

Emphasys Elite Case Study:

New York City Department of Housing Preservation and Development

The Problem

Before Emphasys Software began the implementation of Emphasys Elite® in 2002, the New York City Department of Housing Preservation and Development (HPD) utilized six disparate software systems to administer approximately 18,000 Section 8 Housing Choice Vouchers. These stand-alone and nonintegrated systems were used to manage the waiting list and lease-up process, recertifications, PIC submissions, and HAP payments. In addition, HPD built many stand-alone systems to facilitate the generation of correspondence and management reporting. Their HQS inspections were all conducted manually. Since it was difficult to reconcile data between the various systems, data integrity and reliability were a real problem. Other problems included:

- Inability to efficiently and effectively track applicants and participants.
- Inaccurate payment processes.
- High error rate of HUD-50058 submissions (nearly 50%).
- Inability to effectively manage their agency based on needed SEMAP related data.
- Inability to provide timely information to landlords and residents. Inquiries or complaints often went unattended because information was not readily available, or it took a long time to find the needed information.
- Difficulty tracking voucher utilization and availability.
- Inaccurate data on overdue recertification population.

The Solution

One of the important initiatives for management at HPD was to implement a new software system. HPD reviewed several systems on the market and chose to partner with Emphasys Software. The implementation began in early 2002. HPD went live on Elite in October of 2002, replacing all their stand-alone systems. Emphasys provided extensive workflow analysis, best practice recommendations, custom programming, training, data conversion, go-live assistance, and post-production follow-up work. Data conversion involved consolidating data into Elite from the various stand-alone environments. This process involved an extensive data cleansing, verification, and validation effort to ensure data and reports generated out of Elite would be as accurate as possible. The Elite software is now used in a mission-critical production environment.

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The Results

By using Emphasys Elite, HPD was able to consolidate all their data into one fully integrated enterprise system. The built-in data validation upon entry within the Elite software resulted in a vast improvement in data integrity and reliability. Workflows were streamlined and automated based on the capabilities offered by the Elite software, which resulted in much greater efficiencies. Business units within HPD now automatically “talk” to one another due to the level of integration offered by Elite. The financial management capabilities that are built into the Elite system allowed HPD to manage the funding and related utilization rate much better. The HQS Inspections process was automated with an integrated scheduling system that interfaces with handheld inspection devices. All critical forms, reports, and correspondence were also automated. Correspondence is tracked as to when it was sent out along with the results of any responses.

Major operational improvements include:

- Drastic improvement in HUD compliance and reporting (now averaging a 95% reporting rate).
- Substantial decrease in the amount of time to process a case.
- Availability of data needed to track overdue recertification packages and track tenants who fail to provide the correct documentation.
- Ability to more accurately track voucher utilization and availability.
- Ability to provide timely information to landlords and residents.
- Increased inspection efficiency.
- Drastically improved management reporting and analysis, allowing management to be proactive in the decision making process.
- Accurate data for SEMAP reporting databases.
- Improved customer service for landlords, residents, sister agencies, and stakeholders.
- Accurate, easily trackable monthly HAP payments.
- Easier system administration, one database instead of many.



“With the Elite software suite, HPD is now able to integrate many areas of its Section

8 program utilizing one software application. It allowed us to integrate the multiple systems that our agency once used and helped to improve the overall reliability and depth of our data.”

----- **Roeland Kim**, IT Manager, New York City Department of Housing Preservation and Development