



Senior Team Keeps a Fresh Perspective on Developments

The last Thursday of the month has a familiar routine for NYCHA's executive team. That's a day designated each month when senior leadership visits developments to speak with managers and frontline staff.

The monthly visits launched with little fanfare in March 2016. Each senior team member chooses a location to visit from a group of developments targeted for a specific focus. The focus may be developments with highest or lowest public housing assessment scores from HUD; the highest or lowest rent collection rates; or the highest or lowest number of open work orders. They may have implemented Flex Ops expanded service hours, or the NextGen Operations (NGO) property management model.

Whatever the focus, every visit gives NYCHA's leaders and their support staff an opportunity to learn what's happening at the property management level and beyond, and share information about their own departments with their colleagues and staff.

"In discussions with the Chair, we felt it was important that our senior team have firsthand knowledge of what's going on at developments and how that impacts the lives of employees and residents," General Manager Michael Kelly said. "Some servations and any follow-up that is needed.

On April 27, the senior team selected sites from among the 35 developments with the



From left are Maintenance Worker Michael Ross, Supervising Housing Groundskeeper Hector Aviles, Jr., and GM Michael Kelly at Polo Grounds Towers.

visits will give us a chance to see how new initiatives like handheld devices for staff are working out. Other times we get suggestions that we can implement, like a software system that cuts time to issue supplies by tracking their availability and location."

For each visit, the senior team receives a briefing that contains pertinent information for the development being visited along with a set of questions focused on the issue at hand. They later debrief and discuss their oblowest rate of unfilled open work orders for skilled trades.

"We want to learn some best practices from our top performers so we can share them with other developments," the GM explained.

"I've found the visits extremely valuable," said Kerri Jew, EVP for Administration. "They've helped me to better understand the impact of position vacancies at developments and what the process of filling them looks like from the perspective of the property manager and property maintenance supervisor. The visits also help me to see how civil service job specifications for positions compare with the reality of development life."

EVP & Chief Information Officer Robert Marano also gains important information from the field visits. "It's easy to become isolated here in central office. By asking development staff questions about their computer equipment, we discovered there were issues with the printers. As a result, we conducted a survey of developments to gain more information, and after we addressed the problem, we did a follow-up survey to ensure that the issues were resolved."

Riis Houses Property Manager Lizamma George thought the visits were a good idea. When the senior team stopped by on March 30, they were focusing on developments with the highest number of open work orders for heat and hot water. "We discussed a number of heating issues, including how old our boilers are," said Ms. George, who also discussed staffing issues with Ms. Jew. "I hope the information we provided is helpful," Ms. George said, "and I hope to hear about some follow-ups."

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Nicole Ferreira

Find out how EVP for Real Estate Nicole Ferreira was honored.

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NYCHA Notes

NYCHA Wins Prize for Public Service Innovation

The Citizens Budget Commission (CBC) recently awarded NYCHA its 2017 CBC Prize for Public Service Innovation for its NextGeneration NYCHA Digital Initiatives.

As part of NextGen NYCHA, our 10-year strategic plan, the Authority has implemented several digital initiatives that increase efficiency, reduce operating costs, and improve customer service. These initiatives include the MyNYCHA app, smart phones for property management and maintenance staff, and online annual recertification.

"NextGeneration NYCHA's digital initiatives represents a transformative shift in the management of NYCHA that offers better service, greater efficiency, and financial savings," said CBC President Carol Kellermann. "NYCHA Chair and CEO Shola Olatoye and her team deserve recognition for initiating this transition and putting it on a path to maximizing scale. In so doing, they raise the prospect of further improvements through analytics that the digital tools make possible and better allocation of staff to address other pressing needs in public housing."

Chair Olatoye Among 2017's Most Remarkable Women

City & State New York included Chair & CEO Shola Olatoye among New York's 25 most remarkable women of 2017. The annual Above & Beyond listing spotlights leading women in the fields of business, health care, education, advocacy, and government. In the field of government, Chair Olatoye was cited for "taking on the



complex challenges facing the New York City Housing Authority" with NextGeneration NYCHA's 10-year strategic plan "that battles deteriorating infrastructure and other operational and financial challenges" with technology and training that allow the digital tracking of repair requests and enable residents to file [repair] requests and pay bills online."

Hispanic Society Members Share Mother's Day Memories

Mother's Day celebrates the enduring influence of mothers. Here are a few tributes from Hispanic Society members.

Yvette Andino, Director of Employee Engagement and Special Assistant to the Chair

Upper West Side, where my parents still live. In honor of Mother's Day, I just want to thank my mother, Germina Andino, who instilled in me the importance of education and taught me to be proud of my culture and heritage.



With a mother's love and wisdom, she taught me life's lessons and made me the woman I am today. I couldn't have done it without you, Mom, and I will always be indebted for the courage you have shown and taught me.



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Edith Irizarry-Oviedo, Classification Analyst, Human Resources

Although I didn't grow up in a NYCHA development, I've been working for the Authority for 28 years. My mother, Edith Sr., was born and raised in Puerto Rico and didn't have much when she was young. She came to the United States for a better life for herself and always encouraged my



siblings and me to strive for more than her generation had. My mother taught us about dignity, strength and respect for yourself and others. I'm thankful for her upbringing, because it made me the mother I am today.

Ligia Santiago, Caretaker at Wagner Houses

My mom, who immigrated from Puerto Rico, raised me and three other siblings as a single parent at Smith Houses. She was strict and helped me to overcome so many obstacles. She taught us to be respectful and obedient. I grew up looking up to her and I still do.



"She raised us that way to keep us safe and to make us strong. Now I have become a strong, independent woman and the things she taught me help me on the job. And now I am raising my kids the same way.



Chair's Message to Staff on NYCHA's Looming Budget Crisis

In a message to staff on April 4, Chair Shola Olatoye described the severe fiscal challenge NYCHA faces from proposed federal budget cuts and our determination to launch a national campaign to win support for public housing.

Dear Colleagues,

March 2017 will likely go down as one of the most significant months in NYCHA history. Dr. Ben Carson was confirmed as the new Secretary for the U.S. Department of Housing and Urban Development (HUD); the Trump administration announced \$6.2 billion in proposed cuts to HUD's 2018 budget; and NYCHA joined with the National Association of Housing and Redevelopment Officials (NAHRO) to launch a national campaign to save public housing.

As the Chair and CEO, I remain committed to fighting for NYCHA so we can provide safe, decent housing for the New Yorkers who are counting on us. We're gearing up for the battle ahead to protect and fight for every dollar for NYCHA. In every meeting, at every speech and presentation, in our media messaging and our communications with elected officials, advocates, and residents, we are making NYCHA's position clear: We will not give up on public housing.

The President's Proposed Budget

President Trump released a budget proposal containing \$6.2 billion in cuts to HUD; Secretary Carson has said that he supports this proposed budget.

• Impact on <u>public housing</u> <u>capital work</u>: The proposed 68 percent cut to our capital budget would mean that

crucial projects simply could not be done, including boiler improvements, elevator upgrades, building exterior work and replacement of kitchens and bathrooms.

• Impact on <u>public housing</u> <u>operations</u>: The proposed cuts to our operating budget would force NYCHA to reduce service levels and halt

testimony to the New York City Council on March 13. Chief Financial Officer Karen Caldwell (pictured below) and Executive Vice President for Real Estate Nicole Ferreira joined me to testify.

- I travelled to Washington and Albany to meet with elected officials about the proposed budget cuts.
- On both <u>Inside City Hall</u> and <u>ABC's Up Close with Bill</u> <u>Ritter</u>, I stressed the impact the budget would have not



Chair Shola Olatoye and Chief Financial Officer Karen Caldwell discuss the impact of devastating federal funding cuts at a City Council hearing on March 13.

repairs, wiping away progress we've made in the two years since the launch of NextGeneration NYCHA, the Authority's 10-year strategic plan.

• Overall impact of budget cuts to <u>public housing</u>: We would not be able to complete badly needed rehabilitation work, wait times for apartment maintenance work could double, and our operating reserves would be reduced to a level that would threaten our ability to operate the agency.

NYCHA's Response

The President's budget and its potential impact were the focus of our annual budget

just on NYCHA but on the rest of the City.

- Kathy Wylde, President of the Partnership for New York City, published an <u>op-ed in</u> <u>the Daily News</u> about the budget cuts and their impact on New York City.
- News media covering this topic include: Wall Street
 Journal, WNYC, New York
 Daily News, AMNY, New York
 Post, The Real Deal, El Diario,
 Gothamist, City Limits, New
 York Magazine and Politico.
- I attended the <u>Council of Large Public Housing Authorities</u>' annual meeting in Washington, where I dis-

cussed the budget cuts, what makes great public housing, and how public housing authorities can work together with their elected officials, advocates and residents to fight disinvestment.

• Following Secretary Ben Carson's keynote address to 900 attendees at the NAHRO's annual meeting in Washington, I spoke about the future of public housing and announced a new collaboration between NYCHA and NAHRO to build a national network of PHAs that will lead the conversation on health and housing.

By demonstrating that policy and funding decisions in public housing have health implications on children, seniors, and others living in our housing, we hope to get the funding we need at the local, State and federal levels to create safe, healthy public housing communities. Mayor de Blasio delivered the following video message to the conference.

Clearly, budget issues will be a focus of nearly all of our efforts for months to come. I will continue to keep you posted on our progress as we move forward in our efforts to secure the funding we need so our residents have the homes they deserve.

In partnership,

Chair & CEO





Meet Andy Destin, Newest Member of the Chair's Team



Andy Destin at work his first week.

Five years ago Andy Destin, a private-sector management expert with 10 years of retail industry experience, decided that he wanted a stable career at the Housing Authority. So he accepted the first position offered to him: clerical aide in General Services.

It didn't take long, however, for Robin Wall and Alexander Ho, Andy's supervisors, to recognize his potential and task him with management of

resident mailings, then print jobs. Eventually Andy became not only General Services' resident problem solver, but also the supervisor of the 90 Church Street mail center, where he managed eight employees—a position his supervisor once held.

Now Andy is Chair and CEO Shola Olatoye's executive assistant. His duties include coordinating and updating the Chair's schedule, taking incoming calls and emails from internal and external parties, and applying his finely tuned customer service skills to visitors and

callers for the Chair. "I love dealing with people," Andy explains. Add to that his zest for efficient organization, diligence, and attention to detail, and you have the complete package.

"We liked his can-do attitude, the energy he brought to this job, his experience managing multiple responsibilities in a fast-paced environment, and his goal to always provide excellent customer service," said Yvette Andino, Director of Employee Engagement and Special Assistant to the Chair. "We're excited to have him on board."

NYCHA's Urban Fellow Looks Back At Her Experience

by Malikah Williams, Urban Fellow

Amidst the chaos of my final semester of college—trying to do well in my classes, creating new memories with my friends, and enjoying my last few months before I had more responsibilities—my successful application to become an urban fellow was welcomed stability. New York City was my next stop and I was ready to experience all that it had to offer a girl from Virginia.

After an intense interview process, I learned that I would be placed at the largest housing authority in the nation. I had just spent four years engaged in urban studies, thinking deeply about the built environment, affordable housing, and the perils of gentrification, so I was eager to utilize this background during my fellowship.

My time at NYCHA has been both challenging and exciting. While my degree in urban studies gave me context for my work, it could not prepare me for what lay ahead. My first day at the Authority, I attended a town hall preparation session with Mayor de Blasio, a former urban fellow, and that set the tone for my fellowship. I toured developments, attended and coordinated events for our residents, and learned about how federal policy impacts the Authority. In addition to those experiences, I learned three things at NYCHA that I will always carry with me.

First, I learned that it is extremely difficult to operate an organization that is tasked with running the largest public housing and Section 8 programs in the nation after unconscionable disinvestment from the federal government. NYCHA is not perfect and it does not pretend to be, but there is a commitment to preserving and protecting public housing here that is unparalleled. Though this work is difficult, it matters because

people's lives are at stake.

Second, I quickly learned that it was okay to ask questions about things that I didn't know. Everyday something new is happening at NYCHA, and in

order to keep up, I had to ask questions. This was uncomfortable at first but proved to be integral to my time here.

Last, prior to my arrival at NYCHA, I thought that being reserved would be the best approach to interacting with coworkers. However, that was not the case. Everyone at the Authority has a personality that makes them unique. By showing my personality, I formed bonds with my coworkers that allowed me to produce my best work while feeling like a valued member of our team.

As I embark on my law school journey next fall, I



Urban fellow Malikah Williams

will cherish the lessons that I learned at NYCHA. I would like to express my deepest gratitude for the opportunity I was afforded over the last nine months to learn and work here. I have learned so much not only about public housing and city government but also about myself.

The work that is being done at the Authority is necessary to ensure that hundreds of thousands of people have a place to call home, and we must all work to make sure that people can continue to have that home.



Employee Voices: NGO - A New Model for Managing NYCHA Developments

by Barbara Turkewitz, Director of NGO Policy & Program Development and Senior Advisor



Smarter decisions, Better results

NextGen Operations (NGO) is a new model for managing NYCHA's developments.
Launched in January 2015 at 18 developments as the Optimal Property Management Operating Model (OPMOM), the program aimed to empower property managers to truly manage their developments.

Senior Vice President (SVP) Janet Abrahams joined NY-CHA in September 2015 to run this program, bringing with her a wealth of experience managing public housing in Chicago and Newark. Under her direction, OPMOM was restructured and renamed NextGen Operations (NGO).

In July 2016 NGO was expanded to include the Queens/ Staten Island and Mixed-Finance departments. Starting in 2017, the rollout of the NGO model to the remaining developments,

which will continue reporting to SVP for Operations Brian Clarke, began with Manhattan South. The rollout is expected to be completed by January 2019.

NGO has provided a vision and metrics for a new management model, using a bottom-up approach built on team building at the developments to deliver smarter decisions and better results. NGO decentralizes operations to empower property management with more decision-making responsibility, allowing them to provide better service to the residents.

NGO property managers:

- Set their own goals for areas such as rent collection or cleanliness of apartments, and create action plans to meet them;
- Set criteria to evaluate

- their job performance, in accordance with their action plans;
- Exert more control over their supply and vendor budget; and
- Have greater spending autonomy.

NGO Training Program

NGO established a training program to equip staff with additional skills. Since July 2016, more than 2,300 employees have participated in training related to the responsibilities of their positions. Supervisors had to take supervisory training; directors, regional asset managers (RAM), property managers and superintendents increased their knowledge of HUD rules; RAMs, property managers, superintendents and assistant property managers also received financial training from NYCHA's Budget Department on creating and maintaining budgets. Every NGO employee was required to take customer service training.

Customer service training enhanced interactions with

people of all kinds, including colleagues. For teams to work effectively together, communications between staff had to improve. This training also facilitated better meetings with resident leaders and residents. We believe residents must be heard in order for the development staff to prioritize work well.

It will take time to really show improvement, but we are already seeing positive change. The response time for a maintenance work order at an NGO property is four days, compared to six days for a non-NGO property. NGO properties also performed better in 2016 than the NYCHA average for 10 of 14 other indicators.

Given NYCHA's budget outlook, we face difficult times ahead. NGO employees who understand their properties can best prioritize work and determine how to use their limited resources, providing better customer service and quality of life for residents.

EVP for Real Estate Nicole Ferreira Receives Prestigious Award

Ferreira, Executive Vice President (EVP) for Real Estate, with the prestigious Citizens Housing Planning Council's 2017 Ibo Balton

On April 20, Chair & CEO Shola Olatoye presented Nicole

Housing Planning Council's 2017 Ibo Balton Community Planner Award at the awards luncheon. This award recognizes individuals who rebuild and revitalize low-income communities.

Since her appointment as EVP for Real Estate in 2016, Ms. Ferreira has led NYCHA's effort to build 10,000 new units of affordable housing and preserve 15,000 units of public housing through various financial programs. Under her leadership, NYCHA closed



one of the largest single Rental Assistance Demonstration

(RAD) transactions in the nation at Ocean Bay Apartments in Queens last year. This transaction will contribute \$60 to \$80 million annually towards NYCHA's operating deficit.

"Ibo Balton devoted his career to rebuilding and revitalizing low-income communities," Chair Olatoye noted in presenting the award. "His accomplishments remind us how many lives can be enriched by the dedication of one outstanding individual. Today, following in Ivo's footsteps, Nicole Ferreira is that individual."



IT News and Notes A monthly series on technology in the workplace

How Much Do You Know About IT Security?

- 1. It's okay to share passwords with:
 - a. Your boss
 - b. Human Resources
 - c. Your coworker
 - d. None of the above
- 2. Confidential business information should not be placed in email, instant messaging (IM), or text messages, because they may not be secure.
 - a. True
 - b. False
- 3. Which of the following is a strong password? (Check all that apply.)
 - a. Password1
 - b. R9wY0urGr6yB8@t\$
 - c. Your pet's name
 - d. 24681000007
 - e. The first letters of each word in a saying, phrase, or sentence that is easy for you to remember.
- If you see a pop-up message like this (at right) telling you that your PC is infected with spyware when you're on the web, you should:
 - a. Click OK to decide whether it's a legitimate offer.
 - b. Click Cancel.

- 4. (continued)
 - c. Click the X (Close) button.
 - d. Press Ctrl+F4 on your keyboard to close it.
- 5. Using a public Wi-Fi network (such as in a café or hotel) is okay for sending confidential business data, if you are assigned a password.
 - a. True
 - b. False



Answers:

1. None of the above.

Passwords should be chosen with as much care as the information they protect.

- 2. True. Avoid putting confidential information in an email, which is not usually secure.
- 3. Correct:
 - b. R9wY0urGr6yB8@t\$ uses words (RowYourGray Boats) that may not make sense grammatically, but mean something to the person who made up the password. Also, the password is long and mixes capital and lowercase letter, numbers, and symbols.
 - e. The first letters of each word in a sentence that's memorable to you. If it's easy for you to remember but difficult for others to guess, such as from a favorite poem or saying.

3. (continued)

Incorrect:

- a. Password1: Never use 'Password' in your password. It is the most common business password and is the easiest for criminals to test.
- c. A pet's name
- d. 24681000007: Do not use sequences of numbers.
- 4. (d) Anything you can click—even the Windows Close button (X) can be reprogrammed for malicious purposes.
- **5. False.** It is safer to assume that public wireless connections are not secure, so do not enter any sensitive information or download any software.

Quiz from Microsoft



SafeNYCHA A monthly series on employee safety issues

Safely Handling Stress

"Life is full of stress... But the thing about handling stress well is being able to appraise it, react to it appropriately, and put it behind you."

Dr. David Spiegel, Stanford Center on Stress and Health

There are many factors that can affect how safely you perform daily tasks—like driving, drilling, mowing or mopping. One one of the most significant is the level of stress that you are experiencing. Whether dealing with difficult or challenging situations at work or home, stress can adversely affect the choices you make and expose you to hazardous situations.

One way to deal with stress is through stress management. While it's often equated to relaxation exercises, stress management can include other self-care practices, such as exercise and nutrition. Here's some basic information about exercising, relaxation, and nutrition to help you deal with stress.

Exercise increases your physical strength and stamina while reducing the dangerous effects of stress, making you more resistant to future stress. Exercise increases the blood supply to your brain to improve thinking, raise your energy level, make sleep more efficient, and release the muscle tension and physical arousal symptoms produced by your responses to stress.

Standard advice recommends exercise for 30-40 minutes at least three times a week, including warm-up and cool-down time, but you should start slowly and build up to that frequency. Before starting on any exercise program, get a complete physical examination.

Nutrition

Good eating habits help you repair and sustain yourself physically and mentally and counteract the strain that stress induces. It also provides the fuel for the exercise needed to maintain the cardiovascular system. Nutritionists suggest the following dietary guidelines:

- Maintain the right weight for your height and bone structure.
- Eat a variety of foods, including those with adequate starch
- Avoid too much sugar, salt, fat, saturated fat, and cholesterol.
- If you drink alcohol, drink responsibly and in moderation, and never on the job.

Relaxation

Relaxing and sleeping are primary ways to let go of tension. They stop the "fight, flight, or freeze" syndrome. This syndrome describes the three typical ways a person may react to stress: "fight"—feeling agitated or aggressive toward others; "flight"—avoiding or removing oneself from the stressful situation; and "freeze"—an inability to act or move. Relaxing returns the body to normal functioning.



Mayor Bill de Blasio announces ThriveNYC, a comprehensive mental health plan for the City of New York.

The following techniques can help you relax:

- Regular, controlled breathing;
- Visualizing a calm scene; and
- Meditation or prayer.

The next time you find that you're stressed, try one or a combination of these stress management techniques. You will feel better and be safer as a result.

NYC Employee Assistance Program

All NYCHA employees and their eligible dependents can get free and confidential support from professional counselors and referrals available through the City's Employee Assistance Program (EAP). They can help you handle problems in areas such as stress, alcoholism, drug abuse, mental health, and family difficulties.

You can reach an EAP counselor at 212-306-7660 during business hours or by email at eap@olr.nyc.gov. After hours, leave a message and a counselor will return your call on the next business day.

Thrive NYC: A Mental Health Roadmap for All

Mental illness is a sad reality in NYC:

- One in five adults face a mental health disorder each year.
- Eight percent of high school students report attempting suicide.
- More than one in four report feeling persistently sad or
- Deaths from unintentional drug overdose now outnumber both homicide and motor vehicle fatalities.

Failure to adequately address mental illness and substance misuse costs New York City's economy an estimated \$14 billion annually in productivity losses.

In November 2015, Mayor Bill de Blasio launched "ThriveNYC: A Mental Health Roadmap for All." To learn more about this plan of action with 54 initiatives to support the mental well-being of New Yorkers,go to http://www1.nyc.gov/nyc-resources/ thrivenyc.page.



News to Use

Apply Now: NYCHA-CUNY Scholarships!



Past NYCHA-CUNY and Regina A. Figueroa memorial scholarship winners.

Ten NYCHA-CUNY students will receive \$1,000 scholarships for the 2016-2017 school year. Applicants must be sophomores, juniors, or seniors enrolled in a CUNY associate or baccalaureate degree program and have at least a 3.0 GPA.

NYCHA also awards the \$1,000 Regina A. Figueroa Memorial Scholarship to eligible residents with disabilities who are enrolled in a CUNY undergraduate program.

For more information and an application form, please visit http://tinyurl.com/nychascholarships. The application deadline is June 30, 2017.

E. Virgil Conway College Scholar Awards

The Hundred Year Association of New York is accepting applications for the 2017 E. Virgil Conway College Scholar Awards for children of permanent civil servants. Selection is based on scholastic achievement, leadership and commitment, and community service.

Additional eligibility requirements include graduation by or before June 2017 from a public or private high school and attendance or acceptance for full-time admission at a public or private college or university.

The maximum gross family income permitted for award eligibility is \$125,000. The student's income is not counted toward family income.

You can find out more about the College Scholar Awards and download an application at: http://www.nyc.gov/html/dcas/html/employees/100year.shtml.

Completed applications should be sent directly to: NYC Department of Citywide Administration Services Hundred Year Association Awards Program 1 Centre Street, Room 2130 South New York, New York 10007

Applications for the College Scholar Awards must be received by DCAS by May 26, 2017.

Early Detection Is Key



Celebrate National Women's Health Week (May 14 - 20) and National Stroke Awareness Month with preventive and early detection screenings.

Many preventive screenings are now available for free to all employees enrolled in the EmblemHealth GHI CBP plan.

Employees are encouraged to take advantage of these no-cost preventive screenings as a key strategy in health and wellness.

- Stroke is a leading cause of preventable death. Find out if you are at risk by asking your physician if you have high blood pressure so you can take action and protect your health.
- Preventive and early detection screenings are also available for health conditions such as breast cancer, cervical cancer, HIV, diabetes, sexually transmitted infections, and colorectal cancer, among others.
- Ask your physician if it's a good time for you to schedule screenings like a colonoscopy, a blood glucose test, or a cholesterol level test.

Did you also know that you are entitled to excused paid leave for breast and/or prostate cancer screenings?

In accordance with NYC Civil Service Law Sections 159-b and 159-c, NYCHA employees are entitled to four hours of excused paid leave each calendar year to undergo a breast and/or prostate cancer medical screening.

The four hours excused paid leave includes travel time. For more information, contact ASK HR at 212-306-8000.

For additional information about health insurance plan improvements or other preventive services offered at \$0 co-pay, please visit www.nyc.gov/olr.

Ethics Inquiries

Information about the NYC Conflicts of Interest Law is available from the NYC Conflicts of Interest Board at 212-442-1400 and from NYCHA's Law Department at 212-306-3355.