “orientation” for Neighborhood structure
Borough Admin Teams	Rollout	<ul style="list-style-type: none"> Q4 2021—first full rollout phase
Annual Recertification Redesign	Rollout	<ul style="list-style-type: none"> Q3 2021—review of full launch feedback
Property Based Budgeting	Rollout	<ul style="list-style-type: none"> Ongoing—Phase I
Lease Enforcement	Strategy Development	<ul style="list-style-type: none"> TBD
Asset Management Strategy	Strategy Development	<ul style="list-style-type: none"> TBD

Future State of NYCHA's Operating Model



What do Residents get?

- **Faster response times:** more oversight and local control enables quicker fixes
- **Higher quality service:** neighborhood-centric model delivers customized service instead of one-size-fits-all approach



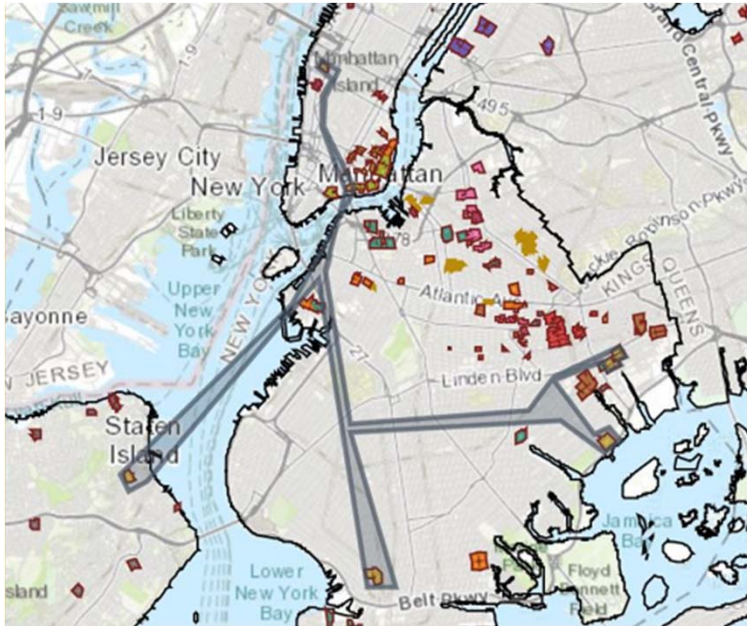
*For smaller developments and consolidations, these Skilled Trades may be at the Neighborhood-level

Neighborhood Model—Example Neighborhood

A new management model that supports our developments will unlock new insights on community needs and strengthen connections between NYCHA developments and surrounding neighborhoods

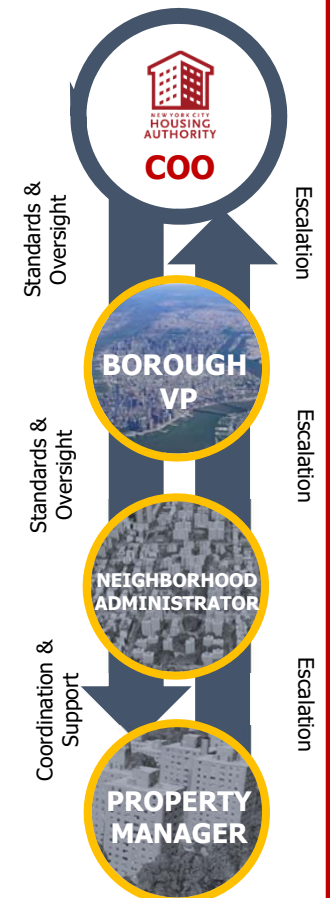
Prior State

Example: Mixed Finance RAM Portfolio spanning 3 Boroughs and over 2 hours of drive time



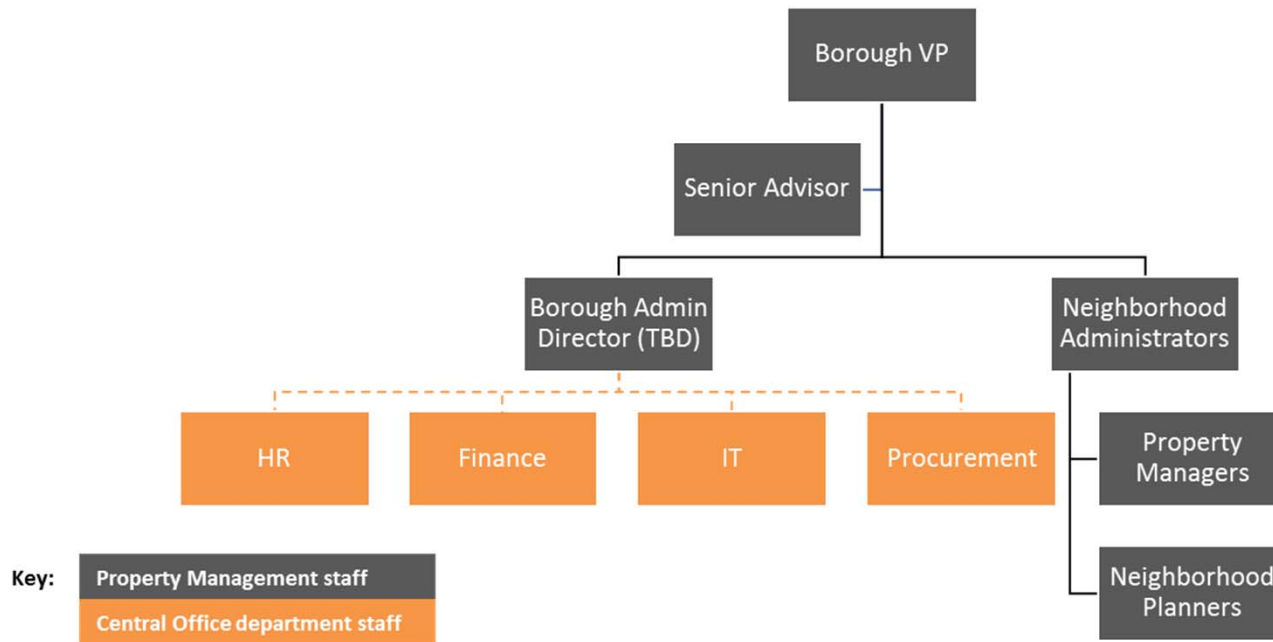
Current State

Example: Manhattan I – East Broadway & Corlears Hook LES Neighborhood



Borough Administration Teams—Proposed Org Chart

NYCHA plans to deploy key Central Office support team members from departments such as HR, Finance, and IT to each Borough office to provide tailored administrative services



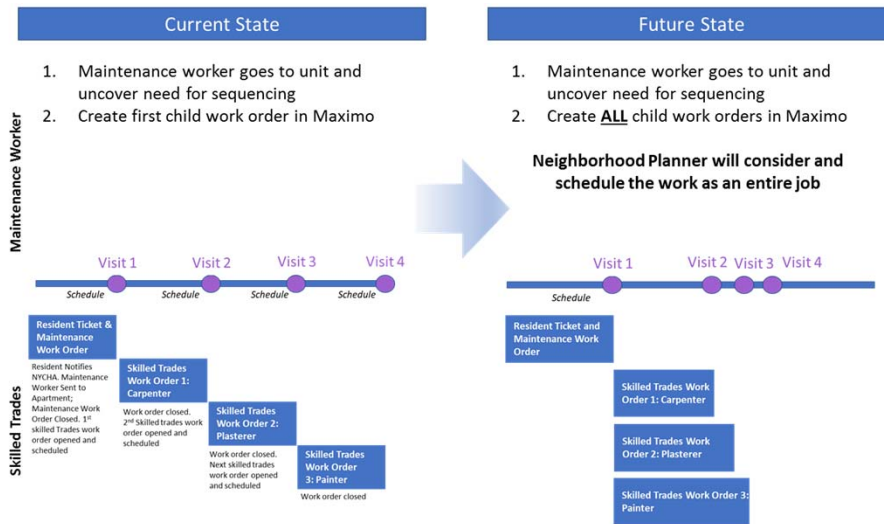
What do Residents get?

- **Faster response times:** central office support at borough level enables property staff to run at full capacity and address issues more quickly
- **Higher quality service:** a fully-staffed and fully-capable property staff produces better service, including cleanliness and management office interactions

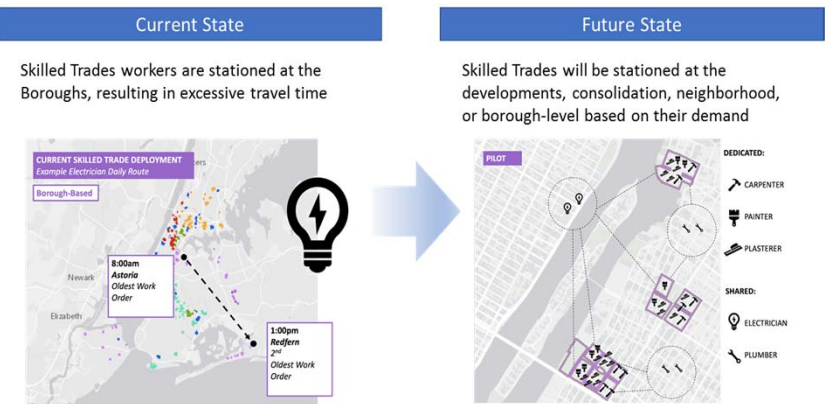
Work Order Reform—Better Scheduling and Local Staffing

Two changes to our work order process will streamline repair needs and ultimately bring down repair times for residents

Shifting from task-based to job-based scheduling



Decentralizing skilled trades to local level



What do Residents get?

- Faster response times:** job-based scheduling and local staffing enable quicker response times, as evidenced by the Western Queens pilot
- Higher quality service:** enhanced training and additional oversight will ensure higher standards of repair and reduce the need for repeat work

Caretaker AWS—Rethinking Janitorial Schedule

Based on numerous staff and resident feedback, NYCHA is rethinking Janitorial schedule for Public Housing developments



What do Residents get?

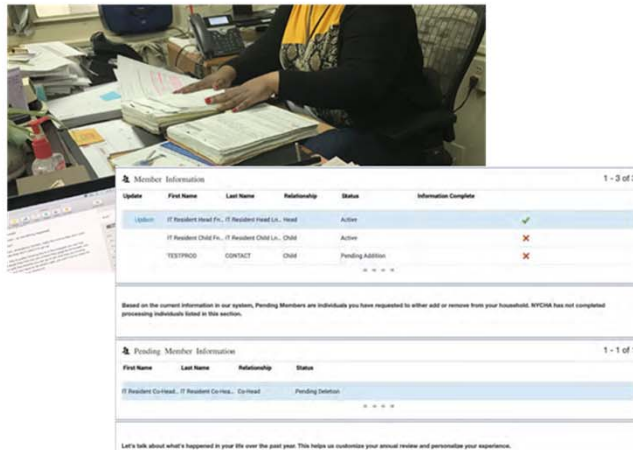
Higher quality service: building-based schedules and more productive scheduling will enable higher levels of cleanliness across developments

Annual Recertification Self-Service Portal Update

We are changing the way we recertify eligibility status and rent calculation to empower residents, relieve workload from Housing Assistants, and promote transparency

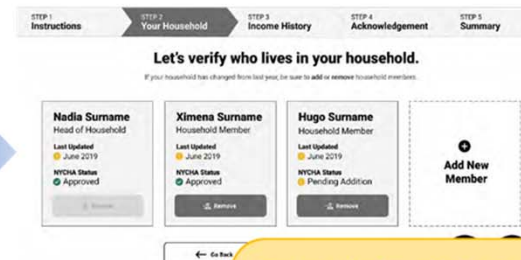
Current State

Complex ePortal and documentation costing staff time and causing frustration



Future State

User-informed ePortal website to encourage self-service



For residents using **paper-based recertification process**, NYCHA is rolling out new printers to enable PM offices to print forms for residents on demand

What do Residents get?

Faster process: new resident portal is less labor-intensive and takes less time for each individual recertification



Re-Assess Lease Enforcement Process

NYCHA Law Department, PHTA, and Operations are working together to assess NYCHA's Lease Enforcement process

Why study Lease Enforcement process now?



COVID-19 Pandemic

Eviction moratorium, sudden changes in income, and other hardships caused by COVID-19 increased the need for NYCHA to thoughtfully address rent collection and backlog



New and Existing Interventions

Emergency rental assistance, rapid repairs, HRA grants, payment plans, rent adjustments, financial counseling, social services case management and rent credits can and should be used before judicial action



NYCHA-wide Commitment to Data

To make data-driven decisions, NYCHA will identify relevant historical household data and contextual facts to help decide the most appropriate intervention

Goals of the assessment

1. Address rent arrears without judicial intervention where possible
2. Increase visibility of case data across Property Management, Law, and PHTA to promote consistency

What do Residents get?

Higher quality of life: enforcement and behavioral interventions will enable NYCHA to deliver on the standard of safe, decent, and sanitary housing

Resident Roundtable

To more formally engage NYCHA residents in the Transformation Plan implementation process, we recruited residents to be in the Resident Roundtable

Application Closed on May 10

The screenshot shows the NYCHA Resident Roundtable Application form on the NYCHA website. The form is titled "NYCHA Resident Roundtable Application" and includes a "Basic Contact Information" section with fields for First Name, Middle Initial, Last Name, and Address. A note indicates that fields with an asterisk are required. The website header includes the NYCHA logo, navigation tabs (About, Residents, Eligibility, Section 8, Business, Submit Concern), and a search bar. The main navigation bar includes "Blueprint for Change", "Resources", "Engagement", and "Service Interruptions".

Roundtable Structure

Composition:

32 Residents (One from each Neighborhood, two Section 8 residents) to make recommendations on issues like:

- lease enforcement and compliance
- quality of life and stewardship
- safety and security
- feedback channels and quality assurance

Time commitment:

Beginning June 2021, residents will serve on the roundtable for a 2-year term, with the option to renew

Governance:

The Resident Roundtable will be principally managed by Resident Engagement, with support and input from S&I and the Office of the Chair

What do Residents get?

A seat at the table: the roundtable offers another entryway for meaningful resident partnership across the Transformation efforts



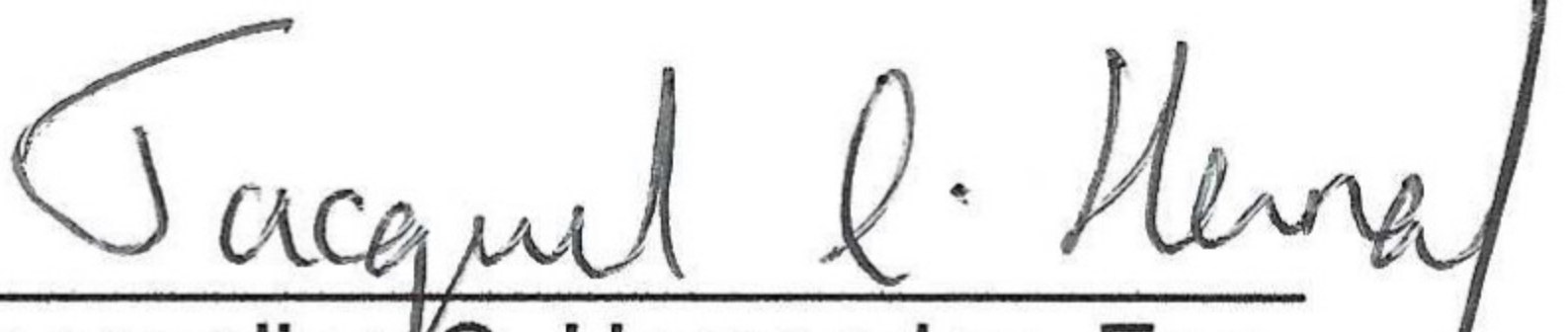
Next Steps—Q&A

- Implementation & Analysis phase through September
- Implementation Plan, Phase 1 – end of September 2021
- Implementation Plan, Phase 2 – end of June 2022

THREE-THOUSAND ONE HUNDRED AND SIXTY-FIRST MEETING

ADJOURNMENT

On Motion, without objection, the meeting was duly adjourned at 12:13 P.M.



Jacqueline C. Hernandez, Esq.
Corporate Secretary