

Office of the
NYCHA FEDERAL MONITOR
Bart M. Schwartz
Pursuant to Agreement dated January 31, 2019
260 Madison Avenue, Third Floor
New York, New York 10016
347.809.5555
www.nychamonitor.com

February 15, 2022

Dear New Yorkers:

This letter reports on NYCHA's progress as required by the HUD Agreement, providing a high-level overview of NYCHA's performance since my letter in October 2021.



Bart M. Schwartz, Federal Monitor

Given that we are now in the heart of winter and New York has been experiencing some cold temperatures, this quarterly report focuses on NYCHA's ability to provide proper heating services to residents. As any experienced property manager will tell you, ensuring that there is proper heat for buildings during the winter requires year-round work and attention. It can even be argued that the heating off-season from June through September is the more critical time for heating staff because that is when boilers and other heating equipment can be shut down for more thorough maintenance and repairs. In many ways, success in the winter is determined by the quality of the work the summer before.

That is why the Monitor heating team spent this past summer examining and assessing NYCHA's heating preventive maintenance (PM) program. NYCHA's Environmental Health & Safety's Heating Oversight Team (EHS) and HUD also took part. As described below, our overall evaluation is that while NYCHA generally has good written procedures in place for its summer PM program, there are critical things to be done to make it more effective. We found that key repairs to heating equipment were not identified and completed for the start of the current heating season. The Monitor team will actively work with NYCHA and HUD to implement measures for improvements.

On another topic, HUD recently announced that former City Council Member and Chair of the Council's Public Housing Committee, Alicka Ampry-Samuel, has been appointed by the Biden administration as head of HUD's Region II (New York) offices. We applaud this appointment. She has been a strong advocate for NYCHA and public housing for many years, an effective Chair of the Council's Housing committee, and a member of the Community Advisory Committee (CAC) established by the Monitor. Over the last four years, her Council committee focused on many critical issues for NYCHA residents,

Tenth Quarterly Report Letter

including insufficient heating, concerns about NYCHA's capital projects performance, and safety issues at developments. The Monitor team looks forward to working closely with her in her new position.

It also was announced that Daniel Sherrod, who was a primary liaison for the Monitor with HUD, has been appointed as NYCHA's Chief Operating Officer. He has been at HUD for over eight years and has expertise in property management and public housing. Over the last few years, he has been involved in many of the projects under the HUD Agreement, especially the drafting of the action plans for essential service areas to residents and NYCHA's organization plan. He has also focused much of his attention on improving general conditions at developments and fostering relationships with resident leaders. We look forward to continuing to work with him in his new capacity at NYCHA. Sherrod, as he prefers to be called, already has begun work and we continue to work with him.

I. Heat Services

As reported below in the heating trend analysis report, there has been a significant increase in the number of heating outages, many of which were building-wide, as compared to the same period last heating season. Prolonged heat outages are unacceptable, particularly given the frigid temperatures we have had since the start of the year. Our team continues to collect and analyze heat-related data to provide transparency to the public about NYCHA's performance and to indicate where improvements are needed. In the offseason when boilers are generally not in use, NYCHA must conduct comprehensive inspections and complete all needed repairs. This past year we physically inspected close to 95% of NYCHA's boiler and tank rooms, and otherwise evaluated NYCHA's summer PM program. NYCHA's EHS and HUD also joined in this assessment process.

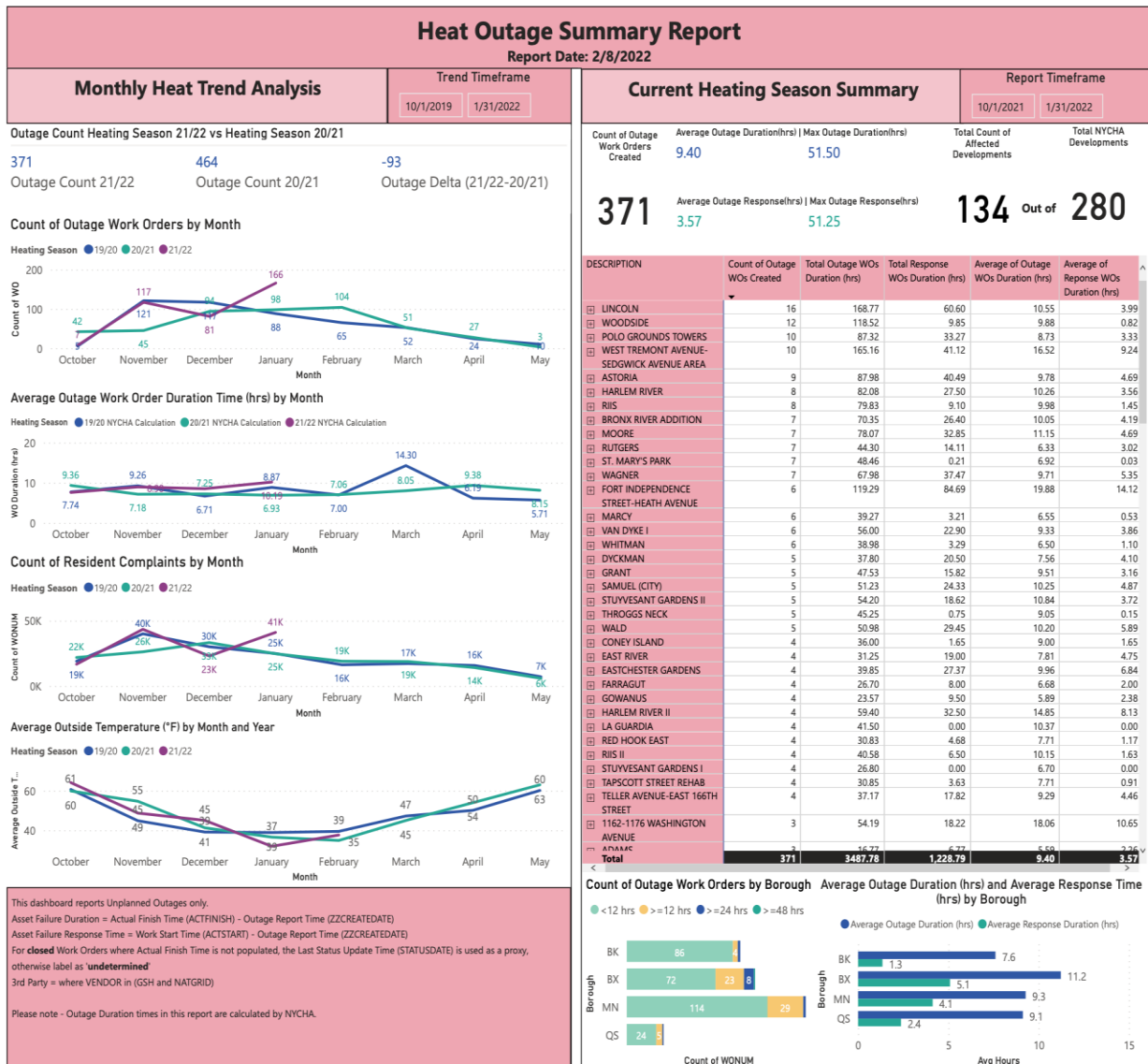
As described in detail below, we found that NYCHA's Heating Management Service Department (HMSD) staff often failed to follow their own established procedures to perform proper PM. There were also other circumstances such as flooding from Tropical Storm Ida in early September that damaged several NYCHA boiler rooms, hindering the PM process. These and other factors resulted in less than full PM being completed in some boiler and tank rooms by the start of the heating season.¹ As we conducted our inspections during the summer and fall, we shared these and other findings with HMSD through written reports. We, along with EHS and HUD, have also been sharing our recommendations with HMSD on ways to make the PM program more effective for the coming year. We recently provided HMSD with a comprehensive heating PM report that

¹ For example, as described below, we found after the heating season had started that there were 30 condensate tanks still in need of repairs to be properly operable.

Tenth Quarterly Report Letter

summarizes all of our findings and recommendations, along with those by EHS and HUD. Additionally, we have been assisting HMSD since the start of the heating season by conducting boiler and tank room surveys to complete the process of identifying heating equipment in need of immediate repairs. We then provided this information to HMSD who in turn started making the repairs. We will conduct follow-up surveys to validate whether the work has been done.

A. Heat Trend Analysis through January 31, 2022



This report from the Monitor's heat data team provides a broad overview of NYCHA's unplanned heat performance, including: 1) performance comparisons over the last

Tenth Quarterly Report Letter

three heating seasons, for the period from October 1st through January 31st; 2) identification of the worst performing developments; and 3) a detailed breakdown of the performance of the current heating season. These statistics are based on NYCHA data from the Maximo database system. The general trend for this heating season is that both the number and duration of heating outages to date are greater this year than for the last two heating seasons.² It should also be mentioned that NYCHA regularly creates *planned* outages (which are not reported here) to complete necessary heat equipment repairs during the heating season. The consequences for residents are the same as for unplanned outages – no heat and/or hot water – but these outages are set up so that residents are notified at least 48 hours before they take effect. Additionally, HMSD will only schedule them when outdoor temperatures are at least 40 degrees.

Key Findings:

1. There have been 372 heat outages to date this current heating season (October 1, 2021, through January 31, 2022). This is an increase of 93 outages, or 33% greater than last season's count, which was 279 outages as of January 31, 2021.
2. The average outage duration time for this heating season through January 31st is 9.40 hours. This is an increase of almost 2 hours as compared to last season's average outage duration time, which was 7.44 hours as of January 31, 2021.³
3. The count of outages greater than 12 hours in duration almost doubled over the same period last heating season – 75 so far this season and 24 last season through January 31st. Fourteen of the outages this season have lasted more than 24 hours, with one outage lasting more than 48 hours. In the month of January 2022 alone, there were 47 outages greater than 12 hours in duration.
4. Outages so far this heating season have affected 134 NYCHA developments. The top developments for outages are Lincoln Houses (16), Woodside Houses (12), Polo Grounds Towers (10), and West Tremont Avenue-Sedgwick Avenue (10).

² NYCHA defines a heating outage as a heating failure that affects at least a building stair hall and the units contained within it. For example, if the heating distribution piping for an entire section of a building becomes blocked and no heat can be carried from the boiler to those units, that is an outage. Larger outages affect entire buildings and sometimes entire developments. An example would be if there was a water main break shutting off all water to a development that would prevent boiler operations and the entire development would experience a heating outage. Heating failures that affect only single units are not categorized as *outages* by NYCHA and are separately tracked. An example would be if a unit's radiators were not functioning properly and therefore not providing heat.

³ We note that under the HUD Agreement, NYCHA is required to maintain average outage duration times below 12 hours.

Tenth Quarterly Report Letter

B. NYCHA's Summer Preventive Maintenance Program

This past summer the Monitor heat team, EHS, and HUD largely focused on whether HMSD staff were complying with their established standard procedures as well as NYCHA's overall readiness for the coming heating season.⁴ The protocols set forth in the standard procedures govern staff responsibilities related to the scheduling of work, specification of work activity, performance of work, inspection of completed work, and comprehensive cataloguing in the Maximo system to track progress.

We also inspected and assessed the condition of equipment in the boiler and tank rooms, and whether related logbook entries and other standard procedure documentation protocols were completed. This included our analysis of HMSD inspection and repair work orders. The main activities reviewed from the standard procedures included: hydrostatic pressure testing of equipment, thorough cleaning, inspection of asset components by frontline and managerial heating staff, and repair and/or replacement of deficient components. Detailed field reports were prepared for each inspection, including photographs of key findings, and the reports were then provided to HMSD, EHS, and HUD. EHS also drafted numerous field reports and made them available to HMSD and the Monitor team.

Among the recommendations we made were: 1) attain better staff compliance with the work order process that, when followed, establishes a parent/child structure between asset inspections and related repairs (based on unsatisfactory conditions identified); 2) improve supervision of HMSD staff regarding their compliance with standard procedures, including how asset inspections are scheduled; 3) provide additional PM standard procedure trainings for both HMSD managers and line staff; and 4) increase staffing levels for both HMSD supervisors and line staff so that comprehensive equipment maintenance and repair work can be timely identified and completed. We recognize that NYCHA currently has considerable budget constraints, particularly with regard to operational expenditures.

C. The Monitor's Inspections of Heating Assets

During our boiler room inspections this past summer we often saw that condensate tanks needed immediate repairs.⁵ When we checked Maximo, we often found that there were

⁴ We note that HMSD is currently working to complete a comprehensive update of their main heating standard procedures.

⁵ By way of background, NYCHA's steam boiler heating systems are made up of many components that need to be in good working order to effectively provide heat and hot water to the residents. The condensate tank is a crucial part of this heating system. It collects the return condensate water (or "feedwater") after the steam heat has gone through the building's heat distribution system. That feedwater, which is

Tenth Quarterly Report Letter

no open work orders to get these repairs completed. In October and November, the Monitor heat team conducted unannounced inspections of every condensate tank in the Bronx and Manhattan, located in 75 boiler rooms. The results were disturbing. Thirty of these 75 condensate tanks were inoperable and in need of immediate repairs. We immediately provided this information, along with our detailed reports with our findings and photographs, to HMSD.

Within a week of providing HMSD with the full results of our survey, HMSD held a meeting with the Monitor team, EHS, and HUD to run through the work plan for the repairs for the 30 inoperable condensate tanks. We are now working with HMSD to follow the progress of those repairs to ensure they are timely completed. We also requested that HMSD conduct surveys of the tanks in the other boroughs we did not review and report the results back to us.

In addition to our condensate tank inspections, in mid-December the Monitor heat team conducted inspections of heating equipment in development tank rooms. The main function of a tank room is that its equipment receives the heated water from the boiler rooms (either in the form of steam or hot water) and distributes it to the apartments in the building through heating risers. If this equipment is not functioning properly, regardless of how well the building's boilers are producing steam (or hot water for a hydronic system), the residents will not benefit because the heat will not get to their apartments. Leaks in the equipment are the main vulnerabilities for a tank room. Chronic leaks corrode the equipment over time which can lead to blockages in the distribution piping and/or air entering the system.

Either way, the heat will likely be partially or even completely restricted somewhere in the piping between the point where it leaves the boilers to where it enters the apartment radiators, depending on the location of the blockage(s). Regular tank room inspections to identify leaks and perform follow-up repairs is essential.

We first reviewed open work orders to locate tank room equipment likely most in need of repairs. We focused mainly on developments in Brooklyn and Manhattan. We conducted

preheated, then goes back to the boiler to be heated into steam again. In addition to preheating the feedwater for the boilers, HMSD staff also chemically treats the feedwater. This is done to reduce the water's corrosive effects on the boilers and other heating equipment in the steam system. If the condensate tank is inoperable and cannot collect the hot water for the boilers, "raw" tap water must be used to feed the boilers so that steam can be generated. Constantly filling the condensate tank with tap water eventually destroys the interior parts of the boilers, condensate receiving tanks, and distribution piping within the buildings. Not only is cold water being directly poured into the boilers (usually through a garden hose), but the water has not been chemically treated. This results in NYCHA's already aging boilers breaking down even faster.

Tenth Quarterly Report Letter

44 tank room inspections at 24 different developments. Equipment in eight of those tank rooms need immediate repairs to be properly operational, and we identified other additional repairs in other tank rooms that should be made. We immediately provided HMSD with detailed reports of all the tank room inspections, including photographs and narrative descriptions of the necessary repairs.

We will also be inspecting the drainage systems for boiler and tank rooms. Because flooding in NYCHA boiler and tank rooms can and has caused extensive damage to its heating equipment, HMSD standard procedures require that staff regularly inspect the water pumping systems installed in them. It should be noted that while HMSD has responsibility for inspecting basement drainage pumps in boiler and tank rooms, the development's property management staff are responsible for installing and maintaining these systems.

II. Important Internal Investigation by the Quality Assurance Department

As described in past quarterly reports, NYCHA's establishment of the three internal oversight departments required under the HUD Agreement – Quality Assurance, Environmental Health & Safety, and Compliance – has been a success. These departments were created in 2019 soon after the Agreement became effective, and each has made important contributions to improving NYCHA's management and performance through their investigations and recommendations to better NYCHA's service operations.

For example, the Quality Assurance Department recently conducted an important investigation into some of NYCHA's skilled trades workers' abuses of the overtime policy. Given significant personnel shortages and the tremendous backlog of needed repairs, especially in residents' apartments, the ability for NYCHA to obtain additional working hours particularly from maintenance and skilled trades staff is essential. NYCHA's overtime policies are defined as part of the collective bargaining agreements with its various unions. Overtime pertains to the extra hours that staff may work after completing their regular daily or weekly shifts. Payment for overtime hours worked may come in the form of extra salary (with an increased overtime pay rate) and/or additional compensation time.

According to NYCHA 's investigation, 66 members of its skilled trades staff engaged in the practice of manipulating the overtime system by “consistently swiping out at the end of their overtime window while being underutilized during their regular work hours.” The investigation was conducted by the Quality Assurance Department mainly through the surveillance of these staff members and the examination of related timesheets and other records. Of the 66 workers, 22 are identified as provisional employees, 18 of which have already been terminated based on the findings from this investigation. Most of these

Tenth Quarterly Report Letter

workers were plumbers, and none were supervisors. NYCHA reports that these 22 workers made a total of \$1,476,783 in overtime pay from NYCHA in 2021, three of them making in excess of \$100,000 each in overtime pay. NYCHA further reports that the remaining 44 workers are still part of their ongoing investigation. A press release about the investigation can be viewed at: <https://www1.nyc.gov/site/nycha/about/press/pr-2022/pr-20220126.page>.

NYCHA's ability to conduct these kinds of investigations and hold staff accountable to overtime rules and other regulations and procedures is essential as part of the Authority's efforts to improve its performance and adequately provide core services to its residents. Improving worker performance and morale is critical for NYCHA to improve upon its obligations to provide proper housing to its residents. When honest workers see others abusing and gaming the system and breaking the rules for their own selfish advantage, that hurts the entire workforce. The ability to uncover these abuses and hold the bad actors to account becomes crucial. The Monitor applauds the Quality Assurance Department for their hard work and good results with this investigation.

III. Implementation Plan

As I have described in my prior letters, NYCHA's Transformation Plan sets out the strategic vision for NYCHA's new organizational model. The Plan is to be followed by an Implementation Plan, developed collaboratively by NYCHA and the Monitor with input from residents and other stakeholders. The Phase 1 Implementation Plan was originally scheduled to be submitted for approval by September 30, 2021. The Monitor team has been meeting with NYCHA and has facilitated working sessions to develop the content of the Implementation Plan document. To ensure that the Plan includes all the information and activities required by the Monitor, as well as SDNY and HUD, all parties agreed to extend the submission date to mid-February 2022.

The Implementation Plan will describe the specific organizational changes and process improvements NYCHA has begun to implement, and those they plan to implement during 2022 and beyond. These changes are designed to improve NYCHA's responsiveness to residents and to define how NYCHA will operate into the future. One area that we have focused on in the Plan is to describe how NYCHA's divisions that provide resident-facing services – heat, elevators, pest, waste, lead, and mold – will work collaboratively and effectively with the new Neighborhood Model. In most cases the work of these divisions will not change but communication channels and resident interface points need to be strengthened.

The Monitor will continue to work with NYCHA to further define the final operating structure NYCHA is aiming to achieve with the Neighborhood Model. This includes the

Tenth Quarterly Report Letter

short- medium- and long-term plan for operations, decentralization of central services, and delegation of decision-making authority. We will concentrate on strengthening accountability and quality performance within this structure. A Phase 2 Implementation Plan will be prepared that will further lay out the steps NYCHA will take to restructure its organization.

IV. Capital Projects

Under the HUD Agreement, the City agreed to provide NYCHA with \$2.2 billion in additional funding to support NYCHA's obligations under the Agreement. The funds must be spent in accordance with an Action Plan. On May 8, 2021, I approved the "City Capital Action Plan" which identifies the projects to be progressed with the City funds. Those projects include: (i) Lead and Comprehensive Mold Abatement, (ii) Lead Abatement, (iii) Heating, (iv) Elevator Replacements, and (v) Waste Management projects. The Plan also requires NYCHA to submit quarterly reports to the Monitor that provide a thorough project-level report on progress, including the budget, schedule, and risks to implementing the projects.

The Monitor received NYCHA's first Quarterly Report (the "Report") on October 29th. While some portions of the Report are quite good, overall, the Report does not provide a sufficient level of detail and analysis expected for a \$2 billion capital program management report. The Report frequently is inconsistent and lacks explanation of progress or variance from the City Capital Action Plan, critical analysis, or recovery plans. It also is at variance with some of the other capital project reports. We have discussed these issues with NYCHA, and this situation will be corrected.

NYCHA faces several significant challenges to deliver on these capital projects. The start of several boiler replacement projects has been delayed due to schedule impacts associated with the procurement process. In addition, the schedules have been further delayed for NYCHA to rebid projects to generate contractor interest. The impact of inflation on the budget coupled with the market's ability to supply the large quantity of elevators and waste compactors that are in the plan are two major factors of concern. NYCHA indicated they are continuing to do industry outreach with suppliers to ensure proper material supplies.

The scope of the waste management portfolio includes waste yard redesigns, a pneumatic waste collection system at the Polo Grounds, and interior compactor replacements at 324 sites spanning 197 developments. NYCHA plans to complete the program three years earlier than originally scheduled by leveraging increased funds and expanding procurements.

Tenth Quarterly Report Letter

NYCHA is still at the early stage of development for the Comprehensive Modernization and Lead Abatement programs. These are two critical programs that will enable NYCHA to address systemic leak, mold, and lead issues in full buildings or developments. The Monitor team will meet regularly with NYCHA to assess how NYCHA will manage these programs, scope the projects, procure contracts, coordinate with other departments, revise estimates, adjust costs for inflation, and forecast supply chain issues. Resident relocation is a large risk that can impact critical path timelines as well as disrupt the lives of residents. The Monitor will work with NYCHA to minimize these impacts. We will push to ensure that the Lead Abatement program gives adequate priority to children under six.

V. Lead-Based Paint

A. Abatement Progress

Pursuant to the Initial Lead Action Plan approved by the Monitor in January 2021, as part of the “TEMPO” program, NYCHA committed to abating lead in apartments containing one or two lead-positive components where children under six years old (CU6) reside or spend time. These abatements were supposed to be completed by October 31, 2022. However, in September 2021, NYCHA paused all abatements (except in the case of an EBL order to abate from the Department of Health and Mental Hygiene) as a result of the announcement of a rule change by the City of New York that, as of December 1, 2021, the threshold for what constitutes lead paint would decrease from 1.0 milligrams per cm² to .5.

From September through November, we engaged in an intensive discussion with NYCHA regarding the schedule for re-testing for lead at the .5 standard, performing IT upgrades to be able to receive new testing results at .5 in the Maximo work order system, and resuming abatements at the new threshold as quickly as possible. Our view was that abatements should be performed as soon as new testing results were obtained and NYCHA shared that goal. We discussed the matter directly with the Chair and Chief Operating Officer and other senior NYCHA officials on December 10th. The meeting was intensive but highly productive.

We are pleased that NYCHA worked diligently on the IT upgrades and then confirmed in testing performed on December 16th that the upgrades will allow XRF test results – at the new .5 standard – to be uploaded to Maximo, and that the successful test enabled NYCHA’s quick resumption of XRF testing in TEMPO units, now at the .5 standard, in January 2022. In turn, this will enable NYCHA to begin abatements as results are obtained. NYCHA agrees with our view that it must implement a process of testing and then performing abatements in tested units as soon as they can be coordinated with residents.

Tenth Quarterly Report Letter

We will continue to work closely with NYCHA to discuss and establish the elements of a schedule setting forth the pace and completion dates of TEMPO abatements.

Regarding a supplemental Lead Action Plan – including the topic of abatement of CU6 units – we will review the materials that NYCHA plans to send us, and we will be particularly interested in learning more details of the impact of the change to the .5 standard and the plans for new testing. We will continue our ongoing and productive dialogue with senior leadership at NYCHA in this regard.

B. Erroneous Risk Assessment Letters to Residents

In mid-December 2021, NYCHA reported to the Monitor, HUD, and SDNY that:

[T]echnological error caused incorrect information regarding lead-based paint risk assessments to go to 1,795 residents out of the 5,260 notices that went out in November to residents. Certified workers correctly inputted the data into the work order system, however, a coding error caused incorrect information to be generated in notices sent to residents when the information was being transferred from our Maximo system to our Siebel system. During scheduled testing for December updates to Maximo, NYCHA's IT Quality Assurance team found errors in this specific group of notices, indicating that they had incorrect or missing information.

The letters contained five different categories of errors, including regarding the status of lead risks and clearance for units after dust wipe testing.

We posed questions to NYCHA about the circumstances underlying the faulty letters which were promptly answered by NYCHA (as indicated by italics):

1. When were the faulty letters mailed? *The notices of evaluation were generated as part of the October IT build and went live on October 30, 2021. The notices were printed and mailed by the General Services Department after the project went live.*
2. Did any person or persons at NYCHA review any of the letters before they were mailed? *IT QA validated a sample in User Acceptance Test environments and verified production samples of each type of notice, with data, prior to turning these on. Lead Hazard Control also looked at four notices via e-mail to sign-off on the project. The small number of samples that were randomly selected for verification were accurate. In order to avoid similar instances in the future, IT is changing its entire QA method. IT plans to partner more closely with PTAD in*

Tenth Quarterly Report Letter

order to provide statistically significant sampling to improve the accuracy of testing. For example, we changed the methodology for this next round of corrected notices to ensure we are looking at a very large sample of 600 notices.

3. How and when did NYCHA become aware of the errors? *Additional risk assessment notices for common areas were required to be e-mailed to disabled tenants. While testing this feature at the end of November 2021, IT QA and the business teams identified a discrepancy. After investigating further, they identified that there was an issue with an implementation that was rolled out in the end of October build. They communicated that there was a potential issue to LHCD on December 1st, and after further investigation NYCHA IT escalated the issue on December 8th. We have been evaluating the data to understand the categories of errors. This issue was actually discussed in the Thirteenth Lead Exceptions Report (see page 11-12 of the attached) that was published on December 14th as well.*
4. Which workstream and manager principally owned the action item of preparing and sending the letters? *The IT Department owned the action item of writing code that would pull dynamic data from Maximo into the notices correctly. Obviously, many other Departments are involved in drafting, identifying the business rules, translating and physically mailing the notices but here the error was technological and not with the language that was prepared for the notice, the underlying business rules or work order data or the physical mailing of the letter.*
5. Will a contact number be placed in any subsequent letters so that people may call someone to obtain further information? *Yes. The number for the CCC (718-707-7771) and the email address for Lead Hazard Control (lhcd@nycha.nyc.gov) are provided in the cover letter. We also offer residents the ability to request a re-inspection by a certified lead risk assessor by using LHCD's e-mail. The letter also suggests that residents may want to call 311 and ask for "Healthy Homes" if they are concerned about lead poisoning and need help finding a doctor who can provide a blood lead test.*
6. Has the CCC been briefed as to what to tell residents with inquiries? *The CCC will be receiving a script from the Compliance Department in case any calls come in.*

Tenth Quarterly Report Letter

7. Have property managers and resident association presidents been alerted to the issue and the prospect of their receiving inquiries from residents? *Property managers will receive a Compliance Advisory Alert from the Compliance Department.*

NYCHA has been forthright in disclosing the circumstances of the faulty letters. It immediately worked to send revised letters to inform residents fully and accurately about the results of the risk assessments in their units. We will be working closely with NYCHA to ensure that controls are perfected to prevent such circumstances from occurring in the future.

C. Lead Semi-annual Certification Report

NYCHA is required under the terms of the HUD Agreement to certify twice each year whether it is complying with federal lead regulations (and explain why it may be out of compliance in particular areas). The most recent certification report has been published by NYCHA on its web site. It is located, along with previous certifications and reports, in the “About NYCHA” section of its web site under the heading “Transparency and Reports.” It may be accessed at the following link: <https://www1.nyc.gov/assets/nycha/downloads/pdf/Bi-Annual%20Compliance%20Report%20January%202022.pdf>.

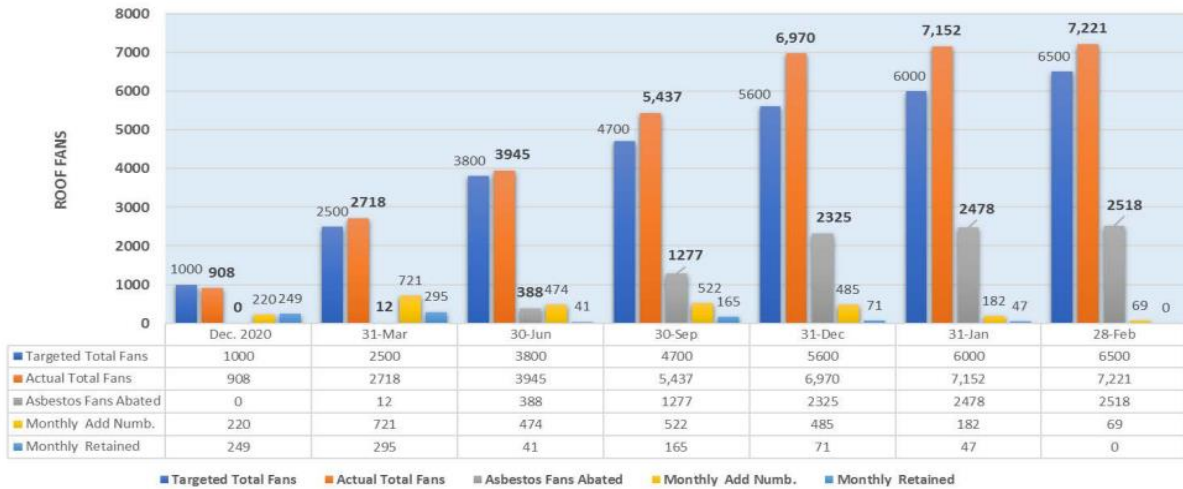
VI. Mold

In my prior letters, I have discussed NYCHA’s ongoing project to replace aging and inoperable roof fans in order to increase ventilation and prevent mold. As of mid-February 2022, NYCHA’s Office of Mold Assessment and Remediation (OMAR) has replaced or inspected and certified proper and reliable functionality of 7,205 roof fans – approximately 85% of the roof fans in its ventilation project. The Capital Projects Division has addressed over 800 fans in its much smaller piece of the project. Due to this initiative, over 100,000 NYCHA apartments now will have properly functioning roof fans.

The following graph illustrates the steady and aggressive progress made in the past year:

Tenth Quarterly Report Letter

Roof Fans Replacement Schedule 02.09.22



Total Fans Left to Replace 1,220

Asbestos Fans Left to Replace 899

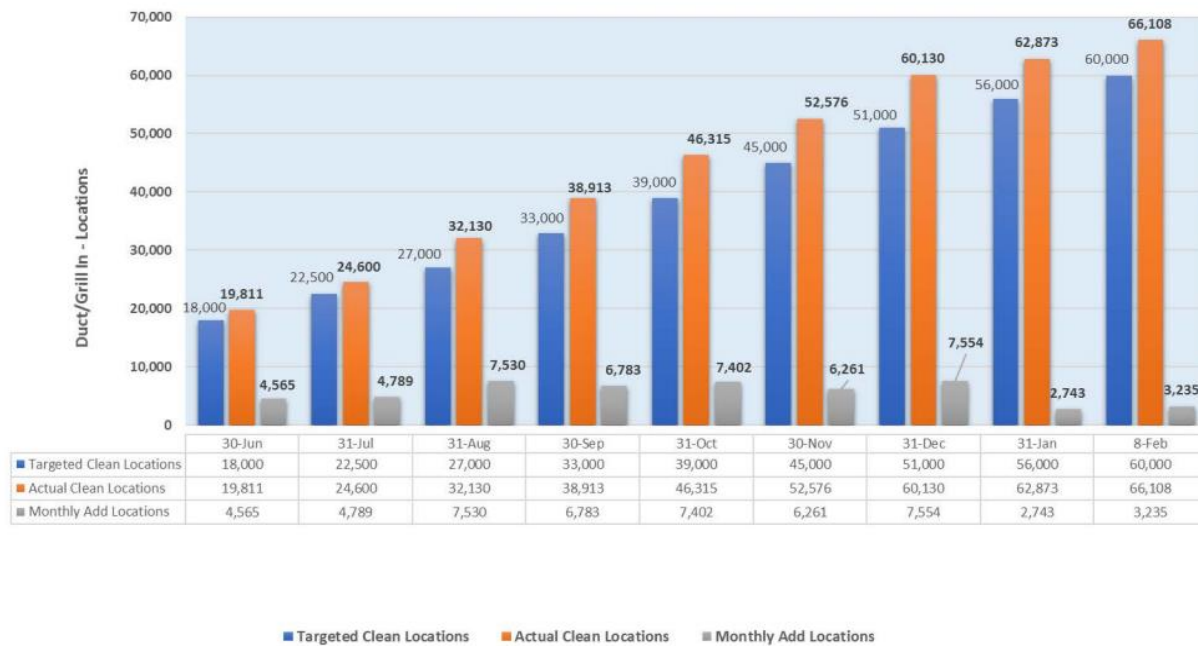
Average to complete 145 Fans/week

This accomplishment is particularly commendable because NYCHA had to overcome a significant obstacle – many fans were found to have asbestos-coated material on their exterior housing which had to be abated. At the current rate of abatement and installation, it appears that OMAR will finish the roof fan project by the end of May 2022 – meeting the revised schedule agreed to by the Monitor and NYCHA. The OMAR team has shown great aptitude and diligence in effectively supervising and managing the installation and engineering companies retained for the project.

Another key component of the ventilation project requires the thorough cleaning of over 87,000 units with vents that serve to convey the air drawn up and out by the roof fans. Many of these vents were clogged with filth, and some vent covers were even painted over by workers over a period of years. As of the time of this report, OMAR had cleaned approximately 60,000 units with vents. The graphic below illustrates the progress made in 2021.

Tenth Quarterly Report Letter

Ducts/Grills Cleaning Locations-Status 02.09.22



Though this part of the project has also been well managed by OMAR, the access rate for cleaning crews seeking to enter apartments has from the start been stuck at approximately 69%. This indicates that OMAR will have attempted all of the units with two attempts by the end of the first quarter of 2022. NYCHA has prepared and released a video demonstrating the great satisfaction of residents who have had their vents cleaned, available on Twitter at: <https://twitter.com/NYCHA/status/1472959983213899778>.

VII. The Work Order Reform Program

At the end of 2018, NYCHA established a Work Order Task Force to address serious inefficiencies in the work order process. Many of these problems were identified in discussions with both residents and staff. In December 2019, NYCHA engaged the services of a consulting firm to assist it in optimizing the management of the work order process to improve the delivery of services to the residents.

NYCHA’s Work Order Reform (“WOR”) began with a nine-month period from January 2020 through September 2020 during which various cross-departmental NYCHA working groups and the consultant analyzed the work order process. Utilizing information and observations developed during this analysis phase, in October 2020, NYCHA began a WOR pilot at four sites in Western Queens. Certain skilled trades personnel – carpenters,

Tenth Quarterly Report Letter

painters, and plasterers – were assigned to specific consolidations rather than being deployed from the Borough office across the entire Borough portfolio. Electricians and plumbers were shared among the pilot sites at the neighborhood level. Instead of sequential sequencing of skilled trades work, maintenance workers were instructed to open any additional work orders necessary to complete a repair at the time of the initial visit. Residents now called a neighborhood planner to schedule all necessary skilled trades work in one call with skilled trades personnel located nearby. During the analysis and pilot phases, dashboards were developed to enable property management to track improvements in productivity and service delivery. Initial results from the pilot were positive and the pilot period was extended.

Many hurdles to work order reform were identified during both the analysis and pilot phases, e.g., staffing, proper sequencing of work orders, oversight, resident communications, among others. In tandem with the pilot and as part of the Transformation Plan process, a WOR workstream was formed. Five working groups – Training, IT, HR, Operations and Resident Engagement – were created to consider these hurdles, offer solutions, and surface other potential problems that could impede progress in reforming the process and improving the resident experience. Members of the Monitor team attended and actively participated in the weekly or bi-weekly meetings held by these workstreams.

Incorporating learnings from the pilot and workstreams, NYCHA began the rollout of the WOR program to the rest of the Authority, beginning with Queens and Staten Island on November 29, 2021. The initial rollout, which was delayed by two weeks, was not anticipated to fix all the problems identified with the work order process, but it does decentralize the skilled trades, reduce the timeline for repairs, and increase the transparency of the repair process for residents. The program is anticipated to be Authority-wide by the end of 2022.

While it is too early for the Monitor team to opine on the success of the WOR program, which is and needs to be extremely ambitious given the range of problems associated with work orders, we are encouraged by aspects of the process. There was considerable pre-planning prior to launch, particularly regarding staffing. We saw significant cross functional, as well as central office-field staff, collaboration in identifying and offering solutions to program impediments. We believe that there has been good governance of the program but given the range of issues identified – from supply management to tenant contact information – more program management staff is needed. Resident feedback is critical. Further development and staff training on the use of the dashboards is also important to assess impact on performance and increase accountability at every level.

Tenth Quarterly Report Letter

VIII. Elevators

The last quarterly report described some of the efforts made by NYCHA's Elevator department (ESRD) to improve outages by instituting a more robust maintenance program. By leveraging NYCHA and the Monitor team's data analysis and recommendations, NYCHA instituted a pilot program to address the excessive outages at the Mott Haven development. The pilot program lasted seven months, from January through the first week of August 2021. As part of that effort, two designated ESRD teams – a preventative maintenance team and an outage response team – were deployed in a concerted effort to conduct preventative maintenance and correct deficiencies. Among other strategies, ESRD modified its maintenance regimes for these elevators to better address the deficiencies found by both EHS's elevator oversight team and its own inspectors.

There were many valuable lessons learned from the Mott Haven pilot program that ESRD will incorporate into their maintenance and repair program. These include:

- Use of dedicated maintenance team who understand the specific equipment and its unique vulnerabilities
- Increased accountability placed on manager and maintenance team
- Communication of mechanical information and any outages or other important events/information (including maintenance and repairs performed) from shift to shift
- Use of Special Teams and EHS (with the dedicated ESRD maintenance team) to help trouble-shoot maintenance and repair issues
- Communication with property management staff to convey issues that may require action from the development staff, such as keeping elevators clean to lessen door blockages

Based on the lessons learned from the successful Mott Haven pilot, ESRD along with the Monitor selected Patterson Houses for the next development to test this pilot. Patterson Houses was chosen as it is a larger development and is one of the top 10 worst performing elevator assets in terms of outages counts and durations. As with Mott Haven, the pilot will consist of a dedicated team to perform the preventative maintenance. Among other things, the goal is to effectively allocate resources to address and resolve outages on time.

This pilot should begin in February 2022 with a tentative six-month duration. Throughout the pilot, EHS and the Monitor team will provide progress reports at quarterly intervals to enable ESRD to proactively make changes and address issues.

Tenth Quarterly Report Letter

IX. Pest Control and Waste Management

As we discussed in our last quarterly letter, the Pest Control Department has been installing 8,000 door sweeps at designated developments in accordance with the requirements of paragraph 46(a) of the HUD Agreement. The door sweeps are intended to seal gaps below ground-level doors to prevent ingress by rats and mice.

Although the project was initially hampered by quality control issues, NYCHA addressed those problems and has effectively completed the project as mandated by the Agreement. NYCHA will continue to install additional door sweeps as needed in the developments. Photographs are taken throughout the installation process to record the work. While the supervisors on-site are responsible for the first level of quality assurance, two staff members in the Pest Control Department continually review all of the photographs – in real time – to ensure the propriety of the installations. This double-layer of quality review facilitates immediate corrections if any errors occur. Further, if the photos demonstrate any anomalies in the structure potentially allowing for rodent ingress (for example, a hole in the wall next to the door sweep), the on-site team will either take proper remedial measures or, if skilled trades are necessary to fix the problem, the building superintendent is notified to open the appropriate work order.

With respect to waste management, the Waste Management Department is midway through a highly successful pilot project involving garbage collection in Brooklyn to supplement garbage pickup by the Department of Sanitation (DSNY). DSNY collects garbage from NYCHA curbside pickup locations two or three times per week, which is insufficient to meet the needs of some developments. To address those needs, NYCHA has purchased two six-yard rear-loading compacter garbage trucks and has dispatched them on routes throughout central Brooklyn to collect garbage on the three days (excluding Sundays) when DSNY does not pick up the garbage.

The daily removal of garbage bags from these developments has dramatically improved the overall condition of these properties. Previously, bags sat on the ground for one or two days and were often ripped open, causing the trash to blow around and despoil the grounds. This problem is averted as the bags are now swiftly removed. Likewise, more frequent removal of garbage reduces the availability of rodent food, thereby reducing the overall rodent population. NYCHA hopes to expand this program throughout the boroughs as funds are made available for purchase of additional garbage trucks.

The general cleanliness of common grounds and building interiors in many developments also has been improving due to part to NYCHA's use of the Monitor's waste scorecard system called WAMMA (Waste Management Measurement Application). WAMMA is a field reporting application created by the Monitor that allows the Monitor's inspection team

Tenth Quarterly Report Letter

to “score” the waste conditions at a development, including the common grounds and building interiors (hallways, elevators, basement, rooftops, etc.). Scores range from 1 (terrible) to 5 (outstanding). Each component of the development is scored separately, and then weighted to produce an overall objective score for the development. In addition, the inspector can include photograph of the conditions and add specific comments. The completed WAMMA forms are sent to the Waste Management Department, which in turn circulates them to the pertinent Vice Presidents and ultimately to the Neighborhood Administrator and development personnel for necessary action and follow-up. This collaboration between the Monitor and the Waste Management Department has been very productive as these reports are being used to better focus development staff work and drive improvements.

X. Resident and Community Engagement

The December meeting of the Community Advisory Committee (CAC) focused on safety and security. Since the monitorship started, residents have voiced concerns at CAC meetings and other gatherings about broken doors, inadequate or nonfunctioning lighting and cameras, violence, and the increase in the transient population.

At the December meeting, NYCHA’s new head of Safety & Security, James Secreto, introduced himself, spoke about some of his initiatives, and invited feedback from residents and the CAC. He is the recently retired NYPD Housing Chief and a former NYCHA resident himself. He stated that he will work closely with the Monitor’s field team to understand the security issues the team has seen during the monitorship and work to resolve them.

In early January, the Monitor Team also held a Virtual Community Meeting focused on Staten Island residents and their concerns. Among other things, the participants provided valuable feedback about heating-related issues. These community meetings and the CAC meetings are available for viewing on the [NYCHA Monitor’s YouTube channel](#).

Respectfully Submitted,

Bart M. Schwartz