



Outstanding Caretakers Honored at DeCarlo Awards

A proud NYCHA tradition continued with the presentation of the 2016 John DeCarlo Memorial Award for Caretakers to Roberto Rodriguez, Jr., caretaker J at Johnson Houses in Manhattan, on June 10.

To the cheers of family members, co-workers, and managers, Chair and CEO Shola Olatoye presented Mr. Rodriguez with a check for \$1,000. Runner-up Joseph Benson, caretaker J at Stapleton Houses in Staten Island, received a \$500 prize.

Chair Olatoye also congratulated five caretakers who were awarded certificates of excellence, recalling Human Resources Director Kenya Salaudeen's apt description of *all* the awardees as "the magnificent seven."

"One thing that hasn't changed since John DeCarlo lost his life at Marlboro Houses almost 20 years ago," the Chair said, "is the fortitude and determination of today's honorees, which John DeCarlo personified...This award shows that your hard work is acknowledged by our leadership and by your own colleagues."

Citing just a few of the changes brought by Next-Generation NYCHA, Chair Olatotye mentioned initiatives to create "a safer place to work and live" (see p. 5) and



Standing in the Ceremonial Room with Chair Shola Olatoye and GM Michael Kelly are DeCarlo award-winner Roberto Rodriguez, center, with runner-up Joseph Benson, at far right. From left are certificate of excellence honorees Ana Hernandez, Ramon Moran, and Julian Maria. Not in photo are honorees Carlos Felipe and Linda Overton.

the use of hand-held devices by the end of year that will enable staff to close work tickets faster.

In thanking supervisors and others for his award, Mr. Rodriguez also included his mother, who launched his career by encouraging him to work in NYCHA's Summer Youth Employment Program in 1999. As a runner-up for the past two years, Mr. Rodriguez told the other nominees: "Don't give up. It wasn't easy for me. I had to work hard, just like others did."

Runner-up Joseph Benson, who said he was nominated seven times for the coveted prize, also demonstrated outstanding consistency and determination. "Pride in my work keeps me motivated," he said, "and a sturdy upbringing with respect for a day's work."

Ms. Salaudeen thanked supervisors for taking the time to prepare nomination forms and commendation memos for all the nominees. She also encouraged supervisors to "catch your employees doing something good—and tell them." Everyone at NYCHA "no matter what job we do can learn something from your hard work and dedication," she told the honorees.

(cont. p. 3)

Focus on Accountability



NYCHA's senior managers held a NextGeneration NYCHA one-year anniversary meeting at BNY Mellon in Manhattan on May 26. The full-day session focused on the use of "metrics of excellence" to measure the success of NextGen initiatives. See story on page 3.

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Cephas Suber

Find out what our four "I Am NextGen" honorees have in common on p. 6.



NYCHA Notes

State Safety Law Protects NYCHA Workers

Like firefighters and police officers, NYCHA employees are public servants who take their job responsibilities seriously. Property management staff work hard to keep NYCHA developments and facilities clean, safe, and well-maintained. And, like firefighters, police officers, and other public servants, NYCHA employees receive special protections under the law. Legislation passed in 2014 provides NYCHA staff with the same deterrents to assault that protect NYPD and MTA workers and State crossing guards: Any individual who physically assaults any NYCHA employee may be charged with violent felony and receive a sentence of up to one year in prison.

"All employees deserve to be safe and respected in the workplace," Chair Shola Olatoye said when the bill was passed. "The Mayor, NYCHA leadership, and the Teamsters worked together to get the bill approved in Albany. It is an example of what can be achieved when we work as one for a common goal. I want to thank the Legislature and Governor for recognizing the important work that our frontline staff does every day."

"NYCHA employees are on the frontline of efforts to protect and care for public housing residents and they deserve this increased protection," said Teamsters Local 237 President Gregory Floyd, who advocated forcefully for the legislation. "The hardworking employees at NYCHA who make so many sacrifices for others can feel more secure working at housing developments throughout the City."

Have a Heart, Give Blood

Summer is an essential time to give blood. NYCHA will hold a blood drive at 90 Church Street on July 8 and at Long Island City on July 22. Please note, to donate blood during working hours, you must first obtain approval from your supervisor.

If you cannot attend a NYCHA blood drive on one of the dates scheduled for your location, you may be able to attend a blood drive in another borough. Before donating, please contact the appropriate blood drive coordinator to confirm the date of the blood drive and to register. You may also donate at a New York Blood Center (NYBC) site. When donating at an NYBC site, make sure to use one of the following NYCHA Group Numbers: 01290 (Manhattan) or 69242 (all other locations).

For additional information, please call ASK HR at 212-306-8000. Thank you.



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NYCHA Marches in Puerto Rican Day Parade



Representing NYCHA's Hispanic Society at the Puerto Rican Day Parade are, from left: Business Agent Evelyn Ortiz, First Vice President (VP) Fernando Pagán, Sgt.-at-Arms Ligia Santiago, member Ollie Pino, and Second VP Nancy Ramos. At rear, Aaron Rivers, a NYCHA employee, lends his support.

"We had a great time," reported Hispanic Society First Vice President Fernando Pagán, who marched down Fifth Avenue on Sunday, June 12, with NYCHA's contingent in New York's 59th Puerto Rican Day Parade! "I have a short video (15 seconds) of us marching. It was filmed by Channel 7 Eyewitness News," he added. "If you saw NYCHA's contingent marching on Eyewitness News, tell us at NYCHANow@nycha.nyc.gov. Glad everyone enjoyed the day—and the pride.

NYCHA Runing Team at Corporate Run



From left are NYCHA Running Team members Kevin Tunny, Lee Trotman, Lugo Ramon, Jeffrey Pagelson, Rico Velez, and team captain Bob Nordman. Not in photo is Debbie Pitts.

NYCHA's Running Team joined thousands of New Yorkers on June 2 for the 40th Corporate Challenge run in Central Park. The 3.2-mile race is sponsored by JPMorgan Chase to raise funds for the preservation and maintenance of Central Park.

"It was a perfect evening for a run with 15,000 New Yorkers and six amazing colleagues," said Lee Trotman, Deputy Director in the Office of the Vice President for Energy Sustainability.

Controller Jeffrey Pagelson agreed and thanked teammates Bob Nordman for his leadership, Ramon Lugo for his recruiting efforts, and Rico Velez for keeping the group organized.

Mr. Nordman, team captain, added that the NYCHA Running Team has participated in the event for the last 30 years!



Senior Leadership Meeting Focuses on Accountability

NYCHA held its Senior Leadership Meeting at BNY Mellon in Manhattan on May 26. Falling the same week as Next-Generation NYCHA's one-year anniversary, there was plenty to talk about. Chair and CEO Shola Olatoye enumerated an

impressive list of accomplishments, which General Manager Michael Kelly discussed with property management staff during visits to developments before and after the meeting.

"The reason we have been so successful in one short year is because we kept our commitments to our stakeholders...for the tasks we outlined as our first steps," GM Kelly told the group.

Emphasizing the need to better measure how NYCHA is succeeding—and where we need to improve—Chair Olatoye introduced

the meeting's theme of greater accountability. "We need to be able to pinpoint and measure specifically and accurately what works and what doesn't so we can replicate and build on our success," she said.

The meeting included training by Community Resource Exchange on "How to Manage Accountability Using Metrics."

In a morning presentation on "Managing to Outcomes and Internal Metrics," Senior Advisor to the Chair and Vice President of Strategic Initiatives Karina Totah explained that "[knowing] where we're going and why we're going there is outcome-based work. That is how we make an impact." In using metrics, Ms. Totah advised asking "what can you track to measure [your] impact and how you can count it."

The meeting also included Next-Gen overviews by six managers, including Director of Management Services Lillian Harris (see p. 4) and "Managing to Outcomes" presentations by managers, including Heating Department Deputy Directors Javier Almondovar and Michael lezza (see p. 4).

The full-day meeting began with an overview by Chief Communications Officer Jean Weinberg and Deputy Communications Officer Jackie Primeau on how to create success stories for our work; they encouraged

stakeholders and others to contact the Department of Communications to publicize them.

Meeting highlights also included a discussion on "NYCHA Adaptation: Eight Decades of Change," by Dr. Nicholas Dagen Bloom, Associate Professor of Social Sciences at New York Institute of Technology (NYIT) and author of "Public Housing that Worked," the authoritative study of NYCHA's history, and Matthais Altwicker, Associate Professor at NYIT.



Dr. Nicholas Bloom and Dr. Matthais Altwicker.

Caretakers Honored (cont.)

Winner: Roberto Rodriguez Johnson Houses, Manhattan Property Management Dept.



Hired as a caretaker in 2008, Roberto Rodriguez has been honored at three John DeCarlo Memorial Award ceremonies. He was runner-up for the last two years before clinching the highest honor this year.

Supervisors praise Mr. Rodriguez for his positive attitude, quality of work, and self motivation. He is able to work independently without close supervision. He willingly takes on additional assignments.

which sets a good example for all staff to follow. And he is known not just as a team player but as a coach, always willing to help his co-workers. While always completing his assignments, Mr. Rodriguez still finds time to stop and help residents who need assistance. He has received a commendation from the resident association for his positive attitude and providing outstanding service for the maintenance of his assigned buildings.

Honoree Profiles

Runner-up: Joseph Benson Stapleton Houses, S.I. Property Management Dept.



Mr. Benson was hired as a caretaker in 1996. His supervisors consistently commend him for the dedication and pride that he takes in his work. Appreciating his hard work, the residents cooperate by doing what they can to help keep the buildings clean. Mr. Benson also constantly monitors buildings to ensure that safety standards are followed, immediately reporting any potential hazards. A respectful and responsible employee—always

willing to assist his co-workers—Mr. Benson is well-liked by all.

Last August, Mr. Benson demonstrated his resourcefulness and character when he came to the aid of a pregnant co-worker who fainted on the job. While waiting for professional help to arrive, Mr. Benson performed CPR, saving the young woman's life. She later deliver a beautiful baby boy.



The Impact of Business Improvement Redesign

by Lillian Harris, Director, Management Services Department



Lillian Harris

In November 2015, the Management Services Department established a Business Improvement Unit, headed by Senior Administrator Chloe Gutelle, to lead business process redesign (BPR) projects. The initial focus is on assessing Skilled Trades operations beginning with exterminators, then plumbers, plasters, and painters.

BPR is not a new concept to NYCHA and is currently

used by many departments. Many companies also use BPR to evaluate and redesign their business processes to enhance performance and organizational effectiveness, reduce costs, and improve the customer experience. This is achieved by structuring processes around defined outcomes.

BPR has two major components: analysis of the current operation and development of a streamlined model.

Redesigning business processes is an important part of continuous improvement, but it's never an easy thing to do. When you are used to performing tasks in a certain way, it may be challenging to take a step back and evaluate the purpose and effectiveness of work being performed. Explaining to staff the benefits of improving businesses processes, as well as the impor-

tance of their participation in making improvements, are key to a BPR project's success.

"I sat at weekly meetings where staff discussed proposed changes," said Denise Torres, technical resource advisor for pest control. "The increased communication with residents on how they can prevent infestations, and other changes we discussed, can really improve residents' quality of life."

Utilizing this approach, the Business Improvement Unit assessed the current state of the exterminator operation and identified quick wins and long-term projects to improve performance.

The overall goals for the Exterminator BPR include:

- Significantly reduce backlog
- Improve staff productivity and utilization
- Reduce wait times for an exterminator appointment
- Institute exterminator

routines to proactively treat apartments for pests on a regular schedule.

Since initiating the Exterminator BPR, significant progress has been made. To date, average wait time for an appointment was reduced from 8.6 days to 4.2 days and the backlog was reduced by over 50 percent.

"BPR is NextGeneration NYCHA. By redesigning our processes we will transform the way we do business to ensure that we are an effective landlord," said Chloe Gutelle.

This summer, NYCHA will soft launch the BPR for routine exterminations, preventing infestations and enhancing customer service. Once all projects are fully implemented, NYCHA is expecting to see increased productivity and staff utilization, along with better training and communication to staff, and improved customer service.

Heating Dashboard Provides Metrics for Success

by Javier Almondovar and Michael Iezza, Deputy Directors, Heating Management Department



Javier Almondovar

The Heating Management Department provides dependable and consistent heat and hot water to our residents. Our 438 front-line personnel manage and maintain 1,979 boilers and 1,799 tank rooms that secure our equipment.

Until now, we were limited to measuring our department's performance based on resident-initiated complaints. Since every complaint did not result in a repair, and repairs that were made were not captured in metrics, this assessment was not adequate. Additionally, we did not investigate the underlying cause for the equipment failure when service was restored.

Now, with our newly created Heating Dashboard, we have the ability to capture and repair deficiencies before they cause outages on essential equipment. The dashboard also provides metrics of quality that allow us to measure

important aspects of performance. These include:

- Rates of outages which, when measured on a boiler, for example, can help determine not only how often it breaks down but why. This allows us to develop a permanent repair with a preventive measure that eliminates a similar outage.
- Percentage of preventive maintenance completed. Our department's busiest time is during non-heating months, when front-line staff ensure that every piece of equipment is overhauled and prepared for the next heating season.
- Metrics for specific pieces of equipment so

we can determine whether to advance or complete the overhaul more frequently.

• Customer satisfaction survey. Still in development, this survey will let us know how we're doing as a supporting department through questions distributed to key property management staff.

We conducted training for all Heating Services and Operations Department supervisors on managing and tracking workflow and uses for the information.

Our department should have baseline data by the fourth quarter of this year and report on our operational metrics by mid-December.



Elevator Safety Campaign Raises Residents' Awareness

NYCHA launched a new elevator safety campaign, promoting enhanced communication and escalation of the most dangerous conditions involving elevators. June is National Safety Month, which is an opportunity to raise awareness about improving safety in everyday life at work and at home. The ad campaign seeks to provide residents with clear, simple tools for assessing the safety of an elevator. The campaign also outlines basic steps that should be taken to avoid and immediately alert staff of potential hazards. The Authority-wide campaign includes posters, note cards, and flyers to be distributed to residents at developments across the five boroughs.

"At NYCHA, we take the safety of our elevators extremely seriously," said NYCHA General Manager Michael Kelly. "We want our residents, who are key partners in improving safety, to feel empowered to say something if they see something. This new awareness campaign will make the community safer by better equipping residents with tools for assessing and communicating any potential hazards involving elevators."

Safety Campaign Follows Staff Policy Overhaul

This resident-focused elevator safety campaign follows a comprehensive overhaul of NYCHA's elevator policies and procedures, announced in April. The changes included:

New Programs Fight Crime in Bushwick Houses



Mayor Bill de Blasio and Chair Shola Olatoye are joined at Bushwick Houses by NYPD Housing Bureau Chief James Secreto, Bushwick/ Hylan Community Center Director Michael Vaz and other officials.

On May 15, Mayor Bill de Blasio announced the completion of 305 new LED light fixtures at Bushwick Houses, in Brooklyn, as part of the Mayor's Action Plan for Neighborhood Safety (MAP). Exterior lighting is a key part of MAP, a \$140 million comprehensive effort to improve security at 15 NYCHA developments.

"This lighting will have a big impact and construction will begin soon on additional elements of our security efforts here, including new surveillance cameras and layered access control doors," the Mayor said.

Since July 2014, MAP has enhanced collaboration between the NYPD, the Mayor's Office of Criminal Justice, NYCHA, and public housing residents to address crime reduction. Between fiscal years 2014 and 2015, New York City saw a 6.9 percent decrease in violent crime, while violent crime in the 15 MAP developments dropped by 11.2 percent.

- New protocols for inspecting brake monitors
- New problem-identification codes and systems for sharing complaint notes
- Improved communication with first responders
- A regulation-monitoring system to ensure compliance
- New safety training programs for staff at all levels, including escalation directives
- Enhanced quality-assurance inspections

NYCHA Elevators by the Numbers

With 3,314 elevators operating 24/7 at hundreds of NYCHA developments across the five boroughs, NYCHA's elevator system is the largest in New York City:

- NYCHA has 503 staff dedicated to elevators (supervisors, mechanics and helpers)
- NYCHA elevators make 3.2 million trips per day
- NYCHA elevators make 1.2 billion trips per year

ELEVATOR SAFETY





IF YOU ARE STUCK IN AN ELEVATOR, STAY PUT.

1 Stay in the elevator. 2 Ring the alarm. 3 Call 911. 4 Wait for professional help to come.

Don't get in an elevator if the door opens and you see:



No elevator



Elevator moving



Elevator not level with floor



Lights out

Safety is everyone's responsibility.

Report any elevator issues to NYCHA's Customer Contact Center at 718-707-7771.

As part of the elevator safety campaign, this flyer is being placed by every elevator and other locations throughout the Authority.



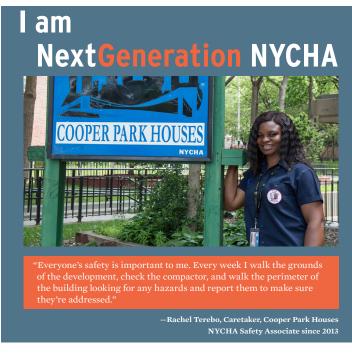
"I Am NextGen" Honorees Embody NYCHA's Commitment to Service

Since June is National Safety Month, our newest "I Am Next-Gen" honorees are all safety associates. These employees have been specially trained to enhance safety at their work locations by recognizing and reporting hazards and unsafe work condi-

tions before they result in an accident. Safety associates also investigate and identify the causes of accidents to prevent future occurrences. These and other safety associates will be honored at the upcoming Safety Symposium on June 30.

Rachael Terebo has been a caretaker J at Cooper Park Houses in Brooklyn for 10 years. She is a member of the Brooklyn Safety Congress. Originally from Nigeria, Ms. Terebo has been in the U.S. since 2005 and lives in Queens with her husband and two children.

Cephas Suber, a maintenance worker at Bayview Houses, in Brooklyn, has been with NYCHA for eight years. He's been a safety associate with the Mixed Finance Safety Congress for two years. For almost 30 years, Mr. Suber has been a resident of Surfside Gardens West in Coney Island.



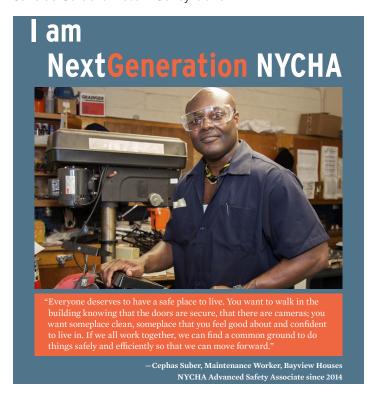


I always go around the development, check the compactor, and walk the perimeter of the building looking for any hazards and report them to make sure they're addressed. I remember there was a broken sidewalk at my development two years ago. I kept mentioning it to my supervisor and in the safety meetings; I kept calling 311 until it was finally fixed. Having safe sidewalks is important for everyone in the community.

Why is safety important?

Safety is important to me and it should be important to every human being. We all want to be safe in everything we do. Before we do any task, any job, it's important to think about the ways we're going to keep ourselves safe. We need to do things right to get the job done, for the safety of us as workers and for the residents who live here.

Safety associates are designated by labor unions representing NYCHA's workforce for areas where their members are employed. All development safety associates were designated by Teamsters Local 237.



What do you do as a safety associate?

I walk throughout the development to make sure there are no safety issues. If there are any safety issues, I bring it to my supervisor and management to see if we can straighten it out in-house. If it's a larger issue, like a capital issue, we meet and let Capital know. I was told about a maintenance man who was going to work on a gas pipe without following the proper procedure and had the job stopped until safety precautions were followed.

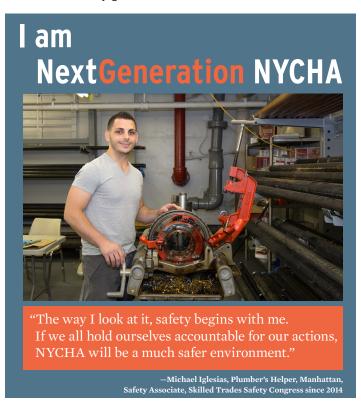
Why is safety important?

Everyone who comes to work wants to go home at the end of the day. No one wants to come to work and feel that they work somewhere unsafe, because that will kill the morale for the day. People need to feel confident that they can do the day's job and return home to their families because, at the end of the day, that's what it's all about: earning an honest day's pay and going home to your family—and safety is a major part of that.



"I Am NextGen" Honorees (cont.)

Michael Iglesias, a plumber's helper in Manhattan, has worked at NYCHA since 2012. He begins his day at Grant Houses and then travels throughout the borough wherever his services are needed. He has been a Safety Associate in the Skilled Trades Safety Congress for a year. He lives on Staten Island with his wife and new baby girl.



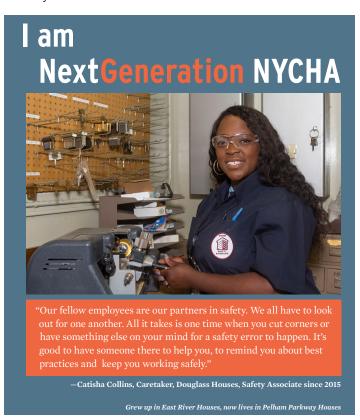
What do you do as a safety associate?

I try to grab what I can from my coworkers' experiences with workplace safety issues and bring that to the table during our meetings. With plumbers, we do a lot of wall breaks. The number one concern is asbestos. Normally when we break open a small portion of the wall, say for a shower body, if there's asbestos we immediately contact our supervisor and the supervisor sends out an abatement team. That's why at our monthly safety associate meetings we discuss employee training on recognizing hazardous materials. We are around so many trades that it's impossible to know all the hazards. In these meetings, we learn from each other and all the trades.

Why is safety important?

When you work safe it affects everybody: you, your family, your coworkers, and Housing in general. You want to be injury-free, you want to go home the same way you came into work, and everyone deserves that. Safety begins with me—if we all adopted that mentality, then I think it would make for a much safer environment because we're all holding ourselves accountable for our actions.

Catisha Collins, a maintenance worker at Douglass Houses in Manhattan, has been with NYCHA for 20 years. She's been a member of the Manhattan Safety Congress since 2015. Ms. Collins grew up in East River Houses and is a resident of Pelham Parkway Houses in the Bronx.



What do you do as a safety associate?

As a safety associate, I ensure that staff is safe through weekly checks. I help to hold and attend monthly safety meetings; check the compactors, grounds, public spaces, flooring, and drains; and I even sometimes inspect uniforms and work boots to make sure that everyone is wearing the proper attire.

Why is safety important?

I would like everyone to go home the way they came in. You kiss your loved ones goodbye and they expect you to come home the way you left. We all have our routines for the day—you usually do what you normally do without thinking. But maybe one day you might cut corners or maybe one day something else is on your mind, so it's good to have someone there to help you, to remind you about safety, to reinforce best practices and to keep you working safely. Employees are partners and have to look out for each other.

Here at Douglass Houses, I'm like a permanent fixture. I spend more time with my co-workers and higher-ups, so in a way we're all family. We've grown with each other, been through good and bad situations, and at the end of the day it feels good to know that I'm helping to keep them safe.



News to Use

Special Transfer Period for Health Benefits



In an effort to keep employees healthy and provide the most comprehensive benefit offerings, the NYC Office of Labor Relations (OLR) is making changes to the GHT-CBP and HIP HMO plans that cover employees and non-Medicare eligible retirees. Announcement letters are being sent out by carriers to all City employees and pre-Medicare retirees who may be affected by the changes. The focus of these changes is on improving access to preventive care and related services.

Employees interested in changing from one insurance carrier to another must complete and submit a Health Benefits Application form on or before September 30, 2016.

Members may request a Health Benefits Application by contacting the Human Resources Customer Service Unit at 212-306-8000 or via email at ASKHR@nycha.nyc.gov. The completed form must be returned to Human Resources, Employee Benefits Division, 90 Church Street, 5th Floor, New York, NY 10007.

For requests received during the month of June, the changes will be effective on July 1, 2016.

For requests received during the month of July, the changes will be effective on August 1, 2016.

For requests received during the month of August, the changes will be effective on September 1, 2016.

For requests received during the month of September, the changes will be effective on October I, 2016.

Requests received on or after October 15 will be processed as part of the 2016 Fall Transfer Period (October 1, 2016 through October 31, 2016). As such, these changes will be effective January 2017.

During this special transfer period, employees are only allowed to transfer from their current carrier. They cannot add/drop dependents or add/drop the optional riders. Changes to dependent status and/or optional riders can only be handled during the 2016 Fall Transfer Period. Once you submit an application or make a selection, you will not be allowed to make additional changes.

For additional information about the changes to your GHI-CBP or HMO, visit emblemhealth.com or email the Human Resources Benefits Team at HRBenefits@nycha.nyc.gov.

Retiring within the Next Six Months?

Employees nearing retirement can find information on how health insurance benefits will change by viewing a two-part video found at http://www1.nyc.gov/site/olr/health/healthvideos/health-video-transition-seminar-pt1.page for part 1 and http://www1.nyc.gov/site/olr/health/healthvideos/health-video-transition-seminar-pt2.page for part two. The videos are about five minutes and four minutes long, respectively.

While the videos answer many questions, individual issues can best be addressed at a one-on-one Transitioning for Retirement seminar. These ongoing seminars are hosted by the NYC Office of Labor Relations at 40 Rector Street, 3rd floor.

To attend a seminar, you must register at http://www1.nyc.gov/site/olr/health/active/health-active-seminars.page. You may also sign up for the seminar at www.nyc.gov/hbp by clicking the Featured Items flyer found at the bottom of the page. Periodically check the link, as additional seminar dates are added regularly.

With supervisory approval, seminar attendance is permitted during normal working hours, with the time used charged to annual leave.

For additional questions, you may contact the HR Customer Service Desk at 212-306-8000 or the ASK HR Mailbox at ASKHR@nycha.nyc.gov.

Former Housing Police Meet to Remember



More than 100 former members of the NYC Housing Authority Police Department (HAPD) gathered to reminisce about old times at their annual Spring Luncheon at Riccardo's Catering House in Astoria, Queens, on May 4. The vital contributions of the HAPD to NYCHA's earlier decades provides many interesting stories to recollect, indeed. In 1995, the HAPD merged into the New York City Police Department, and in 1998 the Fraternal Order of Police (FOP) Lodge #997 was formed to keep HAPD former members in contact with friends and colleagues. The lodge now has more than 700 members in 20 states. For more information about the HAPD FOP Lodge #997, visit www.fop997.org or contact Retired D/Chief Pat Cirincione at patcfop997@aol.com.