

**TESTIMONY FROM NYCHA'S SENIOR VICE PRESIDENT OF SUPPORT SERVICES JOEY KOCH**  
**ACCESSIBILITY IN PUBLIC HOUSING**  
**COMMITTEE ON PUBLIC HOUSING WITH THE COMMITTEE ON MENTAL HEALTH, DISABILITIES AND ADDICTION**  
**WEDNESDAY, SEPTEMBER 4, 2019 – 10:00 AM**  
**250 BROADWAY, 16<sup>TH</sup> FLOOR COMMITTEE ROOM, NEW YORK, NY**

Chairs Alicka Ampry-Samuel and Diana Ayala, members of the Committees on Public Housing and Mental Health, Disabilities and Addiction, and other distinguished members of the City Council: good morning. I am Joey Koch, NYCHA's Senior Vice President of Support Services. I am pleased to be joined by Brian Honan, Director of the Office of Intergovernmental Relations, and other members of NYCHA's team. Thank you for this opportunity to discuss our efforts to assist residents with accessibility needs, including our work to improve elevator service.

I've devoted most of my career to public service, and I came to NYCHA last September to help turn this vital organization around. In my role here, I oversee elevator, emergency, heating, and technical services as well as maintenance, repair, and skilled trades staff.

### **Assisting Residents with Accessibility Needs**

At NYCHA, our mission is to provide safe, affordable housing and access to social and community services that strengthen communities. We support residents with accessibility needs by providing reasonable accommodations, physical improvements to buildings, and connections to services.

#### *Reasonable Accommodations*

Through NYCHA's reasonable accommodation policy, residents with disabilities can request an accommodation that supports their needs. This could include:

- Transfer to an accessible apartment, an apartment with an extra bedroom to accommodate large medical equipment, an apartment on a lower floor, or an apartment near relatives or a medical facility; or
- An apartment modification to make it more physically accessible and usable, such as installation of roll-in showers; grab bars; ramps; flashing doorbells or smoke/carbon monoxide detectors; and lower cabinets, light sockets, faucets, and other fixtures.

We will also grant temporary permission for caregivers to join a household, based on the circumstances.

Residents can request a reasonable accommodation at their development's management office or through NYCHA's self-service website.

### *Building Improvements*

We are focused on improving our buildings to enhance residents' quality of life. For instance, we updated the architectural design guidelines for the rehabilitation of our buildings, taking into account accessible and age-friendly designs. We incorporate these standards to the maximum extent feasible to better support the safety, health, and comfort of residents, including those with disabilities.

Guided by the new architectural standards, in the past two years, we invested over \$8 million in accessibility and age-friendly improvements, including new ramps, at 40 developments. And we allocated an additional \$2.75 million for accessibility modifications over the next four years.

Our updated architectural standards apply not only to rehabilitation projects but also to the development and preservation work we're doing. The new 100 percent affordable housing we're building for seniors incorporates accessible apartment designs as well as handrails throughout corridors, grab bars, and emergency pull-

cords in bathrooms. And the building improvements we're accomplishing through our PACT Section 8 conversion initiative will incorporate accessible and age-friendly designs to the maximum extent feasible.

### *Connections to Services*

NYCHA's Family Partnerships Department connects residents to critical programs and services to promote stability and enable them to remain independent, well, and aging in place. This is accomplished by engaging vulnerable populations, including people with disabilities, and connecting them to the critical health and social services from community-based organizations and other City agencies that meet their needs.

In addition, at our 40 seniors-only developments and 11 NORCs (naturally occurring retirement communities), seniors and their caregivers are supported with on-site and nearby assistance.

### *Assistance During an Emergency*

Every year, residents self-identify as having a disability during the annual review process, and this information is recorded in NYCHA's resident database. In the event of an emergency such as a natural disaster, this data helps NYCHA staff quickly identify those who may need assistance to evacuate (which would be coordinated with NYCEM and FDNY). This information also ensures that residents with disabilities are provided with information and resources to help them shelter-in-place safely.

### **Elevators at NYCHA**

We know how vital reliable elevator service is for residents, including for people with mobility and other disabilities. Service disruptions can affect residents' lives. Elevator service at NYCHA needs improvement, and this is an issue we take very

seriously. To improve service, we have been implementing various changes and enhancements, collaborating with a federally appointed monitor, and developing elevator action plans in accordance with our recent agreement with HUD.

Before I take you through some of these efforts this morning, I'd like to provide some information and context about elevators at NYCHA. Our more than 3,200 elevators make about 3.2 million trips every day. Even with 400 dedicated and hardworking elevator mechanics, mechanic helpers, supervisors, dispatchers, managers, and clerical staff maintaining these elevators, with an annual budget of about \$74 million, the needs of NYCHA's elevators are significant.

The chronic lack of federal government investment in NYCHA's aging buildings presents challenges to our elevators. For example, a roof leak can cause mechanical and electrical problems for elevators, and they may also need to be taken out of service to complete electrical repair work. Fortunately, Mayor de Blasio's \$1.3 billion investment to replace over 900 roofs at the Authority will help address the former issue.

We measure elevator performance primarily with two metrics: the number of elevator outages and the time it takes to restore service after an outage. An outage is defined as a single elevator that is out of order and unavailable for resident use. This may be due to equipment failure, power outages, water intrusions, preventative maintenance, corrective maintenance, or vandalism. A no-service condition occurs when all of a building's elevators are experiencing outages at the same time. For single-elevator buildings, all outages are considered no-service conditions.

From January through August of this year, there have been approximately 28,400 outages portfolio-wide, about 500 fewer than the same period in 2018. These outages were not necessarily no-service conditions, meaning that residents would still be able to use other elevators in the building.

It took just under 10 hours on average to restore elevator outages this year, down from over 12 hours during the same period of time in 2018.

This August, there were about 1,200 fewer outages than the prior month – and the restoration time was over 5 hours quicker, the fastest restoration time of the year.

### **Responding to Outages**

When outages are reported, either by residents or development staff, our elevator repair teams respond vigorously, around the clock. From 2016 to 2018, the median response time for outages in single-elevator buildings was 3.5 hours; portfolio-wide, the response time for no-service conditions was 4.5 hours.

Outages at seniors-only buildings, as well as those that occur where residents with mobility and other self-reported disabilities live, are treated as a high priority. We use stair climber equipment to transport residents to and from their apartments during no-service conditions. In addition, we will offer voluntary temporary relocation to residents with mobility disabilities in cases of long-term no-service conditions.

As expected, half of our elevator work orders are created during nights and weekends, when residents are more likely to be at home. After hours, our Emergency Services Department monitors and responds to issues in coordination with our elevator response teams. A total of 38 roving elevator response teams work staggered shifts outside regular business hours. In March, we added four after-hours teams, which has been an effective strategy to reduce outages and response times.

Within two hours of becoming aware of unplanned outages or no-service conditions, NYCHA staff will post notices on each landing's elevator door. Robocalls are also made to all affected residents for no-service conditions.

Residents receive robocalls once service has been restored. For long-term outages, we will also put notices under residents' doors, conduct hallway meetings with residents, and meet with the resident association.

Our goal is to perform monthly preventative maintenance on every elevator, which requires it to be taken out of service for two to four hours, as well as annual inspections and tests required by the City's Department of Buildings. For planned outages like these, we post notifications to residents 48 hours prior; for planned no-service conditions, residents also receive robocalls to notify them in advance. Residents again receive robocalls once service has been restored.

NYCHA senior staff receive email notifications every three hours on all no-service conditions, outages, and outstanding elevator work orders that have been open for more than two hours.

### **Making Improvements to Better Serve Residents**

In January, NYCHA signed an agreement with HUD that outlines a schedule of milestones and requirements related to elevator service, among other high-priority areas. We are working with a monitor appointed by the federal government to develop action plans to meet these goals, which will improve service for residents.

We are meeting biweekly with the monitor and his team to develop a comprehensive elevator action plan, which is due by this fall.

As part of the HUD agreement, Mayor de Blasio, who has provided unprecedented resources to NYCHA, is investing \$2.2 billion in capital funding in the Authority, on top of the approximately \$4.3 billion in capital and operating funds he has already committed – investments that will impact elevator service directly or indirectly.

We expect to replace 275 elevators through our capital plan over the next five years. An additional 248 elevators are scheduled for replacement beyond that period: 161 elevators by the year 2028 using City funds committed under the agreement and 87 elevators by 2026 using state and federal funding. To date, we have rehabilitated over 50 elevators through our PACT initiative – which raises capital for much-needed repairs – and expect to rehabilitate another 500-600 elevators over the next five years through PACT.

Even before NYCHA entered into the agreement with HUD, we have been working hard to deliver better elevator service for residents, and we have seen some progress. Here are some examples of those efforts:

- We are in discussions with the NYC Office of Labor Relations and our union partners about implementing expanded 24/7 coverage for elevator repair staff. This would improve outage response times – since current weekend staffing is limited, we are not able to address many weekend outages until Monday.
- To date, we have installed air conditioner units in about 340 elevator motor rooms to reduce outages caused by overheating conditions in the summer months.
- In 2016, we instituted operational safety checks that are conducted before returning an elevator to service. While this adds about an hour to two hours to service restoration, it's a critical part of ensuring safety.
- We are enhancing the analytical and reporting capabilities of Maximo, our asset management database. This includes tracking planned outages and no-service conditions, allowing elevator mechanics to more accurately record the cause of outages (so we can perform analytics), enabling elevator mechanics to confirm and close work orders from their handheld devices, and improving outage notification to residents.

- Plans are underway to repair and replace more than 2,100 hoist motors and generators across the portfolio.
- And NYCHA is currently rolling out Alternative Work Schedules for janitorial staff at all of our developments, providing greater coverage earlier in the day and later in the evening, seven days a week. This means more frequent cleaning of elevator door tracks by caretakers at the start of each shift, which should help to reduce the frequency of outages.

### **Moving Forward**

While we are making improvements to elevator service, more needs to be done to provide residents the service they deserve. With new leadership, our collaboration with the monitor, and the action plans we're developing in accordance with the HUD agreement, we have a roadmap for progress. Although we do not have the funding necessary to replace every aging elevator at NYCHA, we are making the most of the money we do have, and we are working creatively to address the needs through programs like PACT.

And we will continue to do all we can to support residents with accessibility needs, from apartment modifications and building improvements to connections to vital services.

Thank you for your partnership as we continue moving forward. We are happy to answer any questions you may have.