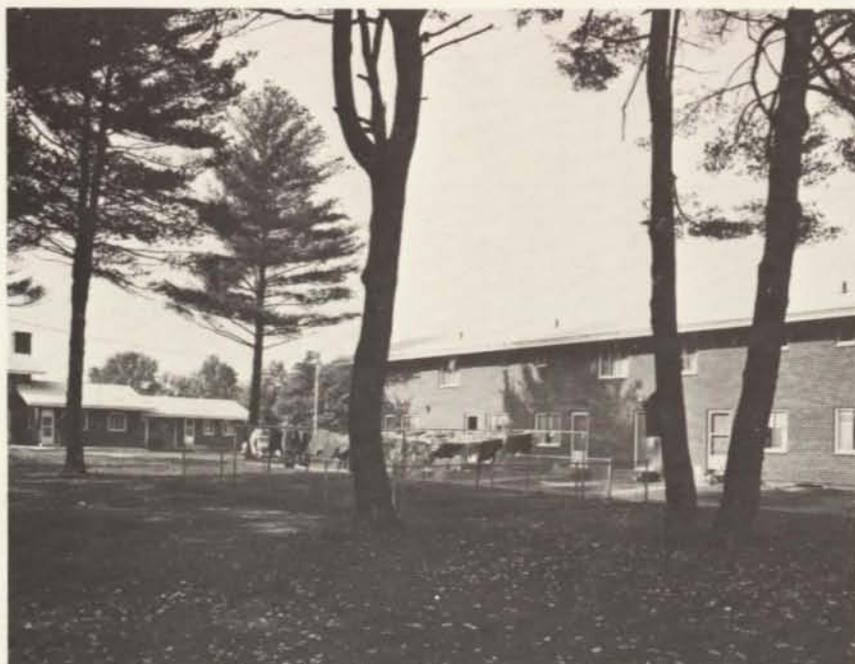




Problems Affecting Low-Rent Public Housing Projects

A Field Study
January 1979



Problems Affecting Low-Rent Public Housing Projects

A Field Study
January 1979

U.S. Department of Housing and Urban Development
Office of Policy Development and Research

Division of Policy Studies

Ronald Jones
David Kaminsky
Michael Roanhouse

The research forming the basis for this report was conducted by the Division of Policy Studies in the Office of Policy Development and Research, U.S. Department of Housing and Urban Development (HUD).

FOREWORD

More than one million low-income American families live in Federally supported, locally managed public housing projects. Most of these projects provide just the kind of decent home and suitable living environment that HUD is committed to extend to all Americans, but other projects have done less well in fulfilling HUD's mission. Until now, however, there has been little research on the extent and nature of the problems affecting public housing.

This report, the product of the Division of Policy Studies in HUD's Office of Policy Development and Research, is a study that delineates and describes most of the problems that undermine the operation of public housing projects.

Supervised by Christopher Wye and Martin Abravanel, the study was conducted by a team composed of Ronald Jones, David Kaminsky, and Michael Roanhouse (Team Director), with the support of Paul Mancini and Lester Rubin. It reveals that problems in "troubled" public housing projects frequently occur in clusters and that each problem within one of these clusters tends to accentuate the seriousness of every other problem.

Here, for example, is a HUD field office description of one of the projects included in the study sample: "The major problems are overcrowded structures, vacancies and resultant vandalism, rent delinquencies, the image of the project throughout the city, lack of security, ineffectiveness of PHA (Public Housing Authority) management, and very low-income, multi-problem families. The problems arose [through] grouping very low-income, multi-problem families together, lack of maintenance, insufficient policing of the project, accelerated deterioration...".

The timely research presented in this volume is intended to serve those who must answer the policy questions raised by the new Urban Initiatives Program, a Federal program designed to aim resources in a comprehensive way at the most critical problems in the most seriously distressed housing projects of the Nation.

I recommend the report as a contribution to our understanding of public housing policy.



Donna E. Shalala
Assistant Secretary for Policy
Development and Research

TABLE OF CONTENTS

<u>Chapter Contents</u>	<u>Chapter Title</u>	<u>Page</u>
This is a precis of the full report, including abbreviated descriptions of definitions, methodologies, physical and problem characteristics of the public housing inventory, and proposals by HUD field staff to deal with troubled projects.	<u>Summary</u>	1
Starting with a brief review of the history of the public housing program, the successive parts of this chapter outline the principal purpose of the study; the issues which were to be explored; and, the study's sampling, data collection, and analysis plans.	I. <u>Background, Study Purpose, and Methodology</u>	18
This chapter presents the overall condition and problem severity measures which were used to assess the condition of public housing projects and explains the combined assessment method which produced the findings of the study. The chapter has narrative and tabular presentations of the range of conditions in HUD's public housing inventory.	II. <u>Troubled Projects: How Many Are There?</u>	32
Along with a review of the general characteristics of the public housing inventory, this chapter, in textual and tabular displays, defines troubled and untroubled projects according to several social, physical, and geographical variables.	III. <u>What are the Characteristics of Troubled Projects?</u>	40

Chapter Contents

This chapter presents the responses provided by HUD field staff to a structured survey regarding the kinds and severities of problems impacting public housing projects which are considered to be either untroubled, relatively untroubled, or troubled. Narrative assessments of selected projects in each of the three categories follow each of the problem summaries.

This chapter is based on discussions with managers of the public housing projects visited by research teams. It provides a textual review of project managers' views about the most important impediments to the successful operation of individual projects.

During the study, representatives of project or jurisdictional tenant organizations and local legal services attorneys in areas visited by research teams expressed their views of the problems which affect public housing viability. This chapter presents a summary of these discussions.

This chapter presents a summary of discussions with individuals who are either interested or involved in policy and management issues for public housing projects. The discussions focused on problems which were judged by these individuals to have the greatest impact on the continued utility of this housing stock.

Chapter Title

Page

- IV. Problems Affecting Public Housing According to HUD Field Office Staff

63

- V. Problems Affecting Public Housing According to Project Managers

93

- VI. Problems Affecting Public Housing According to Tenant Leaders and Legal Services Attorneys

97

- VII. Problems Affecting Public Housing According to Public Housing Executives, Public Officials, Private Sector Experts, and HUD Managers

101

Chapter Contents

Chapter Title

Page

Using a structured survey instrument, HUD field staff offered assessments of the kinds of solutions which would have the greatest potentials for resolving problems in relatively untroubled and troubled housing projects. This chapter summarizes their responses.

VIII. What are the Solutions to the Problems Affecting Public Housing?

109

APPENDICES

APPENDIX CONTENTS

This section describes the processes and data used to select the sample of field offices and projects included in the field survey of troubled projects. The rationale and procedures for collecting data during the study are discussed.

This section describes the initial project rating sheet which was completed by HUD Field Office staff on 1490 projects during the study.

This section contains a description of the four-part questionnaire which HUD Field Office staff were asked to complete on a sample 862 projects during the study.

This section contains a detailed description of the 70 projects in 41 PHAs which were visited during the field phase of the study. Selected PHA and project characteristics are presented.

This section presents a list of the PHAs and projects visited.

This section contains a description of the 312 interview sessions conducted during the study.

This section contains a list of individuals who were interviewed during the course of the study.

<u>APPENDIX TITLE</u>	<u>PAGE</u>
A. <u>Description of Sampling Procedures</u>	117
B-1 <u>Summary Description of Public Housing Project Rating Sheet</u>	123
B-2 <u>Summary Description of Detailed Project Analysis Instrument</u>	125
C. <u>Detailed Description of PHAs and Projects Visited</u>	129
D. <u>List of PHAs and Projects Visited</u>	134
E. <u>Sample of Field Visit Interviews</u>	144
F. <u>List of Interviewees</u>	148

APPENDICES

APPENDIX TITLE

PAGE

This section contains the various survey instruments used by the Field Offices in the data collection phase and discussion guides used during field visits by Central Office staff. Copies of the following instruments are included.

G. Public Housing Survey Instruments

172

- Part I - Public Housing Authority Instrument
- Part II - Public Housing Project Instrument
- Part III - Project Problem Analysis Instrument
- Part IV - Project Intervention Analysis Instrument
- Experts Discussion Guide
- Field Office Discussion Guide

This section contains a tabulation of Field Office responses to Part III - Project Problem Analysis Instrument. The responses are broken down into four parts.

H. Tables on Field Assessment of Problems

226

- Problem Impact Ratings for All Projects
- Problem Impact Ratings for Untroubled Projects
- Problem Impact Ratings for Relatively Untroubled Projects
- Problem Impact Ratings for Troubled Projects

This section contains a tabulation of Field Office responses to the Part IV - Problem Intervention Analysis Instrument, completed on Relatively Untroubled and Troubled Projects.

I. Tables on Field Office Assessment of Proposed Interventions

279

- Proposed Intervention Ratings for All Projects
- Proposed Intervention Ratings for Relatively Untroubled Projects
- Proposed Intervention Ratings for Troubled Projects

This section contains a list of PDR study members responsible for conducting the study. A list of persons on the Technical Advisory Committee and the members of field teams is also presented.

J. Study Organization

310

APPENDICES (continued)

APPENDIX TITLE

PAGE

This section contains an annotated bibliography of 16 other Division of Policy Studies reports which are also available to the public

K. Other Reports Prepared by The Division of Policy Studies

314

LIST OF TABLES AND EXHIBITS

<u>Tables</u>	<u>Page(s)</u>
S-1 Condition of Public Housing Projects and Units	3
S-2 Comparison of Selected Project Types As Percent of All Projects and As Percent of All Troubled Projects....	5
S-3 Project Condition by Project Type.....	6
S-4 Summary of Respondents' Opinions About the Most Serious Problems Affecting Public Housing	12
S-5 Proposed Interventions Rated as Having a Significant Positive Effect on Project Problems	17
II-1 Estimated Distribution of Public Housing Projects and Units, by Condition.....	32
II-2 Number of Significant Problems and Project Condition as a Percent of All Projects.....	39
III-1A Family vs. Elderly Projects, by Condition.....	42
III-1B Family vs. Elderly Projects as a Percent of Project Condition Group.....	43
III-2 Female-Headed and Single-Parent Households in Public Housing, by Project Condition.....	44
III-3 Project Location, by Project Condition.....	45
III-4 Income of Project Households, by Project Condition....	52
III-5 Project Characteristics, by Project Condition.....	53-54
III-6 Neighborhood Characteristics, by Project Condition....	55-59
III-7 Project Age by Condition.....	60
III-8 Distribution of Units in Family and Elderly Projects.....	61
III-9 Comparison of Project Size by Family and Elderly Projects.....	62

<u>Tables</u>	<u>Page(s)</u>
IV-1 Summary of Problem Impact for Untroubled Projects.....	81
IV-2 Frequently Cited Problem Subtypes for Untroubled Projects as a Percentage of Untroubled Projects.....	82
IV-3 Summary of Problem Impact for Relatively Untroubled Projects.....	83
IV-4 Frequently Cited Problem Subtypes for Relatively Untroubled Projects as a Percentage of Relatively Untroubled Projects.....	84-85
IV-5 Summary of Problem Impact for Troubled Projects.....	86
IV-6 Frequently Cited Problem Subtypes for Troubled Projects as a Percentage of Troubled Projects.....	87-88
IV-7 Summary of Problem Impact for All Projects.....	89
IV-8 Frequently Cited Problem Subtypes for All Projects....	90
IV-9 Summary of Problem Impact on Troubled, Relatively Untroubled, and Untroubled Projects.....	92
VIII-1 Proposed Interventions Rated as Having a Significant Positive Effect on Project Problems.....	112
VIII-2 Proposed Interventions Rated as Being One of the Five Best Actions to Solve Project Problems.....	115
 <u>Exhibits</u>	
I - 1 Phase I of the Study Design	28
I - 2 Phase II of the Study Design	29
I - 3 Phase III of the Study Design	30
I - 4 PHA Sample Sites From Phase II	31
	of the Study Design

<u>Exhibits</u>		<u>Pages</u>
III-1	Distribution of Inventory by Design and Project Condition	48
III-2	Distribution of Inventory by Age of Family Projects and Project Condition	48
III-3	Distribution of Inventory by Size and Age of Family Projects and Project Condition	49
III-4	Distribution of Inventory by Location, Size and Age of Family Projects and Project Condition ...	50
IV-1-5	Descriptions of Problems Affecting Untroubled Projects	66-68
IV-6-8	Descriptions of Problems Affecting Relatively Untroubled Projects	69-70
IV-9-18	Descriptions of Problems Affecting Troubled Projects	72-79
IV-19	Percentage of Projects Facing Serious Problems.	91

Executive Summary

Conducted by HUD's Office of Policy Development and Research, this policy study focuses on the condition of the Nation's public housing projects. The study was undertaken to answer three questions: (1) How many projects are in troubled condition? (2) What kinds of projects are troubled? (3) What problems do these projects face?

Applying definitions and methods outlined in the body of the report, it is estimated that approximately 7 percent of all public housing projects, containing about 15 percent of all units, are "troubled." That is, about 700 projects containing 180,000 units are in the least satisfactory condition. These troubled projects are found disproportionately among family (as opposed to elderly) projects which are old, large, located in urban areas, and situated in neighborhoods which themselves could be classified as troubled.

According to HUD public housing specialists, these projects usually face a high level of financial, physical, managerial and social problems. Which of these are most critical depends, in part, on the way an observer defines the situation. For example, leaders of tenant groups tended to point to inadequate project management and deteriorated structural conditions as the most critical problems; but PHA officials view these more as effects, and instead rate insufficient funding as the critical problem.

While the projects defined as troubled constitute a relatively small proportion of the public housing inventory, their problems are severe and interrelated. The solution to, or even the easing of, these problems requires concentrated, multi-purpose resources. Even then, a solution to some of these problems appears to be beyond the direct control of either HUD or individual Public Housing Agencies.

SUMMARY

Introduction

Based on more than 40 years of program support, the inventory of federally supported public housing consists of over 1.2 million units in 10,000 projects which are administered locally by 2,700 Public Housing Authorities (PHA)*.

Reflecting changes which have taken place in both the program and in the nation since the program's inception in 1937, the public housing inventory is composed of projects of various sizes, ages, and locations. These projects serve a variety of tenants.

In 1978 the Department of Housing and Urban Development (HUD) reaffirmed its commitment to the public housing program by developing a series of initiatives to identify and upgrade the most troubled portion of the inventory. In support of this Urban Initiatives Program, the Office of Policy Development and Research (PDR) was asked initially to identify the conditions of the public housing inventory and to answer the following questions:

How many projects are in troubled condition?

What kinds of projects are troubled?

What problems do these projects face?

To answer these questions, the Division of Policy Studies in PDR obtained data from a stratified national probability sample of public housing projects. In addition, staff analysts interviewed a large number of persons with distinct perspectives on the public housing program and also visited and inspected a sub-sample of public housing projects.

*The term, Public Housing Authority (PHA), which is used throughout this report, is meant to be interchangeable with the more current term, Public Housing Agency.

What is "Troubled Condition"

A review of the literature and discussions with public housing specialists during an early phase of the study indicated that there was no expert consensus on the definition or measurement of a "troubled" public housing project. However, two approaches dominated.

The first approach, which can be called "numerical-objective," is that the extent of trouble in a project depends on the number of severe problems that it faces -- the larger the number of severe problems, the more troubled the project. The second approach, which can be labeled "case-study particular," is that for each project the specific kinds and mix of problems, rather than just the number of serious problems, determines whether it is troubled. According to this view, no formula can satisfactorily explain the working of these factors. Those who took this position suggest that a judgement as to which projects were troubled can best be made by individuals who are knowledgeable both about particular projects and about a range of projects.

These two approaches to identifying the extent and nature of troubled public housing can be quite different. One relies on a count of project problems, and the other depends on a personal (if experienced) assessment of the relative condition of specific projects in the inventory. There was no assurance in preparing this study that such different approaches would lead to the same conclusions about the number and characteristics of troubled projects. And, in fact, the two approaches identified a somewhat different set of troubled projects.

Since the purpose of this study was to get a realistic appraisal of the magnitude of the problem -- the number of public housing projects which require special assistance in order to insure minimum standards -- it was important that the size of the troubled category not be underestimated or that the determination of troubled condition not be subject to the biases of any particular approach. Therefore, to lessen the risk of an underestimate, both of the above approaches were used to classify the inventory. A project was considered to be troubled if it had a high incidence of serious problems or if it was judged by a public housing specialist to be in "bad" or "very bad" condition.

How Many Projects Are Troubled

An estimate of the number of troubled public housing projects ranges from 4 percent to 7 percent of the total inventory depending upon which measurement approach or combination of approaches is utilized.

If we adopt the higher estimate, therefore, about 700 of the Nation's public housing projects, containing about 15 percent of all public housing units, can be classified as troubled. This figure is derived as follows:

- The numerical-objective approach. About 4 percent of all public housing projects face five or more significant problems as identified by HUD public housing specialists. Qualitative evidence gathered during the study and reported in Chapter 3 suggests that when a project faces so many problems, the problems are often interwoven so as to exacerbate the effect of individual problems and to prolong the troubled conditions. This, then, is the first method of identifying troubled projects.
- The case study-particular approach. About 4 percent of all public housing projects are considered to be in "bad" or "very bad" condition when compared to the rest of the inventory. This finding is based on detailed case-by-case assessments by HUD public housing specialists, the individuals who have basic responsibility for monitoring the activities of local public housing authorities. This, then, is the second method of measuring trouble.

Although each approach yields a 4 percent ratio of troubled projects, the projects identified as troubled by the two approaches tended not to overlap. Some reasons for this are discussed in Chapter 1. When troubled projects identified by each approach are combined, the condition of the public housing inventory is as follows:

Table S-1
Condition of Public Housing Projects and Units
(N=699)

Condition	Percent of Projects	Percent of Units
Untroubled	67	55
Relatively Untroubled	26	30
Troubled	7	15
TOTAL	100	100

What are the Characteristics of Troubled Projects?

From the overall inventory, certain types of projects disproportionately appear as troubled. For example, family projects constitute 92 percent of all troubled projects, which is more than their 71 percent share of total projects (See Table S-2). In addition, troubled projects include a disproportionately large share of all family projects which also:

- are located in urban areas (43 percent of all projects, but 75 percent of all troubled projects); or
- have more than 200 units (14 percent of all projects, but 43 percent of all troubled projects); or
- were initially occupied more than 20 years ago (33 percent of all projects, but 43 percent of all troubled projects).

Though projects which combine these traits -- family and urban and large and old -- are only 8 percent of all projects, they make up more than a quarter (27%) of all troubled projects. These older, larger, urban, family projects account for 7.5 percent of all public housing units but constitute a disproportionate share of all troubled public housing units -- approximately 50 percent.

Although troubled projects are disproportionately family projects which are old, large, or urban the large majority of all projects with one of these characteristics are not troubled (See S-3). For example:

- Ninety-one percent of all projects designed for family use are not troubled;
- Eighty-six percent of all urban family projects are not troubled;
- Eighty-six percent of all family projects that were occupied more than twenty years ago are not troubled.
- Seventy-five percent of all family projects with more than 200 units are not troubled.

TABLE S-2

Comparison of Selected Project Types As Percent of All Projects and As Percent of All Troubled Projects

	PERCENT OF TOTAL INVENTORY	PERCENT OF TROUBLED PROJECT INVENTORY
All Projects (N=699)	71%	92%
Family Projects (N=489)		
Urban-Family Projects (N=299)	43	75
Large-Family Projects ¹ (N=172)	14	43
Old-Family Projects ² (N=164)	33	43
Urban, Large, Old Family Projects (N=93)	8	27

¹ Large projects are defined as projects with 200 units or more.

² Old projects are defined as projects over 20 years old.

TABLE S-3

PROJECT CONDITION BY PROJECT TYPE
(Percentage Distribution)

	Project Condition		Percent Untroubled	Total
	Percent Troubled	Percent Relatively Untroubled		
All Projects (N=699)	7%	26%	67%	100%
Family Projects (N=489)	9%	34%	57%	100%
Urban-Family Projects (N=291)	14%	36%	49%	99%
Large-Family Projects (N=172)	25%	45%	31%	101%
Old-Family Projects (N=164)	14%	45%	41%	100%
Urban, Large, Old Family Projects (N=93)	28%	42%	30%	100%

^{1/}

Neighborhood Characteristics. Several neighborhood characteristics identified by field office staff distinguished troubled from untroubled public housing projects. These include neighborhood racial composition, land use characteristics in project neighborhoods, crime levels in neighborhoods, the adequacy of police protection, the quality of schools, and the overall quality and availability of social and community services.

- Troubled projects are more likely to be located in neighborhoods with a high concentration of minority residents. Although 30 percent of the total inventory and 22 percent of all untroubled projects are in areas with minority populations greater than 50 percent of total population, 57 percent of troubled projects are in similar neighborhoods.

^{1/}

Neighborhood characteristics are based upon estimates by Field Office Staff.

- Only 13 percent of all public housing projects and 10 percent of untroubled projects are in neighborhoods where multi-family housing comprises more than 50 percent of all housing units. Thirty-nine percent of all troubled projects, however, are in similar neighborhoods. Similarly, 10 percent of the untroubled category are in neighborhoods comprised mostly of renters while 42 percent of troubled projects are in neighborhoods where renters comprise better than 50 percent of all residents.
- While only five percent of all untroubled projects are in neighborhoods judged by HUD field staff to be high crime areas, 42 percent of all troubled projects are located in these kinds of areas.
- While 32 percent of all untroubled projects were judged by HUD staff to be in neighborhoods with poor or fair police protection, 56 percent of troubled projects were believed to receive such protection.
- While only two percent of untroubled projects were considered by HUD staff to be near poor quality schools, this was felt to be true for 15 percent of the troubled projects.
- While the overall availability and quality of public and social services for 60 percent of all untroubled projects were judged by HUD field staff to be good or excellent, this was the case in only 19 percent of the troubled projects. The kinds of services considered here include: fire and police protection, recreation facilities, employment information facilities, counseling services, health services, and day care facilities.

What Kinds of Problems Do Public Housing Projects Face?

The kinds of problems which public housing projects face fall into four major categories. They are:

- Financial Problems that reflect rising project expenses, low rental income, and reported inadequacies of HUD's Performance Funding System (PFS);
- Physical Problems that encompass deficiencies in the integrity and quality of structures and systems, inadequate maintenance,

and design flaws involving project sizes and densities;

- Managerial Problems that capture the failure of HUD, PHA, or project based management to adequately establish and implement a variety of operational policies and procedures; and
- Social Problems that include crime, drug usage, the absence of needed social services, the shortcomings of public services, and negative neighborhood conditions.

Each of these problem categories can be thought of as representing a continuum of problem severity -- as a project experiences greater difficulty in one of the problem categories, the further along that continuum the project would be.

These four problem categories, while covering conceptually distinct dimensions, do not operate independently. Often these problem types intertwine in a project. A financial problem like inadequate funds, for example, may preclude the effective delivery of basic maintenance services. This occurrence would move a project further along the "financial problem" and "physical problem" continuums. The failure of a housing authority to establish and implement effective tenant selection and eviction policies may induce severe social problems like crime and vandalism. This interrelationship of problems would move a project further along the "managerial problem" and "social problem" continuums.

These continuums and the interrelationship between problems, however, should not be interpreted as indicative of causal relationships. The existence of one problem type, to any degree of severity in a project, does not necessarily imply the existence of any other problem type in the same project. Moreover, an interrelationship between problem types in one project may not occur at all, or may not occur with the same degree of severity, in another project.

In general, however, untroubled projects were reported to have fewer of these problem types than either relatively untroubled or troubled projects. In addition, when untroubled projects did experience these difficulties, they were less severe and did not threaten project viability to the same extent as they did when experienced by projects in the other two groups. Similarly, relatively untroubled projects were reported to experience fewer and less severe problems than troubled projects.

For example, untroubled projects were rarely reported to have problems along the managerial, physical or social dimensions of project operations. However, they were reported to have some financial problems primarily with meeting project expenses due to the low rent paying ability of tenants and to perceived short-

comings of the PFS.² In the absence of significant physical, social, or management problems, these projects are presently able to provide safe, sanitary, and decent housing for tenants. In terms of the four continuums, untroubled projects would be represented in the lower range of financial problems and would barely be measureable on the physical, managerial and social scales.

The relatively untroubled projects are also hampered by problems related to the financial dimension. For these projects, however, the financial squeeze created by high expenses, low rental income, and perceived inadequacies in funding arrangements is greater than that felt by untroubled projects, in an absolute sense, and is exacerbated by the financial ramifications of other problems along other dimensions. The other reported problems were moderate difficulties along the social dimension (including property damage by tenants and negative impacts from the project neighborhoods) and slight difficulties along the physical dimension (including defensible space and general structural problems). These problems and interrelationships place relatively untroubled projects in the mid-ranges of the financial and social continuums and probably in the lower ranges of the managerial and physical scales.

The problems of troubled projects are found along all four problem dimensions. In these projects, however, physical and social difficulties rather than financial problems were reported to be more important although financial problems themselves were quite severe. Troubled projects were reported to have difficulties relating to aspects of project design and physical condition including project size and density, lack of defensible space, general structural problems, inadequate heating or plumbing systems, and general maintenance deficiencies. The social problems were reported to include the impact of vandalism and crime in project neighborhoods and the incidence of problems with a very small number of disruptive tenants. The problems along the social dimension which appear even more important than these, however, involve the various social needs of a tenant population composed predominantly of very low income, single parent households with public welfare as a primary income source.

² The adequacy of the PFS was criticized by many field staff, PHA executives, public officials, and academic experts. Since this study was neither intended nor designed to be an evaluation of PFS, no definitive conclusions can be drawn about the validity of these criticisms. However, HUD is undertaking a separate, independent, evaluation of PFS.

Troubled projects, in addition to their physical and social ills, are reported to face a financial squeeze greater than that faced by other projects. Although the roots of the financial problems are similar -- rising expenses, low rental income, and insufficient subsidy payments--troubled projects are more threatened than others by these problems. Similarly, the financial ramifications of problems in other categories are more pronounced in troubled projects.

The combination and interrelationship of problems along the physical, financial, and social dimensions in troubled projects produces an environment that is difficult to manage. HUD field staff did report that PHA management may sometimes lack an appropriate mixture of resources, skills, and commitment to address these multiple problems but it is not clear whether adequate PHA management would itself be sufficient. It is more probable that a portion of the perceived "management problems" stems from the weight of other problems facing troubled projects and another portion stems from "poor" management itself. In sum, for one reason or another, PHA management is a severe problem in troubled projects.

Troubled projects, therefore, would be represented in the outer ranges along all four of the problem continuums--financial, physical, managerial, and social.

How Do Different Experts Characterize the Problems Affecting Public Housing?

In order to obtain a variety of viewpoints and perspectives on the problems faced by public housing projects, a total of 312 interviews were held in connection with the case studies in 14 field offices. The interviews were generally held with senior level executives or professionals identified by the field office or by others familiar with the operation of the public housing program in each area. Within each of the field offices, an effort was made to interview representatives from the following categories.

- PHA Executives
- PHA Project Managers
- PHA Tenants
- Legal Services Attorneys
- Public Officials
- Housing Professionals
- Academic Experts
- HUD Managers

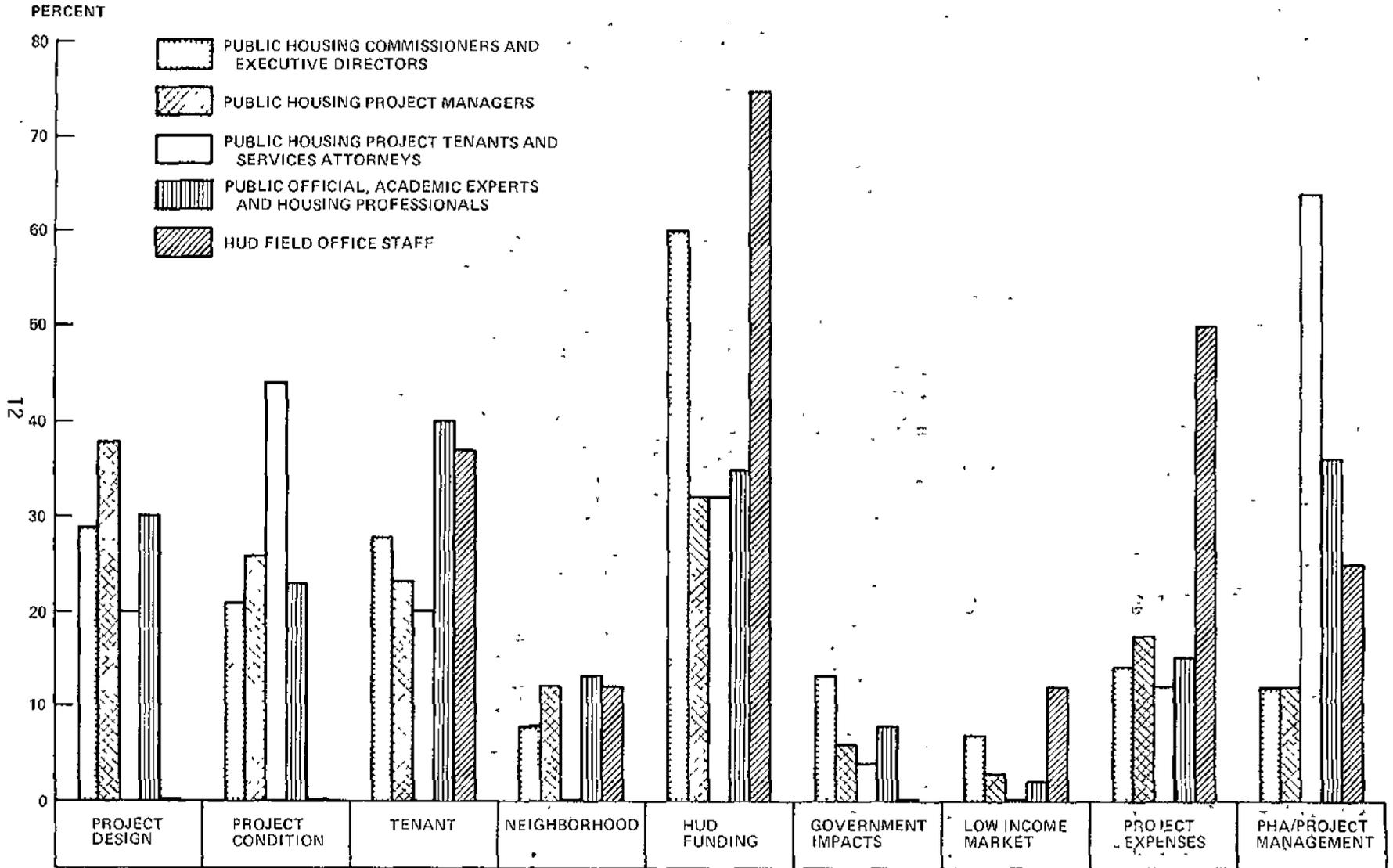
The results of these interviews are summarized below and portrayed graphically in Table S-4. As the chart indicates, there is some consensus across the several categories of experts as to the kinds of problems that adversely affect public housing projects. But, as one might expect, different experts -- reflecting various perspectives, interests and knowledge about the program -- tend to emphasize different problems. For example, HUD field office staff frequently mention HUD funding and project expenses as barriers to viability, whereas tenants and legal services attorneys cite funding/expenses less frequently. Tenants and legal services attorneys frequently point to project management and condition as serious problems, while PHA commissioners and executive directors mention management and condition less frequently. Although these responses appear to differ from group to group, it is possible that some of these differences may be a function of how particular people choose to label a problem. Some persons perceive project deterioration to be a major problem while others see this condition as the result of a lack of financial and management resources and therefore choose to categorize the problem in these terms.

The views of each group of experts are summarized below.

Project Managers

Project managers reported that problems related to HUD funding and project expenses, some tenant-related issues, and certain design and site issues are the most crucial impediments to project viability. A paramount concern to many managers was the perceived mismatch between HUD funding of public housing and project operating expenses. These managers either emphasized the funding side, saying that HUD funding was inadequate, or the expense side, saying that project expenses were too high. In both cases, they were describing an inadequacy of funds to meet operating expenses. Almost equally important, according to some project managers, were (1) tenant issues involving both the unmet non-shelter needs of very low-income tenants, along with the implications that this has for a project's living environment, and (2) the impact that a relatively few disruptive tenants can have on the quality of life within a project. Other project managers believed that design and site configurations and conditions were serious impediments to project viability. Design problems generally include densely developed agglomerations of buildings, poor mixtures of buildings and unit sizes, and configurations which offer little or no defensible space. Physical deficiencies, managers said, involve undesirable sites as well as deteriorated project structures due to inadequate routine and preventive maintenance and insufficient upgrading and improvement.

SUMMARY OF RESPONDENTS' OPINIONS ABOUT THE MOST SERIOUS PROBLEMS AFFECTING PUBLIC HOUSING



Tenant Leaders and Legal Services Attorneys

According to tenant leaders and legal services attorneys, the most prevalent and the most critical problems in public housing projects are project physical condition, PHA administration, and project administration. These respondents said that physical problems in public housing projects resulted from: inadequate funding and staffing for routine and preventive maintenance; poorly managed maintenance operations; and the unmet modernization needs of older projects. PHA and project management shortcomings, this group said, covered both the establishment and implementation of effective and efficient policies regarding all phases of operations.

Public Housing Executives, Public Officials, Private Sector Experts, and HUD Managers

Public housing authority administrators, public officials, private sector experts, and directors of Housing Management Divisions in local HUD Offices were also asked to discuss and evaluate the overall problems affecting public housing in their areas, with particular emphasis on the PHAs and projects selected for detailed case study. Although the three groups tended to agree on many of the problems affecting public housing, they did not agree in all areas. Their differences often reflected the respondents' unique perspective or source of information. For example, PHA executive directors did not judge PHA management to be a serious problem while other respondents did.

- HUD Funding - Many respondents identified inadequate HUD funding for both operating subsidies and capital improvements as one of the most serious problems affecting the viability of public housing projects. The Performance Funding System came under heavy criticism as being an inequitable tool for the distribution of operating subsidies.
- Tenant Attributes and Behavior - Although many respondents indicated that tenant attributes and behavior are serious problems, they differed as to the definition of negative attributes and behavior. Some respondents cited the shift in tenant population from two-parent, working class families to single-parent, welfare tenants as a source of significant problems. Other respondents indicated that tenant-related problems resulted from inadequate PHA management -- poor screening and enforcement of rules -- rather than from the tenants themselves.

- Project Design - The fact that some projects have a large number of total units and a high proportion of larger units within each building was believed to be a serious problem by private and public sector respondents. High-rise family projects were also cited as sources of problems.
- Project Condition - Poor maintenance, deferred maintenance, and the need for major physical improvements were frequently cited as the source of many problems. These problems, however, were often explicitly linked to the problems of inadequate HUD funding and inadequate management.
- PHA/Project Management - Although PHA officials did not regard PHA management to be a significant problem, many other respondents did. Frequently cited problems were inefficient maintenance delivery systems, insensitivity of management to legitimate tenant needs, poor tenant screening, poor rent collection procedures, poor eviction policies, and poor bargaining positions with respect to local union demands for wages and work rules.

What Are The Solutions?

After identifying the problems that affect public housing projects, HUD's public housing field staff assessed the expected impact of various remedial and intervention strategies for alleviating problems in projects which are either relatively untroubled or troubled. The interventions which were seen as having the greatest likelihood of positive impact on project problems fall within the following three categories:

- Physical Condition Improvements;
- Management Improvements (including project operation and tenant-management relations); and
- Neighborhood Revitalization Actions.

An analysis of the intervention assessments indicates that while the field staff chose the same types of interventions for both troubled and relatively untroubled projects, there is a significant distinction between the specific kinds and intensities of the options which were suggested for the two groups. In general, the field staff, seeing problems in troubled projects as more numerous, serious, and interdependent than those in relatively untroubled projects, suggested solutions for the former group which were more comprehensive, expansive, and intensive than those chosen for the latter. (See Table S-6.)

Interventions to upgrade physical condition were seen as the most effective and necessary types of interventions for troubled and for relatively untroubled projects. These interventions include maintenance and modernization programs as well as major structural and design changes capable of enhancing the safety and liveability of projects.

Physical interventions most frequently identified for relatively untroubled projects were limited to modernization and maintenance programs and to less substantial rehabilitative repairs. Modernization and improved maintenance programs were also given the highest priority in troubled projects. The need for substantial rehabilitation, however, was seen as significantly greater in troubled than in relatively untroubled projects. Field staff emphasis on the need for substantial rehabilitation for troubled projects reflects their view that these projects are in worse physical condition than the relatively untroubled group.

Although these physical problem interventions include a linkage between funding and solutions, some of the frequently selected physical solutions also appear to indicate that improved maintenance hinges on better PHA and project management. For example, options to increase management efficiency and the skills of maintenance staff were seen as important ways to upgrade the physical condition of public housing projects.

Management strategies relating to both project operations and tenant-management relations, the second set of interventions, focused primarily on the social problems of public housing projects. Options selected in this group include those which could improve the income, attitude, stability, and security of project residents. In addition, field staff focused attention on the need in all projects for establishing better methods for managing disruptive or delinquent tenants. Moreover, for troubled projects, but not for relatively untroubled projects, field staff placed the provision of better law enforcement services to combat crime and vandalism as a fairly high priority.

Actions to revitalize the neighborhoods surrounding public housing comprised the third set of interventions recommended by the field staff. For troubled projects, the need appears to be greater since major efforts to reverse neighborhood physical and social blight were suggested. In contrast, for relatively untroubled projects, the preference was for provision of better community and public services. For relatively untroubled projects, then, neighborhood strategies involve improvements; for troubled projects, they need to be a planned, comprehensive attack on overall neighborhood conditions.

The three categories of interventions overlap the four types of identified problems affecting troubled projects. Physical condition improvements, for example, would directly address the physical types of problems affecting troubled projects, but they would also reduce the financial, social, and managerial problems of these projects. Project and tenant management improvements and neighborhood revitalization actions would directly address social and managerial problems impacting troubled projects. However, expanding tenant social services, improving security, reducing vandalism, eliminating disruptive tenants, and alleviating negative neighborhood impacts would also tend to reduce the impact of financial and physical problems facing troubled projects. Since the field staff believed that the problems affecting troubled projects are multi-dimensional and interrelated, the interventions recommended for reducing these problems are also multi-dimensional and interrelated.

The field staff did not believe that physical improvements alone hold the key to the revitalization of troubled public housing projects. What emerges from an analysis of their assessments and recommendations is that the occurrence of such improvements is an essential first step, but that interventions to improve PHA and project management, tenant satisfaction and safety, and neighborhood conditions will also be required before troubled projects can be substantially improved. Finally, since the field staff also recommended some types of problem interventions for many of the relatively untroubled projects, it could be concluded that many of these projects may need additional assistance soon or they, too, may become troubled in the near future.

TABLE S-5

Proposed Interventions Rated As Having a
Significant Positive Effect On Project Problems

Proposed Intervention Strategies	Percent of Projects in Which Proposed Intervention was Rated as Having a Potentially Significant Positive Effect ¹	
	Troubled Projects 2/ (N=139)	Relatively Untroubled Projects 2/ (N=151)
<u>PHYSICAL CONDITION IMPROVEMENTS</u>		
Provide adequate modernization funds	51% (1)	31% (2)
Catch up on deferred maintenance and keep maintenance current.	50% (2)	32% (1)
Provide adequate funding to eliminate deferred maintenance backlog and allow preventive maintenance in future.	48% (3)	30% (3)
Carry out substantial rehabilitation of structure (not involving conversion to alternate use).	46% (4)	*
Improve management of maintenance efforts including efficiency and quality control.	*	23% (2)
<u>MANAGEMENT IMPROVEMENTS</u>		
Institute vigorous tenant selection, screening, and eviction policies and procedures.	42% (5)	30% (3)
Provide better law enforcement services to combat crime and vandalism.	37% (6)	*
Review dwelling lease and related procedures to remove unnecessary obstacles to prompt eviction.	*	28% (5)
Modify HUD policies, program and/or regulations to meet legitimate needs of project.	*	23% (8)
<u>NEIGHBORHOOD REVITALIZATION ACTIONS</u>		
Obtain supplemental funding (e.g., COBG, LEAA, etc.) through state and local public agencies.	37% (6)	25% (6)
Undertake neighborhood revitalization effort to reverse physical and social blight of the surrounding area.	35% (8)	*
Obtain better community services.	*	24% (7)

¹ This list is composed of the most frequently cited interventions rated as having a significant positive effect on the problems of troubled and relatively untroubled projects.

² Numbers in parentheses are the rank orderings of the interventions by frequency of mention.

* Not one of the eight most frequently mentioned interventions.

CHAPTER 1

BACKGROUND, STUDY PURPOSE, AND METHODOLOGY

Background

Since the Public Housing program's inception in 1937, 1.2 million housing units in 10,000 projects have been built and they are managed by 2,700 Public Housing Authorities. It is estimated that the program presently provides shelter for 3.4 million low income and elderly persons. During its 40 years of existence, the public housing program has undergone significant growth, fundamental changes, and periodic reassessment. The experience of the program can be divided into three distinct periods:

- 1937-1948
- 1949-1969
- 1970 to Present

1937 to 1948 Period - The basic characteristics of the public housing program were formulated in 1937. At that time, 12 to 14 million persons were unemployed and millions of others were working at depressed wage levels. Housing starts had fallen to only ten percent of the pre-depression highs and substandard housing provided a large share of available housing. Enacted against this backdrop, the Housing Act of 1937 reflected the desires of the Federal government to stimulate the economy, eliminate slums, and provide safe, decent, and sanitary low-cost housing.

Projects built under the program were generally located in stable, working class neighborhoods. Screening by housing authority administrators resulted in the program serving predominantly working class and "temporarily poor" families. The advent of World War II further reinforced the working class composition of the public housing tenant population and stimulated demand by opening projects to war industry workers and to the families of servicemen. The high demand for public housing continued during the post-war housing shortage. The first years of the program were marked by large amounts of construction, high demand, and high degrees of financial and social success.

¹ This summary of the public housing program draws primarily from: Abner Silverman, "Basic Needs and Social Services", pp. 579-606; Papers Submitted to Subcommittee on Housing Panels on Housing Production, Housing Demand, and Developing a Suitable Living Environment, Committee on Banking and Currency, U.S. House of Representatives, 92nd Congress; Report of the National Commission on Urban Problems to the Congress and to the President of the United States (1968), Part II, Chapter 3, "Public Housing"; and Eugene Meehan, "The Rise and Fall of Public Housing: 'Condemnation Without Trial'", in Donald Phares ed., A Decent Home and Environment: Housing Urban America (Cambridge, Massachusetts 1977).

1949-1969 Period - The first major change in the program occurred with the Housing Act of 1949. Three components of the Act directly or indirectly had an impact on public housing. First, a massive new urban renewal and slum clearance program was initiated with public housing serving as a chief relocation resource for those who were displaced by the effort and who were unable to find adequate shelter in the private market. Public housing was obligated to take whoever was displaced as a result of government action. The program, up until then, did not serve the kind of tenant likely to be displaced by slum clearance but did serve potentially more stable families. Second, the Act's liberalized requirements for homeownership under HUD's programs may have reduced working and lower-middle class demand for public housing. Finally, the 1949 Act reflected a basic decision to rely upon the private sector to solve the housing problems of most Americans and it redirected public housing to the lowest income group.

In addition to giving first preference to those displaced by government activities, the 1949 Act instituted several other changes relating to occupancy, income limits, and welfare tenancy. These changes led Senator Allen Ellender to predict that public housing in many communities would be transformed into a "poorhouse".² Moreover, others felt that the financial stability of public housing was being jeopardized without the addition of operating subsidies. The economic and social consequences of the actions, according to several commentators, were not long in coming. The issue of the "problem family" began to dominate management concerns as did the financial squeeze created by rising costs and the limited rent paying ability of poorer tenants. Abner Silverman analyzed the effects of the 1949 Act and subsequent legislative changes on public housing occupancy, and concluded that, "these actions slowly but surely changed the tenant body from a predominantly white, upwardly mobile, normal two-parent, working class population to a predominantly non-white, poverty affected, non-mobile lower-class population."³ The twin obstacles of poverty and racial discrimination may have made public housing the only available housing alternative for these newer residents and these obstacles may have also reduced their subsequent chances for upgrading their housing.

² Cited in Irving Welfeld, "American Housing Policy", Public Interest, Number 48, Summer 1977.

³ Silverman; op.cit., p. 582.

Three other major factors occurring in the fifties and sixties exacerbated the problems faced by public housing. The first involved the rapid escalation of costs due to inflation, growing physical plant obsolescence, and increased project deterioration. Public housing was also affected by the same major social changes which affected society in general and large urban central cities in particular. The problems of unemployment, racial and social tensions, increasing crime, and deteriorating neighborhoods all had severe impacts upon public housing located in large cities. Also by the late sixties, increasing numbers of tenants and legal services attorneys began to challenge the existing public housing policies and prerogatives.

During this time, public housing efforts began to shift away from large single site projects to scattered site developments, leased housing, and housing for the elderly. In addition, private sector subsidized multi-family programs were developed and received priority attention. These all combined to produce negative impacts on the program.

1970 to the Present Period - By the late sixties, there was growing dissatisfaction with the performance of public housing. The problems of the larger PHA's received considerable attention in the mass media and the experience of Pruitt-Igoe came to symbolize the entire public housing program. In addition, the Housing Act of 1969 substantially affected the financial status of housing authorities. This Act, and subsequent amendments to it, relieved serious financial burdens on tenants by mandating that no more than 25 percent of income be paid for rent. However, the resulting shortfall in PHA revenues may not have been adequately matched by Federal funds and many PHAs faced severe financial difficulties. Finally, in 1973 the public housing program was affected by the Federal housing moratorium and little new construction occurred.

HUD's response to these problems has taken various forms. Operating subsidies have been increased from \$12.6 million in FY 1968 to \$685 million in FY 1978. The modernization program, begun in 1968, has provided over two billion dollars for capital improvements to existing public housing projects. The Target Projects Program, instituted in 1974, sought to apply a comprehensive set of physical, social, and management remedies to a limited number of targeted projects. In 1975, HUD instituted the Performance Funding System (PFS) intended to provide each PHA with the subsidy needed for efficient management. HUD also framed

policies regarding tenant selection, attempting to ensure that families with a broad range of incomes are housed in public housing projects. There has also been an effort to establish criteria which preclude the occupancy by families whose behavior is likely to be detrimental to the physical and social well-being of the project. Other HUD initiatives have been directed toward improving management-tenant involvement in project operations.

Nevertheless, serious problems are still present in some projects and PHA's. In March of 1978 the Department reaffirmed its commitment to public housing with the announcement of the Public Housing Urban Initiatives Program. These initiatives reflected the desire of the Department to enhance the quality of life in the most seriously troubled public housing projects. They are, therefore, specifically designed to apply a comprehensive set of resources to the revitalization of this portion of the inventory.

Study Purpose

This study was undertaken in conjunction with the Department's Public Housing Urban Initiatives Program. Its purpose, as indicated in the Under Secretary's May 19th memorandum to the Assistant Secretaries for Housing and for Policy Development and Research, was to provide the basis for the development of a strategy to improve the physical condition and management of troubled public housing authorities and projects. This required the Division of Policy Studies to:

- identify problem public housing projects -- frequently referred to as "troubled" projects;
- estimate the number of projects and units in troubled condition;
- delineate the major categories of problems facing troubled projects, and;
- survey HUD's public housing specialists to identify possible strategies to alleviate the problems of such projects.

Study Method

Because of the short time frame allotted to this study, the only research designs considered were those involving structured information gathering and analysis. Five such approaches were considered:

- collection and analysis of information from on-site audits of project operations by an expert outside contractor;
- collection and analysis of existing Central Office public housing data by Central Office research staff and program experts;

- collection of project information by field office public housing management staff to be analyzed by Central Office staff;
- collection and analysis of project information from public housing builders, managers, and administrators by Central Office staff, and;
- collection of program information and recommendations from private sector experts by Central Office staff.

The first option, use of outside experts for collection and analysis, was not feasible because the short time frame available for the study conflicted with the longer time frame needed to contract with outside experts or firms before data collection and analysis could begin. The second option, use of existing Central Office data, was infeasible because existing information systems were designed to collect and maintain information for public housing authorities rather than for individual projects. Since the unit of analysis in the study was the project, it was necessary to create an entirely new data base.

The three remaining options were selected and integrated into the field study design. This design uses various methods to gain both qualitative and quantitative information about problems in public housing projects. It integrates: the extensive project-level data that are readily available only in field office files; the informed judgments of HUD field staff charged with day-to-day monitoring of the public housing program; interviews with a wide variety of housing experts; and the information acquired through field visits by Central Office research teams. This approach does not place exclusive reliance on either the "objective" or "subjective" aspects of the data but rather uses the two to complement one another.

In addition to approaching complex issues from a number of perspectives, the integration of these various kinds of data into one study provides a form of internal check on the individual data components. The use of multiple data sources gives a comparative dimension to findings that would be absent when a single data source is used.

The study itself was carried out in the following three phases: the identification of relevant issues and the selection of a sample; the collection of the data; and the analysis of the data. Each of these phases is described in more detail below.

Phase I - Issue Identification and Sample Selection

Issue Identification: To identify and clarify the major policy issues relevant to the public housing program, the Division of Policy Studies in the Office of the Assistant Secretary for Policy Development and Research reviewed relevant literature, documents, legislation, and HUD administrative regulations and handbooks. Also included in this review were transcripts of Congressional hearings, HUD legislative and historical documents, and related research and reports. Second, a Technical Advisory Committee consisting of HUD Central Office personnel was established to discuss and review the current status of the program. The Committee was composed of representatives from the Offices of the Secretary and the Under Secretary; from the Divisions of Program Services, Financial Management, and Project Management in the Office of Assisted Housing (H); from the Office of Policy Development and Evaluation (H); from the Division of Management Information Services in the Office of Management (H); from the Office of ADP Systems Development (A); and from the Housing Management Research Group (PDR).

Extensive discussions with these representatives resulted in the identification of issues to be addressed and in outlining the types of data to be collected. The members of the Technical Advisory Group and their representatives also provided assistance in the development of the survey instruments used in the study.⁴ These discussions, however, failed to produce agreement on either the definition of a "troubled" project or on an estimate of the prevalence of "troubled" projects in the inventory. The discussions relating to defining a "troubled" project did serve to highlight the numerous dimensions that observers explicitly and implicitly use in conceptualizing "trouble".

This lack of consensus on a crucial aspect of the study had two important implications for subsequent development of the research. First, the lack of consensus necessitated the consideration of a variety of views and possible measures regarding a troubled project. Second, the lack of consensus also necessitated that a short questionnaire be developed and administered to field offices with projects in the sample in order to classify projects according to their overall condition. The responses to this questionnaire were then used to stratify the sample used for the four-part survey of field offices.⁵

⁴ The survey instruments are described in detail in Appendix G.

⁵ The sampling design is described more fully in Appendix A.

Sample Selection: Sampling was done in two phases. The object of both phases was to generate a statistically sufficient subsample of all projects in order to collect detailed project data. This subsample was to be used to classify the inventory of public housing projects according to overall condition. These data were to be supplemented by case studies and interviews that would give insight into the problems that may exist in those projects found to be troubled.

In the first phase, a probability sample of approximately 1500 projects was selected serially from a complete list of all public housing authority projects. The sample was stratified according to the size of the public housing authority in which the project was located -- size being determined by the number of units under the PHA's management. This stratification system was used in order to allow for the disproportionate selection of projects from each of two categories, purposely "over-sampling" projects located in large PHAs (over 3000 units) and "under-sampling" projects located in small PHAs (under 3000 units). This was to assure that a sufficient number of projects in large PHAs⁶ were included in the sample, following a presumption that such projects have a higher-than-average probability of being troubled.

A one-page questionnaire on each of the approximately 1500 projects was then sent to the HUD field office having jurisdiction over these projects. Public housing specialists in these offices were asked to classify the overall condition of each project using a five-point scale ranging from "very bad" to "very good."

In the second phase, the data obtained from this questionnaire on approximately 1500 projects were used as a basis for further stratifying the sample for the purpose of selecting, on a systematic basis, a probability sub-sample of 719⁷ projects. The reason for the stratification was that there were very few projects judged to be in the extreme categories -- either in "very good" or "very bad" condition. The stratified subsample, selected disproportionately from strata based on the project-condition scale, assured the inclusion of a sufficient number of projects from these extreme categories.

The sample size was considered sufficient for statistical purposes and represented the maximum number of projects for which detailed questionnaires could be filled out by HUD field office personnel in the time allotted for the study. These 719 projects comprised the "data sample" upon which estimates of the condition of the public housing inventory were made. The projects in the subsample were weighted according to both the size of the administering PHA and the overall condition rating each received. This weighting was done to replicate the distribution of these characteristics in the entire inventory. The tables and findings contained in this report are based on data gathered from this weighted subsample.

⁶ Less than 20 percent of all projects are in PHAs which manage more than 3,000 housing units.

⁷ 862 projects were selected for analysis, but of this number, 719 observations were returned in time for analysis -- an 83 percent response rate.

Using a completely separate process, 70 public housing projects -- five from each of fourteen field offices -- were chosen for field site visits by Central Office research teams. The projects were chosen on a judgmental basis, and data gathered from these site visits were neither designed nor considered to be representative of the inventory as a whole.

Within each field office, three projects were chosen from among those managed by large PHAs (those who manage over 3,000 units) of which two had been previously rated as in "bad" or "very bad" condition and one rated as in "good" or "very good" condition. Also, two projects were chosen from small public housing authorities, one considered to be in relatively good condition and one considered to be in relatively bad condition. Thus, the selection matrix incorporated size, condition, and location as primary criteria. These projects served to provide supplemental, in-depth, case-study information about project conditions and the kinds of problems that may be impacting on troubled projects.

Phase II - Data Collection - The collection of data on the 719 projects involved the use of the four-part questionnaire discussed above. Part One of the questionnaire instructed the field office staff to use project files in their offices in order to provide detailed information on each PHA in the study sample. Part Two instructed the field staff to compile comparable information for each project in the sample. Part Three asked the field offices to identify and prioritize the major problems of each project. The staff was instructed to use both information from their project files and their personal knowledge of the projects to evaluate the impact of nine general problem types consisting of 130 narrowly focused, specific problem subtypes. The nine general problem types used were:

- Project Design and Site
- Project Physical Condition
- Project Tenant Attributes and Behavior
- Project Neighborhood
- HUD Funding and Oversight
- Local/State/Federal Government Impacts
- Low Rent Housing Market
- Project Expenses
- PHA and Project Administration

Part Four of the questionnaire provided a structured format for respondents to indicate the major kinds of intervention strategies which they would recommend to ameliorate the problems identified in Part Three. These intervention strategies were developed by senior Housing staff members in the Central Office.

⁸ See Part Three of the Questionnaire for a complete list of the one hundred thirty subtypes.

As discussed above, several criteria were used to select the projects included in the supplementary case study analysis. First, some of the projects had to be under the jurisdiction of large PHA's and others had to be under the jurisdiction of small PHA's. Second, the projects had to represent a mix of good and bad projects as judged by Area Office public housing specialists. Third, the projects had to maximize the probability of the field teams being able to observe a full range of project conditions and problems. The criteria were not designed to generate a statistically representative sub-sample of all projects, since that would require at least 200 on-site visits, nor were they designed to be representative of the 719 project national sample. They were designed to generate useful data on all types of projects in the public housing inventory as supplements to the data collected for the more representative sample.

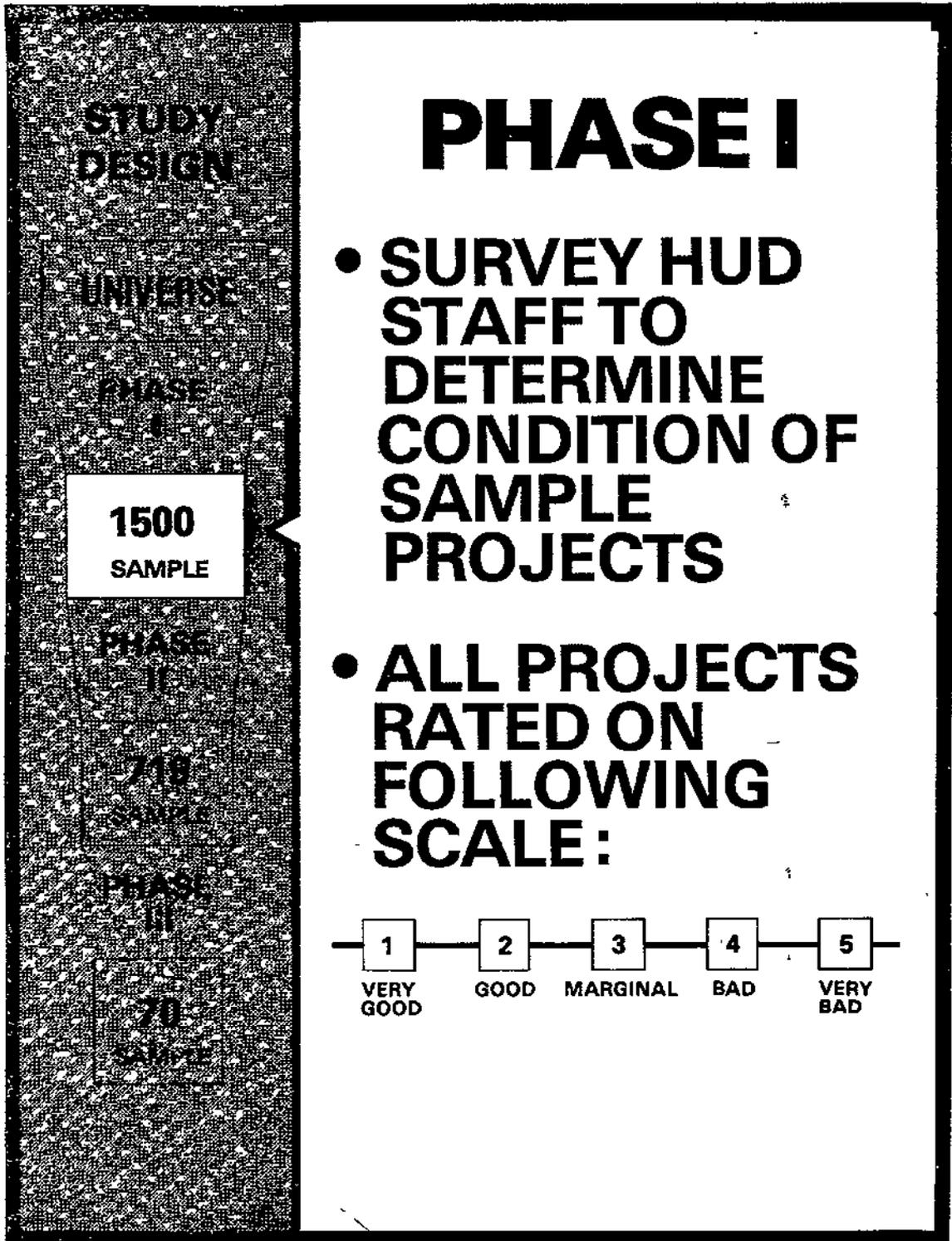
In order to obtain a variety of viewpoints and perspectives on the problems faced by public housing projects, a total of 312 interviews were held in connection with the case studies. A discussion guide which identified important issue areas to be covered was used to give a common format to these on-site interviews.⁹ The interviews were generally held with senior level executives or professionals identified by the field office or by others familiar with the operation of the public housing program in each area. Within every field office, an effort was made to interview representatives from the following categories:¹⁰

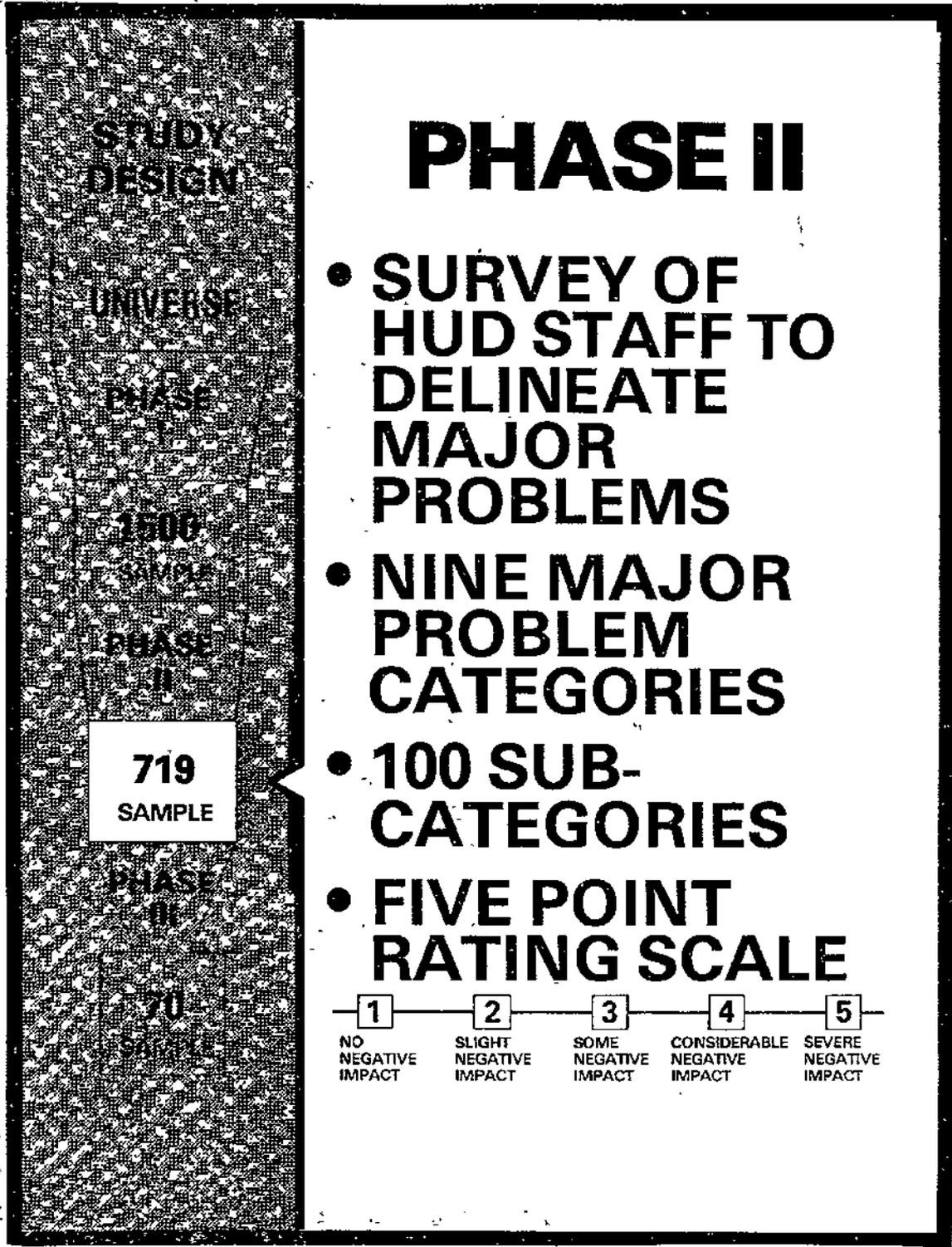
- PHA Executive Directors
- PHA Project Managers
- PHA Tenants
- Legal Services Attorneys
- Public Officials
- Housing Professionals
- Academic Experts
- HUD Program Managers

⁹The discussion guide is reproduced in Appendix G.

¹⁰A complete list of interviewees is included in Appendix F.

Phase III- Analysis of the Data - The data analysis phase of the study was completed in several stages. First, troubled, untroubled, and relatively untroubled projects were compared on such characteristics as location, neighborhood land use, PHA and project size, project design, tenancy, number of buildings, and size of buildings. These data were collected in Parts I and II of the survey. Second, the field office evaluations of the problems of these projects were analyzed to determine the types of problems prevalent in each of the three categories of projects used to describe project condition. This analysis included examination of the 130 problem sub-types as well as the nine general problem types. Third, the on-site interview data, supplemented by direct observation of the projects, were reviewed in order to: 1) determine the major project problems as viewed by project managers; 2) determine the solutions that these project managers viewed as the most likely to be effective; and 3) determine the problems associated with operating the public housing program as viewed by those in daily contact with it. These three analytical stages, consisting of both quantitative analysis of "hard" data and "content analysis" of interview data, were supplemented by an extensive series of debriefings held with all members of the Central Office field teams. These debriefings were devoted to discussions of specific, on-site observations so that it could be determined whether interviewer observations were unique to a project or were typical of the program as a whole.





STUDY DESIGN

UNIVERSE

PHASE I

1500

SAMPLE

PHASE II

719

SAMPLE

PHASE III

70

SAMPLE

PHASE II

- SURVEY OF HUD STAFF TO DELINEATE MAJOR PROBLEMS
- NINE MAJOR PROBLEM CATEGORIES
- 100 SUB-CATEGORIES
- FIVE POINT RATING SCALE



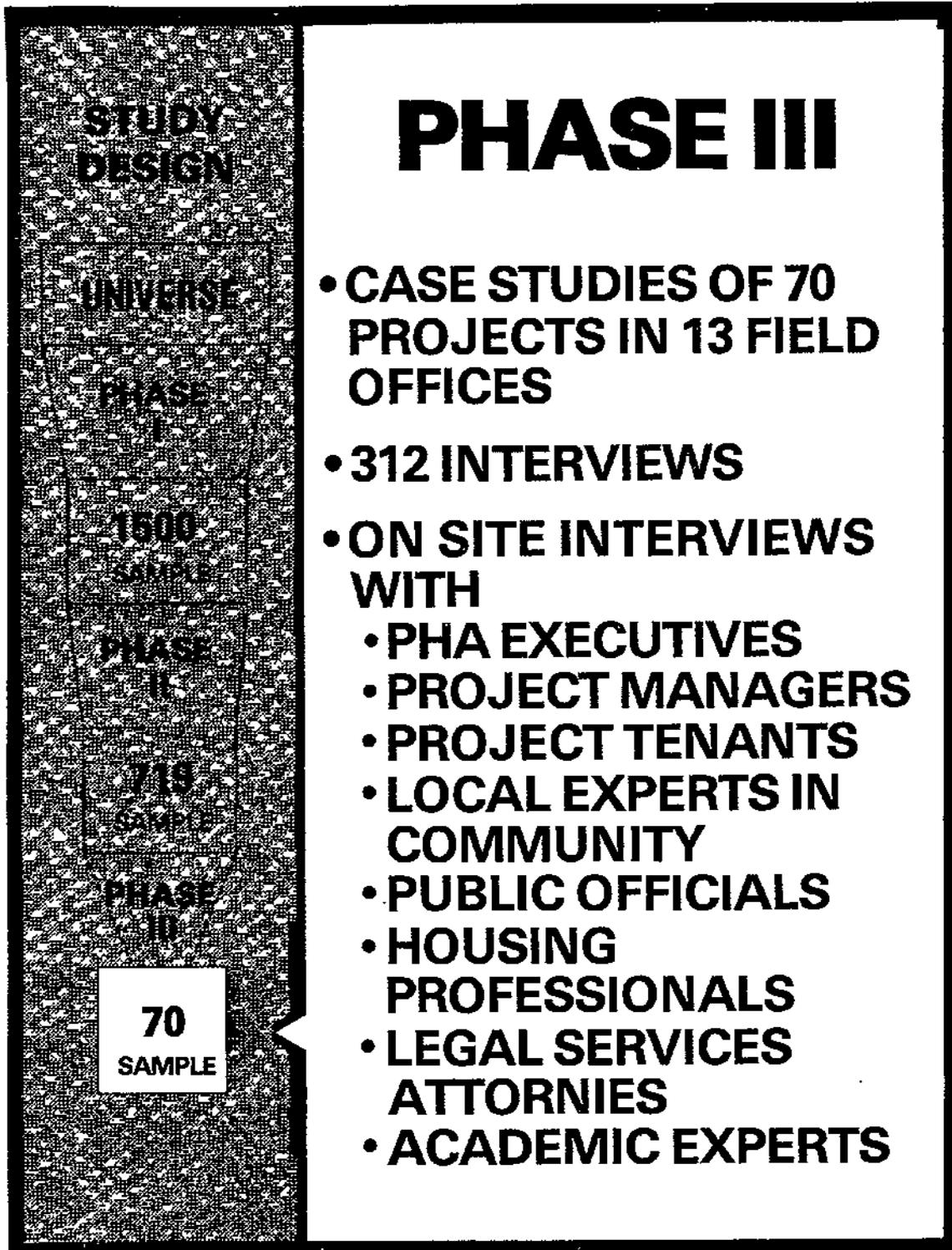
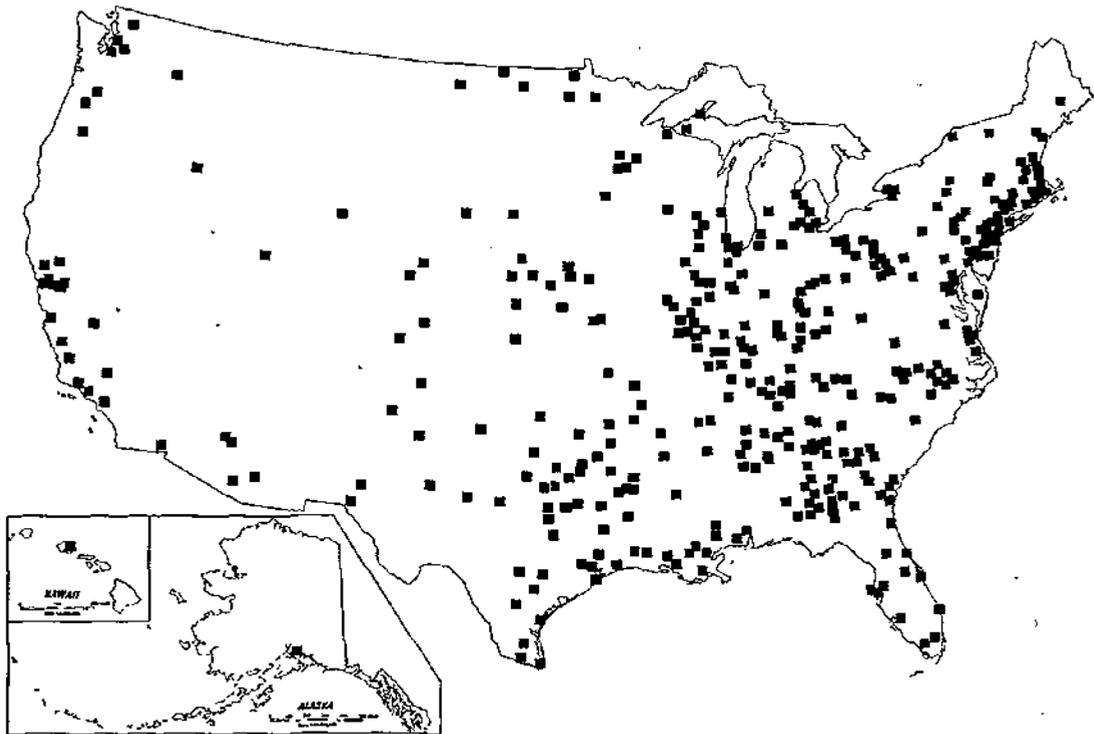


EXHIBIT I - 4
PHA SAMPLE SITES FROM PHASE II OF THE STUDY
DESIGN

PHA SAMPLE SITES



LEGEND
■ PHASE II SAMPLE

Chapter II

37
TROUBLED PROJECTS: HOW MANY ARE THERE?

Overview

This survey of low rent public housing, incorporating both an evaluation made by HUD's public housing field staff and a project problem inventory, suggests that about seven percent of all public housing projects, representing about 700 projects, may be considered "troubled." These projects, however, account for fifteen percent of all public housing units. The disproportionate share of units in the troubled category is due to the larger average size of troubled projects -- 290 units per troubled project compared to an average project size of 130 units for the inventory as a whole. Approximately one-quarter (26%) of all projects representing a slightly larger proportion (30%) of units are "relatively untroubled." The majority of public housing projects (67%) representing approximately half (55%) of all units are basically "untroubled". (See Table II-1.)

TABLE II - 1

Estimated Distribution of Public Housing
Projects and Units, by Condition
(N=699)

Project Condition	Percent of Projects	Percent of Units
Untroubled	67	55
Relatively untroubled	26	30
Troubled	$\frac{7}{100}$	$\frac{15}{100}$

Defining a "Troubled Project"

Housing specialists frequently refer to an insured multi-family project as "troubled" when its sponsor is no longer able to make regular mortgage payments. In the public housing program this indicator is not appropriate. Unlike insured multi-family projects, public housing projects are not placed in receivership nor acquired by the Department regardless of their condition. Public housing projects are developed and operated by local housing authorities and remain under their ownership and control at all times. In other words, the commonly accepted indicators of financial trouble (default, assignment or acquisition) cannot be used to distinguish a troubled public housing project from one that is untroubled.

In the absence of accepted indicators there is little consensus as to the definition of a troubled public housing project. There are, to be sure, many alternative indicators of troubled public housing projects. Such a list would include: project income-expense ratios, vacancy rates, project operating costs, rent delinquency rates, family turnover rates, building condition, vandalism costs, crime rates, tenant satisfaction, and services provided. There are, however, several reasons why these indicators are inappropriate in the present case. First, this study only had a short time allotted to it and there was an insufficient amount of time to collect the data needed to develop the indicators discussed above. Second, there were no commonly accepted sets of criteria or classification schemes which could be adapted to provide a clear division between troubled and untroubled public housing projects or between any of the alternative indicators. Third, there was no existing data base which could be used to measure these indicators on a project level. The data that did exist were from PHA reports on a PHA-wide or consolidated project basis as opposed to an individual project basis. To develop original project-based data would require a multi-phased data collection effort involving significantly more time and resources than were allotted for this study.

Given both the inappropriateness of measures commonly used to evaluate other multi-family housing programs and the time constraints of the study, it was determined that the most appropriate method available, and the one designed to produce the most reliable and valid results, was to (1) sample the inventory of public housing projects; (2) collect as much objective ("hard") data as could be obtained on the kinds of

problems faced by these projects; (3) survey the HUD field staff who have the most knowledge about the sampled projects; and (4) cross-validate and supplement these views with the qualitative assessments of other public housing experts. In essence, all available PHA and project-level "hard" data were collected and were supplemented by the views and judgments of those most knowledgeable about the public housing program in general and the sampled projects in particular.

These steps led to the development of two separate measures to evaluate the condition of a public housing project. The first one measures overall project condition and the second measures the severity of specific project problems.

Method for Assessing Overall Project Condition

The measure of a project's overall condition was obtained for the sample of 719 projects by asking the HUD field office staff members who were most familiar with each project in the sample to assess its overall condition to the best of their ability according to the following five-point scale:

1. Very Good
2. Good
3. Marginal
4. Bad
5. Very Bad

In order to apply the rating scale, it was necessary for the field staff to evaluate and weigh many of the potential problems affecting projects. For example, such factors as a project's physical deterioration, financial difficulties, tenant dissatisfaction, and social problems might have been considered. The field staff was instructed to rely not only on their first hand knowledge of specific projects and problems but also to use the data in project files to assist them in evaluating a project's condition.

*These data were collected during the first phase of sample selection.

For analytical purposes, projects reported to be in bad or very bad condition were grouped together and classified as in bad overall condition and those projects reported to be in good or very good condition were grouped and classified as in good overall condition. The projects which fell into the middle category were considered to be in average condition. A weighting of the projects in the sample leads to the following estimate of the distribution of the entire public housing inventory according to overall condition:

Projects in Good Overall Condition	- 75%
Projects in Average Overall Condition	- 21%
Projects in Bad Overall Condition	- 4%

The overall condition measure is a useful indicator although it is not perfect. Its main value is that it presents a single, easily understandable indicator which can be used to broadly classify the public housing inventory according to degree of trouble. However, asking field office staff to make an overall evaluation of project conditions raises the possibility of bias in their response. For example, one could argue that some field office staff may have overestimated the number of "troubled" projects in hopes of increasing their office's share of public housing resources. On the other hand, one could argue that some may have underestimated that number to make their offices appear to be doing a good job in the housing area. However, the likelihood of bias is minimized by the fact that ratings are based upon judgments of individuals who, although very familiar with projects, are not directly responsible for their operation and performance and who, therefore, are not likely to possess the bias that results from project ownership or responsibility. Moreover, these individuals had access to project information supplied by technical experts such as financial and management analysts, construction engineers, and occupancy specialists upon which informed evaluations could be based.

Inter-rater variance is minimized by the use of a measure which has five response categories. However, to the extent that a rater compares projects to others within his/her purview or field office, there may be regional variations in ratings of condition. Thus, a project defined as bad in Omaha may be considered good by field office staff in Boston. This criticism of the measure is somewhat muted by the likelihood that a project's marketability and attractiveness to low-income tenants and image in the community will be judged within the context of local standards. A relative measure of condition then captures a significant aspect of troubled public housing across the country. Asking field office staff to make overall evaluations of project condition, therefore, has its advantages and disadvantages, and, in conjunction with a second, problem-oriented approach is reasonable and appropriate for the present purpose.

Method for Assessing Problem Severity

The second measure of project condition was obtained through an analysis of the problems affecting the specific projects in the sample. This measure is based on the assumption that there is a direct positive relationship between the number of significant problems affecting a project and the likelihood that a project is "troubled." The measure was developed by utilizing the field office data and evaluations of the negative impact of nine general problem types¹ on the projects in the sample. The field staff evaluated the problems affecting each project according to the following scale:

Problem type has:

1. No Negative Impact
2. Slight Negative Impact
3. Some Negative Impact
4. Considerable Negative Impact
5. Severe Negative Impact

For analytic purposes, a problem reported as having "considerable" or "severe" negative impact was considered to be a significant problem. A project, therefore, could be reported to have from zero to nine significant problems to match the number of general problem categories on the survey instrument. A weighting of the sample projects leads to the following estimate of the distribution of the total public housing inventory according to the number of significant problems:²

¹See Chapter 4 for the problem types used.

²The numerical problem groupings were selected after reviewing the interviews with public housing experts and the "Problem Dynamics" (Survey Instrument Part III-D) narrative written on each sample project by field office staff. The projects were divided into three categories: those for which fewer than one-third of the nine problem categories were reported to have a significant negative impact; those for which this impact was reported for from one-third to one-half of the categories; and those for which a significant negative impact was reported for more than half of the categories.

Projects with Two or Fewer Significant Problems	-	83%
Projects with Three or Four Significant Problems	-	13%
Projects with Five or More Significant Problems	-	4%

As with the overall condition measure, there are both advantages and disadvantages associated with this measure. On the positive side, it is a reasonable, problem-related, non-mathematically oriented indicator of the condition of a project. It is based upon information provided by the HUD field office staff who work most closely with the public housing program. They were requested to review relevant project files and to use their best judgments to assess the impact of specific problems on the projects included in the sample. The response categories that they were provided with were broadly defined in order to minimize inter-rater variance. The data were then summarized using a commonly accepted method for aggregating the ordinal responses of many different raters.

The measure, however, is not constructed to allow the degrees of differences between the response categories to be distinguished. In addition, the measure is based on the assumption that all "significant" problems have approximately the same negative impact on projects. Finally, although there is a certain logic to the argument that a project with several problems is more likely to be troubled than a project with fewer problems, there is no equally compelling argument that a certain number of problems are required for a project to be troubled. For example, one significant problem alone, if severe enough, could result in a project being more "troubled" than a project with several problems.

Combined Method of Assessing Project Condition

Since both the overall project condition and problem severity measures are reasonable indicators of project condition, either could be used separately under ideal conditions to identify a group of troubled projects. In doing so, the group identified as troubled by either method is approximately four percent of all public housing projects. However, since the two measures were independently constructed, they do not always identify the same projects as troubled. In order to insure that a maximum number of troubled projects were included regardless of the definition of "trouble" and because of the limitations associated with each method, it was decided to combine the two measures into a composite measure. To use only one of them runs the risk of potentially underestimating the number of troubled projects in the inventory.³

³There are several additional reasons why the two measures of project condition were combined. First, as indicated earlier, both the overall project condition measure and the problem severity measure are, on their

The combined indicator of project condition is used in this report to distinguish "troubled" public housing projects from non-troubled projects. Table II-2, a cross-tabulation of the two measures, shows where the measures overlap. The underlined figures in the Table indicate the projects which comprise the "troubled" category.

By combining the overall condition and problem severity measures, three categories of public housing projects were identified. They are:

A Troubled Project: A project was considered troubled if it was reported to be in bad or very bad condition by the field office (3.8% of all projects) or was rated in good or average condition but was reported to have five or more significant problems (2.9% of all projects).

A Relatively Untroubled Project: A project was considered to be relatively untroubled if it was reported to be in average condition with fewer than five significant problems (19.2% of all projects) or if it was reported to be in good or very good condition but had three or four significant problems (6.8% of all projects).⁴

An Untroubled Project: A project is considered to be untroubled if it was reported to be in good or very good condition and had two or fewer significant problems (67.3% of all projects).

face, reasonable indicators of the condition of public housing projects. Second, also as noted earlier, each indicator has shortcomings that, if used separately, could lead to underestimating the extent of troubled projects in the inventory. Third, a combined measure would tend to offset both the less than 100 percent reliability of the first measure and the inability to differentiate between degrees of impact of the second measure. Combining the two measures of project condition yields a larger proportion of troubled projects (i.e., 7 percent of all projects) than either of the individual measures. Hence, if the combined indicator has any obvious bias, it is in the direction of over-estimating, not under-estimating, the number of troubled projects in the inventory and is likely to include all projects in trouble regardless of definition.

⁴The middle category of projects was labeled "Relatively Untroubled" based on a review of "Problem Dynamics" (Survey Instrument--Part III-D) narratives written by field office staff. It was determined that these projects more closely resembled the untroubled projects than they did the troubled projects.

Table II - 2

Number of Significant Problems
and Project Condition as a
Percent of all Projects ³
(N=699)

Overall Project Condition Indicator	Problem Severity Indicator			Total
	<u>Number of Significant Problems</u>			
	Two or Fewer Problems	Three or Four Problems	Five or More Problems	
Percent of Projects in Good Condition	67.3	6.8	<u>1.4</u>	75.5
Percent of Projects in Average Condition	13.9	5.3	<u>1.5</u>	20.7
Percent of Projects in Bad Condition	<u>1.8</u>	<u>1.0</u>	<u>1.0</u>	3.8
Percent of all Projects	83.0	13.1	3.9	100.0

³ The lack of overlap in the projects identified by these two measures is partially a function of the specific characteristics of each indicator. For example, a project with only a few significant problems may be in bad overall condition due to the severe impact of those problems. On the other hand, a project with several problems may be in relatively good condition due to the less severe impact of those problems or to the offsetting influences of other factors. In short, the two indicators do not match perfectly because there is not a perfect correlation between the number of problems affecting a project and the overall condition of the project. However, despite the lack of perfect overlap, 95% of all projects reported to be in bad overall condition were found to have one or more serious problems. The remaining projects were reported to have several problems with moderate impact combining to place the project in a bad overall condition.

Chapter III

WHAT ARE THE CHARACTERISTICS OF TROUBLED PROJECTS?

Overview

There are several characteristics that appear to be associated with troubled projects. These are: project design (i.e., projects designed for family occupancy); project age (i.e., over 20 years old); project size (i.e., over 200 units); and project location (i.e., in an urban area). Projects with these characteristics account for a large share of the public housing inventory, however a majority of projects with these characteristics are not troubled. For example, 90 percent of all troubled projects are family projects, but only 9 percent of all family projects are troubled.

The stereotype of public housing is often of a project which has all four of these characteristics: a large, old, urban, family project. Moreover, the stereotypical public housing project is often thought of as a troubled project. Data collected in the study indicate that the public housing stereotype is neither completely accurate nor inaccurate. On the one hand, large, old, urban, family projects are disproportionately troubled. Such projects account for only 8.3 percent of all public housing projects, but they account for 27 percent of all troubled projects. In addition, since they normally contain a large number of units, these types of projects account for approximately 50 percent of all troubled public housing units. On the other hand, not many public housing projects are large, old, urban, family projects, and only a minority of these projects are troubled. Almost three-quarters of the stereotypical public housing projects are, in fact, not troubled according to the definition employed in this study.

Background

A large quantity of descriptive information was gathered on the PHAs and projects comprising the sample. Data collection instruments, completed by HUD field office public housing specialists familiar with the individual PHA's or projects, were used to systematically collect this information. Most of the information, such as project physical description, was extracted from PHA or project files and from HUD forms used in monitoring the program. Some, such as the racial composition of a project's neighborhood, was based upon the best information available to the HUD staff.

Before presenting this information a few words of caution are appropriate. The data collected were designed to identify and describe the characteristics of troubled public housing but were not intended to be used as the basis for identifying the reasons for the existence of troubled conditions.

Although certain characteristics are associated with troubled projects the analysis presented here does not permit the conclusion that any of them is the cause of the trouble. This caveat should be kept in mind throughout the presentation below.

General Description of the Public Housing Inventory

The following profile of the nation's public housing inventory provides a basis upon which to contrast and compare the characteristics of untroubled, relatively untroubled, and troubled projects and the agencies which administer them.¹

The typical public housing agency owns and operates about four separate projects. However, those agencies which manage more than three thousand units (2% of all agencies) have an average of thirty projects. The typical agency employs 118 people over half (61) of which are involved in ordinary maintenance and one-third (40) in administrative duties. However, this average may be misleading in that it is affected by a relatively large number of people employed by the very small number of large PHAs. Therefore the median number of PHA employees (14) may be more representative of the typical PHA staff size.

The typical public housing project was built under the conventional public housing program prior to the late 1950's. It has about 140 units in about 10 non-highrise buildings which were designed primarily for the use of family or a mix of family and elderly tenants. The typical project is located in an urban, middle- or low-income residential neighborhood of predominantly single-family, owner-occupied homes.

Characteristics of Troubled Projects

Public housing has frequently come to be thought of in terms of its more publicized failures like Pruitt-Igoe. This chapter examines the characteristics of public housing projects in order to determine: 1) if that characterization is valid; 2) which, if any, characteristics are associated with troubled projects; and 3) if there are any differences between the characteristics of troubled and untroubled projects.

¹The three categories of projects described in the previous chapter are used throughout this analysis.

Family vs. Elderly Tenants. As detailed earlier, approximately 7 percent of all public housing projects are considered troubled. Of them, an overwhelming majority (92%) were designed for occupancy by families. This compares to 71 percent of the total inventory that was designed for family occupancy. (See Table III-1.) The remaining 29 percent of the total public housing inventory was designed for use solely by elderly tenants, but elderly projects comprise only eight percent of all troubled projects. Although only 8.8 percent of all family projects in the public housing inventory are troubled, this rate is over 4 times greater than the 1.8 percent of all elderly projects in the inventory which are troubled. It appears, therefore, that family projects are much more likely to be troubled than elderly projects.

The corresponding proportions of elderly and family projects which were found to be in relatively untroubled condition are even more divergent. Family projects are almost six times more likely (34.5 percent to 5.7 percent) to fall into the relatively untroubled category. This is balanced, however, by the fact that family projects were found to comprise a greater percentage of the inventory of relatively untroubled projects than they did of the troubled projects (93.6 percent compared to 92.1 percent). There was a corresponding reduction in the representation of elderly projects in the relatively untroubled category compared to the troubled category (7.9 percent and 6.4 percent). Finally, elderly projects comprise a disproportionately large share, and family projects a disproportionately small share, of the untroubled category (40.5 percent and 59.5 percent).

TABLE III-1A

Family vs. Elderly Projects By Condition

Project Occupancy	% of Total Inventory	Project Condition		
		Untroubled	Relatively Untroubled	Troubled
Elderly (N=200)	29.4%	92.5%	5.7%	1.8%
Family (N=489)	70.6	56.7	34.5	8.8
Total Inventory (N=689)	100	67.2	26.0	6.7

Chi square is significant at $p. \leq .01$

²Mixed Family/Elderly projects were found to be predominantly family occupied and henceforth are included with Family projects.

TABLE III-1B

Elderly and Family Project As a Percent of
of Project Condition Group

(N=689)

Project Occupancy	Project Condition		
	Untroubled	Relatively Untroubled	Troubled
Elderly Projects (N=200)	40.5%	6.4%	7.9%
Family Projects (N=489)	59.5	93.6	92.1
Total Inventory	100	100	100

Chi square is significant at $p \leq .01$

Two other tenant characteristics are also of interest. The number of single-parent and female-headed households were found to be disproportionately greater in troubled than untroubled projects. (See Table III-2.) Although female-headed households comprise 26 percent of all households in public housing (26 percent also for single-parent households), they comprise an average of 18 percent of the households in untroubled projects (22 percent for single-parent households) and 45 percent of the households in troubled projects (46 percent for single-parent households).

TABLE III-2

Female-Headed and Single-Parent
Households in Public Housing, By
Project Condition

(N=699)

Type of Household	<u>Project Condition</u>			All Projects
	Untroubled	Relatively Untroubled	Troubled	
<u>Female-Headed</u>				
0 - 25%	70%	41%	34%	60%
26 - 50%	18	26	24	20
51 - 75%	9	23	18	14
76 - 100%	2	11	24	6
<u>Single-Parent</u>				
0 - 25%	65	41	34	57
26 - 50%	20	27	23	22
51 - 75%	9	18	18	12
76 - 100%	6	13	26	9

The problems of troubled public housing, however, cannot be attributed to the significantly larger-than-average proportion of either female-headed or single-parent households. These characteristics, which are themselves correlated, may only reflect the fact that the public housing program is often targeted to serve this population. Although HUD staff tended to mention single-parent or female-headed households as a characteristic of troubled projects, it was not at all clear whether respondents considered the characteristics to be proxies for some other problems or causes of problems themselves.

Urban vs. Suburban and Rural Projects - The data suggest that troubled public housing projects are more likely than untroubled projects to be located in urban areas (See Table III-3). Although the geographic distributions of projects in the untroubled and relatively untroubled categories almost exactly duplicate the distribution of all projects in the inventory, urban projects have a disproportionately greater representation in the troubled category while rural projects have a disproportionately smaller representation in that category. The differences among categories of troubled are larger for the urban location characteristic than they are for other locational measures such as SMSA - non-SMSA districts.

TABLE III-3

Project Location, by
Project Condition

(N=689)

Location	<u>Project Condition</u>			Percent of All Projects
	Untroubled	Relatively Untroubled	Troubled	
Urban	63 %	63 %	75 %	64 %
Suburban	23	22	23	23
Rural	14	15	1	13

There are, however, several other kinds of "neighborhood" criteria which can be used to distinguish troubled from untroubled projects. These include field office staff estimates of neighborhood racial composition, land use characteristics in project neighborhoods, crime levels in neighborhoods, the adequacy of police protection, the quality of schools, and the overall quality and availability of social and community services. The following points summarize the findings with respect to these variables.³

- Troubled projects are more likely to be located in neighborhoods with a high concentration of minority residents. Although 30 percent of the total inventory and 22 percent of all untroubled projects are in areas with minority populations greater than 50 percent of total population, 57 percent of troubled projects are in similar neighborhoods.

³Supporting data tables are appended to this chapter.

- Only 13 percent of all public housing projects and 10 percent of untroubled projects are in neighborhoods where multi-family housing comprises more than 50 percent of all housing units. Thirty-nine percent of all troubled projects, however, are in similar neighborhoods. Similarly, 10 percent of the projects in the untroubled category are in neighborhoods comprised mostly of renters while 42 percent of troubled projects are in neighborhoods where renters comprise better than 50 percent of all residents.
- While only five percent of all untroubled projects are in neighborhoods judged by HUD field staff to be high crime areas, 42 percent of all troubled projects are located in these kinds of areas.
- While 32 percent of all untroubled projects were judged by HUD staff to be in neighborhoods with poor or fair police protection, 56 percent of troubled projects were believed to receive such protection.
- While only two percent of untroubled projects were considered by HUD staff to be near poor quality schools, this was felt to be true for 15 percent of the troubled projects.
- While the overall availability and quality of public and social services for 60 percent of all untroubled projects were judged by HUD field staff to be good or excellent, this was only the case in 19 percent of the troubled projects. The kinds of services considered here include: fire and police protection, recreation facilities, employment information facilities, counseling services, health services, and day care facilities.

Although the data tables appended to this chapter on each of these neighborhood characteristics show statistically significant differences between troubled and untroubled projects, this does not necessary indicate whether these characteristics are "causes" of problems themselves or are "caused" by other problems or factors.

Older vs. Newer Projects. Although there is a positive association between age of housing and the probability of being in trouble, the difference between older and newer projects is not large. Older projects are just barely more likely to be in the troubled category than newer projects.

The data show that the average age of all projects in the inventory is 14 years and that the average age in untroubled, relatively untroubled, and troubled projects are 12, 17, and 19 years, respectively. As discussed below, however, it may be that in combination with other characteristics, project age has a more positive association with the probability of trouble.

Large vs. Small Projects - The measure of relative project size most closely related to the presence or absence of troubled conditions is the number of units per project. On this measure, troubled projects have, on average, about twice as many units as relatively untroubled projects and nearly three times as many as untroubled projects -- 290 versus 156 and 106 average units, respectively. Although it appears that troubled projects are larger than untroubled projects, it is uncertain whether this relationship reflects one, some, or all of a series of other characteristics that may be associated with size. For example, physical size may simply create a less manageable or controllable environment. The size characteristic might be a proxy variable for high density usually associated with multi-family housing. In addition, size may reflect or measure other locational factors; for example, larger public housing projects tend to be more urban and, hence, more frequently located in middle- or lower-income minority neighborhoods that have poor services and that lack many amenities.

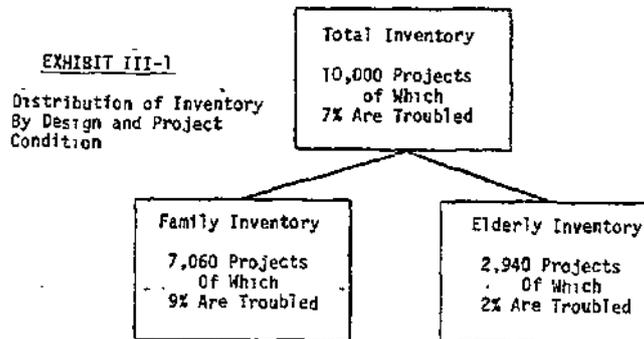
Considering the characteristics of intended occupants and unit size, it was found that family projects that are troubled have a greater proportion of larger units than all untroubled projects. One-fifth of the units in untroubled projects are efficiency apartments (zero bedroom units) while only two percent of the units in troubled projects are efficiencies. Here, too, size may only be a proxy for the negative impact of project location and tenancy. Troubled projects are also larger in terms of the number of buildings in the project, averaging 33 buildings per project, while there are only 19 buildings in the average untroubled project.

A Profile of Troubled Projects -- A Combination of Factors

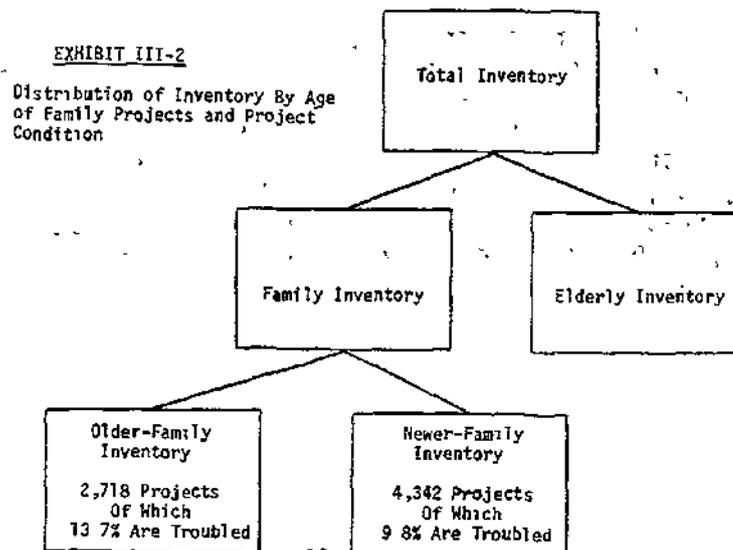
To this point, the discussion of the characteristics of troubled projects focused on four major characteristics -- family vs. non-family design; urban vs. non-urban location; older vs. younger project age; and larger vs. smaller design. When considered independently, it was shown that three of these -- family design, urban location, and large design -- each appear to be associated with an increased probability of trouble. It is possible, moreover, that some combination of these factors accounts for a

disproportionately large share of the troubled inventory and, therefore, may provide a reasonable profile of a troubled project. A "combination" analysis which focuses on the overall condition of larger, family; older, urban projects can shed light on the degree to which this type of public housing project is already in trouble or is likely to become troubled. As discussed in the overview of this chapter, this type of project is often perceived to be the stereotypical public housing project.

As shown in Exhibit III-1, family projects account for a large majority of all public housing projects. Of these family projects, 9 percent are troubled. This 9 percent, however, accounts for more than 90 percent of all troubled projects.



Building on this, Exhibit III-2 indicates that newer-family projects outnumber older-family projects by almost two-to-one. But family projects first occupied 20 or more years ago (defined as older projects) are more likely to be troubled. Hence, older-family projects have a greater probability of being troubled than newer-family projects or than either old or new elderly projects.



Continuing the analysis, Exhibit III-3 shows that the size of older-family projects greatly affects the likelihood of trouble. Smaller, older-family projects outnumber large, older-family projects by a two-to-one margin, but the larger, older-family projects are more than four times as likely to be in trouble. The older and larger of the family projects, therefore, are more likely to be troubled than projects with any other combination of the age, design, and size characteristics.

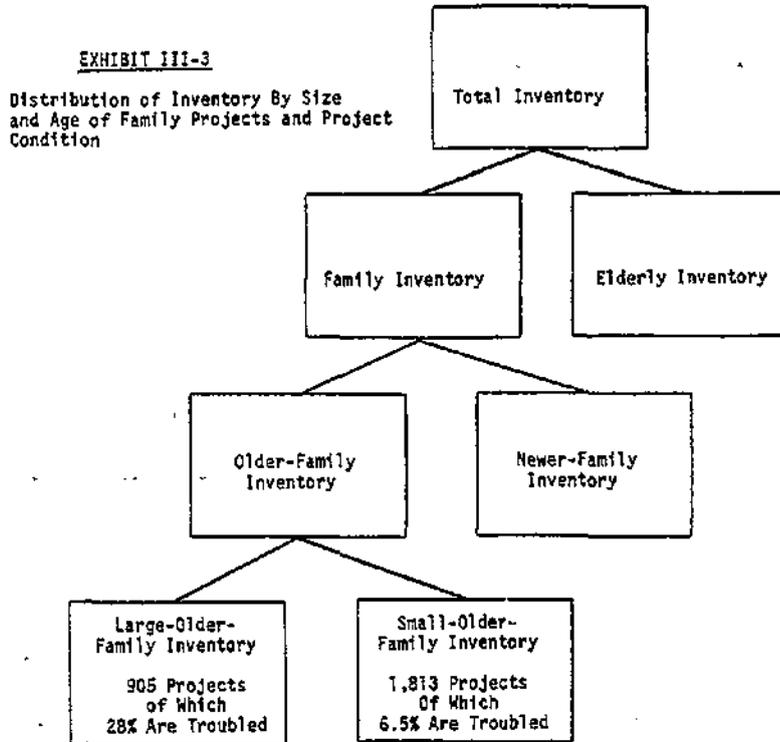
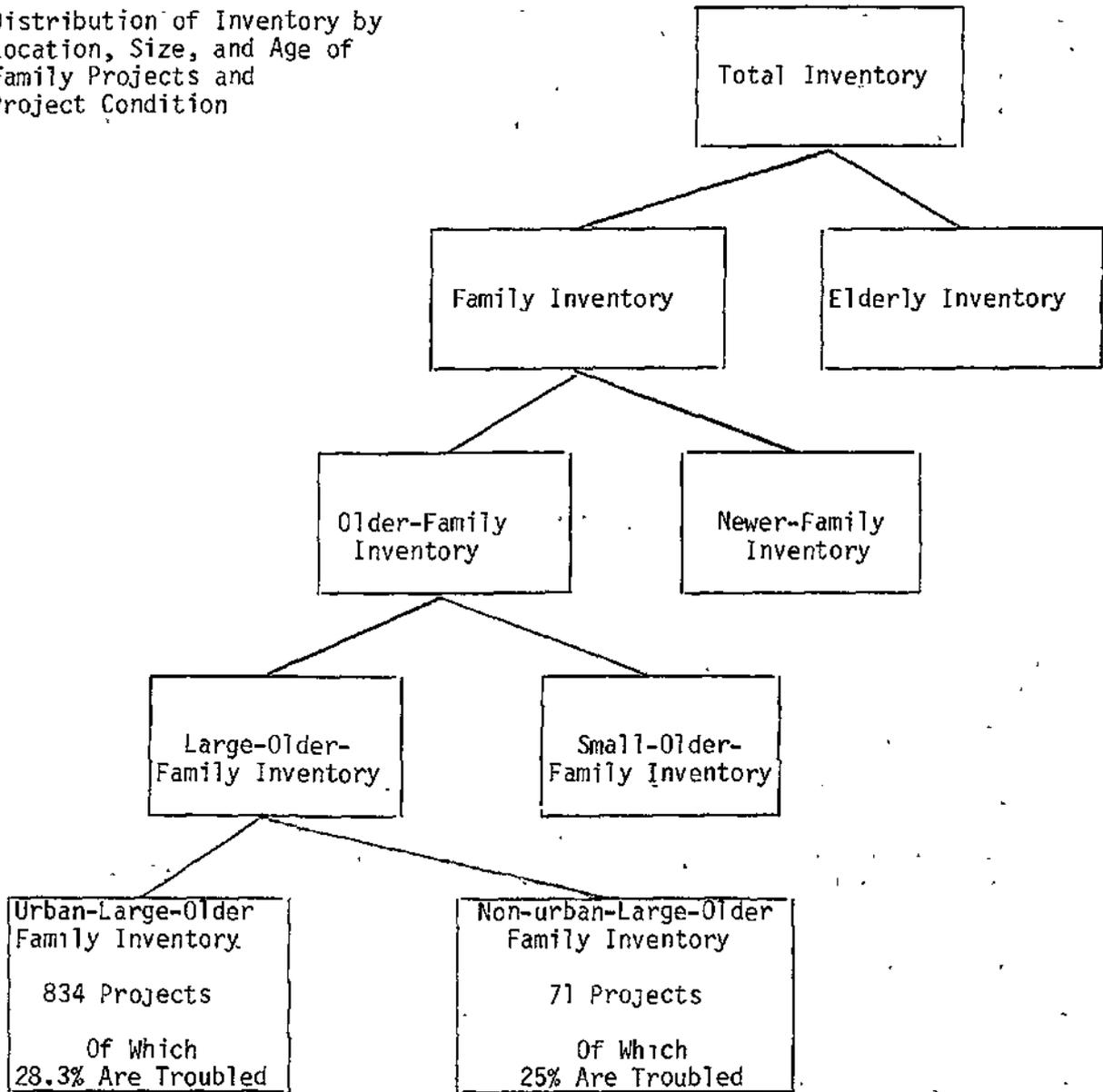


Exhibit III-4 illustrates that the final characteristic usually incorporated into the definition of the stereotypical public housing project -- urban location -- serves more to indicate that larger-older-family projects are much more likely to be in urban areas than it serves as an indicator of the probability of trouble. As can be seen, urban projects, which account for more than 92 percent of all projects that are large, older, and designed for families, are only slightly more likely to be in trouble than non-urban projects with the same characteristics.

EXHIBIT III-4

Distribution of Inventory by Location, Size, and Age of Family Projects and Project Condition



In sum, older projects designed for families that are either large or urban have a high probability of being troubled. "Urban location" and "large project" are likely to be proxies for each other, either one of which will increase the probability of trouble. The stereotypical project, therefore, accounts for 27 percent of all troubled projects, but for only 8.3 percent of all projects. Although more than one of every four projects with these stereotypical characteristics is likely to be troubled, almost three of every four of these types of projects are likely to be untroubled.

NOTES ON DATA IN TABLES III-4 TO III-8

Income of Project Residents

Time limitations prevented a fuller analysis of the presence of a high percentage of high income occupants in troubled projects (Table III-4). However, two explanations seem plausible. Troubled projects are likely to be found disproportionately in areas where the cost of living is higher, particularly large urban areas. If Consumer Price Indices were available for every area, rural and urban, it is likely that real incomes would be lower in troubled projects. Another explanation for a higher percent of high income families occupying troubled projects is that public assistance payments are scaled to family size and the level of payment varies from state to state. It is likely that troubled projects are in states with liberal public assistance payments and/or that families predominate in troubled projects versus elderly in untroubled projects.

Racial Composition

Data on racial composition in projects was not available for analysis because of the poor quality of data returned for analysis.

Source

The data used in constructing Tables III-4 to III-8 are drawn from a questionnaire on project characteristics (See Appendix G) completed on a sample of projects by HUD field office staff most familiar with public housing.

Table III-4

Income of Project Households
By Project Condition 1/

(Percentage Distribution)

Income of Continuing Occupants 2/	All Projects	Untroubled Projects	Relatively Untroubled Projects	Troubled Projects
	(N=623) (Nw=623)	(N=307) (Nw=424)	(N=178) (Nw=162)	(N=138) (Nw=40)
\$ 0 - 2,000	8%	6%	11%	13%
2,001 - 4,000	51	57	42	44
4,001 - 6,000	21	19	23	21
6,001 - 8,000	10	9	11	12
8,001 and Up	11	9	14	11

Chi square is not significant.

Income of Recent Occupants 3/	(N=678) (Nw=678)	(N=307) (Nw=463)	(N=178) (Nw=173)	(N=138) (Nw=43)
\$ 0 - 2,000	6%	5%	13%	16%
2,001 - 4,000	55	57	39	50
4,001 - 6,000	29	31	26	22
6,001 - 8,000	6	5	13	7
8,001 and Up	3	2	8	5

Chi square is significant at $p < .05$

- 1/ The data presented in this table are percentage distributions of households. N=Number of projects in sample, Nw=Weighted number of projects in sample.
- 2/ Percentage distribution of income of households residing in public housing for more than one year.
- 3/ Percentage distribution of income of households who moved into public housing last year.

Table III-5

Project Characteristics
by Project Condition

(Percentage Distribution)

Unit Size	All Projects (N=688) (Nw=688)	Untroubled Projects (N=345) (Nw=463)	Relatively Untroubled Projects (N=172) (Nw=208)	Troubled Projects (N=151) (Nw=47)
0 Bedrooms	12%	22%	3%	2%
1 Bedroom	32	44	25	25
2 Bedrooms	28	23	35	38
3 Bedrooms	20	5	26	27
4 Or More Bedrooms	7	5	11	8

Chi square is significant at $p < .01$

Number of Buildings in Project	(N=683) (Nw=683)	(N=343) (Nw=461)	(N=189) (Nw=176)	(N=151) (Nw=46)
Single Building	21 %	23 %	7 %	11%
2-4 Buildings	10	11	8	8
5-10 Buildings	13	11	12	16
More Than 10 Buildings	53	52	69	56
Not Available	3	3	4	9

Chi square is significant at $p < .05$

Average Number of Buildings	22	19	27	33
Median Number of Buildings	12	11	17	15

Project Type	(N=688) (Nw=688)	(N=345) (Nw=467)	(N=192) (Nw=179)	(N=154) (Nw=46)
Conventional	73%	70 %	79 %	83%
Turnkey	16	18	10	10
Section 23	5	6	4	3
Turnkey III	2	2	3	2
Acquired	3	3	2	1
Other	2	1	3	1

Chi square is significant at $p < .01$

Table III-5 (Con't)
 Project Characteristics
 By Project Condition
 (Percentage Distribution)

	All Projects (N=606) (Nw=606)	Untroubled Projects (N=306) (Nw=408)	Relatively Untroubled Projects (N=172) (Nw=157)	Troubled Projects (N=128) (Nw=41)
Percent Female-Headed Households				
0-25 Percent	60%	70%	41%	34%
26-50 Percent	20	18	26	24
51-75 Percent	14	9	23	18
76-100 Percent	6	2	11	24

Chi square is significant at $p < .01$

	(N=602) (Nw=602)	(N=303) (Nw=405)	(N=172) (Nw=156)	(N=127) (Nw=41)
Percent Single-Parent Families				
0-25 Percent	57%	65%	41%	34%
26-50 Percent	22	20	27	23
51-75 Percent	12	9	18	18
76-100 Percent	9	6	13	26

Chi square is significant at $p < .01$

	(N=688) (Nw=688)	(N=345) (Nw=462)	(N=192) (Nw=180)	(N=151) (Nw=47)
Presence of Tenant Organizations				
Projects with Organizations	42%	40%	42%	68%
Projects Without Organizations	58	60	58	32

Chi square is significant at $p < .01$

	(N=680) (Nw=680)	(N=341) (Nw=456)	(N=191) (Nw=178)	(N=148) (Nw=46)
Project Style				
Single-Family (Detached)	10.6%	11.2%	11.2%	2.3%
Townhouse	8.5	6.1	13.9	11.4
Garden Apartment	25.1	26.0	21.8	29.5
Walk-Up	12.7	6.9	22.8	31.2
Highrise (Elevator)	21.0	27.2	7.9	12.6
Family	--	30.0	23.0	46.0
Elderly	--	88.0	10.0	2.0
Other	22.0	22.7	22.4	13.1

Chi square is significant at $p < .01$

Table III-6

Neighborhood Characteristics,
By Project Condition
(Percentage Distribution)

Percentage Elderly in Neighborhood	All Projects	Untroubled Projects	Relatively Untroubled Projects	Troubled Projects
	(N=688) (Nw=688)	(N=345) (Nw=463)	(N=192) (Nw=178)	(N=151) (Nw=47)
0 Percent	21 %	2 %	1 %	9 %
1-25 Percent	45	41	52	53
26-50 Percent	22	22	23	23
51-75 Percent	6	7	4	6
76-100 Percent	6	7	2	8

Chi square is significant at $p < .01$

Percent Minority in Neighborhood	(N=688) (Nw=688)	(N=345) (Nw=463)	(N=142) (Nw=178)	(N=151) (Nw=47)
0 Percent	31 %	35 %	25 %	16 %
1-25 Percent	30	34	20	20
26-50 Percent	10	9	11	6
51-75 Percent	8	6	12	11
76-100 Percent	22	15	32	46

Chi square is significant at $p < .01$

Project Location	(N=590) (Nw=590)	(N=288) (Nw=387)	(N=167) (Nw=157)	(N=133) (Nw=45)
Metro Area	50 %	46 %	54 %	70 %
Non-Metro Area	50	54	46	30

Chi square is significant at $p < .01$

Table III-6 (Con't)

Neighborhood Characteristics by Project Condition
(Percentage Distribution)

Type of Neighborhood	All Projects	Untroubled Projects	Relatively Untroubled Projects	Troubled Projects
	(N=688) (Nw=688)	(N=345) (Nw=452)	(N=192) (Nw=184)	(N=151) (Nw=52)
Urban - CBD 1/	6%	8%	3%	2%
Urban - Core Area	18	14	24	31
Urban - Other	40	41	36	44
Suburban - CBD 1/	4	4	2	0
Suburban - Other	19	18	20	23
Rural	13	14	15	0

Chi square is significant at $p < .01$

Land Use in Neighborhood	(N=688) (Nw=688)	(N=345) (Nw=454)	(N=192) (Nw=182)	(N=151) (Nw=53)
Residential	58%	62%	55%	44%
Commercial	1	2	0	0
Industrial	0	0	0	0
Residential/Commercial	29	28	30	38
Residential/Industrial	5	4	7	6
Commercial/Industrial	0	0	1	1
Residential/Commercial/ Industrial	6	5	6	11

Chi square is significant at $p < .01$

Neighborhood Housing Mix	(N=688) (Nw=688)	(N=345) (Nw=453)	(N=192) (Nw=183)	(N=151) (Nw=53)
100 Percent Single-Family	31%	31%	33%	21%
75 Percent Single-Family/ 25 Percent Multi-Family	39	41	37	30
50 Percent Single-Family/ 50 Percent Multi-Family	13	13	12	8
25 Percent Single-Family/ 75 Percent Multi-Family	10	8	11	33
100 Percent Multi-Family	3	2	5	6
Not a Residential Neighborhood	4	5	3	2

Chi square is significant at $p < .01$

1/ CBD=Central Business District

Table III-6 (Con't)
 Neighborhood Characteristics
 By Project Condition
 (Percentage Distribution)

Percent of Owners and Renters in Neighborhood	All Projects	Untroubled Projects	Relatively Untroubled Projects	Troubled Projects
	(N=688) (Nw=688)	(N=345) (Nw=450)	(N=192) (Nw=185)	(N=151) (Nw=54)
100 Percent Owners	11 %	12 %	11 %	8 %
75 Percent Owners/ 25 Percent Renters	44	49	34	36
50 Percent Owners/ 50 Percent Renters	21	20	27	12
25 Percent Owners/ 75 Percent renters	17	13	21	34
100 Percent Renters	4	4	5	8
Not Residential	3	3	2	2

Chi square is significant at $p < .01$

Rating of Neighborhood on the Issue of Crime	(N=688) (Nw=688)	(N=345) (Nw=451)	(N=192) (Nw=185)	(N=151) (Nw=53)
Poor	13 %	6 %	20 %	46 %
Fair	33	32	41	22
Good	42	49	29	27
Excellent	8	10	7	5
Not Sure	3	4	4	0

Table III-6 (Con't)

Neighborhood Characteristics
By Project Condition

(Percent Distribution)

Rating of Police Protection	All Projects		Untroubled Projects		Relatively Untroubled Projects		Troubled Projects	
	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago
	(N=688) (Nw=688)	(N=688) (Nw=688)	(N=345) (Nw=454)	(N=345) (Nw=453)	(N=192) (Nw=181)	(N=192) (Nw=183)	(N=151) (Nw=52)	(N=151) (Nw=52)
Poor	5%	6%	3%	3%	8%	9%	14%	20%
Fair	34	38	29	33	44	47	42	44
Good	57	53	63	60	45	40	42	34
Excellent	4	3	5	3	4	4	2	2

Chi square for "now" is significant at $p < .01$ Chi square for "five years ago" is significant at $p < .01$

Rating of Fire Protection	All Projects		Untroubled Projects		Relatively Untroubled Projects		Troubled Projects	
	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago
	(N=688) (Nw=688)	(N=688) (Nw=688)	(N=345) (Nw=452)	(N=345) (Nw=452)	(N=192) (Nw=183)	(N=192) (Nw=183)	(N=151) (Nw=53)	(N=151) (Nw=53)
Poor	3%	5%	2%	2%	6%	10%	9%	9%
Fair	25	27	25	26	28	29	20	25
Good	61	60	63	63	56	52	57	53
Excellent	11	9	11	8	10	9	13	13

Chi square for "now" is significant at $p < .01$ Chi square for "five years ago" is significant at $p < .01$

Rating of Public Schools	All Projects		Untroubled Projects		Relatively Untroubled Projects		Troubled Projects	
	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago
	(N=688) (Nw=688)	(N=688) (Nw=688)	(N=345) (Nw=453)	(N=345) (Nw=453)	(N=192) (Nw=182)	(N=192) (Nw=183)	(N=151) (Nw=53)	(N=151) (Nw=52)
Not Available	1%	1%	1%	1%	0%	0%	0%	0%
Poor	5	4	2	1	9	8	15	8
Fair	34	36	33	32	34	42	49	51
Good	56	55	58	62	55	44	35	39
Excellent	4	4	5	4	2	6	1	1

Chi square for "now" is significant at $p < .01$ Chi square for "five years ago" is significant at $p < .01$

Table III-6 (Con't)

Neighborhood Characteristics
By Project Condition
(Percentage Distribution)

Quality of Social/Community Services	All Projects		Untroubled Projects		Relatively Untroubled Projects		Troubled Projects	
	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago	Now	Five Yrs. Ago
	(N=688) (Nw=688)	(N=688) (Nw=688)	(N=345) (Nw=453)	(N=345) (Nw=453)	(N=192) (Nw=183)	(N=192) (Nw=183)	(N=151) (Nw=52)	(N=151) (Nw=52)
Not Available	2%	4%	2%	4%	1%	4%	3%	2%
Poor	15	24	11	23	21	24	24	33
Fair	42	42	43	42	38	39	51	53
Good	35	28	36	28	36	32	20	12
Excellent	7	3	8	3	4	2	2	1

Chi square for "now" is significant at $p < .01$
Chi square for "five years ago" is significant at $p < .01$

Overall Availability & Quality of Services								
	(N=688) (Nw=688)	(N=688) (Nw=688)	(N=345) (Nw=454)	(N=345) (Nw=453)	(N=192) (Nw=182)	(N=192) (Nw=182)	(N=151) (Nw=52)	(N=151) (Nw=52)
Poor	6%	8%	3%	5%	12%	13%	19%	20%
Fair	44	48	38	44	52	51	62	67
Good	48	43	56	49	36	36	19	13
Excellent	2	2	4	2	0	0	0	0

Chi square for "now" is significant at $p < .01$
Chi square for "five years ago" is significant at $p < .01$

Table III-7

Project Age by Condition
(N=653)

	Untroubled (N = 330) (NW = 439)	Relatively Untroubled (N = 179) (NW = 169)	Troubled (N = 144) (NW = 45)
New Projects (1-20) (Years old)	89.6%	66.2%	60.9%
Old Projects (21-41) (Years old)	10.4	33.7	39.1

Chi square is significant at $p. \leq .01$

TABLE III-8

Distribution of Units in Family and Elderly Projects
(N=689)*

Average Number of Units						
Unit Size	Untroubled		Relatively Untroubled		Troubled	
	Family *(N=171) *(NW=236)	Elderly (N=178) (NW=227)	Family (N=173) (NW=162)	Elderly (N=17) (NW=16)	Family (N=145) (NW=46)	Elderly (N=5) (NW=2)
Efficiency	16	51	7	13	22	4
1-Bedroom	44	90	54	88	70	33
2-Bedroom	57	6	98	7	120	3
3-Bedroom	36	1	69	--	89	--
4-Bedroom	9	--	20	--	24	--
5-Bedroom	3	--	6	--	5	--
6 or more Bedrooms	.3	--	1.4	--	.4	--

Chi square for "family" is not significant

Chi square for "elderly" is significant at $p. \leq .01$

*Number of projects

TABLE III-9

Comparison of Project Size By Family and
Elderly Projects

(N=684)

Project Size	Untroubled		Relatively Untroubled		Troubled	
	Family (N=171) (NW=225)	Elderly (N=178) (NW=235)	Family (N=173) (NW=161)	Elderly (N=17) (NW=16)	Family (N=141) (NW=46)	Elderly (N=4) (NW=1)
1-99	80 %	58.4%	65.6 %	58.5%	40.1%	93.9%
100-199	9.5	30.2	14.1	33	14.6	6.7
200-299	4.6	9.1	6.4	8.6	7.3	--
300 +	5.9	2.3	13.9	--	38	--

Chi square is significant at $p. \leq .01$

Chapter IV

PROBLEMS AFFECTING PUBLIC HOUSING ACCORDING TO HUD FIELD OFFICE STAFF

Overview

According to the Housing Management staff in HUD field offices, the most significant problems affecting all public housing projects are the financial aspects of the program itself and the economic characteristics of the clientele the program is designed to serve. Departmental field staff believe that a significant number of public housing projects¹ are caught in a squeeze between rising expenses, low rental income and inadequate federal funding arrangements. To varying degrees, this project income/project expense "squeeze" affects a large number of untroubled, relatively untroubled, and troubled projects.

The most distinctive differences in problem experience between troubled and non-troubled projects are project designs and project sites. Project design and site deficiencies, as general types of problems, are reported to have a considerable or severe adverse impact on:

- (1) four percent of untroubled projects;
- (2) sixteen percent of relatively untroubled projects; and
- (3) sixty-three percent of troubled projects.

There are three additional important differences between the problems of troubled projects and those of untroubled and relatively untroubled projects. First, the attributes and behavior of project tenants were cited more frequently as a problem for troubled projects (76%) than for relatively untroubled projects (38%) or for untroubled projects (6%). Second, field office staff more frequently report that neighborhood conditions have a significant negative impact on troubled projects (62%) than on either relatively untroubled projects (21%) or on untroubled projects (1%). Third, PHA and project administration deficiencies are cited as significant problems for troubled projects 39 percent of the time, or more than twice as often as they are problems for relatively untroubled projects (18%) and almost eight times as often as they are for untroubled projects (5%). (These relationships are shown in Tables IV-3, 4, and 5.)

Background

The conclusions stated above are based on an analysis of responses to Part III of the questionnaire, the problem analysis section used in

¹Most tenants have very low incomes and are restricted by statute to rent payments which do not exceed 25% of income.

the survey of HUD field offices. This part was designed to provide information regarding the impact of possible problems on public housing projects.

Two lists of potential problems were provided. One list was composed of nine broad general problem types. They are:

- Project Design and Site;
- Project Physical Structure (Condition);
- Project Tenants' Attributes and Behavior;
- Project Neighborhood;
- HUD Funding and Oversight of PHA/Project;
- Local/State/Federal Governmental Impacts;
- Low Rent Housing Market;
- Project Expenses; and
- PHA/Project Administration.

The second list was composed of specific aspects, or subtypes, of each of these nine general problem types. A total of 130 narrowly focused problems were listed.

Two methods were used to assess the impact of types of problems in individual projects. One required HUD field staff first to rate the impact of the 130 narrowly focused problem subtypes on each project and then to evaluate the overall impact of the nine general problem categories. These judgments were to be based on data from project files which contain PHA reports on finances and occupancy, summaries of management reviews and physical inspections conducted by HUD staff, as well as on experience and knowledge of the HUD staff who monitor the respective housing authorities. The following five-point scale was used to make these ratings:

1. No negative impact
2. Slight negative impact
3. Some negative impact
4. Considerable negative impact
5. Severe negative impact

A problem was considered to be significant for a project if it was reported to have a considerable or severe negative impact on that project.

The other impact assessment method required HUD staff to consider both lists of possible problems again, and to rank order the five from each list which they viewed as the most serious for each project. This ranking was used to identify which of the significant problems were also considered to be the most serious.

The rating of the nine general problems was considered to be a summary assessment of the overall impact of each major category. The ratings for these general problem categories provided the basis for the identification and enumeration of project problems. The primary analytical function for ratings of the 130 narrowly focused problem subtypes was to guide the interpretations of these summary ratings.

The remainder of this section presents the responses to these rating systems. The section also provides profiles of selected projects which were written either by the HUD field staff members who monitor these projects or by members of the research team which visited the projects. These narratives, reported verbatim, add detail to and provide a context for evaluation of the data generated from the problem analysis instruments. The narratives are not a systematic assessment of the public housing inventory. They do, however, show the variety of projects found in the inventory, the range of conditions and problems which affect these projects, and the interrelationships among various conditions and problems in individual developments.

Problems Affecting Untroubled Projects

HUD field staff indicated that the two most significant problems found in untroubled projects are those involving project expenses and HUD funding and oversight. These general problems were reported to have significant (i.e., considerable or severe) negative impact on at least ten percent of all untroubled projects. No other general problem type was cited for more than six percent of this group. (See Table IV-1)

The most frequently cited problem subtype for the untroubled category relates to the general area of project expenses. Almost half of all untroubled projects were reported to be facing high fuel, oil, gas, electricity or coal costs and this was having a negative impact on these projects. One-third of all untroubled projects were negatively affected by high utility and insurance rates. Only eight of the more than one hundred other problem subtypes were mentioned for as many as one-fifth of the untroubled projects. Five of the eight were from the general problem area of HUD funding and oversight; three of these five referred directly to the Performance Funding System (PFS). (See Table IV-2)

Exhibits One through Five, which follow, are project descriptions of untroubled housing projects. They were prepared by HUD field staff or research teams and are reproduced here with no changes from the original text.

EXHIBIT IV-1

"The greatest negative impact on [Project Number One] is the rapidly rising cost of utilities which has caused a substantial loss in rental revenue. We hope to be able to include this PHA in next year's modernization funding to add more insulation to the attics of their structures and by this means reduce the fuel costs."

"There are no great social problems here, as the small town is agriculturally oriented and rather close to the largest city in the state. Most of the really poor, large families have moved to the city where their economic situation is better. Of the families that do live in these projects, nearly all work and practically all families have an employed head-of-household."

EXHIBIT IV-2

"This is a small (6 unit) project in a small rural community built around a small denominational college. The project has almost no problems, turnover is practically non-existent. Vandalism is minimal. Project neighborhood as would be expected in a small college town is good. Maintenance is performed from the central office of the small PHA (12 miles away) which presents some need for planning. PHA book-keeping is a little less than desirable at the moment. Actually, we have very little to quarrel with the PHA about this project."

EXHIBIT IV-3

"The most serious problem affecting [Project Three] is the increasing cost of operation. Costs for labor, utilities, materials, and contracts are steadily rising while rental income, because of fixed incomes of elderly tenants, is not keeping pace. Operating subsidy is becoming insufficient to fill the gap, with the PHA resorting to use of reserves to meet its deficit. Continuation of this situation will adversely affect the financial viability of the project. The PHA will find it difficult to perform future non-routine maintenance and to provide essential social and protective services."

EXHIBIT IV-4

"[Project Four] is a family project consisting of townhouses. The units were recently constructed (mid-sixties), brick and are in very good condition. The project sites themselves were dispersed throughout the area, not concentrated in racially impacted areas or in deteriorating private market areas. The greatest problems for this project are poor landscaping (bare ground without grass) and some comparatively minor exterior maintenance (door handles, gutters and downspouts, door thresholds)."

EXHIBIT IV-5

"[Project Number Five] is operated by one of the better managed authorities of its size in this Area Office jurisdiction. The project was completed in 1940 but it remains a good place to live. Funds are committed for substantial modernization of units in this project which will make it a very comfortable place to live.

Other matters pertinent to management generally are the increased cost of utilities and lack of sufficient HUD staff to monitor this and other PHA programs closely. A recent management review reflected above-average performance, however."

Problems Affecting Relatively Untroubled Projects

Several general problem types were reported to have a significant negative impact on roughly one-fifth or more of the relatively untroubled projects. The three most frequently cited problem types--Project Expenses, HUD Funding and Oversight, and Tenant Attributes and Behavior--were each reported to affect at least one-third of all relatively untroubled projects. Project Neighborhood and the impact of Local/State/ Federal actions were each reported to have a significant negative impact on just over twenty percent of these projects. Three of the remaining four problem types--PHA/Project Administration, Project Design and Site and Project Physical Conditions--were seen as significant problems for a slightly smaller share of projects. (See Table IV-3).

Twenty-one of the 130 specific problem subtypes were reported to have a significant negative impact on more than thirty percent of all relatively untroubled projects. The most frequently cited of these subtypes were the same as those impacting untroubled projects: aspects of Project Expenses, specifically utility and insurance rates. The subtypes involving HUD funding and oversight of PHAs and projects, which were frequently cited for relatively untroubled projects, are also nearly identical to the funding and oversight subtypes reported for the untroubled projects. These subtypes indicate that several aspects of the Performance Funding System have a negative impact on a larger share of relatively untroubled projects.

Six of these same twenty-one problem subtypes were from the general problem area of attributes and behavior of project tenants. Four of the six reflected the economic characteristics of the tenant population: general or frequent unemployment; very low income; large percentage receiving public assistance. Only two of the six--rent arrearages and property damage--can be interpreted as pointing directly to tenant behavior. (See Table IV-4)

Exhibits Six through Eight are verbatim HUD field staff or research team summaries which give some examples of problem interaction in projects which are relatively untroubled.

EXHIBIT IV-6

"[Project Number Six] has enjoyed a reputation of being well organized and professionally run, generally free of serious problems.

Obsolescence is beginning to show in some of the buildings but it is being dealt with through its extraordinary maintenance or the modernization programs.

The neighborhood shows signs of becoming racially impacted due perhaps to the project's having a racial imbalance. This seems to be a problem that the authority is dealing with and it has made local authorities aware of the consequences. Road building by the community is using up much of the recreation and playground space. Once again the Housing Authority is working with the community to find a solution to the problem that as yet has not shown a negative impact on the project."

EXHIBIT IV-7

"Built during the early 1940's, [Project Number Seven] consists of 246 units of housing in an arrangement of townhouses and three-story walk-up buildings. It is located in a mixed industrial and residential area in a large city. Its tenants are predominantly Black and the households are predominantly female-headed. Although there are some major deferred maintenance problems such as outmoded casement windows, doors and locks, and needed roof repairs, the project is well maintained and does not give the appearance of deterioration despite the age of the buildings. The PHA attributes this to its policies of "prudent management and proper fiscal responsibilities." There are some social and security problems, especially in the three-story walk-up, resulting from the highly concentrated nature of the project, the fact that there is no controlled access, and its neighborhood location. On a site adjoining the complex, there is a PHA owned multi-purpose community center developed under the Modernization Program. The center is open to the entire community, provides a large number of services and facilities, particularly for young children and for the elderly, and is operated under an innovative agreement in which the PHA, local social service agencies and faculty from the local university participate jointly."

EXHIBIT IV-8

"[Project Eight] and the addition to [Project Eight] are operated as one project and are adjacent to the Authority Central Office. The district is primarily in an area of apartment complexes. The projects are good ones and have over the years served the tenants well. They are old and need to be totally modernized. The projects are structurally sound and, for their age, look good.

Expenses, particularly utilities and insurance, have significantly increased in recent years.

The Authority management is relatively new and inexperienced and has had trouble with HUD requirements. The HUD staff has been too limited to give them the guidance needed.

The PFS adequacy has been a negative factor. Because PFS is not available until midyear in the fiscal year, the Authority cannot plan operations and must operate using other funds until the PFS is paid. Other funds may not always be available."

Problems Affecting Troubled Projects

There are several differences between the responses of the field offices to the problem analysis section for troubled projects and the responses for untroubled and relatively untroubled projects. The most frequently mentioned problem types for troubled projects are the attributes and behavior of project tenants, project site and design, and neighborhood conditions. Thus unlike the untroubled and relatively untroubled groups, the most frequently cited problems for troubled projects are not those involving project expenses or HUD funding and oversight, although these are also reported to have a significant negative impact on these troubled projects.

Each of the three most frequently mentioned problem types is reported to have a significant negative impact on more than sixty percent of all troubled projects. Project expenses are cited as a problem for 58 percent of the troubled projects and HUD funding and oversight is cited for just under half (49%). PHA/project administration is reported to be a significant problem for just over one-third of all troubled projects with a slightly smaller proportion of projects reported to have a comparable problem with Local/State/Federal Government impacts (30%). Only eleven percent of all troubled projects are reported to have a significant problem because of the low rent housing market in the community. (See Table IV-5)

In addition, the most frequently cited problems having considerable or severe impacts on untroubled or relatively untroubled projects were also the problems that most frequently appeared on the list of the projects' three most serious problems. This is not the case, however, for troubled projects. In troubled projects, the most frequently reported problems, as indicated above, relate to tenant attributes and behavior, project design and site, and project neighborhood. However, the problems most frequently reported to have both a considerable or severe negative impact and to be one of a project's three most serious problems are tenant attributes and behavior, project design and site, and PHA/project administration. (See Table IV-5). This suggests that although the majority of troubled projects are negatively impacted by conditions in the surrounding neighborhood, the impact of this condition is not as serious as the impact of other problems. It also suggests that a negative impact from PHA/project administration is not a widespread phenomenon but when the problem is present it becomes one of the most serious problems for a project.

There is a third major difference between troubled and other projects relating to the problem subtypes that were most frequently cited. Among untroubled and relatively untroubled projects, very few problem subtypes were listed under the general heading of Project Design and Site. Several project design and site problems, however, were reported to have a significant negative impact on roughly half of all troubled projects.

For untroubled and relatively untroubled projects, the most frequently cited specific problem involving project design and site is the lack of amenities like swimming pools, play areas, and parking. The lack of defensible space is reported to have a significant negative impact on only eleven percent of untroubled projects and thirty percent of relatively untroubled projects; however, it is seen as a significant problem for 57 percent of all troubled projects. In addition, project size, building mix, and unit mix are reported to have a negative effect on roughly one-half of all troubled projects.

Exhibits Nine through Eighteen, presented exactly as they were drafted by HUD field staff or research teams, illustrate the interaction of conditions and problems which face troubled public housing projects.

EXHIBIT IV-9

"The major problem areas in [Project Number Nine] are: a high percentage of low-income families with a predominance of single parent female heads of household; a very low level of tenant employment (and an unhealthy reliance on ADC as the primary financial support mechanism). Project incurs a high rate of vandalism, has a lack of defensible space construction, a paucity of basic security hardware, and non-on-site professional security personnel. There is a need for an upward revision on an annual basis of the operating subsidy, in part, simply to cover the exorbitant fuel costs. (continued)

EXHIBIT IV-9 (continued)

"As low-rent public housing remains the primary vehicle for the housing of low- and very low-income families, its financial reliability is of paramount importance, and is rapidly becoming a target of increased concern (and criticism). As a result of the Brooke Amendment, and the high percentage of very low-income families, operating receipts are satisfying a gradually decreasing percentage of operating expenditures. Hence, the need for, or the virtual dependence upon, the operating subsidy has increased sharply, influenced by the marked increase in the cost of utilities, the burgeoning cost of technical and non-technical general labor and special contractual services.

"Further, on-site vandalism and serious crimes have had a debilitating effect on tenant attitudes, maintenance costs, the ever-increasing need for MOD funding to satisfy deferred maintenance, the increasingly negative attitude of neighborhood residents toward PHA projects, and have fueled the clamor for increasing security services and defensible space items."

EXHIBIT IV-10

"The problems associated with [Project Number Ten] are both physical and social. The primary physical problems are the result of poor design and inferior workmanship. The buildings are typical two-story rectangular structures with built-up flat roofs giving a general appearance of an institution. This is not conducive to community pride, sense of security and wholesome family activities. Each building contains eight to ten dwelling units varying in size from one to four bedrooms. This combined with the general layout of the project and the close proximity of the building results in an extremely high population density. Landscaping is very poor with no physical characteristics that conform to the concept of defensible space. The poor design and workmanship is the major cause of structural damage to the buildings, high maintenance cost, over population, high crime rate, and lack of pride on the part of the residents.

"The social problems associated with this project are an outgrowth of the physical problems and are compounded by the concentration of minority residents with a high rate of unemployment, low income, and a high degree of female heads of household. Additionally, there is a lack of recreational facilities and commercial areas. These social problems add to the frustration of the residents. This frustration is a major cause of vandalism and lack of pride among residents. This results in high maintenance costs and loss of income due to a high turnover and vacancy rate."

EXHIBIT IV-11

"[Project Number Eleven] is a 2,000 unit family project which was built in 1943. It consists of high-rise and low-rise, four to eight unit buildings, and half of the units in the project are vacant. The physical condition of the project is very poor. Grass is unmowed; common areas are littered with trash; vacant units are not boarded up, have been extensively vandalized, and are being used by derelicts and teenagers; floodlights are not functioning properly or are missing; maintenance of occupied units appears to be inadequate and slow; and there is no on-site security system. Compared to the overall condition of the project, the general appearance of the area surrounding the project office was excellent and well maintained."

EXHIBIT IV-12

"[Project Number Twelve] (736 units) was built in 1969 as an extension of the original project (920 units, 1957). The project is located in a semi-industrial area, along an elevated transit authority track. (The noise is deafening but people get accustomed to it according to the project manager.) The project has 7 buildings, and the Extension has a large number of 3, 4, and 5 bedroom units. Together, both projects house 4,155 persons with an average of 4.3 children per family. The project is all minority and 80 percent of the tenants are single-parent families on welfare. The project has many broken windows, and some boarded-up units. The elevators don't work in several buildings and the project hallways are filled with graffiti and grime. End units, by design, are virtually isolated from everyone and their occupants are frequently the subjects of crime. Recently, for example, two assailants were caught raping a mother in front of her 3 small children after they had broken through a heavily padlocked accordion steel gate welded to the outside door frame, a door with a large metal plate around the lock, and several interior safety bolts. Approximately one million modernization dollars have been spent in the project but multi-problem families, crime, unemployment and lack of social service continue to cause problems."

EXHIBIT IV-13

"[Project Number Thirteen] consists of 716 units varying in size from one to four bedrooms. The project was built in two phases. Phase I was completed in January 1941 and Phase 2 was completed in April 1943. In total, there are 130 buildings with a gross area of 63.75 acres designated as play-areas, and 8.15 acres of parking lots.

"In the project, income is at poverty level with 90% of the residents receiving some form of assistance. In 1973, median family income in the Project was \$2,878 with a mean income of \$3,010. This is markedly low when compared to the surrounding community which exhibits a median income of \$9,186 and a mean income of \$10,652.

"The racial composition of the project consists predominantly of Whites, Blacks, and Hispanics. As shown below, the percentage composition by race is fairly consistent with the surrounding community.

<u>PERCENTAGE COMPOSITION</u>		
<u>RACE</u>	<u>PROJECT</u>	<u>SURROUNDING COMMUNITY</u>
White	73.7%	89.3%
Black	13.1%	5.3%
Hispanic	12.7%	3.8%
Other	.5%	1.6%

"The family structure, in contrast to the racial composition, shows a marked disparity to the surrounding community as shown below:

<u>HEAD OF HOUSEHOLD</u>	<u>PROJECT</u>	<u>SURROUNDING COMMUNITY</u>
Female Only	80%	20.9%
Male Only	2%	2.2%
Male-Female	18%	76.9%

"In recent years the project has suffered from high vacancy, vandalism and a general lack of maintenance to both the structures and the grounds. Rent strikes have also prevailed in the project.

"Recognizing the above problems, HUD, in its 1974 Modernization program, approved a program to revamp the project. Funds approved were in the magnitude of \$3.9 million and \$1 million in Target Projects funds. The entire effort was aimed at demolishing many frame structures and the substantial rehabilitation of the concrete structures and selected frame buildings."

EXHIBIT IV-14

"The major problems with [Project Number Fourteen] are directly related to the density of the project, its location in a commercial/industrial area and the general deterioration of the economy in the area. Isolation from other neighborhoods, the switch to a black majority in a formerly white neighborhood and some problems of long standing with the PHS's attitude toward this switch have compounded the basic problems of this project.

" Unemployment and increases in crime and vandalism have also been negative factors in the increase in the rate of deterioration of this area.

"Modernization funds have helped in improvements to the physical plant, but "image", in the eyes of tenants, PHA, neighborhood and the city must be upgraded."

EXHIBIT IV-15

"Consisting of 1151 units in 80 townhouse buildings, [Project Number Fifteen] is spread over a 48 acre site. It is surrounded by a mixture of dilapidated buildings characteristic of inner city blight and institutions supported by public and private agencies, including other public housing projects. The project houses about 3,000 people, approximately 90% of the households are female-headed, and the average tenant income, in 1974, was \$2,369. Despite the fact that the project was assisted by a private contractor as part of a limited HUD Innovative Modernization Project demonstration, the project has a large number of maintenance, social, and security problems. The grounds and buildings show many obvious signs of deterioration including broken windows and doors, indications of fire damage, and poorly maintained landscaping. The PHA estimates that the project has a deferred maintenance backlog of approximately \$4.5 million."

EXHIBIT IV-16

"A major problem is the deteriorated condition of [Project Number Sixteen.] The PHA had no preventative maintenance program and no reserves to fund needed repairs. (The PHA has been in serious financial difficulties for several years and required a \$1 million Administrative Loan in 1975). Modernization funds were insufficient and not effectively used. Plumbing and electrical systems are particularly deteriorated. Routine maintenance was poor; attributable to the centralized maintenance system in which project managers had no control over maintenance staff. Work under processing was often delayed, no monitoring was performed, deployment of maintenance staff was inefficient and necessary materials not available. Administrative costs were high because of overstaffing in its Central Office, thus reducing resources available to the project. (A new administration has recently taken control and is attempting to rectify these problems). The tenant body of the project is comprised mostly of welfare families and the social problems associated with low income families exist at the project. The incidence of crime, drug usage and vandalism is high. The PHA cannot attract higher income families and its low rental income, coupled with high delinquencies, is insufficient to meet rising operating costs."

EXHIBIT IV-17

"[Project Number Seventeen] is located in an area adjacent to the freeway network. The project residents are predominantly Spanish-surname. There is, however, also a large number of Black families in the project.

"With the proximity to freeways and being adjacent to a wholesale commercial area, there is a considerable amount of noise and air pollution.

"Drug traffic in the area is a serious problem. Theft and vandalism, which are drug related, also present a serious problem. Apartments are frequently broken into during day-time hours while the residents are at work. Gang activities are prevalent and there is much rivalry between gangs. (continued)

EXHIBIT IV-17 (continued)

"Many of the residents are multi-problem families requiring intensive supportive services. Some medical services are available at the community center, but generally the resident needs to travel to the County General Hospital for this service. Although bus transportation is available on a street adjacent to the project, frequent transfers are needed to get to one's destination.

"Additional security provisions are needed in this project as well as more modernization work. Some of the kitchens have been done but no bathroom modernization has yet been started. Portions of the project still need to be re-roofed. Floor coverings also remain to be done.

"Educational programs are needed since many of the Spanish-surnamed families do not speak English. Because of the cultural differences between the tenant families, more effort needs to be directed in this area."

EXHIBIT IV-18

"The major problems at [Project Number Eighteen] are overcrowded structures, vacancies and resultant vandalism, rent delinquencies, image of project throughout the city, lack of security, ineffectiveness of PHA management, very low income, multi-problem families. The problems arose as a result of poor placement of tenants by PHA, i.e.; grouping very low income multi-problem families together, lack of maintenance, insufficient policing of the project, accelerated deterioration, etc.

"Therefore, since most of the families residing at this project were in the very low income categories, any problems associated with their economic plight carried over into a lack of pride or motivation in their neighborhood and the PHA suffered financial problems. This project was not physically maintained, eventually becoming "housing of the last resort" in the City. The Project is also stigmatized by one newspaper story depicting a woman and child sleeping in a car rather than accept a unit at this project. This office has begun a process of demolition and rehabilitation which ultimately should improve living conditions at this project."

Problems Affecting All Public Housing Projects

Combining the responses for the three groups of projects provides an overall view of the problems facing the public housing inventory. According to the Department's field office staff, the most significant types of problems in the inventory are Project Expenses, HUD Funding and Oversight, and Tenant Attributes and Behavior. Each of these general problem types is considered to have a significant negative impact on the viability of one-fifth to one-fourth of all projects. No other general problem type was cited as having a significant negative impact on more than eleven percent of all projects. (See Table IV-7.)

Of the one hundred and thirty specific problem subtypes, only twelve were reported to have a significant negative impact on more than twenty-five percent of all projects. The three most frequently cited problem subtypes involve project expenses. Each of the three -- energy rates, other utility rates, and insurance rates -- was reported to have a negative effect on more than one-third of all projects.

Several aspects of HUD Funding and Oversight were singled out too. Most relate directly to the Performance Funding System (PFS). Specifically, respondents reported that the PFS fails to include certain PHA needs, that it is generally inadequate, and that it is causing significant problems affecting the viability of many housing projects. Two other problem subtypes were also cited with similar frequency. One was an apparent conflict between housing low-income persons while satisfying mandates for maintaining both an income mix among tenants and PHA economic self-sufficiency. The other was an inadequate number of HUD staff.

Problem subtypes regarding tenant attributes, but not the subtypes involving tenant behavior, were the ones frequently cited as problems having a significant negative impact on the public housing inventory. The fact that most tenants have very low incomes, that they experience general or frequent unemployment, that they depend basically on public assistance as a source of income, and that there is a predominance in projects of single-parent female-headed families with children (the principal group receiving public assistance in this country) were all viewed as tenant attributes which affect the viability of more than one-quarter of all public housing developments. The financial viability of projects appears to be primarily affected by the limited rent-generating capacity of such tenants.

TABLE IV-1

SUMMARY OF PROBLEM IMPACT FOR
UNTROUBLED PROJECTS
(N=353)

Problem Type	Percentage of Times Rated as Having Considerable or Severe Negative Impact	Percentage of Times Rated as One of Three Most Serious Problems and Having Considerable or Severe Negative Impact
Project Expenses	17	11
HUD Funding and Oversight	14	13
Tenant Attributes and Behavior	6	5
PHA/Project Administration	5	3
Project Design and Site	4	3
Local/State/Federal Government Impacts	3	3
Project Physical Condition	3	1
Low Rent Housing Market	2	2
Neighborhood	1	1

TABLE IV-2

FREQUENTLY CITED PROBLEM SUBTYPES
FOR UNTROUBLED PROJECTS
AS A PERCENTAGE OF UNTROUBLED PROJECTS
(N=353)

GENERAL PROBLEM TYPE - Problem Subtype	PERCENT
<u>I. PROJECT EXPENSES</u>	
- Fuel, oil, gas, electricity, and coal rates/availability	48
- Other utility rates/availability	34
- Insurance rates/availability	34
<u>II. HUD FUNDING AND OVERSIGHT</u>	
- Adequacy of PFS formula	21
- Timeliness of PFS allocation	22
- PFS formula's failure to include certain needs (i.e., security)	22
- Conflict between serving low-income persons and mandates on income mix and PHA economic self sufficiency	24
- Number of HUD staff	23
<u>III. TENANT ATTRIBUTES AND BEHAVIOR</u>	
- Predominance of very low-income tenants	21
<u>IV. PROJECT PHYSICAL STRUCTURE</u>	
- Insulation	24
<u>V. NEIGHBORHOOD</u>	
- Transportation	20

TABLE IV-3

SUMMARY OF PROBLEM IMPACT FOR
RELATIVELY UNTRoubLED PROJECTS
(N=193)

Problem Type	Percentage of Times Rated as Having Considerable or Severe Negative Impact	Percentage of Times Rated as One of Three Most Serious Problems and Having Considerable or Severe Negative Impact
Project Expenses	42	33
Tenant Attributes and Behavior	38	30
HUD Funding and Oversight	38	30
Neighborhood	21	17
Local/State/Federal Government Impacts	21	13
PHA/Project Administration	18	15
Project Design and Site	16	11
Project Physical Condition	12	6
Low Rent Housing Market	0	0

TABLE IV-4

FREQUENTLY CITED PROBLEM SUBTYPES
FOR RELATIVELY UNTROUBLED PROJECTS
AS A PERCENTAGE OF RELATIVELY UNTROUBLED PROJECTS
(N=193)

GENERAL PROBLEM TYPE - Problem Subtype	PERCENT
<u>I. PROJECT EXPENSES</u>	
- Fuel, oil, gas, electricity, and coal rates/availability	61
- Other utility rates	40
- Insurance rates	51
<u>II. TENANTS ATTRIBUTES AND BEHAVIOR</u>	
- Predominance of single-parent female headed families versus two parent headed families	41
- Adults/children ratio	37
- Source of income (most families receiving public assistance)	46
- Predominance of very low-income tenants	45
- General or frequent unemployment	43
- Property damage	35
- Chronic rent arrears	35
<u>III. HUD FUNDING AND OVERSIGHT</u>	
- Adequacy of PFS formula	31
- Timeliness of PFS allocation	34
- PFS failure to include certain PHA needs (i.e., security)	45
- Number of HUD staff	32
- Amount of time spent providing technical assistance to PHAs	35

Table IV-4-continued

IV.	<u>NEIGHBORHOOD</u>	
	- Concentration of low-income persons	42
	- High unemployment	43
V.	<u>LOCAL/STATE/FEDERAL GOVERNMENT IMPACTS</u>	
	- local courts	31
VI.	<u>PHA/PROJECT ADMINISTRATION</u>	
	- Adequacy of modernization funds	30
VII.	<u>PROJECT DESIGN AND SITE</u>	
	- Amenities	33
	- Defensible space	30
VIII.	<u>PROJECT PHYSICAL CONDITION</u>	
	- General structure	30
	- Parking area (condition)	30

TABLE IV-5

SUMMARY OF PROBLEM IMPACT FOR
TROUBLED PROJECTS
(N=153)

Problem Type	Percentage of Times Rated as Having Considerable or Severe Negative Impact	Percentage of Times Rated as One of Three Most Serious Problems and Having Considerable or Severe Negative Impact
Tenant Attributes and Behavior	76	44
Project Design and Site	63	38
Neighborhood	62	20
Project Expense	58	26
HUD Funding and Oversight	50	21
Project Physical Condition	43	19
PHA/Project Administration	39	31
Local/State/Federal Government Impacts	30	2
Low Rent Housing Market	11	4

TABLE IV-6

FREQUENTLY CITED PROBLEM SUBTYPES
FOR TROUBLED PROJECTS
AS A PERCENTAGE OF TROUBLED PROJECTS
(N=153)

GENERAL PROBLEM TYPE - Problem Subtype	PERCENT
I. <u>TENANT ATTRIBUTES AND BEHAVIOR</u>	
- Predominance of families	40
- Predominance of large families	49
- Predominance of single parent female headed families versus two parent headed families	66
- Adult/children ratio	54
- Large number of teenagers	55
- Source of income (most families receiving public assistance)	61
- Predominance of very low income tenants	57
- General or frequent unemployment	54
- Property damage	48
- Chronic rent arrears	41
II. <u>PROJECT DESIGN AND SITE</u>	
- Project size	61
- Building mix, size, or layout	48
- Unit mix, size, or layout	45
- Amenities	51
- Defensible space	57

Table IV-6-continued

III. <u>NEIGHBORHOOD</u>	
- Vandalism and other crime	51
- Project image in neighborhood	41
- Concentration of low income persons	50
- High unemployment	49
IV. <u>PROJECT EXPENSES</u>	
- Fuel, oil, gas, electricity and coal rates/availability	54
- Other utility rates and/or availability	46
- Insurance rates and/or availability	57
V. <u>HUD FUNDING AND OVERSIGHT</u>	
- Adequacy of operating subsidy level	45
- Adequacy of PFS formula	48
- PFS formula's failure to include certain PHA needs (i.e., security)	58
- Conflict between serving low-income persons and mandates on income mix and PHA economic self sufficiency	48
VI. <u>PROJECT PHYSICAL CONDITION</u>	
- General structure	49
VII. <u>PHA/PROJECT ADMINISTRATION</u>	
- Adequacy of modernization funds	43
VIII. <u>LOCAL/STATE/FEDERAL GOVERNMENT IMPACTS</u>	
- Local courts	40

TABLE IV-7

SUMMARY OF PROBLEM IMPACT FOR
ALL PROJECTS
(N=699)

Problem Type	Percentage of Times Rated as Having Considerable or Severe Negative Impact	Percentage of Times Rated as One of Three Most Serious Problems and Having Considerable or Severe Negative Impact
Project Expenses	27	21
HUD Funding and Oversight	23	17
Tenant Attributes and Behavior	19	14
PHA/Project Administration	11	8
Project Design and Site	11	7
Neighborhood	10	6
Local/State/Federal Government Impacts	9	6
Project Physical Condition	8	6
Low Rent Housing Market	2	1

TABLE IV-8

FREQUENTLY CITED PROBLEM SUBTYPES
FOR ALL PROJECTS
(N=699)

General Problem Type Problem Subtype	Percent
<u>I. PROJECT EXPENSES</u>	
- Fuel, oil, gas, electricity, coal rates and/or availability	52
- Other utility rates and/or availability	36
- Insurance rates and/or availability	40
<u>II. HUD FUNDING AND OVERSIGHT</u>	
- Adequacy of the PFS formula	26
- PFS formula's failure to include certain PHA needs (i.e., security)	30
- Conflict between serving low-income persons and mandates on income mix and PHA economic self sufficiency	26
- Number of HUD staff	26
<u>III. TENANT ATTRIBUTES AND BEHAVIOR</u>	
- Predominance of single parent female headed families with children versus two parent headed families	25
- Source of income (most families receiving public assistance)	27
- Predominance of very low income tenants	30
- General or frequent unemployment	27
<u>IV. PROJECT PHYSICAL CONDITION</u>	
- Insulation	26

EXHIBIT IV-19
PERCENTAGE OF PROJECTS FACING
SERIOUS PROBLEMS

91

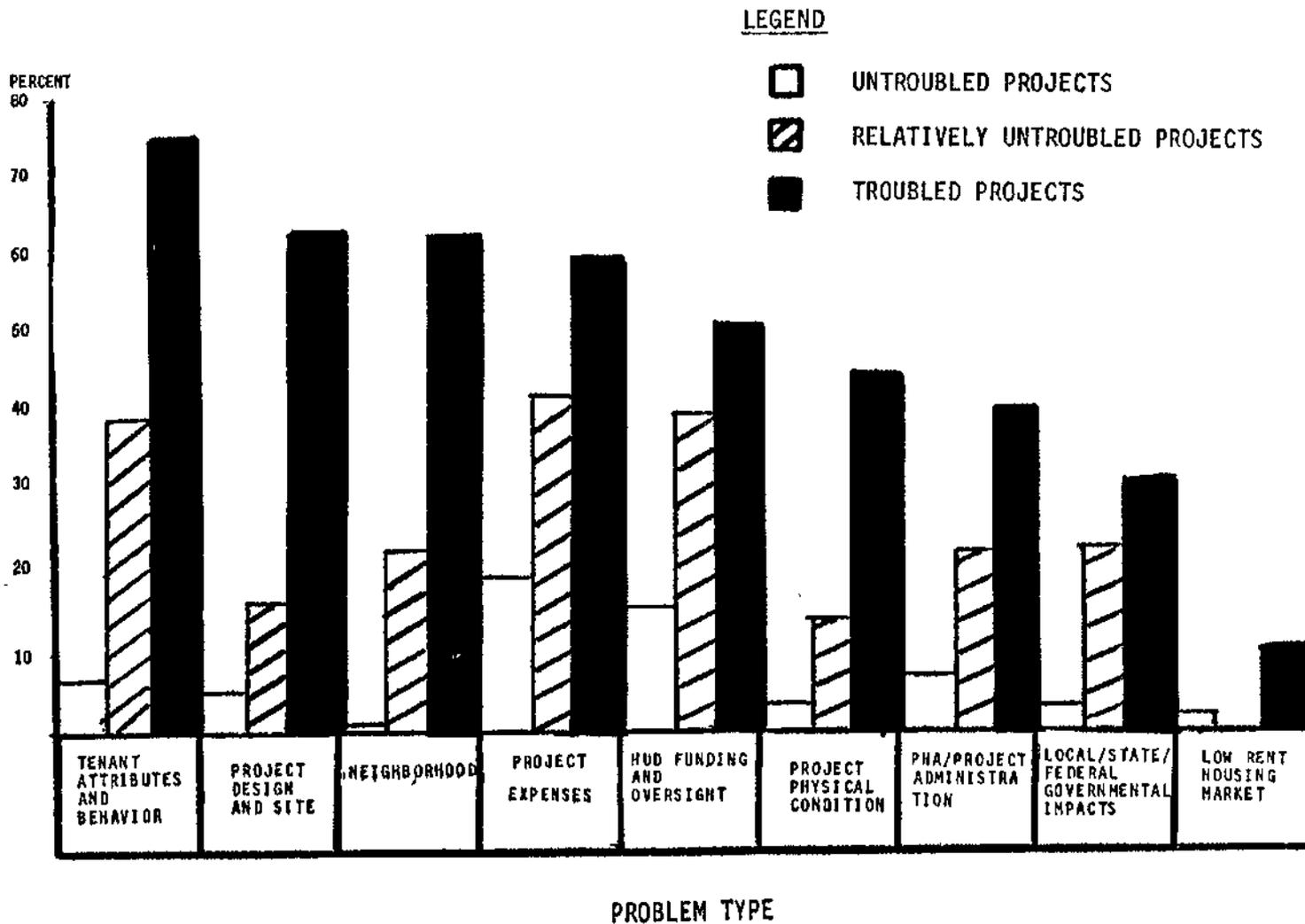


TABLE IV-9

SUMMARY OF PROBLEM IMPACT ON
TROUBLED, RELATIVELY UNTROUBLED,
AND UNTROUBLED PROJECTS

	<u>TROUBLED PROJECTS</u>		<u>RELATIVELY UNTROUBLED PROJECTS</u>		<u>UNTROUBLED PROJECTS</u>	
	PERCENTAGE OF TIMES RATED AS HAVING CONSIDERABLE OR SEVERE NEGATIVE IMPACT	PERCENTAGE OF TIMES RATED AS ONE OF THREE MOST SERIOUS PROBLEMS AND HAVING CONSIDERABLE OR SEVERE NEGATIVE IMPACT	PERCENTAGE OF TIMES RATED AS HAVING CONSIDERABLE OR SEVERE NEGATIVE IMPACT	PERCENTAGE OF TIMES RATED AS ONE OF THREE MOST SERIOUS PROBLEMS AND HAVING CONSIDERABLE OR SEVERE NEGATIVE IMPACT	PERCENTAGE OF TIMES RATED AS HAVING CONSIDERABLE OR SEVERE NEGATIVE IMPACT	PERCENTAGE OF TIMES RATED AS ONE OF THREE MOST SERIOUS PROBLEMS AND HAVING CONSIDERABLE OR SEVERE NEGATIVE IMPACT
PROJECT TENANTS ATTRIBUTES AND BEHAVIOR	76	44	38	30	6	5
PROJECT DESIGN AND SITE	63	38	16	11	4	3
NEIGHBORHOOD	62	20	21	17	1	1
PROJECT EXPENSES	58	26	42	33	17	11
HUD FUNDING AND OVERSIGHT OF PROJECT	50	21	38	30	14	13
PROJECT PHYSICAL CONDITION	43	19	12	6	3	1
PHA/PROJECT ADMINISTRATION	39	31	18	15	5	3
LOCAL/STATE/ FEDERAL GOVERN- MENT IMPACT	30	2	21	13	3	3
LOW RENT HOUSING MARKET	11	4	0	0	2	2

CHAPTER V

PROBLEMS AFFECTING PUBLIC HOUSING ACCORDING TO PROJECT MANAGERS

Overview

Project managers reported that problems related to HUD funding and project expenses, some tenant-related issues, and certain design and site issues are the most crucial impediments to project viability. A paramount concern to many managers was the perceived mismatch between HUD funding of public housing and project operating expenses. These managers either emphasized the funding side, saying that HUD funding was inadequate, or the expense side, saying that project expenses were too high. In both cases, they were describing an inadequacy of funds to meet operating expenses. Almost equally important, according to some project managers, were (1) tenant issues involving both the unmet non-shelter needs of very low income tenants, along with the implications that this has for a project's living environment, and (2) the impact that a relatively few disruptive tenants can have on the quality of life within a project. Other project managers believed that design and site configurations and conditions were serious impediments to project viability. Design problems generally include densely developed agglomerations of buildings, poor mixtures of building and unit sizes, and configurations which offer little or no defensible space. Physical deficiencies, managers said, involve undesirable sites as well as deteriorated project structures due to inadequate routine and preventive maintenance and insufficient upgrading and improvement.

Background

The purpose of this chapter is to identify the major problems affecting public housing as seen through the eyes of the people who manage the projects. Because they deal with the public housing program, and its policies and regulations, on a regular basis and have in-depth, on-site familiarity with the day-to-day problems affecting their projects, these "experts" are among the most knowledgeable people on the issues affecting public housing. Although the judgments of project managers may reflect the biases of their particular role and responsibility, their perspective is an important component of an overall evaluation of the problems facing public housing and of how public housing policies and regulations operate at the project level.

The fieldwork portion of the public housing study included visits by HUD field teams to approximately seventy public housing projects in the jurisdictions of fourteen HUD field offices. The projects which were visited in each jurisdiction generally included at least one project which HUD field staff judged to be in good to very good overall condition and at least one project owned and operated by a small PHA -- defined to mean a PHA which manages fewer than 3000 housing units. Most of the projects which were visited, however, were in large PHAs, and had been judged to be in marginal, bad, or very bad overall condition.

At each project site, managers or other individuals most clearly responsible for daily operation were interviewed in two phases. First, the managers' overall comments on project problems, along with their rank ordering of these problems according to severity of impact, were recorded by the HUD field team on the Experts Discussion Guide.¹ The Guide served to focus the discussion on major problem types rather than on specific problems. Second, each manager evaluated the impact of each of the more detailed potential problem areas identified in Part III of the structured four-part survey instrument.² Part III provided a method for identifying the relative negative impact of more than 100 types of problems, grouped into nine general categories. Relative negative impact was measured using a five-point scale which ranged between "no impact," "slight impact," "some impact," "considerable impact," and "severe impact".

The following sections are based on both the overall priorities indicated on the Experts Discussion Guide and the overall problem types reported on the Part III Form. The nature and implications of these problems are developed from Discussion Guide Notes and from the more detailed information collected on the Part III instrument.

HUD Funding and Project Expenses

Just over one-third of all project managers said that HUD funding levels were too low, and approximately one-third said that project expenses were too high. Although both groups were addressing a similar issue, it is probable that little overlap exists between the two groups since discussion notes indicate that most managers chose either one category or the other to explain a mismatch between funding levels and operating costs for their projects. Hence, it is likely that those managers who felt that the relationship between project income and project expenses was the most crucial project problem account for the single largest group of respondents.

The most common comments which managers made regarding funding and expense problems involved the high cost (and sometimes the unavailability) of utilities, insurance, labor, and contract services for project operation. Managers specifically described what they considered to be excessive union wage rates for skilled labor and restrictive union work rules which increased the manpower needs for accomplishing simple maintenance tasks.

¹ See Appendix G.

² See Appendix G.

Tenant Related Problems

Over one-third of all project managers believed that certain attributes of tenants' needs and behavior were crucial problems in public housing projects. Many said that meeting the social needs of a very low income tenant group presents special problems. A large number of managers also indicated that rule breaking and property damage, resulting from the inadequate supervision of children by a growing number of single-parent families, were significant concerns.

Project managers were also concerned about the processes of tenant screening, tenant selection, and the eviction of problem tenants. Although managers sometimes considered these as administrative problems, they always related them to tenants. Managers said that the overall quality of the living environment in a public housing project can be seriously impaired by only one or a few disruptive tenants who perhaps could have been screened out or evicted. These few tenants, managers claimed, can make the project environment undesirable to current and prospective tenants and that problem tenants often are responsible for costly acts of vandalism. They reported that evictions are difficult because of perceived court bias or delays. In addition, preparing a case against a problem tenant is likely to require a formal complaint by another tenant. Other tenants, fearing reprisals from the disruptive tenant, are often unwilling to lodge such complaints.

Project Design and Site

Roughly thirty percent of all managers said that their projects were poorly designed and located on undesirable sites. When managers identified such problems, they frequently considered them to be the most serious impediments to project viability.

The most common design problem, it was contended, is that building and unit sizes are mixed inappropriately on individual sites. In addition, managers indicated that these agglomerations are too densely developed. They also said that building and site designs do not provide defensible living space for project residents nor significant control of access by outsiders to the project site.

Managers stressed that it was the impact of these conditions, rather than the conditions themselves, which was most important. The presence of many large units in a particular project or building, for example, means that a project houses large numbers of children. This leads to increased rates of normal wear and tear and, in some cases, to vandalism which result in extraordinarily high costs for routine maintenance. Similarly, design configurations which create indefensible space and uncontrolled access to project sites require implementation of costly security measures.

Physical Condition

About one-third of all project managers who were interviewed during the field study indicated that physical deficiencies in projects posed significant problems. They typically thought that physical problems were severe when they occurred and that they are the result of insufficient funding to carry out proper routine and preventive maintenance. Managers indicated that, in some cases, this led to shortened lives for major mechanical systems and structural components and to the need for systems replacements and major structural repairs in older projects.

Other Problems

Although the preceding discussion covered the major concerns of project managers, smaller numbers of them saw several other categories of problems as negatively impacting public housing. Many of these concerns, however, could have been classified under one of the major problem categories discussed above or may have been subsumed in the discussion of the problems listed previously. For example, although less than twenty percent of all managers noted neighborhood-related problems as having a severe impact, they may have included these problems in their concerns regarding project design, i.e., the project is on an undesirable site. Many of the managers who stressed the security problems caused by indefensible space gave clear indications that at least some of the crimes which are committed against project property and tenants involve neighborhood residents.

Similarly, matters involving tenant screening, tenant selection, and eviction of tenants were most often described by managers as issues relating to tenant attributes and behavior. Their comments, however, might have also been classified as indications of shortcomings in PHA administration or as negative impacts caused by either the need to meet various social goals in resident selection, or the need to operate within a judicial eviction system they saw as biased in favor of tenants.

Although a sizeable proportion of all project managers said that physical conditions of project structures were inadequate, they did not feel that the conditions were so bad as to make the units unmarketable. In fact, many managers suggested that their projects, despite the physical conditions, were among the best low rent housing available in the locale.

CHAPTER VI

PROBLEMS AFFECTING PUBLIC HOUSING ACCORDING TO TENANT LEADERS AND LEGAL SERVICES ATTORNEYS

Overview

According to tenant leaders and legal services attorneys, the most prevalent and the most critical problems in public housing projects are project physical condition, PHA administration, and project administration. These respondents said that physical problems in public housing projects resulted from: inadequate funding and staffing for routine and preventive maintenance; poorly managed maintenance operations; and the unmet modernization needs of older projects. PHA and project management shortcomings, this group said, covered both the establishment and implementation of effective and efficient policies regarding all phases of operations.

Background

The views of public housing tenants and legal services attorneys were gathered in twenty-five semi-structured discussion sessions which were held with these respondents during the field work phase of the study. Interviews were conducted with representatives of officially sanctioned as well as ad hoc tenant groups in either specific projects or in the jurisdiction of the local housing authority. In a few instances, discussions were held with unaffiliated, individual tenants. Attorneys were generally familiar with public housing issues in one or several of the authorities' projects or in the locale as a whole. Each discussion session included more than one tenant and most of the meetings included both tenants and attorneys. Hence each session actually represented the views of a number of individual respondents.

The discussion sessions were conducted using the Experts Discussion Guide. The information reported here is presented on the basis of the categorization and prioritization of project problem types contained in those guides and on the basis of "content analyses" of the summaries prepared from discussion guide notes.

Project Physical Condition

In about sixty percent of all tenant and attorney sessions the discussion focused on project physical deficiencies. These were considered to be significant impediments to project viability. In general, the respondents felt that routine and preventive maintenance were inadequate. They attributed this to inadequate funding, undersized maintenance staffs, and poor management of maintenance operations by PHAs.

Tenants and attorneys also pointed out that in many projects, including but not limited to older ones, there are major needs for upgrading and modernization. These needs extend to mechanical systems like heating, cooling, and plumbing, which are sometimes outmoded or, in a few instances, inoperative, as well as to structural elements like roofs which leak.

Many tenants also contended that they would like to participate in project maintenance operations. They felt that they could make the best decisions regarding the allocation of scarce maintenance resources and that many residents would benefit economically from part-time employment performing routine maintenance functions like sweeping hallways and changing lightbulbs.

PHA and Project Administration

PHA and project administration problems were mentioned in nearly two-thirds of all conversations with tenants and attorneys -- at least as often as these respondents mentioned any other problem type. In addition, nearly all of those who spoke about PHA and project administration considered this to be among the most critical problems impacting the viability of public housing.

Tenant and attorney complaints about both PHA and on-site management included references to policy, operations, and attitudes. The respondents often claimed that PHAs lack clear and equitable policies regarding tenant selection, tenant screening, and tenant eviction and that even in some cases where these policies exist, they are not adhered to. Maintenance operations, and particularly maintenance staffing, as well as expenditures of HUD and other capital improvement funds by housing authorities, came under frequent attack from those who cited PHA management inadequacies as a serious problem. Finally, tenants and attorneys claimed that PHAs and project managers who consider the program as "housing of last resort" or who hold public housing tenants in low regard impair the overall quality of the public housing environment.

HUD Funding and Oversight

About one-half of all discussion sessions included mention of HUD funding and oversight as a project problem. In roughly two-thirds of these cases, or one-third of all tenant and attorney meetings, inadequate funding and oversight by HUD was considered to be a serious problem.

Most of the respondents in these sessions did not feel that money, alone, was the cause of, nor the solution to, problems in troubled public housing projects. Nevertheless, most of the comments regarding HUD carried strong implications that inadequate project maintenance, inoperative mechanical systems, and generally deteriorated project physical condition could be alleviated if additional HUD funding for both operations and improvements were made available. Those tenants or attorneys expressing concern about HUD oversight of PHA and project operations stressed that HUD appeared to have no requirements for tenant responsibility in project

operations and, depending on the session, that HUD policies are too rigid or too lax.

Tenant Attributes and Behavior - About one-half of all sessions with tenants and legal services attorneys included discussions of tenant attributes, and particularly tenant behavior, as problems impacting the viability of public housing, and these tenant-related issues were considered to be crucial problems in about one-half of the cases where they were mentioned. Those sessions where tenant issues were considered among the most important project problems make up twenty percent of all discussions conducted with tenants and legal services attorneys.

In instances where tenant attributes were mentioned as a problem, the reference was generally to the unmet, non-shelter needs of low-income public housing tenants. It was noted, for example, that the large number of low-income single-parent families in public housing made on-site child care centers and improved recreation facilities legitimate but unsatisfied tenant needs.

It was also common, however, for the discussions regarding tenant-related problems to focus on disruptive tenants. The general feeling among tenants and attorneys was that only one or a few disruptive tenants in a project could seriously impair the quality of the living environment for all tenants. These respondents blame PHAs for having lax tenant screening, selection, and eviction policies. Tenants also reported that many residents are afraid to lodge formal complaints against disruptive tenants fearing reprisals by the subject of the complaint.

Project Design and Site - Project problems involving design considerations and physical site conditions were mentioned by respondents in about one-half of all sessions held with public housing tenants and legal services attorneys. And, in about one-half of these instances, design and site problems were considered to be one of the two most severe problems impacting the viability of public housing. Those who thought that design and site were of utmost importance, then, represent twenty percent of all such groups.

Some tenants and legal services attorneys viewed security as a primary issue. This involved poor project design and the lack of defensible space and features to control access by outsiders. They also remarked that projects sometimes do not have adequate facilities like playgrounds and recreation areas or that amenities like parking are insufficient. In regard to project sites, the most common concerns of tenants and attorneys were that project locations are isolated and sometimes lack access to adequate transportation, shopping, and other services.

Other Problems

A number of other issues were raised by tenants and attorneys. They included project neighborhoods, local, state, and Federal government impacts, project expenses, and the low rent housing market. None of these concerns, however, were discussed as frequently, nor were considered to be as significant, as the problem categories described in the preceding discussion.

It is not clear, however, that issues pertaining to some of these categories were as unimportant as it might seem. Project neighborhood problems, for example, were frequently captured under tenants' and attorneys' concerns about project security even though these were discussed as project design and site issues. Similarly, many of the groups which had serious concerns regarding HUD funding levels were also describing the impact of rising expenses on projects for all phases of operation.

There were very few sessions -- only about ten percent -- where Federal, state, and local government impacts were raised as project problems. The one instance where this was considered a crucial problem occurred in a locale where tenants and attorneys said that the local government failed to enforce housing code standards in public housing projects. According to these respondents, the result was that public housing units contained many code violations.

The other issue, which was raised only occasionally in these sessions, was the impact of market supply of, and demand for, low-rent housing units. In general, the feeling of these respondents was that public housing was about as good as other low-rent housing in the locale. They contend, however, that public housing, unlike private market housing, has the potential for providing considerably higher quality units than it does.

CHAPTER VII

PROBLEMS AFFECTING PUBLIC HOUSING ACCORDING TO PUBLIC HOUSING EXECUTIVES, PUBLIC OFFICIALS, PRIVATE SECTOR EXPERTS AND HUD MANAGERS

Overview

Public housing authority administrators, public officials, private sector experts, and Directors of Housing Management Divisions in local HUD Offices were also asked to discuss and evaluate the overall problems affecting public housing in their areas, with particular emphasis on the PHA's and projects selected for detailed case study. Although the three groups tended to agree on many of the problems affecting public housing, they did not agree in all areas. Their differences often reflected the respondents' unique perspective or source of information. For example, PHA executive directors did not judge PHA management to be a serious problem while other respondents did. The following sections provide an overview of the most frequently mentioned problems and a more detailed discussion of each problem area. ^{1/}

HUD Funding - Many respondents identified inadequate HUD funding for both operating subsidies and capital improvements as one of the most serious problems affecting the viability of public housing projects. The Performance Funding System came under heavy criticism as being an inequitable tool for the distribution of operating subsidies.

Tenant Attributes and Behavior - Although many respondents indicated that tenant attributes and behavior are serious problems, they differed as to the definition of negative attributes and behavior. Some respondents cited the shift in tenant population from two-parent, working class families to single-parent, welfare tenants as a source of significant problems. Other respondents indicated that tenant-related problems resulted from inadequate PHA management -- poor screening and enforcement of rules -- rather than from the tenants themselves.

^{1/} The percentages used reflect the number of times respondents ranked one of nine problem categories as a first or second most serious problem-affecting public housing.

Project Design - Projects designed with a large number of total units and with a high proportion of larger units within each building were cited as serious problems by private and public sector officials. The high-rise family project was also cited as a source of problems.

Project Condition - Poor maintenance, deferred maintenance, and the need for major physical improvements were frequently cited as the source of many problems. These problems, however, were often explicitly linked to the problems of inadequate HUD funding and inadequate PHA management.

PHA/Project Management - Although PHA officials did not regard PHA management to be a significant problem, many other respondents did. Frequently cited problems were inefficient maintenance delivery systems, insensitivity of management to legitimate tenant needs, poor tenant screening, poor rent collection procedures, poor eviction policies, and poor bargaining positions with respect to local union demands for wages and work rules.

Background

During Phase III of the study, interviews were conducted by Central Office field teams with three groups of respondents who possess information and an understanding of public housing which is generally different from those of project managers or HUD Loan Management members. The interviewees were either:

- Public Housing Commissioners and Executives,
- Public Officials, Academic Experts and Housing Professionals, or
- Senior HUD field office managers.

The interviews were conducted using an Expert Discussion Guide, and were distributed among the three groups of respondents as follows:

<u>Group</u>	<u>Number of Interviewees</u>	<u>Expertise of Interviewees</u>
PHA Executives	53	Executive Directors PHA Commissioners Other High-Ranking Personnel
Public Officials	119	Mayors Housing Department Heads Urban Studies Academicians Real Estate Management Executives Directors of Non-Profit Organizations Public Interest Groups
HUD Officials	40	Area Managers Housing Management Directors Housing Management Branch Chiefs

Inadequate HUD Funding

Many respondents identified inadequate HUD funding for both operating subsidies and capital improvements as one of the most serious problems affecting the viability of public housing projects. Seventy five percent of HUD field staff, 60 percent of PHA officials, and 35 percent of public officials, academic experts and housing professionals shared this view. The judgments of HUD field staff regarding the adequacy of funding stem from their main function of management and disbursement of the funds allocated to support PHA's and public housing projects. In addition to their funding focus, many of these officials deal with upper level PHA management functions and, to some degree, their judgments are based on that perspective.

Comments regarding the inadequacy of operating subsidies tended to focus on the shortcomings of the Performance Funding System (PFS). The directors of larger PHA's were particularly critical of the inequities of PFS's distribution of operating subsidies. In their view, the sampling technique used to develop the formula did not capture the

unique, qualitative factors associated with the problems and needs of large, urban PHA's. These officials thought that the PFS should account for the fact that large, urban PHA's often provide a wider range of social and security services to tenants than do smaller PHA's. The PFS system was also found not to provide adequate resources to maintain sufficient staff and to purchase needed materials to meet the demands of both routine and preventive maintenance.

Additional criticisms of PFS highlighted the facts that: it may be insensitive to particular situations of individual PHA's; it may not reflect the true impact of inflation and uncontrollable costs on PHA budgets; and, it may not account for the peculiarities of income and expenses in the formula's base year. For example, it was suggested that the PFS may encourage PHA's to increase vacancies because overall operating costs may be reduced by an amount greater than the sum of rental incomes and PFS subsidies if all units were occupied. Some respondents believed that PHA's cannot plan properly because, in some cases, HUD has not approved PHA budgets or made PFS payments until well after the start of the PHA fiscal year. In other instances, it was noted that although computerized and decentralized PHA management could improve efficiency and could enhance the quality of services provided, there were no resources available with which to implement and underwrite the costs of such systems.

In terms of capital improvement funding, people representing larger PHA's noted that a lack of resources for physical improvements resulted in deferred maintenance and the need for major systems renovations, especially in older projects. Although many of the executives of larger PHA's expressed a preference for the TPP approach, they did point out that the system would eventually have to be supported by operating subsidies in order to maintain the improved facilities and services.

Tenant Attributes and Behavior

About 40 percent of HUD field managers agreed with approximately the same percentage of public officials, academic experts and housing professionals that certain kinds of tenant characteristics and behavior can seriously affect public housing. This view was shared by 28 percent of public housing executives. The degree of emphasis on, and the definition of what constitutes negative tenant attributes and behavior, however, varied widely among and within the three respondent groups. Some respondents, particularly HUD managers and private sector experts, viewed the shift in tenant populations from two-parent, stable, working class families to single-parent, welfare tenants as a key factor underlying the present financial and social problems in public housing. In their view, the program has disproportionately served second and

third generations of chronically unemployed, low-income, multi-problem families and it is serving them on a long-term basis. These officials indicated that single-parent, welfare families may be a significant factor in the financial difficulties of housing authorities because the incomes of these tenants do not warrant more than a minimum rental charge and in some cases, these payments are not made on a timely basis. This creates a greater reliance upon what many feel are inadequate operating subsidy payments. One PHA executive indicated that some of the criminal activity within public housing is related to the kinds of people who visit tenants.

Other respondents indicated that the concentration of single-parent families, often with multiple problems, in high density projects and in poor neighborhoods, created a negative public housing environment and made it difficult for parents to adequately supervise their children. These officials also indicated that large numbers of unsupervised youths often result in a small but significant amount of criminal and otherwise anti-social behavior. Such developments can create the image that public housing is unsafe and unsatisfactory as a living environment. Most respondents believed that, overall, the vast majority of tenants were law abiding and that disruptive behavior was confined to a small group.

Some respondents felt that tenant-related problems were generally the result of inadequate management rather than the result of any particular tenant characteristics. These "management" problems include the failure to screen out potentially disruptive tenants, the failure to enforce rules, and the failure to follow through with eviction procedures. Several executive directors, however, indicated that adequate management alone was not sufficient to reduce tenant-related problems and that, frequently, legal "red tape" prevents management from establishing and enforcing rules.

Project Design and Site

The most frequently mentioned design problems include: 1) projects with large numbers of units, 2) projects with a high proportion of 3,4, and 5 bedroom units; and, 3) projects located on intensively developed sites. The undesirability of highrise complexes as low-income family living environments was also mentioned by several PHA executive directors as the root of some serious problems. About 3 of every 10 public and private sector respondents and PHA executives identified project design as one of the most serious problems facing public housing projects.

Nearly all PHA executives, however, indicated that large scale demolition is not a satisfactory solution to project problems because the need for low-income housing is so great. Although a large number of executives suggested that selective demolition could reduce the severity of certain problems, some recommended converting specified highrise buildings to elderly occupancy as a better solution.

Project Condition

Although 23 percent of the public and private respondents and 21 percent of the PHA executive directors cited physical condition as one of the most serious problems affecting public housing, many of them related physical condition problems to elements of project design and to tenant characteristics, tenant behavior, management inefficiency, and resource inadequacy. HUD field managers pointed to the presence of substantial deferred maintenance and to the need for major interior and exterior renovations, but they tended to view these problems as a function of a more serious problem -- inadequate HUD funding. Similarly, PHA executives tended to subsume physical condition problems under the HUD funding issue.

Although the public and private sector experts were not familiar with project-specific physical problems, many relied on their general knowledge of public housing to indicate that projects are poorly maintained and in need of major physical improvements. This respondent group tended to link poor physical condition with insufficient funding and with inadequate management of maintenance operations at the PHA level. According to this group, a considerable portion of project maintenance and physical improvement needs are attributable to vandalism by other tenants and by outsiders. Some of the private market experts suggested that providing good maintenance services is the most crucial element of successful management of low-income, multi-family housing.

PHA/Project Management

Many of the respondents who were not directly associated with the local PHA indicated that the quality of PHA and project management is a major issue. Although 12 percent of PHA executives also rated management as a serious problem, 36 percent of public officials, academic experts, and housing professionals and 25 percent of HUD officials pointed to PHA management as a source of difficulty.

The most frequently mentioned management problems include tenant screening, tenant selection, rent collection, and eviction policies and, in addition, HUD officials critically commented upon PHA efficiency and cost-effectiveness. PHA's were also criticized for having ineffective bargaining positions with regard to local union demands for wages and work rules. Private sector experts, in particular, usually noted that the components of good management appear to be missing in public housing.

Some respondents raised doubts as to whether PHA's could have any impact on the management of the "problem tenants" especially once they are in residence. Moreover, these respondents contended that statutory and regulatory restrictions, including fair housing laws and requirements for maintaining waiting lists, prevent PHA's from denying occupancy to any applicant. A number of private and academic experts, as well as several PHA executives, believed that legal services attorneys have advanced tenants' rights to the point where housing authorities are seriously handicapped in tenant selection, rule enforcement, and eviction. In addition, some claimed that some judges often refused to order the eviction of public housing tenants under any circumstances. On the other hand, it was argued that if stricter, less liberal rules were adopted, these standards would conflict with the concept of public housing as a resource for the neediest families.

Other Problems

Four other general problem categories -- project expenses, government impact, the housing market, and neighborhood impact -- were mentioned less frequently as sources of serious problems. In terms of project expenses, increasing energy rates, heavy energy usage during recent severe winters, and the rising costs of materials and insurance were mentioned by some respondents as straining the financial viability of several PHA's. HUD officials, more than any other group, pointed to project expenses as a serious problem.

Less than 15 percent of any respondent group pointed to the impact of local, state, or Federal government as a serious problem for public housing. Several PHA executives did indicate that some judges may be slow or entirely unwilling to evict troublesome tenants. Similarly, fewer than 15 percent of any group identified the overall supply of, and demand for, public housing as a serious problem although some did point to demand shortages for specific projects and for specific buildings within projects. One PHA was reported to have suffered rapidly rising vacancy rates caused by legislatively mandated rent increases and the availability of alternative, private market housing.

Thirteen percent of public and private respondents, 12 percent of HUD officials, and 8 percent of PHA executives identified neighborhood conditions as a serious problem. Respondents who identified the neighborhood as a major problem often cited as references public housing projects which were in racially and economically impacted areas or which were surrounded by severe physical deterioration and social disorganization.

CHAPTER VIII

WHAT ARE THE SOLUTIONS TO THE PROBLEMS AFFECTING PUBLIC HOUSING?

Overview

A review of the proposed interventions selected by the HUD field staff as likely to have the most significant positive effect, and as having the potential to be one of the five best actions for public housing projects, indicates that for both troubled and relatively untroubled public housing projects, future interventions should focus on:

- the provision of funding and staffing, as well as the implementation of more efficient management strategies, to enhance the physical condition of public housing projects;
- the execution of program, project, and management initiatives capable of improving the attitude, stability, diversity, and safety of public housing tenants; and
- the revitalization of neighborhoods surrounding public housing projects.

Although interventions related to physical upgrading were most frequently selected, all of the above categories were stressed by HUD field staff as being important for enhancing the quality of life within troubled and relatively untroubled public housing projects.

The HUD field staff differed as to the degree and scope of interventions suggested for the troubled inventory versus the relatively untroubled project sample. The staff suggested that the more serious and complex problems affecting the troubled project inventory require that the interventions used to attack these problems be more comprehensive, expansive and intensive than those necessary for dealing with the difficulties existing within relatively untroubled public housing projects.

The physical upgrading interventions proposed for troubled housing projects emphasized maintenance and modernization programs, as well as the need for structural and design changes capable of enhancing the safety and liveability of troubled housing projects. While some relatively untroubled projects were recognized as needing substantial rehabilitation, the interventions most frequently identified for these projects were limited to modernization and maintenance programs and to repairs and replacements short of substantial rehabilitation.

In regard to neighborhood interventions, a comprehensive neighborhood revitalization effort capable of attacking the physical and social blight emerged as most important for enhancing the quality of life within troubled projects. For relatively untroubled projects, HUD staff thought that neighborhood interventions likely to be most effective should address the quality and availability of public services.

Background

Part Four of the survey instrument asked HUD public housing field staff to assess the expected impact and utility of various remedial strategies for alleviating problems found in public housing. The instrument (Part IV) contains a list of 93 potential intervention actions, developed by the Office of Housing, which are closely related to the broad range of problems delineated in Part III of the survey, the Problem Analysis Form. A Part IV form was completed only when a project was designated as in marginal, bad, or very bad overall condition. For these projects, field office staff were asked to rate the effectiveness of each intervention alternative using the following scale:

1. Significant negative effect on the problems of this project.
2. Slight negative effect on the problems of this project.
3. No effect on the problems of this project.
4. Modest positive effect on the problems of this project.
5. Significant positive effect on the problems of this project.

In order to focus discussion on the perceived best strategies, each respondent was then asked to rank order the five actions having the best potential to impact positively on the long-range physical, social, and financial viability of a project. For this ranking, the following system was utilized:

- A--The best action.
- B--The second best action
- C--The third best action
- D--The fourth best action
- E--The fifth best action

Two methods were used to identify those strategies felt by HUD field staff to be the most important and useful for assisting public housing projects. They are:^{1/}

- Identifying the proposed intervention actions most frequently selected as having a significant positive effect (or a 5 on the rating scale); and
- Identifying the intervention strategies most often recognized as one of the five best out of the 93 potential strategies listed.

Interventions Rated as Having a Significant Positive Effect on Project Problems

As indicated in Table VIII-1, the intervention strategies most often cited by HUD field staff as having the potential for producing significant positive effects for public housing projects encompass three broad categories. These categories are:

- (1) Physical Condition Improvements (Strategies one through four and eleven);
- (2) Project and Tenant Management Changes (Strategies five, six, nine and twelve); and
- (3) Neighborhood Revitalization Actions (Strategies seven, eight, and ten).

^{1/}Supporting data for this section are presented in Appendix I.

TABLE VIII- 1
 PROPOSED INTERVENTIONS RATED AS HAVING A
 SIGNIFICANT POSITIVE EFFECT ON PROJECT PROBLEMS

Proposed Intervention Strategies	Percent of Projects in Which Proposed Intervention was Rated as Having a Potentially Significant Positive Effect ¹	
	Troubled Projects ² (N = 139)	Relatively Untroubled Projects ² (N = 151)
1. Provide adequate modernization funds.	51% (1)	31% (2)
2. Catch up on deferred maintenance and keep maintenance current.	50% (2)	32% (1)
3. Provide adequate funding to eliminate deferred maintenance backlog and allow preventive maintenance in future.	48% (3)	30% (3)
4. Carry out substantial rehabilitation of structure (not involving conversion to alternate use).	46% (4)	*
5. Institute vigorous tenant selection, screening, and eviction policies and procedures.	42% (5)	30% (3)
6. Provide better law enforcement services to combat crime and vandalism.	37% (6)	*
7. Obtain supplemental funding (e.g., COBG, LEAA, etc.) through state and local public agencies.	37% (7)	25% (6)
8. Undertake neighborhood revitalization effort to reverse physical and social blight of the surrounding area.	35% (8)	*
9. Review dwelling lease and related procedures to remove unnecessary obstacle to prompt eviction.	*	28% (5)
10. Obtain better community services.	*	24% (7)
11. Improve management of maintenance efforts including efficiency and quality control.	*	23% (8)
12. Modify HUD policies, program and/or regulations to meet legitimate needs of project.	*	23% (8)

¹This list is composed of the most frequently cited interventions rated as having a significant positive effect on the problems of troubled and relatively untroubled projects.

²Numbers in parentheses are the rank orderings of the interventions by frequency of mention.

*Not one of the eight most frequently mentioned interventions.

Within these categories, the intervention strategies selected by HUD field staff as likely to be the most effective focused on upgrading projects' physical conditions. For both troubled and relatively untroubled projects, the provision of funding for project modernization, funding for eliminating deferred maintenance backlogs, and the execution of a preventive maintenance program, emerged as the top three intervention strategies from the 93 alternatives listed.

For troubled projects, the importance attached to physical improvements went beyond modernization and maintenance to include substantial structural rehabilitation. This latter need, while identified as the fourth most effective intervention strategy for troubled projects, did not receive much emphasis for the relatively untroubled group. According to HUD field staff, the degree of physical deterioration within troubled projects is more severe than found in relatively untroubled projects and, therefore, troubled projects require more expansive and in-depth corrective actions.

It should be noted, however, that the data do not indicate that only "bricks and mortar" improvements hold the key to the revitalization of troubled housing projects. What emerges is that the occurrence of such improvements, in combination with the strategies of changes in project/PHA management and increasing the availability of money and staff, are the major ameliorative actions required for substantially improving troubled public housing projects.

The other interventions identified as having the most significant potential effect on troubled housing projects imply that problems related to the social and neighborhood environments of public housing projects should also be addressed. More specifically, the public housing field staff cited these as essential interventions capable of improving the income, attitude, stability, and security of tenants within troubled projects. In addition, importance was attached to ameliorative actions aimed at enhancing the physical and social environments of areas surrounding troubled projects, and at improving the law enforcement services within such neighborhoods.

The remaining interventions selected for the relatively untroubled inventory also addressed neighborhood issues and tenant and management concerns. As with the troubled projects sample, the field office staff emphasized the need for improved procedures for dealing with troublesome and/or delinquent tenants.

It is in the selection of neighborhood-related interventions aimed at relatively untroubled projects that a different focus emerges from that reflected by the choices made for the troubled inventory. In the troubled inventory, the neighborhood interventions selected implied the need for a comprehensive overhaul of the living environments of tenants and neighborhood residents. These went to the core of conditions affecting the quality of life of those within troubled housing projects. In contrast, the neighborhood interventions suggested for the relatively untroubled inventory reflect the need for changes in existing programs rather than for major alterations in the surrounding neighborhoods. For example, the upgrading of existing community services, rather than the initial provision of new services, received significant attention as a neighborhood strategy for the relatively untroubled inventory. As was the case with the projects' physical needs, HUD field staff indicated that the troubled inventory requires more expansive and complex neighborhood interventions than those suggested for the relatively untroubled sample.

Interventions Rated as Being One of the Five Best Actions to Solve Project Problems

Vigorous tenant selection, screening, and eviction policies and procedures (strategy number one) was most often cited among the five best actions for both troubled and relatively untroubled projects. This intervention strategy was selected by HUD field staff as one of the five best actions for 23 percent of the troubled public housing projects and for 24 percent of the relatively untroubled projects.

The findings, as shown in Table VIII-2, also show an emphasis on strategies capable of altering and enhancing physical conditions within public housing projects. Seven of the ten proposed interventions identified as one of the best actions for troubled housing projects were related to projects' physical environments. More specifically, these actions included:

TABLE VIII- 2
PROPOSED INTERVENTIONS RATED AS BEING ONE OF THE FIVE BEST
ACTIONS TO SOLVE PROJECT PROBLEMS

Proposed Intervention	Percent of Projects in Which Intervention was Ranked as One of Five best Actions ¹	
	Troubled Projects ² (N = 139)	Relatively Untroubled Projects ² (N = 151)
1. Institute vigorous tenant selection, screening and eviction policies and procedures.	23% (1)	24% (1)
2. Provide adequate funding to eliminate deferred maintenance backlog and allow preventive maintenance in future.	21% (2)	18% (3)
3. Carry out substantial rehabilitation of structures.	20% (3)	16% (6)
4. Adapt buildings and grounds to defensible space concepts.	20% (3)	*
5. Increase rental income.	18% (5)	12% (8)
6. Provide adequate modernization funds.	18% (5)	17% (5)
7. Provide incentives/disincentives to encourage tenant care.	17% (7)	*
8. Allow underutilization of units in order to reduce population density.	16% (8)	*
9. Catch up on deferred maintenance and keep maintenance current.	16% (8)	12% (8)
10. Undertake neighborhood revitalization effort to reverse physical and social blight of the surrounding area.	16% (8)	*
11. Make repairs and replacements short of substantial rehabilitation.	*	22% (2)
12. Obtain better community services.	*	18% (3)
13. Increase HUD staffing available to work with PHA.	*	13% (7)
14. Obtain adequate delivery of basic public services.	*	12% (8)

¹This list is composed of those interventions ranked as one of the five best actions having a positive effect on the long-range physical, social, and financial viability of troubled and relatively untroubled projects.

²Numbers in parentheses are rank orderings.

*Not one of the top eight ranked interventions.

- reducing deferred maintenance, instituting preventive maintenance programs, improving management, and tenant incentive programs;
- allocating greater financial resources to projects; and
- altering the design and structure of troubled projects through modernization, substantial rehabilitation, and the adaptation of buildings and grounds for increased security and reduced population density. Significantly, one of the two interventions most frequently selected by the HUD field staff as the single best action was to allow for the under-utilization of units in order to reduce population density.

Physical improvements were also suggested for relatively untroubled projects. These remedial actions were usually associated with rehabilitation, maintenance, and the provision of monetary resources necessary to accomplish such improvements. Two of the three single best actions selected, encompassing project rehabilitation, were:

- (1) the implementation of physical repairs and replacements, short of substantial rehabilitation; and
- (2) the execution of substantial structural rehabilitation, not involving conversions to alternate uses.

However, the latter intervention did not receive as much support from HUD field staff for relatively untroubled projects as it did within the troubled project sample. As was indicated in the preceding section, the interventions selected for improving the physical conditions of relatively untroubled projects did not emphasize major structural and design changes as did suggestions for improving the troubled inventory.

DESCRIPTION OF SAMPLING PROCEDURES

This section explains the processes and data used to select the sample of field offices and projects included in the study.

Sampling was done in two phases. The object of both phases was to generate a statistically sufficient subsample of all projects in order to collect detailed project data. This subsample was to be used to classify the inventory of public housing projects according to overall condition. These data were to be supplemented by case studies and interviews that would give insight into the problems that may exist in those projects found to be troubled.

In the first phase, a probability sample of approximately 1500 projects was selected serially from a complete list of all public housing authority projects. The sample was stratified according to the size of the public housing authority in which the project was located -- size being determined by the number of units under the PHA's management. This stratification system was used in order to allow for the disproportionate selection of projects from each of two categories, purposely "over-sampling" projects located in large PHAs (over 3000 units) and "under-sampling" projects located in small PHAs (under 3000 units). This was to assure that a sufficient number of projects in large PHAs were included in the sample, following a presumption that such projects have a higher-than-average probability of being troubled.

A one-page questionnaire on each of the approximately 1500 projects was then sent to the HUD field office having jurisdiction over these projects. Public housing specialists in these offices were asked to classify the overall condition of each project using a five-point scale ranging from "very bad" to "very good."

This classification was needed to provide a guide that would insure that the projects selected for most detailed analysis would include projects in a wide range of conditions.

The 57 large PHAs included in this phase of the sample represent the largest PHAs in the public housing program. They represent two percent of all PHAs, 11 percent of all public housing projects, and 51 percent of the national total of "units available for occupancy." The sample thus over-represents the large PHA group at the PHA and project level but provides a rough balance between large and small PHAs at the level.

Overall, the total sample of 1490 projects from both large and small PHAs represents 15 percent of the total number of approximately 10,000 projects; and it includes projects in 10 HUD Regions, 35 Area Offices, and 12 Insuring Offices.

The selection process for the second phase of the sample was designed to insure inclusion, where possible, of sufficient cases in each of the five rating categories to permit their separate analysis.

In the second phase, the data obtained from this questionnaire on approximately 1500 projects were used as a basis for further stratifying the sample for the purpose of selecting on a systematic basis, a probability sub-sample of 862 projects of which 719 (83%) were returned in usable condition in time for the analysis. The reason for the stratification was that there were very few projects judged to be in the extreme categories -- either in "very good" or "very bad" condition. The stratified subsample, selected disproportionately from strata based on the project-condition scale, assured the inclusion of a sufficient number of projects from these extreme categories.

Table I shows the number of projects in each rating category and indicates in parentheses the percentage of each category selected for the second phase sample.

DISTRIBUTION OF PROJECTS IN PHASE I RATING CATEGORIES, AND SELECTION OF PROJECTS FOR PHASE II SURVEY

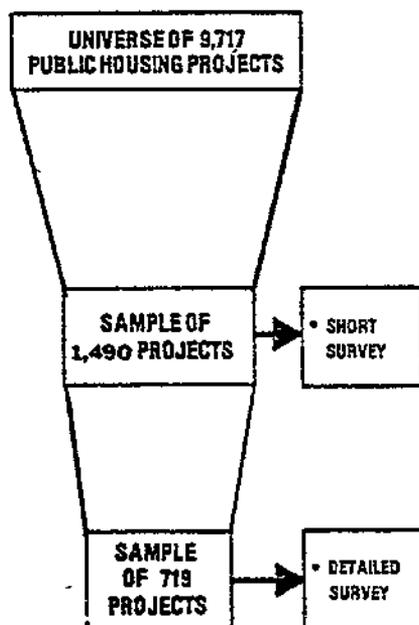
		Rating Categories				
	Size of PHA	1 Very Good	2 Good	3 Marginal	4 Bad	5 Very Bad
Phase I SAMPLE OF 1490	Small PHA	161	420	134	31	11
	Large PHA	87	337	207	83	19
	Total	248	757	341	114	30
Phase II SAMPLE OF 719	Small PHA	108	128	67	24	10
	Large PHA	74	104	106	79	19
	Total	182	232	173	103	29

The sample size was considered sufficient for statistical purposes and represented the maximum number of projects for which detailed questionnaires could be filled out by HUD field office personnel in the time allotted for the study. The information generated from the projects in this sample comprised the "data sample" upon which estimates of the condition of the public housing inventory were made. The projects in the subsample were weighted according to both the size of the administering PHA and the overall condition rating each received. This weighting was done to replicate the distribution of these characteristics in the entire inventory. The tables and findings contained in this report are based on data generated from this weighted subsample.

Exhibit I outlines the sampling design.

EXHIBIT I

SAMPLE DESIGN PUBLIC HOUSING FIELD STUDY



Using a completely separate process, 70 public housing projects -- five from each of fourteen field offices -- were chosen for field site visits by Central Office research teams. (See Exhibit II) The projects were chosen on a judgmental basis, and data gathered from these site visits were neither designed nor considered to be representative of the inventory as a whole.

EXHIBIT II

DISTRIBUTION OF FIELD OFFICES BY REGION

Reg I	Reg II	Reg III	Reg IV	Reg V	Reg VI	Reg VII	Reg IX
Boston	New York Newark	Pittsburgh	Atlanta Louisville	Chicago Columbus Detroit Cleveland	New Orleans Dallas	St. Louis	San Francisco

*Regions VIII and X were excluded from the Phase III because of their low volume of large PHAs

Within each field office, three projects were chosen from among those managed by large PHAs (those who manage over 3,000 units), two of which had been previously rated as in "bad" or "very bad" condition and one rated as in "good" or "very good" condition. Also, two projects were chosen from small public housing authorities, one considered to be in relatively good condition and one considered to be in relatively bad condition (see Exhibit III). Thus, the selection matrix incorporated size, condition, and location as primary criteria. These projects served to provide supplemental, in-depth, case-study information about project conditions and the kinds of problems that may be impacting on troubled projects.

EXHIBIT III

Field Offices for
Small PHAs with
Approximately 1250 Units

Field Offices for
Small PHAs with
Approximately 750 Units

Boston

Newark

New York

Pittsburgh

Cleveland

Atlanta

Chicago

Detroit

New Orleans

Dallas

San Francisco

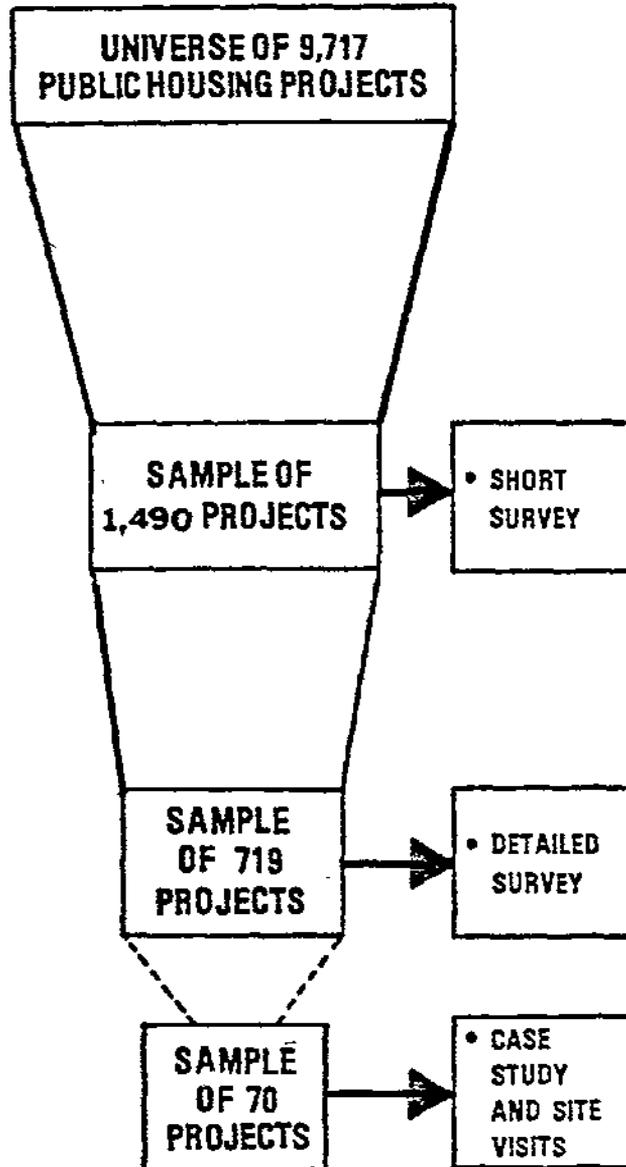
Columbus

St. Louis

Louisville

Exhibit IV shows the relationship between the universe and the various subsamples. The solid lines between samples indicate that the lower sample is both a subset of the sample directly above it and representative of that group. The broken lines indicate that the projects are a subset of the larger group but not necessarily representative of that group.

SAMPLE DESIGN PUBLIC HOUSING FIELD STUDY



APPENDIX B-I

SUMMARY DESCRIPTION OF PUBLIC HOUSING PROJECT RATING SHEET

The Public Housing Project Rating Sheet was used in the first phase of the study to provide a rapid assessment of the conditions of a sample of 1500 public housing projects. The purpose of this survey was to identify "troubled" and "untroubled" projects and to provide a rough estimate of the number of projects in each category.

The Rating Sheet was divided into three parts. The first part was designed to delineate the range of conditions within a given public housing authority. Respondents were asked to classify the "best," "typical," and "worst" project in a PHA on a five point rating scale which ranged from "very good" through "good," "marginal," "bad," to "very bad." Part I of the survey is displayed below:

PUBLIC HOUSING PROJECT RATING SHEET											
PHA NAME _____	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>										
NAME OF INDIVIDUAL FILLING OUT THIS FORM _____	TELEPHONE (FTS number) _____										
PART I It is clear that PHA's and the projects in them vary widely. A few PHA's have no projects in "very good" condition, while others have none in "very bad" condition. The next three questions ask about the range of projects in this PHA.											
1. The <u>very best</u> project in this PHA is: (circle one)	1-very good	2-good	3-marginal	4-bad	5-very bad						
2. The <u>typical</u> project in this PHA is: (circle one)	1-very good	2-good	3-marginal	4-bad	5-very bad						
3. The <u>very worst</u> project in this PHA is: (circle one)	1-very good	2-good	3-marginal	4-bad	5-very bad						

The second part of the survey was designed to assess the conditions of specific projects within a given PHA. In this section respondents were asked to evaluate individual projects on the same five part rating scale employed in Part I. Part II is displayed below:

PART II This part asks you to make an overall assessment about the condition of each project listed on this page. In the appropriate box above each project number write the number 1, 2, 3, 4, or "5" which most appropriately summarizes the overall condition of each project according to the following Project Rating Scale

1	2	3	4	5		OVERALL RATING														
VERY GOOD	GOOD	MARGINAL	BAD	VERY BAD																

The third part of the survey was used to identify the general nature of the problem affecting sample projects. Respondents were asked to assess the impact of eight major problem categories using a five point scale which ranged from "significant positive impact" through "slight negative impact," to "significant negative impact." Part III, including the eight problem categories, is displayed below.

PART III This part asks you to assess the impact of eight separate factors on the viability of each project listed. Each factor can have a range of impacts on the projects from "significant positive impact" to "significant negative impact". In the appropriate box under each project number, write the number "1", "2", "3", "4", or "5" which most appropriately rates the impact of each factor on the project according to the following Impact Rating Scale

1	2	3	4	5																	
SIGNIFICANT POSITIVE IMPACT	SLIGHT POSITIVE IMPACT	NO IMPACT	SLIGHT NEGATIVE IMPACT	SIGNIFICANT NEGATIVE IMPACT																	

	PROJECT NUMBER																				
1. Project Design (site layout, building and unit mix, site facilities, amenities)																					
2. Project Structure (physical condition, mechanical and other systems)																					
3. PHA and Project Management (maintenance, security, rental activities, rent collections, tenant screening, tenant relations, fiscal and personnel administration, resource levels and distribution)																					
4. Project Tenants (behavior, family structure or size, racial or age mix, mobility, income mix or level)																					
5. Project Neighborhood (proximity and availability of services like schools, police, fire protection, parks, transportation, health care, shopping, existence of conditions like pollution, crime, vandalism)																					
6. Public Image of Project (reputation in community)																					
7. HUD Management (policy decisions, subsidy levels, quality and availability of technical assistance)																					
8. Local Government (delivery of adequate public social services, attitudes, commitment)																					

APPENDIX B-2

SUMMARY DESCRIPTION OF DETAILED PROJECT ANALYSIS INSTRUMENT

The analysis of project condition was carried out through a four part survey instrument.

PARTS I AND II

The first two parts are essentially data gathering instruments designed to compile a detailed profile of each PHA and project included in the study. Part I asks for data on PHAs; Part II on projects. The major categories of data collected in each area include:

- Program, PHA, and Project Identification
- PHA and Project Physical Characteristics
- PHA and Project Administrative Characteristics
- PHA and Project Financial Characteristics
- PHA and Project Occupancy, Rental, and Tenant Information
- PHA and Project Neighborhood and Market Characteristics

PART III

Part Three of the questionnaire is a more analytically oriented instrument designed to delineate, categorize, and prioritize the major problems facing a given project in a format which allows rapid aggregation and summary. This section of the instrument includes three subparts, each of which is listed below and discussed in more detail in subsequent paragraphs.

- A Standardized Checklist of Project Problems
- A Standardized Form for Prioritizing Among Project Problems
- An Unstandardized Format for a Written Discussion of Problem Dynamics

Standardized Checklist of Project Problems: Part Three of the survey form includes a basic list of potential project problems. The list is divided into nine major problem categories:

- Project Design and Site
- Project Physical Condition
- Project Tenant Attributes and Behavior
- Project Neighborhood
- HUD Funding and Oversight
- Local/State/Federal Government Impact
- Low Rent Housing Market
- Project Expenses
- PHA/Project Administration

Each of these categories is divided into a number of sub categories. In some instances, the sub-categories are aggregated into general topical areas. An illustrative section of the survey form covering one of the nine major problems areas, its sub-categories, and its general topical areas is provided below:

PROBLEM TYPE	STEP 1	STEP 2	
	RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT: 1 = No impact 2 = Slight impact 3 = Some impact 4 = Considerable impact 5 = Severe impact	RANK ORDER THE FIVE MOST SERIOUS PROBLEMS A = Most serious B = Next most serious E = Least serious of 5	
5. HUD FUNDING AND OVERSIGHT OF PHA/PROJECT			Dup. 1-punch 83 in 14-15
▶ Programs and Policies			
(a) Adequacy of operating subsidy level			16-17
(b) Adequacy of PFS formula			18-19
(c) Timeliness of PFS allocation			20-21
(d) PFS formula's failure to include certain PHA needs (i.e. security)			22-23
(e) Conflict between serving low-income persons and mandates on income mix and PHA economic self-sufficiency			24-25
(f) Conflict between serving higher income persons and anti-discrimination statutes and ordinances			26-27
(g) Conflict between affirmative integration in racially impacted projects and maintaining full occupancy			28-29
▶ HUD Personnel and Processing			
(a) Number of HUD staff			30-31
(b) Skills of HUD staff			32-33
(c) Amount of time spent monitoring PHA compliance with HUD regulations and forms			34-35
(d) Amount of time spent providing substantive technical assistance to PHAs			36-37
(e) Sensitivity of staff to PHA, project and tenant problems (ability to balance HUD needs against PHA/project and tenant needs)			38-39
(f) Other (Specify) _____			40-41

Standardized System for Prioritizing Among Project Problems: Part Three of the data gathering instrument also indicates a standardized format for prioritizing among the problems indicated in the preceding checklist. Two separate prioritizing systems are provided. The systems:

- Rate of severity of the negative impact of each problem type on the project; and
- Rank order the five most serious problems in the project.

These prioritizing systems crosscut the same general problem categories and sub-categories as those in the initial section of Part Three.

Unstandardized Format for Discussion of Problem Dynamics: This section of the survey provides the respondent with an opportunity to present his analysis of a project in a less standardized format. The section asks for a written discussion of major project problems, an explanation of why they arose and how they relate to each other, and an assessment of their impact on the physical, social, and financial viability of the project.

PART IV

Part Four of the instrument is designed to delineate, categorize, and prioritize the major kinds of interventions which might be applied to the problems identified in Part Three. This section of the instrument includes three subparts, each of which is listed below and discussed in more detail in later sections:

- A Standardized Checklist of Project Interventions
- A Standardized System for Prioritizing Among Interventions
- An Unstandardized Format for a Written Discussion of Project Interventions

Standardized Checklist of Project Interventions: Part Four of the survey form gives a basic list of nine potential project interventions which parallel the list of project problems presented in Part Three. Each of these categories is divided into a number of sub-categories. An illustrative section of the survey form covering one of the nine major intervention categories and its sub-categories is provided below:

Part Four of the instrument also provides a standardized format for prioritizing among the project interventions included in the preceding checklist. Two separate prioritizing systems are provided. The systems:

- Rate the effectiveness of each intervention type on the project, and
- Rank order the five best interventions for the project

These prioritizing systems crosscut the same general problem-categories and sub-categories as those in the initial section of Part Four.

Unstandardized Format for Discussion of Intervention Dynamics:

This section of the survey provides the respondent with an opportunity to present his assessment of the impact of the project interventions which he has recommended for a given project. The section asks for a written discussion of the recommended interventions, an explanation of why they were chosen, and an assessment of how they will combine to alleviate the problems.

INTERVENTION TYPE	STEP 1	STEP 2	
	RATE THE EFFECTIVENESS OF EACH INTERVENTION ON THIS PROJECT'S PROBLEMS (USE 1,2,3,4, or 5)	RANK ORDER THE FIVE BEST ACTIONS (USE A,B,C,D, or E)	
4 HUD OVERSIGHT OF PHA/PROJECT			Dup. 1-13 punch 92 in 14-15
(a) Modify HUD policies, programs and/or regulations to meet legitimate needs of project			16-17
(b) Simplify HUD forms, reporting requirements and/or compliance regulations			18-19
(c) Increase HUD staffing available to work with PHA.			20-21
(d) Provide better <u>quality</u> of HUD oversight of, and technical assistance to, PHA			22-23

APPENDIX C

DETAILED DESCRIPTION OF PHAs AND PROJECTS VISITED

This section contains a detailed description of the 70 projects in 41 Public Housing Authorities which were visited during the field phase of the study. The section is divided into three parts. The first part gives an overview of the number of units in the PHAs and projects visited. The second part presents selected PHA characteristics and the third part contains selected project characteristics.

Number of PHAs and Projects

PHAs and Projects: Seventy projects in forty-one public housing authorities were visited during the two-week field visits. These projects included a total of 37,780 units, and the PHAs a total of 287,771 units.

	Number of PHAs or Projects Visited	Number of Units
PHAs	41	287,771
Projects	70	37,780

Characteristics of PHAs

Metro-Nonmetro Distribution: The field visited sample of PHAs included twenty-five which were located in metropolitan areas and sixteen which were located in nonmetropolitan areas.

Metropolitan PHAs	Nonmetropolitan PHAs
25	16

Community Types: The field visited PHAs were located in a variety of community types ranging from small rural areas to large central cities.

Community Type	Number of PHAs
Rural Area	5
Small City (under 50,000)	11
Medium City (50,000-150,000)	12
Large City (150,000+)	13

PHA Type: Twenty-five PHAs which were visited had under 3,000 units and were defined as Small PHAs and sixteen PHAs had over 3,000 units and were defined as large PHAs.

PHA Size	Number of PHAs
Large (over 3,000 units)	16
Small (over 3,000 units)	25

PHA Units: The distribution of PHA size ranged from under 100 units to over 96,000. The study included visits to the two largest PHAs in the country, New York and Chicago.

PHA Units	Number of PHAs
1 - 99	1
100 - 499	12
500 - 1249	7
1250 - 2999	5
3000 - 4999	3
5000 - 9999	4
10,000 - 19,999	7
43,294	1
96,006	1

Project Characteristics

Project Sample: The seventy field visited projects were a judgmental sample chosen from the PDR random sample of projects (PDR Sample) and two other lists of distressed projects; the Office of Housing List and C**** list. Some of these projects appeared on two and a few were on all three lists. The following table summarizes the number of projects visited from each list.

Sample Type	Number of Projects
PDR Sample	39
PDR, and Housing List	10
PDR, and C**** List	1
PDR, Housing, and C**** Lists	1
Housing List	17
C**** List	1
Housing and C**** Lists	1

Project Type: Sixty-two conventional projects and eight scattered site projects were visited. Approximately fifty four family projects included in the field visits, along with ten elderly/family projects and six all elderly projects.

Project Type	Number of Projects
Family	54
Family/Elderly	10
Elderly	6

Age of Project: The field visited projects ranged from a few years to over thirty years old. The distribution of project age by year of construction is listed below.

Year	Number of Projects
1930-39	10
1940-49	21
1950-59	14
1960-69	17
1970-	8

Design Type: Finally, the projects which were visited contained a wide variety of construction and design characteristics ranging from low rise, and high rise structures to townhouses and single family units; to combinations of these in the same project. A distribution of these design and construction styles are listed below.

Design Type	Number of Projects
Low Rise	32
Townhouse	13
Single Family	4
High Rise	10
High and Low Rise	4
Other Combinations	7

Project Size: A wide distribution of project sizes were field visited, ranging from under fifty units to over 3,000 units.

Project Size	Number of Projects
1 - 49	5
50 - 99	7
100 - 199	16
200 - 299	8
300 - 499	14
500 - 749	7
750 - 999	1
1000 - 1499	7
1500 - 1999	2
2000 - 2999	1
3000 - 3500	2

APPENDIX D

SUMMARY OF PHAs AND PROJECTS VISITED

Region	Field Office	Number of PHAs	Number of Projects
I	Boston	3	5
II	New York	2	5
	Newark	4	5
III	Pittsburgh	3	5
IV	Atlanta	2	5
	Louisville	3	5
V	Chicago	5	5
	Cleveland	2	5
	Columbus	3	5
	Detroit	3	5
VI	Dallas	3	5
	New Orleans	3	5
VII	St. Louis	2	5
IX	San Francisco	3	5
8 Regions	14 Field Offices	41 PHAs	70 Projects

APPENDIX D

List of PHAs and Projects Visited

Region I

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Boston			14,059	
	Maverick Square	Mass. 2-8		407
	Columbia Point	Mass. 2-20		1,373
	Mission Hill Ext.	Mass. 2-14		577
Fall River			2,227	
	Sunset Hills	Mass. 6-1		356
Woburn			100	
	Spring Court Ext.	Mass. 19-1		100

Region II

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Newark			13,419	
	Hayes Homes	N.J. 2-12		1,458
	Baxter Terrace	N.J. 2-22		1,000
Jersey City			4,009	
	Marion Gardens	N.J. 9-2		463
Asbury Park			686	
	Asbury Park Village	N.J. 7-1		126
Asbury Branch			743	
	Garfield Court	N.J. 8-1		128
New York			96,006	
	Van Dyke	N.Y. 5-13		1,603
	Hesther Allen	N.Y. 5-71		184
	Coney Island	N.Y. 5-161		193
Yonkers Municipal			2,053	
	Mulford Homes	N.Y. 3-1		580
	Calcagno Homes	N.Y. 3-5		278

REGION III

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Pittsburgh			10,320	
	Arlington Heights	Pa. 1-4		600
	St. Clair Village	Pa. 1-2		1,089
	Glen Hazel Heights	Pa. 1-10		39
McKeesport			1,204	
	E. R. Crawford Village Ext.	Pa. 5-6		300
Washington County			656	
	Lincoln Terrace	Pa. 17-2		46

REGION IV

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Atlanta			16,713	
	Kimberly Road	Ga. 6-36		300
	U Rescue Villa	Ga. 6-24		353
	Herman E. Perry	Ga. 6-8		944
Savannah			2,771	
	Simon Frazier Homes	Ga. 2-11		236
	Garden Homes	Ga. 2-3		314
Louisville			6,063	
	Dosker Manor	Ky. 1-12		200
	Cotter Homes	Ky. 1-6		620
	Lang Homes	Ky. 1-9		496
Georgetown			232	
	Northern Heights	Ky. 61-2		84
Nicholasville			50	
	Staton Groves	Ky. 34-1		50

REGION V

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Chicago			43,294	
	Madden Park	Ill. 2-33		450
	Horner Homes Ext.	Ill. 2-35		736
	Lathrop (Scattered-Sites)	Ill. 2-94		15
	Cabrini-Green	Ill. 2-2		581
		Ill. 2-20		1,896
		Ill. 2-30		1,092
		Ill. 2-51		18
Rockford			1,855	
	Orton Keyes	Ill. 22-3		175
Kankakee County			370	
	Turnkey III Homeownership (Scattered Sites)	Ill. 39-5		62
Detroit			11,118	
	Brewster-Douglas	Mich. 1-1		1,925
	Herman Gardens	Mich. 1-4		2,086
	Parkside Homes	Mich. 1-14		1,092
	Sojourner Truth	Mich. 1-15		200
Royal Oaks Township			128	
	No Name	Mich. 33-1		80
Ann Arbor			350	
	No Name	Mich. 64-1		124

Con't

REGION V

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Columbus Metropolitan			6,838	
	Riverside	Ohio 1-3		252
	Lincoln Park Homes	Ohio 1-2		318
	Sawyer Manor and Towers	Ohio 1-10		728
Portsmouth			607	
	George W. Farley Square	Ohio 10-2		114
Zanesville			624	
	Cooper Mill Manor	Ohio 9-1		324
Cuyahoga Metropolitan			11,893	
	Bellaire Garden	Ohio 3-38		285
	Carver Park	Ohio 3-7		1,154
	Valleyview	Ohio 3-1		339
Akron Metropolitan			4,975	
	Edgewood Homes	Ohio 7-4		246
	Sutliff Senior	Ohio 7-22		185
East St. Louis			3,164	
	Audobon	Ill. 1-13		136
Macoupin County			274	
	Cahokia	Ill. 47-1		12

REGION VI

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
Dallas			7,377	
	Cedar Springs	Tx. 9-3,12		400
	Frazier Courts	Tx. 9-5		200
	West Dallas	Tx. 9-11 A,B,C		3,500
Commerce			191	
	Tarter	Tx. 24-4		96
Whitewright			32	
	Walnut	Tx. 107-1,2		32
New Orleans			13,954	
	St. Bernard	La. 1-8		1,452
	Pecan Grove	La. 1-29		120
	Dale Homes	La. 1-26		50
St. John, the Baptist Parish			298	
	Reserve	La. 95-6		100
St. James Parish			258	
	Vacherie	La. 92-5		72

REGION VII

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Project
St. Louis			6,990	
	Vaughan Peabody	Mo. 1-6 Mo. 1-7		647 657
Kinloch			150	
	Bélue - Hadnot	Mo. 5-11		150

REGION IX

Housing Authority	Project Name	Project Number	Number of Units	
			PHAs	Projects
San Francisco			8,327	
	Hunters Point	Ca. 1-7		416
	Harbor Slope	Ca. 1-9		226
	Ping Yuen	Ca. 1-18		194
Richmond			1,150	
	Triangle Court	Ca. 10-1		102
San Joaquin			375	
	Tracy Homes	Ca. 24-2		195

APPENDIX E

SAMPLE OF FIELD VISIT INTERVIEWS

A total of 312 interview sessions were conducted during the study. This represents an average of 22 interview sessions in each of the 14 Area Office jurisdictions where project case studies were conducted. The interviewees were generally senior level executives and professionals from one of the following categories:

- Public Housing Commissioner and Executive Directors
- Public Housing Project Managers
- Public Housing Tenants and Legal Services Attorneys
- Public Officials, Academic Experts and Housing Professionals
- HUD Field Office Staff

The following two tables summarizes the distribution of interview sessions by Region and Field Office and by respondent type. The accompanying text provides a more detailed discussion of each category of respondent.

Region I	Region II		Region III	Region IV		Region V				Region VI		Region VII	Region X
Boston	Newark	N.Y.	Pitts	Atl.	Louis.	Chic.	Cleve.	Col.	Det.	New Orl.	Dallas	ST. Louis-	San. Fr.
20	22	21	17	23	25	21	16	21	28	29	29	21	19

PHA Executive Directors	PHA Project Managers	PHA Tenants/Attorneys	Public Officials Academic Experts Housing Professionals	HUD Field Office Staff
53	70	30	119	40

Public Housing Commissioners and-Executive Directors

A total of 53 interviews were conducted with a variety of senior level Public Housing Authority management personnel. Executive Directors were the most predominate type of housing authority official interviewed during the field portion of the study. Forty-one Executive Directors were interviewed along with twelve other high level management staff ranging from Housing Authority Commissioners, to Directors of Management, Planning and Maintenance Operations.

Public Housing Project Managers

Public Housing project managers were interviewed in each project visited in the field study. Seventy project manager interviews were conducted. In a few cases involving small public housing authorities, the Executive Director also served as the project manager and was, therefore, included in both categories.

Public Housing Tenants and Legal Services Attorneys

Thirty interviews were conducted with legal services attorneys and tenants. In some cases these interview sessions included only attorneys or tenants; in others they included both. Combined attorney/tenant interviews were conducted because of the often close supportive role that legal services attorneys provide to many tenant organizations. Tenant interviews included both those who represented organization-sanctioned (and sometimes funded) by housing authorities as well as organizations which received no official sanction or support.

Public Officials, Academic Experts, and Housing Professionals

A variety of public officials, academic experts, and housing professionals were interviewed in each-city included in the case study analysis.

- Public Officials. Approximately sixty-nine public housing officials were interviewed during the field visits. In each city, interviews were conducted with the mayor, his principal staff, or departmental heads involved with housing and community development matters.

- Academic Experts. Eight academic experts were interviewed during the field visits. Generally, these respondents were professors in the urban studies programs of large central city universities. Several of these had a substantial expertise in public housing, and a few had published extensively in the area.
- Housing Professionals. Forty-two housing professionals were interviewed during the field visits. These included private market developers, property managers, non-profit housing organizations, and other public interest groups.

HUD Field Office Staff

Several HUD staff were interviewed in each of the 14 field offices visited during the study. Approximately 39 staff were interviewed, including 2 Area Managers, 12 Directors of Housing Management Divisions, 11 Branch Chiefs of Public Housing Management Sections, 7 Housing Management Officers and several other staff knowledgeable about public housing problems. Field office managers and other staff knowledgeable about public housing were interviewed concerning overall problems affecting public housing authorities in their jurisdiction, with particular emphasis on those authorities and projects selected for detailed case studies. Directors of Housing Management and Branch Chiefs were also surveyed about the quality of the field office's management resources and environment.

Regional Office	Field Office	PHA Executive Directors	PHA Project Managers	PHA Tenants/Attorneys	Public Officials Academic Experts, Housing Professionals	HUD Field Office Staff	Field Office Total
I	Boston	3	5	1	9	2	20
II	Newark	4	4	2	7	5	22
	New York	3	5	-	11	2	21
III	Pittsburgh	3	5	2	4	3	17
IV	Atlanta	3	5	2	11	2	23
	Louisville	3	5	2	13	2	25
	Chicago	3	5	4	7	2	21
	Cleveland	2	5	3	5	1	16
V	Columbus	3	5	2	5	6	21
	Detroit	4	4	2	14	4	28
VI	Dallas	3	7	5	10	4	29
	New Orleans	12	5	1	9	2	29
VII	St. Louis	4	5	2	7	3	21
IX	San Francisco	3	5	2	7	2	19
Total Number of Interviews By Respondent Category		53	70	30	119	40	
Total Interviews		312					

APPENDIX F

LIST OF INTERVIEWS

REGION I

BOSTON, MASSACHUSETTS

Ken Saik
Director
Housing Management
HUD Area Office

Kevin Feeley
Acting Deputy Administrator
Boston Housing Authority

Brendan Gerraghty
Deputy Administrator
for Modernization
Boston Housing Authority

Stan Gibson
Project Manager
Columbia Point
Boston Housing Authority

Andrew Olins
Assistant to the Mayor
City of Boston

Robert Whittlesey
Court Master

Edward Fish
President
Peabody Construction Company

Sidney Insoft
Partner
Gem Realty

Bob James
Attorney
Greater Boston Legal Services

Alice Taylor
Tenant
Mission Hill
Boston Housing Authority

Jim Hamrock
Chief
Housing Program Management Branch
HUD Area Office

Paul Merrill
Deputy Administrator for Management
Boston Housing Authority

Paul Johnson
Project Manager
Mission Hill Extension
Boston Housing Authority

Frank Buckley
Project Manager
Maverick Project
Boston Housing Authority

Edmund Mangini
Deputy Administrator
Massachusetts Department of
Community Affairs

T.K. Cavanaugh
President
T.K. Cavanaugh, Inc.

Max Kargman
President
First Realty

Bruce Moule
Attorney
Greater Boston Legal Services

Winnie Boman
Tenant
Mission Hill
Boston Housing Authority

FALL RIVER, MASSACHUSETTS

Owen L. Egan
Commissioner
Fall River Housing Authority

Roger Souza
Commissioner
Fall River Housing Authority

Franklin W. Grimes
Commissioner
Fall River Housing Authority

Marilyn R. Arruda
Commissioner
Fall River Housing Authority

John M. Arruda
Executive Director/Project Manager
Fall River Housing Authority

Joseph DiSanti
Assistant Executive Director/
Project Manager
Fall River Housing Authority

Daniel P. Mc Donald
Comptroller
Fall River Housing Authority

Antonio R. Luongo, Jr.
Attorney
Fall River Housing Authority

Ronald Valcourt
Office of the Mayor
Fall River Housing Authority

WOBURN, MASSACHUSETTS

Alvin Billins
Executive Director
Woburn Housing Authority

Thomas Higgins
Mayor
City of Woburn

REGION II

NEWARK, NEW JERSEY

Walter Johnson
Area Manager
HUD Area Office

Charles Booker
Chief
Assisted Housing Management
Branch
HUD Area Office

George Carlson
Supervisory General Engineer
HUD Area Office

Rudy Novotny
Commissioner
Newark Housing Authority

M. Hutton
Area Chief
Newark Housing Authority

Graig Baskerville
Assistant City Planning Director
City of Newark

James Rone
Executive Director
Newark Tenant Council

Flora Ford
President
Newark Tenant Council

Cosmo Pelaia
President
Stephan Crane Village Tenant
Association

Raymond Rath
Deputy Director
Housing Management

Clarence Humphries
Deputy
Assisted Housing Management
Branch
HUD Area Office

Hugh Hill
Acting Executive Director
Newark Housing Authority

Gail Velox
Project Manager
Baxter Terrace
Newark Housing Authority

Alexander Walker
Project Manager
Hayes Homes
Newark Housing Authority

Al Wright
Associated Director
Newark Tenant Council

John Smith
President
Kretchmer (Elderly) Tenant
Association

Martha Stokes
President
Haynes Homes Tenant
Association

JERSEY CITY, NEW JERSEY

Robert Rigby
Executive Director
Jersey City Housing Authority

Ann Minervini
Director
Community Development
Jersey City

Walter Barry
President
Applied Housing Associates

Ken Frawley
Project Manager
Marion Gardens
Jersey City Housing Authority

Peggy Sheehan
Principal Planner
Community Development
Jersey City

LONG BRANCH, NEW JERSEY

Richard Kienan
Executive Director/Project Manager
Long Branch Housing Authority

William Niesen II
Director
Long Branch City Planning Office

ASBURY PARK, NEW JERSEY

Ken Nixon
Executive Director/Project Manager
Asbury Park Housing Authority

Gary Anderson
Director
Department of Community Affairs
City of Asbury Park

REGION III

PITTSBURGH, PENNSYLVANIA

Robert Easley
Chief
Assisted Housing Management
HUD Area Office

John Cenna
Engineer
Assisted Housing Management
HUD Area Office

Paul Brophy
Board Member
Pittsburgh Housing Authority

Leonard Jones
Project Manager
St. Clair Village
Pittsburgh Housing Authority

Frank I. Smizik
Attorney
Neighborhood Legal Services
Association

Sara Duck
Tenant
Pittsburgh Housing Authority

Joseph Hutchinson
Tenant
Pittsburgh Housing Authority

James Prindible
Housing Management Officer-
Assisted Housing Management
HUD Area Office

Daniel A. Pietragallo
Executive Director
Pittsburgh Housing Authority

Mr. Watson
Project Manager
Arlington Heights
Pittsburgh Housing Authority

Linda Wells
Assistant Manager
Arlington Heights
Pittsburgh Housing Authority

Lorraine Allen
Project Manager
Glen Hazel Heights
Pittsburgh Housing Authority

Nora Heigle
Tenant
Pittsburgh Housing Authority

Ishmeil Bradley
President, Tenant Association
Pittsburgh Housing Authority

MCKEESPORT, PENNSYLVANIA

John H. Kooser, Jr.
Executive Director
McKeesport Housing Authority

Aussi Paylor
Elderly Tenant
McKeesport Housing Authority

Helen Waters
Project Manager
E.R. Crawford Village Extension
McKeesport Housing Authority

Ms. Williams
Tenant
McKeesport Housing Authority

WASHINGTON, PENNSYLVANIA

Michael G. Stefan
Executive Director
Washington County Housing Authority

Michael Johns
Mayor
City of Washington

Raymond Frabotta
Manager
Aluminum City Terrace
Housing Association

Katheline Petropoulos
Project Manager
Lincoln Terrace
Washington County Housing Authority

Joseph Spears
Director
Community Development
City of Washington

Anonymous Tenant
Washington County Housing Authority

REGION IV

ATLANTA, GEORGIA

Frank Riordan
Director
Housing Management
HUD Area Office

Thomas Krebsback
Deputy Executive Director
Atlanta Housing Authority

Otis Herring
Project Manager
Perry Homes
Atlanta Housing Authority

Davey Gibson
Commissioner
Department of Community
and Human Development
City of Atlanta

Panke Bradley
Member
Atlanta City Council

Jan Shevin
Coordinator
City Neighborhood
Planning Unit

Herb Millkey
Architect/Consultant
Millkey and Brown Associates

Michael Terry
Attorney
Atlanta Legal Services

Paul Weddle
Chief
Housing Program Management
Branch
HUD Area Office

Edward D. Riley
Project Manager
Kimberly Homes
Atlanta Housing Authority

H. B. Michael
Project Manager
U Rescue Homes Villa
Atlanta Housing Authority

Richard Guthman
Member
Atlanta City Council

Art Cummings
Chief Administrative Officer
City of Atlanta

Ivan Allen
Businessman/Former Mayor
Ivan Allen, Incorporated

Dr. John Reed
Professor
Atlanta University

Richard Ellenburg
Attorney
Atlanta Legal Services

SAVANNAH, GEORGIA

Frank Butler
Executive Director
Savannah Housing Authority

Mr. Mullinx
Comptroller
Savannah Housing Authority

LOUISVILLE, KENTUCKY

Dominic Schuler
Director
Housing Management
HUD Area Office

Mildred Cox
Commissioner
Louisville Housing Authority

Robert L. Astorino
Executive Director
Louisville Housing Authority

Ray Montgomery
Project Manager
Lang Homes
Louisville Housing Authority

Dunbar Martin
Project Manager
Cotter Homes
Louisville Housing Authority

Clyde Warner
Architect
Lewis and Henry

Dennis Bricking
Attorney
Legal Aid Society of
Louisville

John Wagner
Attorney
Legal Aid Society of
Louisville

Sally Carson
President
City-Wide Tenants Association
Louisville Housing Authority

Lee Von Nostitz
Chief
Housing Program Management
Branch
HUD Area Office

Queen Suope
Commissioner
Louisville Housing Authority

Beth Paulson
Administrator
Social Services Department
Louisville Housing Authority

Henry Meeves
Project Manager
Dosker Manor
Louisville Housing Authority

William Hanley
Community Development
Specialist
City of Louisville

Doug Nunn
Director
Urban Studies Center
University of Louisville

Rose Johnson
Attorney
Legal Aid Society of
Louisville

GEORGETOWN, KENTUCKY

Betty Gillispie
Executive Director/Project Manager
Georgetown Housing Authority

Steve Mooney
City Planner
Georgetown Housing Authority

Warren Powers
Mayor
Georgetown Housing Authority

NICHOLASVILLE, KENTUCKY

J.G. McDowell
Chairman
Board of Commissioners
Nicholasville Housing Authority

Wilma Easley
Executive Director and
Project Manager
Nicholasville Housing Authority

Shelby Combs
Mayor
Nicholasville Housing Authority

Overton Giles
City Manager
Nicholasville Housing Authority

REGION V

CHICAGO, ILLINOIS

Joe Cailles
Chief
Assisted Housing Management
HUD Area Office

Gus Master
Executive Director
Chicago Housing Authority

Herman DuVail
Project Manager
Scattered Sites
Chicago Housing Authority

David Larson
Commissioner
City Planning Commission

J. Fuerst
Director of Urban Studies
Loyola University

Ferd Kramer
President
Draper and Kramer

Devereaux Bowley, Jr.
Supervisory Attorney/Author
Legal Assistance Foundation

Ms. Knight
Local Advisory Committee
Madden Park Homes
Chicago Housing Authority

Willie J. Baker/Roger Turpin
Community of United People/
Concerned Citizens of Jane Adams
Chicago Housing Authority

Marvin Blume
Housing Management Officer
Assisted Housing Management
HUD Area Office

Elmore Richardson
Project Manager
Madden Park Homes
Chicago Housing Authority

George Hick
Project Manager
Horner Homes Extension
Chicago Housing Authority

Al Baugher
Deputy Assistant Commissioner
City Planning Commission

Charles Orlebeke
Professor - Urban Studies
University of Illinois
Circle Campus

Tony Fusco, Sara E. Johnson
Michael Pardy, Gordon Waldron
Attorneys
Legal Assistance Foundation

Mamie Bone
Central Advisory Committee
Chicago Housing Authority

ROCKFORD, ILLINOIS

Clyde Caldwell
Director of Planning
Rockford Housing Authority

Gretchen Patey
Director of Management
Rockford Housing Authority

Roy Meed
Director of Maintenance
Rockford Housing Authority

Sandra Clark
Director of Resident and
Community Services
Rockford Housing Authority

Barry Champion
Project Manager
Orton Keyes
Rockford Housing Authority

Ed McCullough
Director of Community Development
City of Rockford

KANKAKEE, ILLINOIS

Charles June
Executive Director
Kankakee County Housing Authority

Bryon Wallace
Executive Director
Kankakee County Regional
Planning Commission

CLEVELAND, OHIO

Don Pesek
Chief
Housing Program Management Branch
HUD Area Office

Robert Fitzgerald
Executive Director
Cuyahoga Metropolitan
Housing Authority

Msgr. Francis W. Carney
Chairman of the Board
Cuyahoga Metropolitan
Housing Authority

Thomas Hanner
Area Manager
Cuyahoga Metropolitan
Housing Authority

Roger Johnson
Deputy Director
Cuyahoga Metropolitan
Housing Authority

Ann Kretchner
Supervisor of Accounting
Cuyahoga Metropolitan
Housing Authority

Grace Dillard
Area Manager
Cuyahoga Metropolitan
Housing Authority

Angelo Troncosco
Division of Accounting
Cuyahoga Metropolitan
Housing Authority

Eugene Harris
Project Manager
Carver Park
Cuyahoga Metropolitan
Housing Authority

Mildred Harris
Project Manager
Bellaire Gardens
Cuyahoga Metropolitan
Housing Authority

Norman Krumholtz
Director
Department of Community Development
Cuyahoga Metropolitan
Housing Authority

Robert Fawcett
Project Manager
Valley View Homes
Cuyahoga Metropolitan
Housing Authority

Edward Kramer
Executive Director
The Housing Advocates, Inc.

Margaret L. Murphy
Planning Director
The Housing Advocates, Inc.

Peter Iskin
Attorney
Legal Aid of Cleveland

Joseph Davis
Director of Research & Development
Federation for Community Planning

Diane Turnauckas
Chairman
Central Advisory Council
Cuyahoga Metropolitan
Housing Authority

Phil Staff
Director
Cleveland Tenants Organization

AKRON, OHIO

David Levey
Executive Director
Akron Metropolitan
Housing Authority

Robert Goehler
City Councilman

Bob Deitchman
Director
Community Services Staff
University of Akron-Edgewood

Brenda Robinson
Management Aid
Edgewood Homes
Akron Metropolitan
Housing Authority

Claudia Cawada
Management Aide
Sutliff Senior Apartments
Akron Metropolitan
Housing Authority

COLUMBUS, OHIO

Paul Messenger
Acting Deputy Director
HUD Area Office

Don Johnson
Chief
Housing Program Management Branch
HUD Area Office

Jeneva Scott
Housing Management Officer
Housing Program Management Branch
HUD Area Office

Evie Bradley
Housing Management Officer
Housing Program Management Branch
HUD Area Office

Cindy Williams
Urban Intern
HUD Area Office

Mrs. Fairfield
Board Member
Columbus Metropolitan
Housing Authority

Bob Lane
Director of Development
Columbus Metropolitan
Housing Authority

Cliff Moore
Supervisor Of Manager
Columbus Metropolitan
Housing Authority

Joyce Smith
Project Manager
Lincoln Park Homes
Columbus Metropolitan
Housing Authority

Ted Harris
Assistant Manager
Lincoln Park Homes
Columbus Metropolitan
Housing Authority

Elmo Turner
Director
Housing Management
HUD Area Office

Jim Decker
Maintenance Engineer
HUD Area Office

Alice Thompson
Occupancy Specialist/HMO
Housing Program Management Branch
HUD Area Office

Eleanor Joseph
Staff
Housing Management
HUD Area Office

Stephen Bollinger
Executive Director
Columbus Metropolitan
Housing Authority

Dave Tyus
Director of Operations
Columbus Metropolitan
Housing Authority

Linda Kidwell
Riverside Homes
Columbus Metropolitan
Housing Authority

Tyrone Spencer
Project Manager
Sawyer Manor & Towers
Columbus Metropolitan
Housing Authority

George Adams
Assistant to Manager
Sawyer Manor
Columbus Metropolitan
Housing Authority

Michael McLaughlin
Housing Planner
Department of Development
City of Columbus

Mr. Harris
Assistant Director
Neighborhood Development
Corporation

William Potter
Executive Director
Neighborhood Development
Corporation

Wendy Winger
Columbus Tenants Union

Clem Pyles
Attorney
Ohio Legal Services

Pete Wilson
President
Tenants Council
Columbus Metropolitan
Housing Authority

PORTSMOUTH, OHIO

Joseph Emmett
Executive Director
Portsmouth Housing Authority

Norma Yeley
Social Services Coordinator
Portsmouth Housing Authority

Dorothy Brown
Part-time Project Manager
Farley Square
Portsmouth Housing Authority

Barry Feldman
City Manager

ZANESVILLE, OHIO

Carl Bryan
Executive Director
Project Manager
Cooper Mill Manor
Zanesville Housing Authority

Phil Allen
Assistant Project Manager
Cooper Mill Manor
Zanesville Housing Authority

Mrs. Stansbury
Staff Assistant
Cooper Mill Manor
Zanesville Housing Authority

Hal Sharp
Assistant Community Development
Director
City of Zanesville

Delmar Thomas
Equal Employment Officer
Office of Contract Compliance
City of Zanesville

DETROIT, MICHIGAN

Michael Kastenek
Deputy Area Manager
HUD Area Office

Pat Jameson
Deputy Director
Housing Management Branch
HUD Area Office

Theodore Jordan
Executive Director
Detroit Housing Authority

Bernie Gross
Project Manager
Parkside Homes
Detroit Housing Authority

Vernell Hunt
Maintenance Engineer
Sojourner Truth
Detroit Housing Authority

Erma Henderson
President
Detroit City Council

Richard Stylski
Director
Division of Special Services
Wayne County Department
of Social Services

John Moqk
Professor of Law
Wayne State University

James Shehan
Director
United Community Housing
Coalition

John Taranella
Director of Housing
HUD Area Office

Jeanette Harris
Chief
Housing Program Management Branch
HUD Area Office

Ty Hinton
Special Assistant
Detroit Housing Authority

Leonard Karle
Project Manager
Brewster-Douglass
Detroit Housing Authority

John Mukulla
Housing Aid
Sojourner Truth
Detroit Housing Authority

Madeline Bridges
Unit Supervisor
Housing Operations Unit
Wayne County Department
of Social Services

Thomas J. Anton
Professor
Institute of Public Policy Studies
Department of Regional and
Urban Planning
University of Michigan

Gene Garrett
Landlord Tenant Specialist
United Community Housing
Coalition

Jules Giglio
Landlord Tenant Specialist
United Community Housing
Coalition

Thomas Carey
Center for Urban Law
Wayne County Neighborhood
Legal Services

Minnie Wright
Tenant
Parkside Homes
Detroit Housing Authority

Leatrice Robinson
Tenant
Parkside Homes
Detroit Housing Authority

Brenda Freeman
Tenant
Herman Gardens
Detroit Housing Authority

Michael Barnhart
Center for Urban Law
Wayne County Neighborhood
Legal Services

Betsy Severn
Center for Urban Law
Wayne County Neighborhood
Legal Services

Bernice Briscoe
Tenant
Parkside Homes
Detroit Housing Authority

Queen Rucker
Tenant
Parkside Homes
Detroit Housing Authority

Williamina Hook
Tenant
Herman Gardens
Detroit Housing Authority

ANN ARBOR, MICHIGAN

Catherine Ragene
President
Board of Housing
Commissioners
Ann Arbor Housing Authority

Leslie Morris
Ann Arbor City Council

Ronald Trowbridge
Ann Arbor City Council

Harry Curr
Executive Director
Ann Arbor Housing Authority

Shirely Gulley
Project Manager
MI 64-1
Ann Arbor Housing Authority

ROYAL OAKS TOWNSHIP, MICHIGAN

Cassandra Robinson
Executive Director
Royal Oaks Housing Commission

REGION VI

DALLAS, TEXAS

Ed Bice
Acting Director
Housing Management
HUD Area Office

William H. Darnall
Executive Director
Dallas Housing Authority

Walter Travis
Commissioner
Dallas Housing Authority

Dr. Monica Lett
Director of Community Services
Dallas Housing Authority

Marian L. Mildeau
Project Manager
Frazier Courts
Dallas Housing Authority

Regis Dickerson
Project Manager
West Dallas
Dallas Housing Authority

Edna N. Fields
Project Manager Aide
Frazier Courts
Dallas Housing Authority

Richard H. Wilson
Director
Housing and Urban Rehabilitation
Department
City of Dallas

Bruce Gipson
Chief
Assisted Housing Branch
HUD Area Office

Robert Runnels
Assistant Executive Director
Dallas Housing Authority

Eric Eriksson
Commissioner
Dallas Housing Authority

E. E. Franklin
Resource Manager
Dallas Housing Authority

Ernesto Lopez
Project Manager
West Dallas
Dallas Housing Authority

Fred B. Jackson
Project Manager
West Dallas
Dallas Housing Authority

Gerald Jimenez
Project Manager
Cedar Springs
Dallas Housing Authority

Mark Wassenich
Assistant Director
Housing and Urban Rehabilitation
Department
City of Dallas

Michael Daniels
Attorney
Dallas Legal Services

Crezett C. Jones
President
Resident Council
Frazier Courts

Bea Sutherland
League of Women Voters

Tillie May Baylor
President
Resident Council
West Dallas

Thelma Robinson
Secretary
Resident Council
Frazier Courts

Dorothy Masterson
League of Women Voters

Harry Zараfornetis
President
Resident Council
Cedar Springs

COMMERCE, TEXAS

A. C. Hughes
Chairman
Commerce Housing Authority

Thomas F. Young
Mayor
City of Commerce

Neil Wright
Executive Director
Commerce Housing Authority

WHITEWRIGHT, TEXAS

George Brown
Chairman
Whitewright Housing Authority

Felix D. Robinson
Mayor
City of Whitewright

Willis Duff
Executive Director
Whitewright Housing Authority

REGION VII

ST. LOUIS, MISSOURI

Kenneth Pickett
Director
Housing Management
Housing Program Management Branch
HUD Area Office

Clarence McClure
Housing Management Officer
Housing Program Management Branch
HUD Area Office

Dr. Lawrence Nicholson
Chairman of the Board
of Commissioners
St. Louis Housing Authority

Barbara Freeland
Administrative Assistant
St. Louis Housing Authority

Donald Spaid
Director
St. Louis Community
Development Agency

Elmer Smith
Real Estate Manager
Sansone Reality

Richard Baron
Consultant
McCormack and Baron

Debby Benoit
Attorney
St. Louis Legal Aid

Bertha Gilkey
President of Board
Cochran Tenant Management Corporation
St. Louis Housing Authority

Mable Coney
Tenant Manager
Cochran Tenant Management Corporation
St. Louis Housing Authority

Jim Strassner
Housing Management Officer
Housing Program Management Branch
HUD Area Office

Thomas Costello
Executive Director
St. Louis Housing Authority

Ted Gatlin
Project Manager
Peabody
St. Louis Housing Authority

Lamar Smith
Project Manager
Vaughn
St. Louis Housing Authority

William Thomas
Real Estate Manager
W. A. Thomas & Co.

Dr. George Wendel
Director
Center for Urban Programs
St. Louis University

Katherine Page
Board Member
Darst Tenant Management Corporation
St. Louis Housing Authority

Loretta Hall
Tenant Manager
Carr Tenant Management Corporation
St. Louis Housing Authority

Eula Mae Johnson
President of Board
Vaughn Tenant Management Corporation
St. Louis Housing Authority

KINLOCK, MISSOURI

Albert Coleman
Executive Director
Project Manager-Belue-Hadnut
Kinlock Housing Authority

EAST ST. LOUIS, MISSOURI

Deneal Curry
Executive Director
East St. Louis Housing Authority

Mrs. Depriest
Administrative Assistant
East St. Louis Housing Authority

Mrs. Walker
Project Manager
Audubon
East St. Louis Housing Authority

MACOUPIN COUNTY, MISSOURI

Elwood Steinmyer
Executive Director
Project Manager
Cahokia
Macoupin County Housing Authority

REGION IX

SAN FRANCISCO, CALIFORNIA

Erwin Farley
Director
HUD Area Office

Ralph Carey
Director of Operations
San Francisco Housing Authority

Helen Louie
Project Manager
Ping Yuen
San Francisco Housing Authority

Andrea Salsmen
Attorney
San Francisco National Legal
Assistance Foundation

Miriam Rokeach
Attorney
San Francisco National Legal
Assistance Foundation

John Calmore
Staff Attorney
National Housing Law Project

Martin Chew
Attorney
San Francisco National Legal
Assistance Foundation

Lillie Ransom
President
San Francisco Public Housing
Tenant Association

Gertrude Williams
Treasurer
San Francisco Public Housing
Tenant Association

John C. Epler
Supervisory Housing
Management Officer
HUD Area Office

Allen Nunley
Project Manager
Hunter's Point
San Francisco Housing Authority

David Cincotta
Housing Coordinator
City of San Francisco

Joseph Vincent
Attorney
San Francisco National Legal
Assistance Foundation

Catherine Bishop
Staff Attorney
National Housing Law Project

Fred Feller
Attorney
San Francisco National Legal
Assistance Foundation

George Her
First Vice President
San Francisco Public Housing
Tenant Association

Christine Neal
San Francisco Public Housing
Tenant Association

RICHMOND, CALIFORNIA

John Prowell
Executive Director
Richmond Housing Authority

Leon Hunter
Assistant Director
Richmond Housing Authority

Paul Galeno
Maintenance Supervisor
Richmond Housing Authority

Hilda Smith
Tenant Relations Supervisor
Richmond Housing Authority

SAN JOAQUIN, CALIFORNIA

Alberta Davis
Executive Director
San Joaquin County
Housing Authority

Joseph Artesi
Administrator of Housing
Operations
San Joaquin County
Housing Authority

David Ward
Administrator of Finance
San Joaquin County
Housing Authority

Mary Becker
Project Manager
Tracy Holmes
San Joaquin County
Housing Authority

James Mahoney
Senior Deputy County Administrator
San Joaquin County

Rebecca Velasquez
President
Tracy Tenants Association
San Joaquin County
Housing Authority

APPENDIX G

PUBLIC HOUSING SURVEY INSTRUMENTS

PART I

PUBLIC HOUSING PHA INSTRUMENT

This survey instrument is for a PHA which manages one or more projects which are identified on the cover sheet of this mailing. You need only complete this PHA survey instrument one time per PHA, regardless of how many individual projects it manages in the sample group.

At the end of this PHA form, attach clean, legible, complete copies of the most recent submission of the following forms for this PHA in the order that they are listed below:

1. HUD 52726, Funding Formula Data Collection Form
2. HUD 51228, Annual Recap of Characteristics of Families who Have Applied but Have Not Been Admitted to Low Rent Public Housing
3. HUD 52599, Statement of Operating Receipts and Expenditures, for this PHA's fiscal year which ended in 1975.
4. HUD 52599, Statement of Operating Receipts and Expenditures, for this PHA's fiscal year which ended in 1977.
5. HUD 52295, Report of Tenants Accounts Receivable one copy for each ACC or collection grouping for the most recent quarter).

Some questions on this survey ask you to provide a number of pieces of information which exists in HUD Field Office files. Others, though, ask for your opinion, your best estimate, or an approximate figure. You should note the difference between the two types of questions.

In addition, some questions ask for information now or at a particular time in the past. Other questions are more vague in their reference to a particular period of time. In any case where the time period is not clear, you should answer the question considering the situation in the PHA's most recently completed fiscal year.

dup 1-13
punch
13 in
14-15

6. Are management staff in this HHA unionized? (circle one number)

1 - yes

2 - no

16

7. Are non-management staff in this HHA unionized? (circle one number)

1 - yes

2 - no

17

8. Circle the number which is your opinion of this HHA's Staff levels in each of the areas listed below:

	<u>Understaffed</u>		<u>About Right</u>	<u>Overstaffed</u>		
	<u>Substantially</u>	<u>Somewhat</u>	<u>Staff Level</u>	<u>Somewhat</u>	<u>Substantially</u>	
(a) Administration	1	2	3	4	5	18
(b) Tenant Services	1	2	3	4	5	19
(c) Utilities-Labor	1	2	3	4	5	20
(d) Ordinary maintenance and operations	1	2	3	4	5	21
(e) Protective Services	1	2	3	4	5	22
(f) Extraordinary Maintenance	1	2	3	4	5	23
(g) Betterments and Additions	1	2	3	4	5	24
(h) Other (legal, etc.) Specify	1	2	3	4	5	25

9. In your opinion, are the salaries of this HHA's Administrative staff, compared to salaries paid in the area by other employees for similar types of work: (circle one number)

1 - higher

2 - about the same

3 - lower

26

10. In your opinion, are the salaries of this PHA's clerical, maintenance, and janitorial staff, compared to the employees salaries paid in the area by other employees for similar types of work: (circle one number)

- 1 - substantially higher
 2 - somewhat higher
 3 - about the same
 4 - somewhat lower
 5 - substantially lower

27

11. Are the following PHA management and maintenance operations centralized (based primarily in the PHA Central Office), decentralized (based primarily in individual projects or small groups of projects), or mixed: (check one box for each operation)

<u>Maintenance Operation</u>	<u>Type of Primary Responsibility:</u>			
	<u>Centralized</u>	<u>Decentralized</u>	<u>Mixed</u>	
(a) security services				28-30
(b) project management				31-33
(c) budget allocation				34-36
(d) budget control				37-39
(e) eviction procedures				40-42
(f) staff selection				43-45
(g) tenant selection				46-48
(h) rent collection				49-51
(i) reexamination procedures				52-54
(j) handling tenant complaints				56-58
(k) maintenance service delivery				59-61
(l) maintenance supervision				62-64
(m) maintenance scheduling				65-67

dup 1-13
punch
14 in
14-15

B. Inventory Description

1. Indicate the numbers of individual projects and units of the following types in this PHA's inventory:

Type of Project	Total Number of this Type Project	Total Units in this Type of Project
(a) designed primarily for occupancy by families		
(b) designed primarily for occupancy by elderly tenants		
(c) designed for occupancy by families <u>and</u> elderly tenants		
(d) all projects in this PHA		

16-19
20-25
26-29
30-35
36-39
40-45
46-49
50-55

2. Indicate the numbers of projects and units in this PHA in the following categories:

dup 1-1
punch
15 in
14-15

Type of Project	Total This Type Project	Total Units This Type of Project
(a) Conventional		
(b) Turnkey		
(c) Section 23 leased		
(d) Section 8 leased		
(e) Turnkey III Homeownership		
(f) Acquired (other than Turnkey)		
(g) Other		

dup 1-1
punch
16 in
14-15
16-19
20-25

<p>3. How many projects and units in this FHA have been partially or completely demolished during the last five years?</p>	<p>dup 1-1 punch 17 in 14-15</p>
<p>Number of Projects: <input type="checkbox"/><input type="checkbox"/><input type="checkbox"/></p> <p>Number of Units: <input type="checkbox"/><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/></p>	<p>16-18 19-23</p>
<p>4. For how many projects and units in this FHA have there been demolition requests during the last five years?</p>	
<p>Number of Projects: <input type="checkbox"/><input type="checkbox"/><input type="checkbox"/></p> <p>Number of Units: <input type="checkbox"/><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/></p>	<p>24-26 27-31</p>
<p>C. Occupancy and Tenure Information</p>	
<p>1. From HUD 52721A, indicate the <u>Average Occupancy Percentage</u> for this FHA:</p> <p style="text-align: right;"><input type="checkbox"/><input type="checkbox"/> %</p>	<p>32-33</p>
<p>2. Over the last five years, has this percentage increased, stayed about the same, or decreased? (circle one)</p> <p>1 - increased</p> <p>2 - stayed about the same</p> <p>3 - decreased</p>	<p>34</p>
<p>3. How many projects in this FHA are more than 25% vacant?</p> <p style="text-align: right;"><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/></p>	<p>35-37</p>
<p>4. How many tenants moved into units in this FHA in the last year? (count all tenants listed on HUD 51227 for this FHA in the last year)</p> <p style="text-align: right;"><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/></p>	<p>38-41</p>
<p>5. Has this annual number generally increased, stayed about the same, or decreased during the last five years? (circle one number)</p> <p>1 - increased</p> <p>2 - stayed about the same</p> <p>3 - decreased</p>	<p>42</p>

D. Tenant Characteristics

1. Provide your best estimate of the percentage of all tenants and of all elderly tenants in this PHA who are in the following racial categories:

Category	Percent of All Tenants			Percent of Elderly Tenants			
			%			%	
(a) Total			%			%	43-46
(b) White			%			%	47-50
(c) Black			%			%	51-54
(d) American Indian			%			%	55-58
(e) Hispanic			%			%	59-62
(f) Oriental			%			%	63-66
(g) Other Minorities			%			%	67-70

2. Indicate for the five categories listed below the approximate number of projects in this PHA and the approximate number of units which they contain.

dup 1-13
punch
18 in
14-15

Categories	Number of Projects				Number of Units in These Projects				
(a) all white				16-19					20-25
(b) mostly white				26-29					30-35
(c) about even amounts of white and minority				36-39					40-45
(d) mostly minority				46-49					50-55
(e) all minority				56-59					60-65

3. About what percentage of all households in this PHA are single parent families?

%

66-67

4. About what percentage of all households in this PHA are female headed with children?

%

68-69

dup 1-13
punch
19 in
14-15

E. Financial Information

1. For this HHA's fiscal years which ended in 1975, 1976, and 1977, what were the total MDD dollar figures in these categories:

<u>FY Ended in 1975</u>		
Total Funds Approved	\$	16-23
Total Funds Obligated		24-31
Total Funds Advanced		32-39
Total Funds Expended (Actual)		40-47
<u>FY Ended in 1976</u>		
Total Funds Approved	\$	48-55
Total Funds Obligated		56-63
Total Funds Advanced		64-71
Total Funds Expended (Actual)		72-79
<u>FY Ended in 1977</u>		
Total Funds Approved	\$	16-23
Total Funds Obligated		24-31
Total Funds Advanced		32-39
Total Funds Expended (Actual)		40-47

dup 1-13
punch 20
in 14-15

2. During its last fiscal year, did this HHA receive any funding or services from any of these sources? (Check one box for each source)

<u>Source</u>	<u>Yes</u>	<u>No</u>	
a. CDBG			48-49
b. NVACP			50-51
c. CEFA			52-53
d. LEAA			54-55
e. HEW			56-57
f. Other (specify: _____)			58-59
g. Other (specify: _____)			60-61

PART II

PUBLIC HOUSING PROJECT INSTRUMENT

This is a survey to determine a number of characteristics of a particular Public Housing Project. Some of the information for the answers to the questions will be found in HUD Field Office files. On other questions, you are asked to provide your best estimate, judgment, or opinion.

At several points within the survey document, there are instructions to answer questions only for some projects. You are also asked to attach to the back of this survey instrument in the order listed below, clean, legible copies of the following forms covering this project for the most recent reporting period:

1 - HUD 52295,*

2 - HUD 51235,

*Note: Even if a copy of this form has already been attached to another PHA or project survey instrument, another copy must be attached to the back of the survey questions for this project.

Many of the questions on this survey ask for information in a specific time period. Others ask for information now, or in a recent period. In any case, where the time period for the response is unclear, refer to the most recently completed fiscal year for the PHA which manages this project.

dup 1-13
punch
52 in
14-15

9. How many FHA equivalent full-time staff positions in the following categories are charged to this project:

<u>Category</u>	<u>Equivalent Full-Time Positions</u>	
(a) Administration	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	16-19
(b) Tenant Services	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	20-23
(c) Utilities Labor	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	24-27
(d) Ordinary Maintenance and Operation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	28-31
(e) Protective Services	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	32-35
(f) Extraordinary Maintenance	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	36-39
(g) Betterment and Addition	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	40-43
(h) Other (legal, etc.) (Specify)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	44-47

10. Circle the number which is your opinion of this project's staff levels in the areas listed:

	<u>Understaffed</u>		<u>About Right</u>	<u>Overstaffed</u>		
	<u>Substantially</u>	<u>Somewhat</u>	<u>Staff Level</u>	<u>Somewhat</u>	<u>Substantially</u>	
(a) Administration	1	2	3	4	5	48
(b) Tenant Services	1	2	3	4	5	49
(c) Utilities-Labor	1	2	3	4	5	50
(d) Ordinary maintenance and operations	1	2	3	4	5	51
(e) Protective Services	1	2	3	4	5	52
(f) Extraordinary Maintenance	1	2	3	4	5	53
(g) Betterments and Additions	1	2	3	4	5	54
(h) Other (legal, etc.) Specify	1	2	3	4	5	55

11. Have there ever been any rent strikes in this project? (Circle one)

- 1 - Yes
- 2 - No

56

▶ If yes, answer questions 11(a) and 11(b):

11(a) About how many months did the rent strike(s) last altogether?

57-59

11(b) Did the rent strike(s) take place during the last two years? (Circle one)

- 1 - Yes
- 2 - No

60

12. Is there a tenant organization in this project? (Circle one)

- 1 - Yes
- 2 - No

61

▶ If yes, answer questions 12(a) through 12(e):

12(a) Is this tenant organization formally organized with elected officers, regularly scheduled meetings, membership rules and responsibilities?

- 1 - Yes
- 2 - No

62

12(b) Does this tenant organization have an impact on the establishment of policies in the project?

- 1 - Yes
- 2 - No

63

12(c) Does this tenant organization provide a representation of all tenants?

- 1 - Yes
- 2 - No

64

12(d) Does this tenant organization represent the views of only a small group of tenants?

- 1 - Yes
- 2 - No

65

12(e) Has this tenant organization ever threatened to bring suit against the PHA or HUD or has it ever actually brought suit against the PHA or HUD?

- 1 - Yes
- 2 - No

66

dup 1-13
punch
53 in
14-15

B. PHYSICAL DESCRIPTION

1. How many units of each of the following bedroom sizes does this project contain?

Bedroom Size	Number of Units					
0 Bedrooms						16-19
1 Bedrooms						20-23
2 Bedrooms						24-27
3 Bedrooms						28-31
4 Bedrooms						32-35
5 Bedrooms						36-39
6 or more bedrooms						40-43
Total Number of Units						44-47

2. Which of the following best describes the project type?
(Circle one number)

- 1 - Walk-up
- 2 - Garden
- 3 - Townhouse
- 4 - Highrise (elevator)
- 5 - Single family detached
- 6 - Other

48

3. How many stories are in each building? (Average for scattered site)

49-50

4. Is this a scattered site project? (Circle one number)

1 - Yes

2 - No

51

▶ If yes, answer question 4a.

If no, skip to question 5.

(a) How many sites does this project have?				52-54
How many of these sites are in:				
- neighborhoods with high concentrations of minority residents				55-57
- neighborhoods with high concentrations of low income and very low income residents				58-60
- neighborhoods with high concentrations of public, subsidized, and other low rent housing				61-63
- urban renewal, code enforcement, Model Cities, or other similar types of neighborhoods				64-66
- neighborhoods with poor quality and/or availability of public and social services				67-69

5. How many buildings are there in this project?

70-72

6. Does this project include a room, space, or building for community use? (Circle one number)

1 - Yes

2 - No

73

7. From HUD 1885, indicate how many acres (rounded to the nearest whole number) there are in this project site.

74-77

8. Was this project designed for elderly occupancy, family occupancy, or occupancy by both groups? (Circle one number)

1 - designed for elderly occupancy

2 - designed for family occupancy

3 - designed for occupancy by elderly tenants and families

78

Sup 1-13
punch
54 in
14-15

C. OCCUPANCY INFORMATION

1. About how many units in this project are vacant now? 16-20

2. Has this number increased, stayed about the same, or decreased over these time periods: (circle one number for each period)

<u>Time Periods</u>	<u>Increased</u>	<u>Stayed about the same</u>	<u>Decreased</u>	
Over the past year	1	2	3	21
Over the past two years	1	2	3	22
Over the past five year	1	2	3	23

3. About how many tenants moved into units in this project during the last year? 24-28

4. Has this number increased, stayed about the same, or decreased over these time periods: (circle one number for each period)

<u>Time Period</u>	<u>Increased</u>	<u>Stayed about the same</u>	<u>Decreased</u>	
Over the past year	1	2	3	29
Over the past two years	1	2	3	30
Over the past five years	1	2	3	31

5. Does the HUD 52295 for this project include other projects? (Circle one number)

- 1 - Yes 32
- 2 - No

▶ If yes, answer questions 5(a) and 5(b).

If no, skip to Part D.

5(a) How many projects and how many units does the HUD 52295 for this project include?

Number of projects: 33-36

Number of units : 37-42

5(b) Are the delinquency and loss experiences for this project better than, about the same as, or worse than the other projects on this HUD 52295?

- 1 - Better
- 2 - About the same 43
- 3 - Worse

D. FINANCIAL INFORMATION

1. Has this project ever had a MOD program? (Circle one number)

1 - Yes

2 - No

44

2. Does this project have a MOD program underway? (Circle one number)

1 - Yes

2 - No

45

3. (a) How many MOD dollars have ever been approved for this project? \$, ,

46-53

(b) How many of these approved MOD dollars have ever been actually expended by this project? , ,

54-61

4. Has this ever been a TPP project? (Circle one number)

1 - Yes

2 - No

62

5. Is this a TPP project now? (Circle one number)

1 - Yes

2 - No

63

6. From HUD 54003 for this project, please provide the following TPP funding information.

dup 1-13
punch 55
in 14-15

	Goal III					All Goals				
Phase 1 - FHA \$						\$				
Phase 1 - HUD \$						\$				
Phase 2 - FHA \$						\$				
Phase 2 - HUD \$						\$				
	X					X				
Phase 3 - FHA \$						\$				
Phase 3 - HUD \$						\$				

16-23
24-31
32-39
40-47
48-55
56-63
64-71
72-79

dup 1-13
punch 56
in 14-15

16-23
24-31
32-39
40-47

7. If a similar project to this one was in about the same location and it was in the private market and full occupancy had to be maintained, approximately what are the highest average monthly rents that the landlord could charge for units in the project?

Unit Size		Highest Possible Rent				
0 Bedrooms	\$			0	0	48-50
1 Bedrooms	\$			0	0	51-53
2 Bedrooms	\$			0	0	54-56
3 Bedrooms	\$			0	0	57-59
4 Bedrooms	\$			0	0	60-62
5 Bedrooms	\$			0	0	63-65
6 Bedrooms	\$			0	0	66-68
7 or more Bedrooms	\$			0	0	69-71

DO NOT PUNCH

dup 1-13
punch 57
in
14-15

E. Tenant Information

- 1. About what percentage of all households in this project are female headed with children? % 16-17
- 2. About what percentage of all households in this project are single parent families? % 18-19

3. How many tenants who have moved into this project in the last year have total family annual income in the following ranges? (Refer to HUD 51227, Column K)

Range	Number of Families					
0						20-23
\$ 1 - 1,000						24-27
1,001 - 2,000						28-31
2,001 - 3,000						32-35
3,001 - 4,000						36-39
4,001 - 5,000						40-43
5,001 - 6,000						44-47
6,001 - 7,000						48-51
7,001 - 8,000						52-55
8,001 - 9,000						56-59
9,000 or more						60-63

4. How many tenants in this project who have undergone regular reexamination during the last year have total family annual incomes in the following ranges? (Refer to HUD 51245, Column X)

Sup 1-13
punch
58 in
14-15

Range	Number of Families				
\$ 1 - 1,000					16-19
1,000 - 2,000					20-23
2,001 - 3,000					24-27
3,001 - 4,000					28-31
4,001 - 5,000					32-35
5,001 - 6,000					36-39
6,001 - 7,000					40-43
7,001 - 8,000					44-47
8,001 - 9,000					48-51
9,001 or more					52-55

DO NOT ANSWER ANY QUESTIONS IN PART F FOR SCATTERED SITE PROJECTS

F. Project Neighborhood Characteristics

1. The best description of the area where this project is located is: (circle one number)

- 1 - Urban, the central business district
- 2 - Urban, the core area, but not the central business district
- 3 - Urban, but not in the core area or the central business district
- 4 - Suburban, the central business district
- 5 - Suburban, but not in the central business district
- 6 - Rural area

56

2. Is this project located within a major city of the Standard Metropolitan Statistical Area (SMSA)? (circle one number)

- 1 - yes
- 2 - no

57

CONTINUED

<p>3. The area which is generally considered to be "the neighborhood" where this project is located is chiefly (circle one number):</p> <ul style="list-style-type: none"> 1 - residential 2 - commercial 3 - industrial 4 - residential/commercial 5 - residential/industrial 6 - commercial/industrial 7 - residential/commercial/industrial 	58
<p>4. Five years ago the approximate income level in "the neighborhood" where this project is located was: (circle one number)</p> <ul style="list-style-type: none"> 1 - very low income 2 - low income 3 - lower middle income 4 - middle income 5 - upper income 	59
<p>5. Today, the approximate income level in what is generally considered "the neighborhood" where this project is located is: (circle one number)</p> <ul style="list-style-type: none"> 1 - very low income 2 - low income 3 - lower middle income 4 - middle income 5 - upper income 	60

<p>6. <u>In the last five years</u>, the proportion of minority residents in "the neighborhood" where the project is located, other than the residents of this project has: (circle one number)</p> <p>1 - greatly increased</p> <p>2 - slightly increased</p> <p>3 - stayed about the same</p> <p>4 - slightly decreased</p> <p>5 - greatly decreased</p>	<p>61</p>
<p>7. Today, approximately what percentage of families in "the neighborhood" where this project is located are:</p> <p>a. Elderly <input type="checkbox"/> <input type="checkbox"/> %</p>	<p>62-63</p>
<p>b. Members of a racial minority: <input type="checkbox"/> <input type="checkbox"/> %</p>	<p>64-65</p>
<p>8. In the area which is generally considered to be "the neighborhood" what is the approximate mix of single family and multifamily housing other than the project? (circle one number)</p> <p>1 - 100% single family houses</p> <p>2 - 75% single family houses/25% apartments</p> <p>3 - 50% single family houses/50% apartments</p> <p>4 - 25% single family houses/75% apartments</p> <p>5 - 100% apartments</p> <p>6 - It is not a residential neighborhood</p>	<p>66</p>

9. In the "neighborhood" where the project is located, the approximate mix of owners and renters other than the residents of this project is: (circle one number)

- 1 - 100% owners
- 2 - 75% owners/25% renters
- 3 - 50% owners/50% renters
- 4 - 25% owners/75% renters
- 5 - 100% renters
- 6 - It is not a residential neighborhood

67

10. The approximate proportion of subsidized or public housing in "the surrounding neighborhood" other than this project is closest to:

- 1 - 0% - No other subsidized or public housing
- 2 - 25% - Other subsidized or public housing
- 3 - 50% - Other subsidized or public housing
- 4 - 75% - Other subsidized or public housing
- 5 - 100% - All subsidized or public housing

68

11. How would you rate the quality and/or availability of these services in the neighborhood of the project five years ago (circle one number for each item)						
	Not Available	Poor	Fair	Good	Excellent	
Police Protection	1	2	3	4	5	69
Public Schools	1	2	3	4	5	70
General Appearance	1	2	3	4	5	71
Public Transportation	1	2	3	4	5	72
Streets and Roads	1	2	3	4	5	73
Parks, Playgrounds, Recreational Facilities	1	2	3	4	5	74
Stores and Supermarkets	1	2	3	4	5	75
Garbage and Trash Collection	1	2	3	4	5	76
Fire Protection	1	2	3	4	5	77
Social and/or Community Services	1	2	3	4	5	78
Overall service quality and availability	1	2	3	4	5	79

dup 1-13
punch
59 in
14-15

12. How would you rate the quality and/or availability of these services in the neighborhood of the project <u>NOW</u> ? (circle one number for each item)						
	Not Available	Poor	Fair	Good	Excellent	
Police Protection	1	2	3	4	5	16
Public Schools	1	2	3	4	5	17
General Appearance	1	2	3	4	5	18
Public Transportation	1	2	3	4	5	19
Streets and Roads	1	2	3	4	5	20
Parks, Playgrounds, Recreational Facilities	1	2	3	4	5	21
Stores and Supermarkets	1	2	3	4	5	22
Garbage and Trash Collection	1	2	3	4	5	23
Fire Protection	1	2	3	4	5	24
Social and/or Community Services	1	2	3	4	5	25
Overall service quality and availability	1	2	3	4	5	26
13. Is the neighborhood where this project is located an urban renewal, code enforcement, model cities, or other similar type of neighborhood? (circle one number)						
1 - yes						
2 - no						27
14. How would you grade the neighborhood where this project is located on the following items: (circle one number for each item)						
	Not Applicable	Poor	Fair	Good	Excellent	
a. Pollution	0	1	2	3	4	28
b. Crime	0	1	2	3	4	29
c. Presence of Abandoned buildings	0	1	2	3	4	30

PROBLEM TYPE	STEP 1	STEP 2	
	RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT: 1 = No impact 2 = Slight impact 3 = Some impact 4 = Considerable impact 5 = Severe impact	RANK ORDER THE FIVE MOST SERIOUS PROBLEMS: A = Most serious B = Next most serious . . . E = Least serious of 5	
1. PROJECT DESIGN AND SITE			
(a) Project size (number and density of units, buildings, type of building on site)			20-21
(b) Building mix, size or layout (arrangement, access)			22-23
(c) Unit mix, size or layout (arrangement and access)			24-25
(d) On-site facilities (laundry, storage, recreation room)			26-27
(e) Amenities (pool, well-designed play areas, adequate parking)			28-29
(f) Defensible space (personal sense of security, privacy, controlled access)			30-31
(g) Physical environment (landscaping, excessive standing water, noise, congestion, pollution, garbage and trash)			32-33
(h) Commercial space			34-35
(i) Other (specify) _____			36-37
2. PROJECT PHYSICAL CONDITION (Workmanship and/or Materials)			
(a) Foundation			38-39
(b) Plumbing			40-41
(c) Electrical			42-43
(d) Appliances			44-45
(e) Roof			46-47
(f) Elevators			48-49
(g) Heating and Cooling			50-51

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
(h) Insulation			52-53
(i) General Structure (walls, floors, window framing, doors)			54-55
(j) Sewage Disposal			56-57
(k) Parking Area (Condition)			58-59
(l) Other (specify) _____			60-61
3. PROJECT TENANT ATTRIBUTES AND BEHAVIOR			Dup. 1- 13 punch 82 in 14-15
▶ Tenant Characteristics			
(a) Predominance of families			16-17
(b) Predominance of large families			18-19
(c) Predominance of single-parent female headed families versus two parent headed families			20-21
(d) Adults/children ratio			22-23
(e) Large number of teenagers			24-25
(f) Source of income (most families receiving public assistance)			26-27
(g) Predominance of very low income tenants			28-29
(h) General or frequent unemployment			30-31
(i) High tenant turnover			32-33
▶ Problem Tenants			
(a) Rule breaking			34-35
(b) Property damage			36-37
(c) Chronic rent arrears			38-39
(d) Criminal and anti-social behavior of family members			40-41
(e) Unsanitary practices (Inside and outside housekeeping of unit)			42-43
(f) Nuisance behavior (Loud disruptive noises, uncontrolled child acti- vity)			44-45
(g) Multi problem families (families having several of the above pro- blems and who are continuously and severely disruptive)			46-47

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
▶ Other	X	X	
(a) Rent strikes and demonstrations			48-49
(b) Attitudes toward management			50-51
(c) Unreasonable expectations and complaints			52-53
(d) Racial mix			54-55
(e) Other Specify			
4. NEIGHBORHOOD	X	X	
(a) Social Services, (hospitals, child care, schools, library, recreation)			56-57
(b) Transportation			58-59
(c) Commercial Areas			60-61
(d) Vandalism and Other crime			62-63
(e) Physical environment (excessive noise, pollution, congestion, trash, garbage, abandoned properties, junk cars)			64-65
(f) Social environment (project adversely impacted by social conditions in neighborhood)			66-67
(g) Attitude of neighborhood residents toward project and tenants			68-69
(h) Project "Image" in neighborhood			70-71
(i) Concentration of minorities			72-73
(j) Concentration of low-income persons			74-75
(k) High unemployment			76-77
5. HUD FUNDING AND OVERSIGHT OF PHA/PROJECT	X	X	Dup. 1- punch 83 in 14-15
▶ Programs and Policies			
(a) Adequacy of operating subsidy level			16-17
(b) Adequacy of FFS formula			18-19

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
(c) Timeliness of PFS allocation			20-21
(d) PFS formula's failure to include certain PHA needs (i.e. security)			22-23
(e) Conflict between serving low-income persons and mandates on income max and PHA economic self-sufficiency			24-25
(f) Conflict between serving higher income persons and anti-discrimination statutes and ordinances			26-27
(g) Conflict between affirmative integration in racially impacted projects and maintaining full occupancy			28-29
▶ HUD Personnel and Processing	X	X	
(a) Number of HUD staff			30-31
(b) Skills of HUD staff			32-33
(c) Amount of time spent monitoring PHA compliance with HUD regulations and forms			34-35
(d) Amount of time spent providing substantive technical assistance to PHAs			36-37
(e) Sensitivity of staff to PHA, project and tenant problems (ability to balance HUD needs against PHA/project and tenant needs)			38-39
(f) Other (Specify) _____			40-41
6. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS	X	X	42-43
(a) Delivery of public services (police, fire, roads etc.)			44-45
(b) Delivery of social and community services			46-47
(c) Local and State legal restrictions (new standards, code inspection, land use controls)			48-49
(d) Local political pressures (i.e. hiring, promoting, firing staff)			50-51
(e) Welfare system (Level of payments, emergency payments, vendor payments)			52-53
			54-55

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
(f) Available and aggressive local legal services organization pursuing tenant rights			56-57
(g) Local courts (long delays in eviction cases, bias toward tenants rights)			58-59
(h) State laws (extensive existing procedures, new and expanding substantive and procedural rights for tenants)			60-61
(i) Commitment of Mayor/Chief executive to viability of the PHA			62-63
(j) Commitment of local legislative body to viability of PHA			64-65
(k) Commitment of Mayor/Chief executive to the viability of <u>this project</u>			66-67
(l) Commitment of local legislative body to the viability of <u>this project</u>			68-69
(m) Federal government legal restrictions or regulations (HEW, NEPA, EO, OSHA			70-71
(n) Other (specify) _____ _____			72-73
7. LOW RENT HOUSING MARKET	X	X	
(a) Lack of demand for low rent housing of the quality provided in this PHA			74-75
(b) Lack of demand for low rent housing of the quality provided in this project			76-77
(c) Supply of low-rent private market housing more desirable to low-income persons in terms of age, condition of building, amenities, security and neighborhood services than this projects provides			Dup. 1-13 punch 84 in 14-15 16-17
(d) Other (specify) _____ _____			18-19

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
8. PROJECT EXPENSES (AVAILABILITY AND/OR COST OF GOODS, SERVICES)	X	X	
(a) Fuel oil, gas, electricity, coal rates and/or availability			20-21
(b) Other utility rates and/or availability (water, sewer, etc.)			22-23
(c) Insurance Rates and/or Availability			24-25
(d) General Project Labor and Personnel Rates and Supply			26-27
(e) Specialized Contract Services (plumbing, electrical, security, exterminating, building contractors)			28-29
(f) Availability of Competent Maintenance Staff			30-31
(g) Other (specify) _____			32-33
9. PHA/PROJECT ADMINISTRATION ▶ Capital Improvement Program	X	X	
(a) Adequacy of modernization funds			34-35
(b) Efficient use of modernization funds			36-37
▶ Accounting System			
(a) Maintenance of records (currency and sophistication of record keeping)			38-39
(b) Adequacy and accuracy of reports to HUD			40-41
(c) Adequacy, accuracy, and frequency of reports for fiscal management			42-43
(d) Adequacy, accuracy, and frequency of reports for internal management			44-45
(e) Lack of project based budgeting (formulated and monitored at the project level)			46-47

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
<p>▶ <u>Rental and occupancy policies and procedures</u></p> <p>(a) Admission system (receiving applications; maintenance of waiting list)</p> <p>(b) Income and eligibility determinations</p> <p>(c) Tenant Selection (priorities, screening)</p> <p>(d) Rent Determinations (adequacy and currency of rent determinations and recertifications)</p> <p>(e) Rent collection (firmness and timeliness in dealing with rent delinquency)</p> <p>(f) Utility Allowances (adequacy and currency of allowance schedules, collection procedures)</p> <p>(g) Eviction (policy, procedure, firmness, promptness, and compliance with HUD policy)</p> <p>(h) Large number of vacancies in PHA</p> <p>(i) Large number of vacancies in project</p>			<p>48-49</p> <p>50-51</p> <p>52-53</p> <p>54-55</p> <p>56-57</p> <p>58-59</p> <p>60-61</p> <p>62-63</p> <p>64-65</p>
<p>▶ <u>Tenant Services and Relations</u></p> <p>(a) Coordination of community based services for benefit of project residents</p> <p>(b) Provision of PHA based social services</p> <p>(c) Day to day relations with individual tenants (handling and resolving complaints)</p> <p>(d) Relations with organized tenant groups</p> <p>(e) Involvement of tenants in PHA/ project management</p> <p>(f) Existence or operation of grievance procedure (complaints against PHA)</p>			<p>66-67</p> <p>68-69</p> <p>70-71</p> <p>72-73</p> <p>74-75</p> <p>76-77</p>

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	Dup. 1-13 punch 85 in 14-15
(g) Level of tenant employment			16-17
▶ Maintenance			
(a) Adequacy of routine maintenance (janitorial, exterminating)			18-19
(b) Response to emergency service requests (plumbing appliances, windows, doors, heating, cooling, electrical)			20-21
(c) Existence of preventative maintenance program			22-23
(d) Adequacy of centralized maintenance versus decentralized maintenance			24-25
(e) Adequacy of maintenance training			26-27
(f) Major repairs and replacements			28-29
▶ Personnel			
(a) Competence of PHA/project staff			30-31
(b) Efficiency of PHA/project staff,			32-33
(c) Over staffing			34-35
(d) Under staffing			36-37
(e) City or State civil service constraints on rising competent staff or dismissing incompetent staff			38-39
(f) Union job classification rules which affect maintenance staffing			40-41
(g) Union wage scales are excessive			42-43
(h) Wage scales are too low to attract competent management			44-45
(i) Fringe benefits are excessive			46-47
▶ Security			
(a) Local services (relationships with local police and provision of services to projects)			48-49
(b) Project/PHA based services (adequacy and effectiveness of services)			50-51

CONTINUED

PROBLEM TYPE (continued)	STEP 1 RATE THE NEGATIVE IMPACT OF EACH PROBLEM TYPE ON THIS PROJECT	STEP 2 RANK ORDER THE FIVE MOST SERIOUS PROBLEMS	
(c) Security equipment (lighting, screens, bars, locks, TV/ electronic monitoring systems)			52-53
▶ Overall PHA/Project Attitudes and Performance			
(a) Attitudes of PHA management to continued viability of project			54-55
(b) Attitude of project manager/staff to continued viability of project			56-57
(c) Overall performance of PHA with project			58-59
(d) Overall performance of project manager (if applicable)			60-61
(e) Compliance with HUD policies and regulations			62-63
▶ PHA Board of Directors			
(a) Skills of Board of Commissioners			64-65
(b) Commitment of Board of Commissioners to PHA viability			66-67
(c) Commitment of Board of Commissioners to project viability			68-69

B. SUMMARY ASSESSMENT OF PROJECT PROBLEMS

Step 1

The previous part asked you to rate the severity of impact on the project of a number of potential problem types. In light of your responses above, please rate the overall impact of the following summary problem categories on the project's viability.

Step 2

For all problem categories which you rated 1 to 4, rank order the problems according to the following key:

- A = Most severe problem category
- B = Next most severe
- C = Third most severe
- .
- .
- etc.

Summary Problem Category	RATE THE NEGATIVE IMPACT OF EACH OF THE SUMMARY PROBLEM CATEGORIES ACCORDING TO THE FOLLOWING SCALES: circle one number for each problem					RANK ORDER THOSE PROBLEM CATEGORIES WHICH ARE JUDGED TO HAVE AN IMPACT	
	NO NEGATIVE IMPACT	SLIGHT NEG. IMPACT	SOME NEG. IMPACT	CONSIDERABLE NEG. IMPACT	SEVERE NEG. IMPACT	A=Most severe B=Next most severe C= Third most severe . . etc.	
Project Design and Site	0	1	2	3	4		Dup 1-13 punch 86 in 14-15
Project Physical Structure	0	1	2	3	4		16-17
Project Tenant Attributes and Behavior	0	1	2	3	4		18-19
Neighborhood	0	1	2	3	4		20-21
HUD Funding and Oversight of PHA/Project	0	1	2	3	4		22-23
Local/State/Federal Governmental Impacts	0	1	2	3	4		24-25
Low Rent Housing Market	0	1	2	3	4		26-27
Project Expenses (Availability And/Or Cost of Goods Services	0	1	2	3	4		28-29
PHA/Project Administration	0	1	2	3	4		30-31
							32-33

C. OVERALL RATING OF THE PROJECT'S PHYSICAL AND SOCIAL CONDITION

1. Compared to other public housing projects in the P.H.A., rate the overall physical and social condition of this project according to the following scale: (circle one)

1-Generally very good	2-Generally good	3-Mixed equally good and bad	4-Generally bad	5-Generally very bad	6-Not applicable (no other projects in PHA)	34
-----------------------	------------------	------------------------------	-----------------	----------------------	---	----

2. Compared to other public housing projects in this field office's jurisdiction, rate the overall physical and social condition of this project according to the following scale: (circle one)

1-Generally very good	2-Generally good	3-Mixed equally good and bad	4-Generally bad	5-Generally very bad		35
-----------------------	------------------	------------------------------	-----------------	----------------------	--	----

3. Compared to other public housing projects in the nation as a whole, rate the overall physical and social condition of this project according to the following scale: (circle one)

1-Generally very good	2-Generally good	3-Mixed equally good and bad	4-Generally bad	5-Generally very bad		36
-----------------------	------------------	------------------------------	-----------------	----------------------	--	----

D. PROBLEM DYNAMICS

General Instructions: The preceding sections asked you to identify and prioritize major categories of problems affecting the viability of this project. Project problems, however, are rarely as simple as these categories suggest. This section asks you to provide an analytical discussion of these problems. Your discussion should include a detailed description of the major problems, an explanation of why they arose and how they related to other problems, and an assessment of their impact on the physical, social, and financial viability of this project.

MAKE YOUR RESPONSE LEGIBLE

CONTINUE ON BACK IF NECESSARY

INTERVENTION TYPE	STEP 1	STEP 2	
	RATE THE EFFECTIVENESS OF EACH INTERVENTION ON THIS PROJECT'S PROBLEMS (USE 1,2,3,4, or 5)	RANK ORDER THE FIVE BEST ACTIONS (USE A,B,C,D, or E)	
	X	X	
1. PROJECT DESIGN AND SITE			
(a) Convert selected dwelling units to non-residential use (e.g., community room, social service centers and commercial use).			20-21
(b) Convert all or a significant portion of units to alternative types of residence (e.g., family to elderly/handicapped or vice versa).			22-23
(c) Demolish portion of units (less than 10%).			24-25
(d) Allow underutilization of units; i.e., occupancy below regular minimum household size for each unit size in order to reduce population density.			26-27
(e) Adapt buildings and grounds to defensible space concepts (e.g., walls limiting access to and through the project, controlled access mechanisms at high-rise entries, creation of private and/or easily supervised outdoor spaces and improvement of resident surveillance opportunities).			28-29
(f) Install security hardware (e.g., better locks, doors, windows and lighting) without fully implementing defensible space concepts.			30-31
(g) Provide and/or improve amenities (e.g., landscaping, play areas and parking).			32-33
(h) Provide improved community space or facilities through new construction.			34-35
(i) Demolish project			36-37
(j) Other (specify) _____			38-39

CONTINUED

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	
2. <u>PROJECT PHYSICAL CONDITION</u>			
(a) Carry out substantial rehabilitation of structures (not involving conversion to alternative use).			40-41
(b) Make repairs and replacements (short of substantial rehabilitation).			42-43
(c) Initiate cost-effective energy retrofitting for major project systems.			44-45
(d) Modify existing structures and grounds to conform to legal/regulatory requirements (regarding noise, pollution, safety and sanitation).			46-47
(e) Modify structures to enhance attractiveness (i.e., facades, etc.).			48-49
(f) Other (specify). _____			50-51
3. <u>NEIGHBORHOOD</u>			
(a) Obtain better community services (health care, child care, schools, library and recreation).			52-53
(b) Provide adequate transportation.			54-55
(c) Renew/upgrade commercial areas,			56-57
(d) Provide better law enforcement services to combat crime and vandalism,			58-59
(e) Eliminate adverse environmental conditions (e.g. noise and pollution).			60-61
(f) Obtain better municipal services (i.e., trash and garbage collection, street maintenance, cleaning, and lighting).			62-63
(g) Undertake neighborhood revitalization effort to reverse physical and social blight of surrounding area.			64-65
(h) Undertake efforts to improve attitude of community toward project and tenants.			66-67
			68-69

CONTINUED

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	
4. HUD OVERSIGHT OF PHA/PROJECT.			Dup. 1-15 punch 92 in 14-15
(a) Modify HUD policies, programs and/or regulations to meet legitimate needs of project.			16-17
(b) Simplify HUD forms, reporting requirements and/or compliance regulations.			18-19
(c) Increase HUD staffing available to work with PHA.			20-21
(d) Provide better quality of HUD oversight of, and technical assistance to, PHA.			22-23
(e) Other (specify). _____			24-25
5. LOCAL/STATE /FEDERAL GOVERNMENTAL IMPACTS:			
(a) Obtain adequate delivery of basic public services (e.g., police, fire, streets and waste removal) including enforcement of Cooperation Agreements.			26-27
(b) Obtain supplemental funding (e.g., CDBG, LEAA, CETA and Title XX) through state and local public agencies.			28-29
(c) Obtain commitment of major and local legislative body to viability of PHA/project.			30-31
(d) Improve coordination with State and local agencies (welfare services, etc.).			32-33
(e) Other (specify). _____			34-35

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	
(f) Improve design of related Federal programs (other than HUD programs).			36-37
(g) Improve administration/coordination of Federal programs (other than HUD program).			38-39
(h) Other (specify). _____			40-41
6 LOW-RENT HOUSING MARKET:			
(a) Establish relatively low-ceiling rents to attract and obtain higher-income tenants.			42-43
(b) Carry out marketing activities to promote full occupancy and realization of tenant selection policies.			44-45
(c) Avoid oversupply of competing subsidized housing by careful market analysis in processing applications for additional housing assistance (Section 8 or public housing).			46-47
(d) Greater use of Section 8 existing housing program to serve families whose income, life styles, or social attributes are inconsistent with the goal of project improvements.			48-49
(e) Other (specify). _____			50-51

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	
7. PROJECT EXPENSES.			
(a) Exercise closer budget controls by PHA/HUD.			52-53
(b) Encourage tenants to control utilities consumption.			54-55
(c) Establish reasonable utilities allowances and make tenants bear costs of excess consumption.			56-57
(d) Install insulation and other energy conserving improvements.			58-59
(e) Improve efficiency of management staff.			60-61
(f) Keep wage rates (especially maintenance wage rates) to a level of local comparability.			62-63
(g) Provide adequate funding to eliminate deferred maintenance backlog and allow preventive maintenance in future.			64-65
(h) Provide training for PHA staff (including maintenance staff).			66-67
(i) Provide incentives/disincentives to encourage tenant care,			68-69
(j) Other (specify). _____			70-71

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	Dup 1-13 punch 93 in 14-15
8. PHA/PROJECT ADMINISTRATION:	X	X	
(a) Increase rental income (e.g., through economic cross-section).			16-17
(b) Provide adequate operating subsidy funds.			18-19
(c) Provide adequate modernization funds.			20-21
(d) Other (specify). _____			22-23
<u>Accounting System:</u>	X	X	
(a) Improve accounting and reporting System.			24-25
<u>Rental and Occupancy Procedures:</u>	X	X	
(a) Institute vigorous tenant selection, screening and eviction policies and procedures (with appropriate court support).			26-27
(b) Modify tenant selection and assignment plan to permit higher level of responsibility by on-site management for tenant selection.			28-29
(c) Modify definition of family income to encourage participation by working families.			30-31
(d) Modify dwelling lease to encourage greater tenant responsibility.			32-33
(e) Review dwelling lease and related procedures to remove unnecessary obstacles to prompt eviction.			34-35
(f) Other (specify). _____			36-37

CONTINUED

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	
Tenant Services and Relations:			
(a) Facilitate delivery of community services.			38-39
(b) Maintain constructive relationships with tenants (individually and organized).			40-41
(c) Facilitate tenant organization's participation in management decisions.			42-43
(d) Provide fair and effective grievance procedures.			44-45
(e) Institute tenant management.			46-47
(f) Other (specify) _____			48-49
Maintenance:			
(a) Catch up on deferred maintenance and keep maintenance current.			50-51
(b) Provide more maintenance staff.			52-53
(c) Improve skills of maintenance staff.			54-55
(d) Improve management of maintenance efforts, including efficiency and quality control.			56-57
(e) Other (specify). _____			58-59

INTERVENTION TYPE			
			Dup. 1-13 punch 94 in 14-15
Personnel:			
(a) Add more PHA/project staff.			16-17
(b) Eliminate unnecessary PHA/project staff.			18-19
(c) Improve skills of PHA/project staff.			20-21
(d) Improve efficiency of PHA/project staff management.			22-23
(e) Remove/reduce constraints on hiring competent personnel and dismissing incompetent personnel.			24-25
(f) Increase tenant employment.			26-27
(g) Reduce excessive wage scales.			28-29
(h) Increase wage scales as necessary to attract competent staff.			30-31
(i) Other (specify). _____			32-33
Security:			
(a) Improve local police services.			34-35
(b) Provide PHA security services (e.g., security guards and tenant patrols)			36-37
(c) Provide youth programs and employment opportunities as crime/vandalism prevention techniques.			38-39
(d) Install security hardware and equipment.			40-41
(e) Other (specify). _____			42-43

INTERVENTION TYPE	RATE THE EFFECTIVENESS OF EACH INTERVENTION	RANK ORDER THE FIVE BEST ACTIONS	
Overall PHA/Project Performance:	XXXXX	XXXXX	
(a) Improve attitude, skills and accountability of project and manager.			44-45
(b) Improve attitude, skills and accountability of PHA's Executive Directors.			46-47
(c) Improve attitude, skills and accountability of other PHA executive/supervisory staff.			48-49
(d) Improve knowledge, skills and attitudes of PHA Commissioner.			50-51
(e) Other (specify). _____			52-53

CONTINUED

B. Analysis of Intervention Outcomes

1. If the actions identified as effective were implemented, how would you then rate the desirability of the project as compared to unsubsidized housing in the locality renting at the existing housing fair market rents? (Circle One)

1. Significantly Less Desirable	2. Somewhat Less Desirable	3. About the same	4. Somewhat More Desirable	5. Significantly More Desirable
---------------------------------------	----------------------------------	----------------------	----------------------------------	---------------------------------------

54

2. Based on your knowledge of the project and problems identified in the preceding section, please provide an assessment of results if none of the intervention actions are implemented.

MAKE YOUR RESPONSE LEGIBLE

----- Continue on back if necessary -----

C. Project Physical Improvements Analysis

In Part III-A-1 PROJECT DESIGN AND SITE, and A-2 PROJECT PHYSICAL STRUCTURE, specific renovation interventions were detailed for restoring the project's physical structure. Please provide estimates of the total cost for physical improvements in accordance with each of the following categories. These estimates are to be based upon information ~~from~~ the files and knowledge of field office engineers.

Category	Estimated Cost Per Unit	
Repair and replacement required to restore the project to basic acceptability as decent safe, and sanitary housing.	\$ <input type="text"/> , <input type="text"/> .00	56-60
Substantial rehabilitation to assure long-term marketability as a low-income project and durability.	\$ <input type="text"/> , <input type="text"/> .00	61-65
Conversion from family to elderly/handicapped (or vice versa) requiring major design and structural changes.	\$ <input type="text"/> , <input type="text"/> .00	66-70

"EXPERTS"
Discussion Guide
Part I

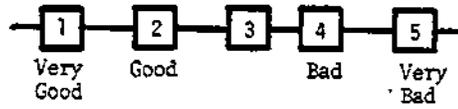
Ranking Scale

- A = Most Serious
- B = Next Most Serious
- C =
- D =
- E = Least Serious

Name _____ Title _____
 Organization _____ Address _____
 Type of Expert _____ Telephone () _____

PROBLEM ANALYSIS	RANK
Design and Site	
Physical Structure	
Tenant Attributes and Behavior	
Neighborhoods	
HUD Funding and Oversight	
Local/State/Federal Government	
Low Rent Housing Market	
Project Expenses (materials/services)	
PHA/Project Administrator	
<u>Notes</u>	

FIELD OFFICE
DISCUSSION GUIDE



PART I

NAME _____ TITLE _____

FIELD OFFICE _____ PHONE (____) _____

MANAGEMENT RESOURCES	Rating
Professional Staff	
Secretarial/Clerical Staff	
Staff Skills	
Management Information System	
Support Facilities (xerox machines, computers)	
<u>Notes</u>	

FIELD OFFICE
Discussion Guide

Part II

MANAGEMENT ENVIRONMENT	Rating
Goal Definitions	
Policy and Program Guidelines	
Support for Decision Making	
System of Accountability	
Morale	
<u>NOTES</u>	

APPENDIX H

TABLES ON FIELD OFFICE ASSESSMENT OF PROBLEMS

This Appendix contains a tabulation of Field Office responses to the PART III - PROJECT PROBLEM ANALYSIS INSTRUMENT (see Appendix H). The responses are broken down into four parts.

- Problem Impact Ratings for All Projects
- Problem Impact Ratings for Untroubled Projects
- Problem Impact Ratings for Relatively Untroubled Projects
- Problem Impact Ratings for Troubled Projects

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
1. PROJECT DESIGN AND SITE	43	26	19	8	4	20	9	5	5	7	6	32
(a) PROJECT SIZE (NUMBER AND DENSITY OF UNITS, BUILDINGS, TYPE OF BUILDING ON SITE)	8	63	16	7	5	24	4	2	1	1	-	8
(b) BUILDING MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	9	66	13	8	5	23	-	1	1	-	-	2
(c) UNIT MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	8	66	14	9	3	23	1	1	1	1	-	4
(d) ON SITE FACILITIES (LAUNDRY, STORAGE, RECREATION ROOM)	8	55	20	11	6	26	1	1	1	1	1	5
(e) AMENITIES (POOL, WELL-DESIGNED PLAY AREAS, ADEQUATE PARKING)	5	49	25	13	8	27	1	1	2	1	2	7
(f) DEFENSIBLE SPACE (PERSONAL SENSE OF SECURITY, PRIVACY, CONTROLLED ACCESS)	6	54	21	11	8	26	1	2	1	1	1	6
(g) PHYSICAL ENVIRONMENT (LANDSCAPING EXCESSIVE STANDING WATER, NOISE, CONGESTION, POLLUTION, GARBAGE AND TRASH)	6	58	24	8	4	25	-	-	-	1	1	2
(h) COMMERCIAL SPACE	16	66	11	4	1	21	-	1	-	-	-	1
(i) OTHER (SPECIFY) _____	77	11	-	1	1	11	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
2. PROJECT PHYSICAL STRUCTURE (WORKMANSHIP AND/OR MATERIALS)	41	29	22	6	3	20	9	7	6	9	6	37
(a) FOUNDATION	14	76	6	3	2	20	1	-	1	-	-	2
(b) PLUMBING	9	61	21	7	2	23	1	-	-	-	1	2
(c) ELECTRICAL	9	68	14	7	2	22	-	-	-	-	-	-
(d) APPLIANCES	10	68	16	4	2	22	-	-	-	-	-	-
(e) ROOF	10	64	12	8	6	23	1	1	1	1	-	4
(f) ELEVATORS	18	68	2	3	2	22	-	1	-	-	-	1
(g) HEATING AND COOLING	8	60	17	11	4	2.4	1	1	-	-	-	2
(h) INSULATION	8	46	21	16	10	27	2	1	-	1	1	5
(i) GENERAL STRUCTURE (WALLS, FLOORS, WINDOW FRAMING, DOORS)	6	52	23	14	6	2.6	2	1	1	1	-	5
(j) SEWAGE DISPOSAL	12	73	11	3	-	21	-	-	-	-	-	-
(k) PARKING AREA (CONDITION)	8	58	19	10	4	24	1	-	-	1	-	2
(l) OTHER (SPECIFY) _____	75	12	1	1	2	11	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
3. PROJECT TENANT ATTRIBUTES AND BEHAVIOR	38	21	23	15	4	23	13	11	12	8	6	40
TENANT CHARACTERISTICS												
(a) PREDOMINANCE OF FAMILIES	10	66	14	7	2	23	-	-	-	-	-	-
(b) PREDOMINANCE OF LARGE FAMILIES	8	61	16	10	4	25	1	1	-	1	-	3
(c) PREDOMINANCE OF SINGLE-PARENT FEMALE HEADED FAMILIES VERSUS TWO PARENT HEADED FAMILIES	7	47	21	15	10	28	2	2	2	1	1	8
(d) ADULTS/CHILDREN RATIO	8	57	20	11	4	25	-	-	1	1	-	2
(e) LARGE NUMBER OF TEENAGERS	9	57	17	11	4	25	-	-	-	1	-	1
(f) SOURCE OF INCOME (MOST FAMILIES RECEIVING PUBLIC ASSISTANCE)	7	45	20	18	9	28	1	-	1	1	1	4
(g) PREDOMINANCE OF VERY LOW INCOME TENANTS	7	36	27	17	13	29	2	2	1	2	2	9
(h) GENERAL OR FREQUENT UNEMPLOYMENT	8	44	21	16	11	28	1	2	1	1	-	5
(i) HIGH TENANT TURNOVER	13	65	14	5	2	22	-	-	-	-	-	-
PROBLEM TENANTS												
(a) RULE BREAKING	8	55	25	8	3	25	-	-	-	1	-	1
(b) PROPERTY DAMAGE	7	54	18	13	7	26	1	-	-	1	-	2
(c) CHRONIC RENT ARREARS	8	52	19	13	7	26	2	1	-	1	-	4
(d) CRIMINAL AND ANTI-SOCIAL BEHAVIOR OF FAMILY MEMBERS	8	57	23	8	3	24	-	-	-	-	1	1

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) UNSANITARY PRACTICES (INSIDE AND OUTSIDE HOUSEKEEPING OF UNIT)	7	52	26	10	5	2.6	-	2	-	-	1	3
(f) NUISANCE BEHAVIOR (LOUD DISRUPTIVE NOISES, UNCONTROLLED CHILD ACTIVITY)	7	55	22	12	3	2.5	-	-	-	-	-	-
(g) MULTI-PROBLEM FAMILIES (FAMILIES HAVING SEVERAL OF THE ABOVE PROBLEMS AND WHO ARE CONTINUOUSLY AND SEVERELY DISRUPTIVE)	8	57	22	9	3	2.5	2	1	1	-	-	4
OTHER												
(a) RENT STRIKES AND DEMONSTRATIONS	16	81	2	-	-	1.9	-	-	-	-	-	-
(b) ATTITUDES TOWARD MANAGEMENT	6	63	23	6	1	2.4	-	-	-	-	-	-
(c) UNREASONABLE EXPECTATIONS AND COMPLAINTS	6	61	25	5	2	2.4	-	1	-	-	1	2
(d) RACIAL MIX	12	62	16	7	3	2.3	-	1	-	-	1	2
4. NEIGHBORHOOD	36	29	24	8	3	2.1	5	11	10	7	10	43
(a) SOCIAL SERVICES, (HOSPITALS, CHILD CARE, SCHOOLS, LIBRARY, RECREATION)	5	49	34	10	3	2.6	2	1	2	1	2	8
(b) TRANSPORTATION	6	49	29	14	7	2.7	1	1	1	3	2	8
(c) COMMERCIAL AREAS	8	57	20	10	5	2.5	-	-	1	1	-	2
(d) VANDALISM AND OTHER CRIME	6	51	26	11	6	2.6	1	2	1	1	-	5
(e) PHYSICAL ENVIRONMENT (EXCESSIVE NOISE, POLLUTION, CONGESTION, TRASH, GARBAGE, ABANDONED PROPERTIES, JUNK CARS)	8	56	23	9	4	2.5	1	1	1	-	1	4

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) SOCIAL ENVIRONMENT (PROJECT ADVERSELY IMPACTED BY SOCIAL CONDITIONS IN NEIGHBORHOOD)	8	57	23	8	4	24	1	1	1	1	-	4
(g) ATTITUDE OF NEIGHBORHOOD RESIDENTS TOWARD PROJECT AND TENANTS	8	61	21	6	3	24	-	1	-	-	-	1
(h) PROJECT "IMAGE" IN NEIGHBORHOOD	8	60	22	6	3	24	-	-	1	-	-	1
(i) CONCENTRATION OF MINORITIES	10	62	13	9	5	24	-	1	-	1	-	2
(j) CONCENTRATION OF LOW INCOME PERSONS	8	44	26	14	8	27	2	-	1	2	-	5
(k) HIGH UNEMPLOYMENT	9	46	21	15	8	27	-	-	1	1	1	3
5. HUD FUNDING AND OVERSIGHT OF PHA/PROJECT	39	22	17	19	4	23	11	11	9	9	6	46
<i>PROGRAM AND POLICIES</i>												
(a) ADEQUACY OF OPERATING SUBSIDY LEVEL	7	49	20	15	8	27	4	2	-	1	1	8
(b) ADEQUACY OF PFS FORMULA	6	44	22	16	10	29	-	4	1	-	-	5
(c) TIMELINESS OF PFS ALLOCATION	10	44	21	18	6	27	1	2	1	2	1	7
(d) PFS FORMULA'S FAILURE TO INCLUDE CERTAIN PHA NEEDS (i.e., SECURITY)	5	45	19	17	13	29	2	1	3	2	1	9
(e) CONFLICT BETWEEN SERVING LOW-INCOME PERSONS AND MANDATES ON INCOME MIX AND PHA ECONOMIC SELF-SUFFICIENCY	6	43	25	17	9	28	1	2	2	2	1	8
(f) CONFLICT BETWEEN SERVING HIGHER INCOME PERSONS AND ANTI-DISCRIMINATION STATUTES AND ORDINANCES	9	59	16	9	6	25	-	1	1	1	-	3

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(g) CONFLICT BETWEEN AFFIRMATIVE INTEGRATION IN RACIALLY IMPACTED PROJECTS AND MAINTAINING FULL OCCUPANCY	10	62	15	6	6	24	1	-	1	-	1	3
HUD PERSONNEL AND PROCESSING												
(a) NUMBER OF HUD STAFF	6	44	24	17	9	28	1	1	2	3	2	9
(b) SKILLS OF HUD STAFF	11	69	12	6	2	22	-	-	-	-	1	1
(c) AMOUNT OF TIME SPENT MONITORING PHA COMPLIANCE WITH HUD REGULATIONS AND FORMS	6	48	28	12	6	26	-	1	1	2	1	5
(d) AMOUNT OF TIME SPENT PROVIDING SUBSTANTIVE TECHNICAL ASSISTANCE TO PHAs	5	48	25	16	5	27	-	-	-	1	-	1
(e) SENSITIVITY OF STAFF TO PHA, PROJECT AND TENANT PROBLEMS (ABILITY TO BALANCE HUD NEEDS AGAINST PHA/PROJECT AND TENANT NEEDS)	12	67	17	4	1	21	-	-	-	-	-	-
(f) OTHER (SPECIFY) _____	76	13	-	-	1	11	-	-	-	-	-	-
6. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS	47	27	17	8	1	19	2	7	5	6	8	28
(a) DELIVERY OF PUBLIC SERVICES (POLICE, FIRE, ROADS, ETC)	7	54	27	9	2	25	1	1	-	2	-	4
(b) DELIVERY OF SOCIAL AND COMMUNITY SERVICES	6	46	32	10	5	26	-	2	1	-	1	4
(c) LOCAL AND STATE LEGAL RESTRICTIONS (NEW STANDARDS, CODE INSPECTION, LAND USE CONTROLS)	10	68	19	2	1	22	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(d) LOCAL POLITICAL PRESSURES (i.e. HIRING, PROMOTING, FIRING STAFF)	11	65	15	6	3	23	1	1	1	1	-	4
(e) WELFARE SYSTEM (LEVEL OF PAYMENTS, EMERGENCY PAYMENTS, VENDOR PAYMENTS)	8	53	24	11	4	25	-	1	-	-	1	2
(f) AVAILABLE AND AGGRESSIVE LOCAL LEGAL SERVICES ORGANIZATION PURSUING TENANT RIGHTS	13	54	21	8	4	24	-	1	1	-	1	3
(g) LOCAL COURTS (LONG DELAYS IN EVICTION CASES, BIAS TOWARD TENANTS RIGHTS)	10	52	19	12	6	25	-	-	1	1	-	2
(h) STATE LAWS (EXTENSIVE EXISTING PROCEDURES, NEW AND EXPANDING SUBSTANTIVE AND PROCEDURAL RIGHTS FOR TENANTS)	11	65	15	6	3	23	-	-	-	-	-	-
(i) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO VIABILITY OF THE PHA	13	62	18	6	1	22	-	-	-	-	-	-
(j) COMMITMENT OF LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA	12	63	19	5	1	22	-	-	-	-	-	-
(k) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO THE VIABILITY OF <u>THIS PROJECT</u>	13	64	17	4	1	22	-	-	-	-	-	-
(l) COMMITMENT OF LOCAL LEGISLATIVE BODY TO THE VIABILITY OF <u>THIS PROJECT</u>	12	65	18	4	1	22	-	-	-	-	-	-
(m) FEDERAL GOVERNMENT LEGAL RESTRICTIONS OR REGULATIONS (HEW, NEPA, EO, OSHA)	12	62	17	6	2	23	-	1	-	-	-	1
(n) OTHER (SPECIFY) _____	78	11	-	-	-	10	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
7. LOW RENT HOUSING MARKET	60	28	11	1	1	16	3	2	3	1	4	13
(a) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PHA	17	73	6	3	1	20	-	-	1	-	-	1
(b) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PROJECT	16	73	7	2	3	20	-	-	-	-	-	-
(c) SUPPLY OF LOW-RENT PRIVATE MARKET HOUSING MORE DESIRABLE TO LOW-INCOME PERSONS IN TERMS OF AGE, CONDITION OF BUILDING, AMENITIES, SECURITY AND NEIGHBORHOOD SERVICES THAN THIS PROJECT PROVIDES	14	66	11	7	2	22	-	-	1	-	-	1
(d) OTHER (SPECIFY) _____	77	12	-	-	-	10	-	-	-	-	-	-
8. PROJECT EXPENSES (AVAILABILITY AND/OR COST OF GOODS, SERVICES)	28	20	25	21	6	26	22	15	9	7	6	59
(a) FUEL, OIL, GAS, ELECTRICITY, COAL RATES AND/OR AVAILABILITY	6	26	16	26	26	34	11	4	6	2	5	28
(b) OTHER UTILITY RATES AND/OR AVAILABILITY (WATER, SEWER, ETC)	9	36	18	27	9	29	-	3	1	1	-	5
(c) INSURANCE RATES AND/OR AVAILABILITY	6	31	22	22	18	32	2	2	4	3	2	13
(d) GENERAL PROJECT LABOR AND PERSONNEL RATES AND SUPPLY	8	50	27	12	3	2.5	-	-	-	1	-	1
(e) SPECIALIZED CONTRACT SERVICES (PLUMBING, ELECTRICAL, SECURITY, EXTERMINATING, BUILDING CONTRACTORS)	9	47	31	9	4	2.5	-	1	-	-	1	2

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) AVAILABILITY OF COMPETENT MAINTENANCE STAFF	9	49	28	10	4	25	-	1	-	1	1	3
(g) OTHER (SPECIFY):	78	11	-	-	-	11	-	-	-	-	-	-
9. PHA/PROJECT ADMINISTRATION	41	29	20	6	5	20	5	7	8	8	6	34
<i>CAPITAL IMPROVEMENT PROGRAM</i>												
(a) ADEQUACY OF MODERNIZATION FUNDS	10	51	16	10	12	27	1	3	2	1	1	8
(b) EFFICIENT USE OF MODERNIZATION FUNDS	14	66	12	4	3	22	-	-	-	-	-	-
<i>ACCOUNTING SYSTEM</i>												
(a) MAINTENANCE OF RECORDS (CURRENCY AND SOPHISTICATION OF RECORD KEEPING)	11	62	15	8	4	2.3	-	-	1	1	1	3
(b) ADEQUACY AND ACCURACY OF REPORTS TO HUD	12	58	12	8	5	2.4	-	-	-	1	-	1
(c) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR FISCAL MANAGEMENT	11	59	19	6	4	2.3	-	-	-	-	-	-
(d) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR INTERNAL MANAGEMENT	12	59	17	8	4	2.3	-	-	-	-	-	-
(e) LACK OF PROJECT BASED BUDGETING (FORMULATED AND MONITORED AT THE PROJECT LEVEL)	10	65	17	5	3	2.3	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
RENTAL AND OCCUPANCY POLICIES AND PROCEDURES												
(a) ADMISSION SYSTEM (RECEIVING APPLICATIONS, MAINTENANCE OF WAITING LIST)	12	60	21	6	2	23	-	-	1	-	1	2
(b) INCOME AND ELIGIBILITY DETERMINATIONS	13	66	15	3	1	21	-	-	-	-	-	-
(c) TENANT SELECTION (PRIORITIES SCREENING)	11	52	21	11	4	25	1	1	1	1	1	5
(d) RENT DETERMINATIONS (ADEQUACY AND CURRENCY OF RENT DETERMINATION AND RECERTIFICATIONS)	13	66	14	5	1	22	-	-	-	-	-	-
(e) RENT COLLECTION (FIRMNESS AND TIMELINESS IN DEALING WITH RENT DELINQUENCY)	10	53	16	14	8	26	-	2	2	2	2	8
(f) UTILITY ALLOWANCES (ADEQUACY AND CURRENCY OF ALLOWANCE SCHEDULES, COLLECTION PROCEDURES)	12	55	19	9	6	24	-	-	1	-	1	2
(g) EVICTION (POLICY, PROCEDURE, FIRMNESS, AND COMPLIANCE WITH HUD POLICY)	10	55	19	11	5	25	-	1	1	2	-	4
(h) LARGE NUMBER OF VACANCIES IN PHA	16	70	11	2	4	20	1	-	1	1	-	1
(i) LARGE NUMBER OF VACANCIES IN PROJECT	16	73	8	2	2	20	-	-	1	1	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
TENANT SERVICES AND RELATIONS												
(a) COORDINATION OF COMMUNITY BASED SERVICES FOR BENEFIT OF PROJECT RESIDENTS	10	49	26	12	3	2.5	1	1	1	2	1	6
(b) PROVISION OF PHA BASED SOCIAL SERVICES	8	59	27	9	5	2.5	-	-	1	-	1	2
(c) DAY TO DAY RELATIONS WITH INDIVIDUAL TENANTS (HANDLING AND RESOLVING COMPLAINTS)	10	55	25	7	3	2.4	-	-	-	-	-	-
(d) RELATIONS WITH ORGANIZED TENANTS GROUPS	12	59	19	6	2	2.4	1	-	-	1	-	2
(e) INVOLVEMENT OF TENANTS IN PHA/PROJECT MANAGEMENT	12	54	23	6	4	2.4	-	-	-	1	-	1
(f) EXISTENCE OR OPERATION OF GRIEVANCE PROCEDURE (COMPLAINTS AGAINST PHA)	14	64	16	4	1	2.2	-	-	-	-	-	-
(g) LEVEL OF TENANT EMPLOYMENT	27	46	14	5	4	2.0	-	-	-	-	1	1
MAINTENANCE												
(a) ADEQUACY OF ROUTINE MAINTENANCE (JANITORIAL, EXTERMINATING)	7	55	26	8	3	2.4	1	-	-	1	-	2
(b) RESPONSE TO EMERGENCY SERVICE REQUESTS (PLUMBING APPLIANCES, WINDOWS, DOORS, HEATING, COOLING, ELECTRICAL)	10	58	22	8	1	2.3	-	-	1	-	-	1
(c) EXISTENCE OF PREVENTATIVE MAINTENANCE PROGRAM	7	45	27	13	7	2.7	1	1	1	1	2	6
(d) ADEQUACY OF CENTRALIZED MAINTENANCE VERSUS DECENTRALIZED MAINTENANCE	12	64	17	5	2	2.2	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) ADEQUACY OF MAINTENANCE TRAINING	9	53	23	13	3	2.5	-	-	-	-	-	-
(f) MAJOR REPAIRS AND REPLACEMENTS	10	50	21	13	6	2.6	1	1	-	1	-	3
PERSONNEL												
(a) COMPETENCE OF PHA/PROJECT STAFF	10	57	24	5	4	2.4	1	-	1	-	-	2
(b) EFFICIENCY OF PHA/PROJECT STAFF	9	53	27	7	5	2.5	1	1	-	-	1	3
(c) OVER STAFFING	16	73	9	2	1	2.0	-	-	-	-	-	-
(d) UNDER STAFFING	14	66	10	4	5	2.2	-	-	-	-	-	-
(e) CITY OR STATE CIVIL SERVICE CONSTRAINTS ON RISING COMPETENT STAFF OR DISMISSING INCOMPETENT STAFF	16	68	12	3	1	2.1	-	-	-	-	-	-
(f) UNION JOB CLASSIFICATION RULES WHICH AFFECT MAINTENANCE STAFFING	13	66	11	6	2	2.2	-	-	1	-	1	2
(g) UNION WAGE SCALES ARE EXCESSIVE	15	69	7	3	5	2.2	-	-	-	1	-	1
(h) WAGE SCALES ARE TOO LOW TO ATTRACT COMPETENT MANAGEMENT	15	65	13	5	1	2.1	-	-	-	1	-	1
(i) FRINGE BENEFITS ARE EXCESSIVE	15	70	5	6	3	2.1	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR ALL PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
SECURITY												
(a) LOCAL SERVICES (RELATIONSHIPS WITH LOCAL POLICE AND PROVISION OF SERVICES TO PROJECTS)	9	63	20	6	2	23	-	-	-	-	2	2
(b) PROJECT/PHA BASED SERVICES (ADEQUACY AND EFFECTIVENESS OF SERVICES)	11	56	23	6	4	24	1	-	-	-	1	2
(c) SECURITY EQUIPMENT (LIGHTING, SCREENS, BARS, LOCKS, TV/ELECTRONIC MONITORING SYSTEMS)	11	56	17	11	5	25	-	1	-	-	1	2
OVERALL PHA/PROJECT ATTITUDES AND PERFORMANCE												
(a) ATTITUDES OF PHA MANAGEMENT TO CONTINUED VIABILITY OF PROJECT	12	68	15	3	2	21	-	1	-	-	1	2
(b) ATTITUDE OF PROJECT MANAGER/STAFF TO CONTINUED VIABILITY OF PROJECT	13	69	15	2	2	21	-	-	1	-	-	1
(c) OVERALL PERFORMANCE OF PHA WITH PROJECT	11	59	22	5	2	23	-	-	1	1	1	3
(d) OVERALL PERFORMANCE OF PROJECT MANAGER (IF APPLICABLE)	14	61	18	3	2	22	-	-	-	-	-	-
(e) COMPLIANCE WITH HUD POLICIES AND REGULATIONS	12	55	21	10	2	24	-	-	-	1	-	1
PHA BOARD OF DIRECTORS												
(a) SKILLS OF BOARD OF COMMISSIONERS	11	55	25	6	4	24	1	1	-	-	1	3
(b) COMMITMENT OF BOARD OF COMMISSIONERS TO PHA VIABILITY	12	62	18	5	2	23	-	1	-	-	-	1
(c) COMMITMENT OF BOARD OF COMMISSIONERS TO PROJECT VIABILITY	12	74	20	4	2	22	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
1. PROJECT DESIGN AND SITE	55	26	15	3	2	1.7	6	4	6	7	6	29
(a) PROJECT SIZE (NUMBER AND DENSITY OF UNITS, BUILDINGS, TYPE OF BUILDING ON SITE)	7	77	10	5	1	2.2	2	2	-	1	-	5
(b) BUILDING MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	7	77	7	6	3	2.2	-	1	1	1	-	3
(c) UNIT MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	6	78	8	7	1	2.2	1	-	1	-	-	2
(d) ON-SITE FACILITIES (LAUNDRY, STORAGE, RECREATION ROOM)	6	65	17	9	3	2.4	1	1	1	1	1	5
(e) AMENITIES (POOL, WELL-DESIGNED PLAY AREAS, ADEQUATE PARKING)	3	59	24	9	4	2.5	1	1	2	-	1	5
(f) DEFENSIBLE SPACE (PERSONAL SENSE OF SECURITY, PRIVACY, CONTROLLED ACCESS)	5	65	19	9	2	2.4	1	1	1	1	1	5
(g) PHYSICAL ENVIRONMENT (LANDSCAPING EXCESSIVE STANDING WATER, NOISE, CONGESTION, POLLUTION, GARBAGE AND TRASH)	5	68	20	5	1	2.3	-	1	-	1	-	2
(h) COMMERCIAL SPACE	11	75	11	3	-	2.1	-	1	-	-	-	1
(i) OTHER (SPECIFY) _____	81	15	-	1	-	1.2	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
2. PROJECT PHYSICAL STRUCTURE (WORKMANSHIP AND/OR MATERIALS)	34	19	12	2	1	17	9	6	6	9	6	36
(a) FOUNDATION	7	86	4	1	1	20	1	-	1	1	3	6
(b) PLUMBING	5	72	18	4	1	22	1	-	-	-	-	1
(c) ELECTRICAL	5	80	10	5	1	22	-	1	-	-	-	1
(d) APPLIANCES	7	78	13	1	1	21	-	-	-	-	-	-
(e) ROOF	6	73	10	5	5	23	1	1	1	1	-	4
(f) ELEVATORS	11	77	2	4	1	23	-	1	-	-	-	1
(g) HEATING AND COOLING	5	70	14	8	3	23	2	1	-	-	-	3
(h) INSULATION	5	53	19	14	10	27	3	1	-	2	1	7
(i) GENERAL STRUCTURE (WALLS, FLOORS, WINDOW FRAMING, DOORS)	5	64	20	9	3	24	2	-	1	-	-	3
(j) SEWAGE DISPOSAL	8	82	8	2	-	21	-	-	-	-	-	-
(k) PARKING AREA (CONDITION)	7	68	18	4	3	23	1	-	1	-	-	2
(l) OTHER (SPECIFY) _____	79	16	1	1	1	12	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
3. PROJECT TENANT ATTRIBUTES AND BEHAVIOR	51	23	20	6	-	18	11	6	12	5	5	39
<i>TENANT CHARACTERISTICS</i>												
(a) PREDOMINANCE OF FAMILIES	7	79	9	4	-	21	-	-	-	-	-	-
(b) PREDOMINANCE OF LARGE FAMILIES	6	76	10	6	2	22	-	1	1	1	-	3
(c) PREDOMINANCE OF SINGLE-PARENT FEMALE HEADED FAMILIES VERSUS TWO PARENT HEADED FAMILIES	6	60	19	10	4	25	1	1	1	1	1	5
(d) ADULTS/CHILDREN RATIO	6	71	16	5	1	23	-	-	1	1	-	2
(e) LARGE NUMBER OF TEENAGERS	8	69	15	6	-	23	-	-	-	1	1	2
(f) SOURCE OF INCOME (MOST FAMILIES RECEIVING PUBLIC ASSISTANCE)	5	60	19	12	4	25	1	-	1	1	1	4
(g) PREDOMINANCE OF VERY LOW INCOME TENANTS	6	46	28	13	8	27	-	1	2	2	3	8
(h) GENERAL OR FREQUENT UNEMPLOYMENT	7	56	19	11	7	26	2	1	1	-	-	4
(i) HIGH TENANT TURNOVER	9	77	10	3	1	21	1	-	-	-	-	1
<i>PROBLEM TENANTS</i>												
(a) RULE BREAKING	7	67	20	5	2	23	-	1	-	1	-	2
(b) PROPERTY DAMAGE	6	68	14	9	3	23	1	-	-	2	-	3
(c) CHRONIC RENT ARREARS	7	63	17	8	4	24	2	-	1	1	-	4
(d) CRIMINAL AND ANTI-SOCIAL BEHAVIOR OF FAMILY MEMBERS	7	69	17	6	1	22	-	-	-	-	1	1

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) UNSANITARY PRACTICES (INSIDE AND OUTSIDE HOUSEKEEPING OF UNIT)	6	64	20	8	2	24	-	1	-	-	1	2
(f) NUISANCE BEHAVIOR (LOUD DISRUPTIVE NOISES, UNCONTROLLED CHILD ACTIVITY)	7	67	16	9	1	23	1	-	-	-	1	2
(g) MULTI-PROBLEM FAMILIES (FAMILIES HAVING SEVERAL OF THE ABOVE PROBLEMS AND WHO ARE CONTINUOUSLY AND SEVERELY DISRUPTIVE)	7	70	16	5	1	23	2	1	-	-	-	3
OTHER												
(a) RENT STRIKES AND DEMONSTRATIONS	9	90	-	-	-	19	-	-	-	-	-	-
(b) ATTITUDES TOWARD MANAGEMENT	5	74	17	2	1	22	-	-	1	-	-	1
(c) UNREASONABLE EXPECTATIONS AND COMPLAINTS	4	70	21	3	1	23	-	1	1	-	1	3
(d) RACIAL MIX	7	75	14	2	2	22	-	-	-	-	1	1
4. NEIGHBORHOOD	48	29	22	1	-	18	5	11	8	6	9	39
(a) SOCIAL SERVICES, (HOSPITALS, CHILD CARE, SCHOOLS, LIBRARY, RECREATION)	4	55	31	9	1	25	3	1	2	2	2	10
(b) TRANSPORTATION	3	48	28	16	4	27	2	1	1	3	2	9
(c) COMMERCIAL AREAS	6	63	18	10	4	25	-	-	1	2	-	3
(d) VANDALISM AND OTHER CRIME	5	61	25	6	3	24	1	2	1	1	-	5
(e) PHYSICAL ENVIRONMENT (EXCESSIVE NOISE, POLLUTION, CONGESTION, TRASH, GARBAGE, ABANDONED PROPERTIES, JUNK CARS)	6	66	20	7	1	23	1	1	1	-	1	4

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) SOCIAL ENVIRONMENT (PROJECT ADVERSELY IMPACTED BY SOCIAL CONDITIONS IN NEIGHBORHOOD)	7	70	17	5	1	22	-	-	1	-	-	1
(g) ATTITUDE OF NEIGHBORHOOD RESIDENTS TOWARD PROJECT AND TENANTS	7	73	17	2	1	22	1	1	-	-	1	3
(h) PROJECT "IMAGE" IN NEIGHBORHOOD	7	72	17	3	-	22	-	-	1	-	-	1
(i) CONCENTRATION OF MINORITIES	8	74	11	6	2	22	-	1	-	-	-	1
(j) CONCENTRATION OF LOW-INCOME PERSONS	6	54	29	8	3	25	2	-	1	1	-	4
(k) HIGH UNEMPLOYMENT	8	56	23	9	3	25	-	-	1	-	1	2
5 HUD FUNDING AND OVERSIGHT OF PHA/PROJECT	47	23	16	13	1	20	10	11	10	6	5	41
<i>PROGRAM AND POLICIES</i>												
(a) ADEQUACY OF OPERATING SUBSIDY LEVEL	6	55	19	14	4	26	4	2	-	1	1	8
(b) ADEQUACY OF PFS FORMULA	5	51	22	13	8	28	-	4	1	1	-	6
(c) TIMELINESS OF PFS ALLOCATION	6	52	21	15	5	27	1	2	1	2	1	7
(d) PFS FORMULA'S FAILURE TO INCLUDE CERTAIN PHA NEEDS (i.e., SECURITY)	4	53	20	12	10	28	1	1	3	-	1	6
(e) CONFLICT BETWEEN SERVING LOW-INCOME PERSONS AND MANDATES ON INCOME MIX AND PHA ECONOMIC SELF-SUFFICIENCY	4	49	23	16	8	28	2	2	2	2	1	9
(f) CONFLICT BETWEEN SERVING HIGHER INCOME PERSONS AND ANTI-DISCRIMINATION STATUTES AND ORDINANCES	6	65	14	10	4	24	-	1	1	1	-	3

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(g) CONFLICT BETWEEN AFFIRMATIVE INTEGRATION IN RACIALLY IMPACTED PROJECTS AND MAINTAINING FULL OCCUPANCY	6	72	12	6	5	23	1	-	1	-	-	2
HUD PERSONNEL AND PROCESSING												
(a) NUMBER OF HUD STAFF	6	52	19	17	6	26	1	1	2	3	1	8
(b) SKILLS OF HUD STAFF	6	76	10	7	1	22	-	-	-	1	1	2
(c) AMOUNT OF TIME SPENT MONITORING PHA COMPLIANCE WITH HUD REGULATIONS AND FORMS	5	58	24	10	4	25	-	-	1	2	1	4
(d) AMOUNT OF TIME SPENT PROVIDING SUBSTANTIVE TECHNICAL ASSISTANCE TO PHAs	3	59	23	13	2	25	-	-	-	1	1	2
(e) SENSITIVITY OF STAFF TO PHA, PROJECT AND TENANT PROBLEMS (ABILITY TO BALANCE HUD NEEDS AGAINST PHA/PROJECT AND TENANT NEEDS)	7	76	14	3	-	21	-	-	-	-	-	-
(f) OTHER (SPECIFY) _____	80	16	-	-	-	1.1	-	-	-	-	-	-
6. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS	57	30	10	3	-	16	1	8	5	4	8	26
(a) DELIVERY OF PUBLIC SERVICES (POLICE, FIRE, ROADS, ETC)	6	62	22	8	1	24	-	2	-	2	-	4
(b) DELIVERY OF SOCIAL AND COMMUNITY SERVICES	6	53	30	7	4	25	-	3	1	-	2	6
(c) LOCAL AND STATE LEGAL RESTRICTIONS (NEW STANDARDS, CODE INSPECTION, LAND USE CONTROLS)	7	78	14	1	-	21	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(d) LOCAL POLITICAL PRESSURES (i.e. HIRING, PROMOTING, FIRING STAFF)	7	75	12	5	1	2.2	1	1	-	-	-	2
(e) WELFARE SYSTEM (LEVEL OF PAYMENTS, EMERGENCY PAYMENTS, VENDOR PAYMENTS)	7	64	16	11	1	2.4	1	-	-	-	1	2
(f) AVAILABLE AND AGGRESSIVE LOCAL LEGAL SERVICES ORGANIZATION PURSUING TENANT RIGHTS	9	66	18	6	2	2.3	-	1	-	-	2	3
(g) LOCAL COURTS (LONG DELAYS IN EVICTION CASES, BIAS TOWARD TENANTS RIGHTS)	8	63	18	8	3	2.4	-	-	1	-	-	1
(h) STATE LAWS (EXTENSIVE EXISTING PROCEDURES, NEW AND EXPANDING SUBSTANTIVE AND PROCEDURAL RIGHTS FOR TENANTS)	8	76	11	3	2	2.2	-	-	-	1	-	1
(i) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO VIABILITY OF THE PHA	7	74	14	4	-	2.2	-	-	1	-	-	1
(j) COMMITMENT OF LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA	6	76	14	4	-	2.2	-	-	-	-	1	1
(k) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO THE VIABILITY OF <u>THIS PROJECT</u>	7	76	14	3	-	2.2	-	-	-	-	-	-
(l) COMMITMENT OF LOCAL LEGISLATIVE BODY TO THE VIABILITY OF <u>THIS PROJECT</u>	6	77	14	2	-	2.1	-	-	-	-	-	-
(m) FEDERAL GOVERNMENT LEGAL RESTRICTIONS OR REGULATIONS (HEW, NEPA, EO, OSHA)	8	72	12	6	2	2.2	-	1	-	-	-	1
(n) OTHER (SPECIFY) _____	82	14	-	-	-	1.1	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
7. LOW RENT HOUSING MARKET	68	23	8	1	-	14	3	2	3	2	5	15
(a) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PHA	8	84	5	2	-	2.0	1	-	1	-	-	2
(b) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PROJECT	8	84	5	1	2	2.0	-	1	-	-	-	1
(c) SUPPLY OF LOW-RENT PRIVATE MARKET HOUSING MORE DESIRABLE TO LOW-INCOME PERSONS IN TERMS OF AGE, CONDITION OF BUILDING, AMENITIES, SECURITY AND NEIGHBORHOOD SERVICES THAN THIS PROJECT PROVIDES	7	78	8	7	1	2.2	-	-	1	-	-	1
(d) OTHER (SPECIFY) _____	81	15	-	-	-	1.1	-	-	-	-	-	-
8. PROJECT EXPENSES (AVAILABILITY AND/OR COST OF GOODS, SERVICES)	35	22	26	14	4	2.3	25	15	8	6	5	59
(a) FUEL, OIL, GAS, ELECTRICITY, COAL RATES AND/OR AVAILABILITY	4	30	16	24	24	3.4	13	3	6	3	5	30
(b) OTHER UTILITY RATES AND/OR AVAILABILITY (WATER, SEWER, ETC)	6	44	15	25	9	2.9	-	4	1	2	-	7
(c) INSURANCE RATES AND/OR AVAILABILITY	4	38	22	21	13	3.0	2	3	3	1	1	10
(d) GENERAL PROJECT LABOR AND PERSONNEL RATES AND SUPPLY	5	58	23	11	2	2.5	-	1	-	1	-	2
(e) SPECIALIZED CONTRACT SERVICES (PLUMBING, ELECTRICAL, SECURITY, EXTERMINATING, BUILDING CONTRACTORS)	6	54	29	8	2	2.5	-	1	-	1	1	3

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) AVAILABILITY OF COMPETENT MAINTENANCE STAFF	6	58	25	9	2	24	-	1	1	1	1	4
(g) OTHER (SPECIFY) _____	82	14	1	-	-	11	-	-	-	-	-	-
9. PHA/PROJECT ADMINISTRATION	49	30	16	2	3	18	5	7	7	6	5	30
<i>CAPITAL IMPROVEMENT PROGRAM</i>												
(a) ADEQUACY OF MODERNIZATION FUNDS	8	60	15	8	10	25	1	3	3	1	-	8
(b) EFFICIENT USE OF MODERNIZATION FUNDS	9	76	9	3	2	22	-	-	-	-	1	1
<i>ACCOUNTING SYSTEM</i>												
(a) MAINTENANCE OF RECORDS (CURRENCY AND SOPHISTICATION OF RECORD KEEPING)	6	71	14	6	4	23	-	-	-	1	1	2
(b) ADEQUACY AND ACCURACY OF REPORTS TO HUD	7	67	16	5	5	23	-	-	-	1	-	1
(c) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR FISCAL MANAGEMENT	7	67	18	4	4	23	-	-	-	-	-	-
(d) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR INTERNAL MANAGEMENT	8	68	15	6	4	23	-	-	-	-	-	-
(e) LACK OF PROJECT BASED BUDGETING (FORMULATED AND MONITORED AT THE PROJECT LEVEL)	6	77	13	1	2	22	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
<i>RENTAL AND OCCUPANCY POLICIES AND PROCEDURES</i>												
(a) ADMISSION SYSTEM (RECEIVING APPLICATIONS; MAINTENANCE OF WAITING LIST)	6	68	20	5	1	23	-	-	1	-	1	2
(b) INCOME AND ELIGIBILITY DETERMINATIONS	7	75	14	2	1	22	-	-	-	-	-	-
(c) TENANT SELECTION (PRIORITIES SCREENING)	7	61	20	9	2	24	1	-	1	1	1	4
(d) RENT DETERMINATIONS (ADEQUACY AND CURRENCY OF RENT DETERMINATION AND RECERTIFICATIONS)	7	73	14	6	1	22	-	-	1	-	-	1
(e) RENT COLLECTION (FIRMNESS AND TIMELINESS IN DEALING WITH RENT DELINQUENCY)	8	61	14	13	5	25	-	3	1	1	1	6
(f) UTILITY ALLOWANCES (ADEQUACY AND CURRENCY OF ALLOWANCE SCHEDULES, COLLECTION PROCEDURES)	7	64	16	7	5	24	-	-	1	-	1	2
(g) EVICTION (POLICY, PROCEDURE, FIRMNESS, AND COMPLIANCE WITH HUD POLICY)	8	65	17	9	1	23	-	-	-	2	-	2
(h) LARGE NUMBER OF VACANCIES IN PHA	8	79	10	1	1	21	1	-	-	-	-	1
(i) LARGE NUMBER OF VACANCIES IN PROJECT	9	82	7	-	1	20	-	-	-	1	1	1

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
TENANT SERVICES AND RELATIONS												
(a) COORDINATION OF COMMUNITY BASED SERVICES FOR BENEFIT OF PROJECT RESIDENTS	8	55	23	11	3	25	2	1	2	2	1	8
(b) PROVISION OF PHA BASED SOCIAL SERVICES	7	56	28	7	3	25	-	-	1	-	1	2
(c) DAY TO DAY RELATIONS WITH INDIVIDUAL TENANTS (HANDLING AND RESOLVING COMPLAINTS)	8	65	19	7	1	23	-	-	-	-	1	1
(d) RELATIONS WITH ORGANIZED TENANTS GROUPS	1	67	15	5	1	24	-	-	-	1	-	1
(e) INVOLVEMENT OF TENANTS IN PHA/PROJECT MANAGEMENT	8	63	20	5	3	23	1	-	-	1	1	3
(f) EXISTENCE OR OPERATION OF GRIEVANCE PROCEDURE (COMPLAINTS AGAINST PHA)	8	76	14	3	-	21	-	-	-	-	-	-
(g) LEVEL OF TENANT EMPLOYMENT	25	55	12	4	1	20	-	-	-	-	-	-
MAINTENANCE												
(a) ADEQUACY OF ROUTINE MAINTENANCE (JANITORIAL, EXTERMINATING)	5	65	24	6	1	23	1	1	-	1	-	3
(b) RESPONSE TO EMERGENCY SERVICE REQUESTS (PLUMBING APPLIANCES, WINDOWS, DOORS, HEATING, COOLING, ELECTRICAL)	7	69	19	5	1	22	-	-	1	1	-	1
(c) EXISTENCE OF PREVENTATIVE MAINTENANCE PROGRAM	6	55	24	11	5	26	1	1	2	1	2	6
(d) ADEQUACY OF CENTRALIZED MAINTENANCE VERSUS DECENTRALIZED MAINTENANCE	9	73	15	2	-	22	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) ADEQUACY OF MAINTENANCE TRAINING	5	61	23	10	1	24	-	1	-	-	-	1
(f) MAJOR REPAIRS AND REPLACEMENTS	7	59	19	11	4	24	-	1	-	1	-	2
PERSONNEL												
(a) COMPETENCE OF PHA/PROJECT STAFF	6	66	23	2	3	23	1	1	2	-	-	4
(b) EFFICIENCY OF PHA/PROJECT STAFF	6	63	24	4	3	24	1	1	-	-	1	3
(c) OVER STAFFING	9	80	9	1	1	20	-	-	-	-	-	-
(d) UNDER STAFFING	7	73	11	3	6	23	-	-	-	1	-	1
(e) CITY OR STATE CIVIL SERVICE CONSTRAINTS ON RISING COMPETENT STAFF OR DISMISSING INCOMPETENT STAFF	9	77	10	3	-	21	-	-	-	-	-	-
(f) UNION JOB CLASSIFICATION RULES WHICH AFFECT MAINTENANCE STAFFING	10	73	8	6	2	22	-	-	1	-	-	1
(g) UNION WAGE SCALES ARE EXCESSIVE	10	76	3	4	5	22	-	1	-	1	-	2
(h) WAGE SCALES ARE TOO LOW TO ATTRACT COMPETENT MANAGEMENT	9	73	13	3	2	22	1	-	-	1	-	2
(i) FRINGE BENEFITS ARE EXCESSIVE	10	77	3	7	3	22	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR UNTROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
SECURITY												
(a) LOCAL SERVICES (RELATIONSHIPS WITH LOCAL POLICE AND PROVISION OF SERVICES TO PROJECTS)	7	71	16	6	-	22	-	-	-	-	2	2
(b) PROJECT/PHA BASED SERVICES (ADEQUACY AND EFFECTIVENESS OF SERVICES)	8	66	20	3	2	23	1	-	-	-	1	2
(c) SECURITY EQUIPMENT (LIGHTING, SCREENS, BARS, LOCKS, TV/ELECTRONIC MONITORING SYSTEMS)	8	67	13	7	4	24	-	1	-	-	1	2
OVERALL PHA/PROJECT ATTITUDES AND PERFORMANCE												
(a) ATTITUDES OF PHA MANAGEMENT TO CONTINUED VIABILITY OF PROJECT	7	79	12	1	1	21	-	1	1	-	1	3
(b) ATTITUDE OF PROJECT MANAGER/STAFF TO CONTINUED VIABILITY OF PROJECT	8	78	11	1	1	21	-	-	-	1	-	1
(c) OVERALL PERFORMANCE OF PHA WITH PROJECT	7	71	16	4	1	22	-	-	-	1	1	2
(d) OVERALL PERFORMANCE OF PROJECT MANAGER (IF APPLICABLE)	11	73	13	1	1	22	-	-	-	-	-	-
(e) COMPLIANCE WITH HUD POLICIES AND REGULATIONS	7	65	19	9	-	23	-	1	-	1	-	2
PHA BOARD OF DIRECTORS												
(a) SKILLS OF BOARD OF COMMISSIONERS	6	62	24	6	3	24	1	1	-	-	1	3
(b) COMMITMENT OF BOARD OF COMMISSIONERS TO PHA VIABILITY	6	71	16	5	1	23	-	1	-	-	1	2
(c) COMMITMENT OF BOARD OF COMMISSIONERS TO PROJECT VIABILITY	6	71	18	3	1	22	-	-	-	1	-	1

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRoubLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
1. PROJECT DESIGN AND SITE	22	29	32	12	4	2.5	12	5	4	7	8	36
(a) PROJECT SIZE (NUMBER AND DENSITY OF UNITS, BUILDINGS, TYPE OF BUILDING ON SITE)	13	39	34	8	7	2.6	4	1	2	-	-	7
(b) BUILDING MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	12	47	29	6	6	2.5	-	1	2	-	1	3
(c) UNIT MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	14	44	30	9	4	2.5	1	-	-	2	-	3
(d) ON-SITE FACILITIES (LAUNDRY, STORAGE, RECREATION ROOM)	10	37	25	17	11	2.8	3	-	1	-	1	5
(e) AMENITIES (POOL, WELL-DESIGNED PLAY AREAS, ADEQUATE PARKING)	7	31	29	21	12	3.0	-	3	1	2	4	10
(f) DEFENSIBLE SPACE (PERSONAL SENSE OF SECURITY, PRIVACY, CONTROLLED ACCESS)	6	35	28	18	12	3.0	-	2	2	-	4	8
(g) PHYSICAL ENVIRONMENT (LANDSCAPING EXCESSIVE STANDING WATER, NOISE, CONGESTION, POLLUTION, GARBAGE AND TRASH)	7	40	32	14	7	2.8	1	1	1	-	2	5
(h) COMMERCIAL SPACE	24	50	14	6	2	2.3	-	-	-	-	-	-
(i) OTHER (SPECIFY) _____	76	3	-	-	3	1.0	1	-	1	-	-	2

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
2. PROJECT PHYSICAL STRUCTURE (WORKMANSHIP AND/OR MATERIALS)	23	30	35	8	5	2.4	7	8	5	8	7	35
(a) FOUNDATION	22	58	11	6	2	2.1	1	-	1	-	-	2
(b) PLUMBING	15	43	26	12	4	2.5	-	-	1	-	1	2
(c) ELECTRICAL	12	48	25	12	3	2.5	1	-	-	-	-	1
(d) APPLIANCES	14	49	25	11	1	2.4	-	-	-	-	-	-
(e) ROOF	16	46	17	13	8	2.5	2	1	-	2	1	6
(f) ELEVATORS	29	56	2	1	2	2.0	-	-	-	1	-	1
(g) HEATING AND COOLING	12	42	24	16	6	2.6	-	1	1	-	-	1
(h) INSULATION	12	35	24	18	11	2.8	-	-	-	-	2	2
(i) GENERAL STRUCTURE (WALLS, FLOORS, WINDOW FRAMING, DOORS)	6	33	31	21	9	2.9	3	2	1	3	-	9
(j) SEWAGE DISPOSAL	16	59	20	6	-	2.2	-	-	-	-	-	-
(k) PARKING AREA (CONDITION)	9	41	21	23	7	2.8	1	1	-	2	2	6
(l) OTHER (SPECIFY) _____	71	4	1	-	3	1.1	1	-	1	1	-	3

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
3. PROJECT TENANT ATTRIBUTES AND BEHAVIOR	12	18	32	28	10	3.1	17	18	13	12	10	70
<i>TENANT CHARACTERISTICS</i>												
(a) PREDOMINANCE OF FAMILIES	15	42	27	11	3	2.5	-	-	-	-	-	-
(b) PREDOMINANCE OF LARGE FAMILIES	12	33	32	16	6	2.8	4	-	-	1	-	5
(c) PREDOMINANCE OF SINGLE-PARENT FEMALE HEADED FAMILIES VERSUS TWO PARENT HEADED FAMILIES	8	23	26	22	19	3.3	3	5	5	1	1	15
(d) ADULTS/CHILDREN RATIO	12	30	30	21	6	2.9	-	-	-	-	-	-
(e) LARGE NUMBER OF TEENAGERS	11	37	25	18	8	2.8	-	-	-	1	-	1
(f) SOURCE OF INCOME (MOST FAMILIES RECEIVING PUBLIC ASSISTANCE)	12	17	25	30	16	3.3	2	-	2	2	-	6
(g) PREDOMINANCE OF VERY LOW INCOME TENANTS	10	16	28	25	20	3.4	6	2	-	-	-	8
(h) GENERAL OR FREQUENT UNEMPLOYMENT	8	23	25	24	19	3.3	1	2	3	1	-	7
(i) HIGH TENANT TURNOVER	20	43	21	10	4	2.4	-	-	-	-	-	-
<i>PROBLEM TENANTS</i>												
(a) RULE BREAKING	8	36	38	14	4	2.8	-	-	-	2	1	3
(b) PROPERTY DAMAGE	8	28	28	21	14	3.1	1	-	1	1	1	4
(c) CHRONIC RENT ARREARS	9	30	25	23	12	3.1	1	1	-	2	1	5
(d) CRIMINAL AND ANTI-SOCIAL BEHAVIOR OF FAMILY MEMBERS	10	34	36	12	7	2.9	2	-	-	-	-	2

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) UNSANITARY PRACTICES (INSIDE AND OUTSIDE HOUSEKEEPING OF UNIT)	10	28	39	12	9	29	-	2	-	-	1	3
(f) NUISANCE BEHAVIOR (LOUD DISRUPTIVE NOISES, UNCONTROLLED CHILD ACTIVITY)	8	30	36	17	7	29	-	-	-	-	-	-
(g) MULTI-PROBLEM FAMILIES (FAMILIES HAVING SEVERAL OF THE ABOVE PROBLEMS AND WHO ARE CONTINUOUSLY AND SEVERELY DISRUPTIVE)	10	32	34	18	6	29	1	2	1	1	1	6
OTHER	25	68	6	-	-	18	-	-	-	-	-	-
(a) RENT STRIKES AND DEMONSTRATIONS	9	41	38	11	-	26	-	1	-	-	-	1
(b) ATTITUDES TOWARD MANAGEMENT	11	45	34	8	2	25	-	-	-	-	-	-
(c) UNREASONABLE EXPECTATIONS AND COMPLAINTS	19	40	19	17	5	25	-	3	-	-	-	3
(d) RACIAL MIX												
4. NEIGHBORHOOD	15	31	32	14	7	27	5	12	16	8	11	52
(a) SOCIAL SERVICES, (HOSPITALS, CHILD CARE, SCHOOLS, LIBRARY, RECREATION)	7	34	42	12	5	27	-	1	3	-	-	4
(b) TRANSPORTATION	9	34	31	10	15	29	-	2	1	2	4	9
(c) COMMERCIAL AREAS	10	48	25	11	6	25	-	-	-	-	1	1
(d) VANDALISM AND OTHER CRIME	8	30	32	17	11	30	2	2	-	1	-	5
(e) PHYSICAL ENVIRONMENT (EXCESSIVE NOISE, POLLUTION, CONGESTION, TRASH, GARBAGE, ABANDONED PROPERTIES, JUNK CARS)	10	39	33	11	8	27	-	-	1	-	3	4

256

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) SOCIAL ENVIRONMENT (PROJECT ADVERSELY IMPACTED BY SOCIAL CONDITIONS IN NEIGHBORHOOD)	9	35	36	12	9	2.8	2	2	1	1	5	
(g) ATTITUDE OF NEIGHBORHOOD RESIDENTS TOWARD PROJECT AND TENANTS	11	36	35	12	6	2.7	—	—	1	—	1	
(h) PROJECT "IMAGE" IN NEIGHBORHOOD	11	40	34	9	6	2.7	—	—	—	1	1	
(i) CONCENTRATION OF MINORITIES	13	44	18	17	9	2.6	1	1	—	2	1	
(j) CONCENTRATION OF LOW-INCOME PERSONS	10	26	22	25	17	3.2	1	1	2	3	1	
(k) HIGH UNEMPLOYMENT	11	26	18	28	15	3.2	—	—	—	1	1	
5. HUD FUNDING AND OVERSIGHT OF PHA/PROJECT	24	21	18	34	4	2.7	12	11	11	16	6	56
<i>PROGRAM AND POLICIES</i>												
(a) ADEQUACY OF OPERATING SUBSIDY LEVEL	10	39	24	17	11	2.8	3	2	1	—	3	9
(b) ADEQUACY OF PFS FORMULA	9	33	26	22	9	3.0	—	3	—	—	—	3
(c) TIMELINESS OF PFS ALLOCATION	13	30	21	26	8	2.8	—	3	—	—	3	6
(d) PFS FORMULA'S FAILURE TO INCLUDE CERTAIN PHA NEEDS (i.e., SECURITY)	8	30	17	28	17	3.1	4	—	4	5	2	15
(e) CONFLICT BETWEEN SERVING LOW-INCOME PERSONS AND MANDATES ON INCOME MIX AND PHA ECONOMIC SELF-SUFFICIENCY	8	34	31	18	8	2.8	1	1	2	1	1	6
(f) CONFLICT BETWEEN SERVING HIGHER INCOME PERSONS AND ANTI-DISCRIMINATION STATUTES AND ORDINANCES	13	51	22	6	8	2.4	—	—	—	—	—	—

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(g) CONFLICT BETWEEN AFFIRMATIVE INTEGRATION IN RACIALLY IMPACTED PROJECTS AND MAINTAINING FULL OCCUPANCY	16	47	23	7	7	24	-	-	-	1	-	1
HUD PERSONNEL AND PROCESSING												
(a) NUMBER OF HUD STAFF	6	29	33	17	15	31	1	1	3	4	2	11
(b) SKILLS OF HUD STAFF	18	61	16	2	3	21	-	-	-	-	1	1
(c) AMOUNT OF TIME SPENT MONITORING PHA COMPLIANCE WITH HUD REGULATIONS AND FORMS	8	27	40	14	11	29	-	1	1	2	1	5
(d) AMOUNT OF TIME SPENT PROVIDING SUBSTANTIVE TECHNICAL ASSISTANCE TO PHAs	8	27	30	24	11	30	-	-	-	1	-	1
(e) SENSITIVITY OF STAFF TO PHA, PROJECT AND TENANT PROBLEMS (ABILITY TO BALANCE HUD NEEDS AGAINST PHA/PROJECT AND TENANT NEEDS)	16	52	25	4	3	23	-	1	-	-	-	1
(f) OTHER (SPECIFY) _____	71	6	1	-	4	10	-	1	-	-	-	1
6. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS	28	23	29	16	5	25	6	6	8	9	8	37
(a) DELIVERY OF PUBLIC SERVICES (POLICE, FIRE, ROADS, ETC)	9	38	40	8	4	27	1	-	-	2	-	3
(b) DELIVERY OF SOCIAL AND COMMUNITY SERVICES	6	31	41	15	6	29	-	-	-	1	-	1
(c) LOCAL AND STATE LEGAL RESTRICTIONS (NEW STANDARDS, CODE INSPECTION, LAND USE CONTROLS)	15	46	34	4	1	23	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(d) LOCAL POLITICAL PRESSURES (i.e. HIRING, PROMOTING, FIRING STAFF)	15	46	22	11	5	2.5	1	-	1	-	-	2
(e) WELFARE SYSTEM (LEVEL OF PAYMENTS, EMERGENCY PAYMENTS, VENDOR PAYMENTS)	8	29	45	11	7	2.8	-	1	1	-	1	3
(f) AVAILABLE AND AGGRESSIVE LOCAL LEGAL SERVICES ORGANIZATION PURSUING TENANT RIGHTS	21	32	29	10	8	2.5	-	-	3	-	-	3
(g) LOCAL COURTS (LONG DELAYS IN EVICTION CASES, BIAS TOWARD TENANTS RIGHTS)	16	30	23	18	13	2.8	-	1	1	1	-	3
(h) STATE LAWS (EXTENSIVE EXISTING PROCEDURES, NEW AND EXPANDING SUBSTANTIVE AND PROCEDURAL RIGHTS FOR TENANTS)	18	44	22	11	5	2.4	-	-	-	-	-	-
(i) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO VIABILITY OF THE PHA	21	40	27	10	2	2.3	-	-	-	-	-	-
(j) COMMITMENT OF LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA	20	39	31	8	2	2.3	-	-	-	-	-	-
(k) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO THE VIABILITY OF <u>THIS PROJECT</u>	21	41	28	8	2	2.3	-	-	1	-	-	1
(l) COMMITMENT OF LOCAL LEGISLATIVE BODY TO THE VIABILITY OF <u>THIS PROJECT</u>	21	41	29	8	2	2.3	-	-	-	-	-	-
(m) FEDERAL GOVERNMENT LEGAL RESTRICTIONS OR REGULATIONS (HEW, NEPA, EO, OSHA)	18	43	28	7	3	2.3	-	-	-	-	1	1
(n) OTHER (SPECIFY) _____	73	6	-	-	2	0.9	1	-	1	-	-	2

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRoubLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
7. LOW RENT HOUSING MARKET	45	37	18	-	-	17	2	-	2	-	3	7
(a) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PHA	32	55	9	2	2	19	-	-	1	-	-	1
(b) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PROJECT.	28	53	12	4	3	20	-	-	-	-	-	-
(c) SUPPLY OF LOW-RENT PRIVATE MARKET HOUSING MORE DESIRABLE TO LOW-INCOME PERSONS IN TERMS OF AGE, CONDITION OF BUILDING, AMENITIES, SECURITY AND NEIGHBORHOOD SERVICES THAN THIS PROJECT PROVIDES	22	48	18	10	2	22	-	-	-	-	-	-
(d) OTHER (SPECIFY)	72	6	-	-	-	09	-	-	-	-	-	-
8. PROJECT EXPENSES (AVAILABILITY AND/OR COST OF GOODS, SERVICES)	16	18	25	34	8	30	18	17	8	11	8	62
(a) FUEL, OIL, GAS, ELECTRICITY, COAL RATES AND/OR AVAILABILITY	7	19	12	32	29	36	8	6	9	3	5	31
(b) OTHER UTILITY RATES AND/OR AVAILABILITY (WATER, SEWER, ETC)	14	19	27	32	8	30	1	1	1	-	-	3
(c) INSURANCE RATES AND/OR AVAILABILITY	10	17	22	24	27	34	2	3	4	7	3	19
(d) GENERAL PROJECT LABOR AND PERSONNEL RATES AND SUPPLY	14	30	39	13	3	26	-	-	-	-	-	-
(e) SPECIALIZED CONTRACT SERVICES (PLUMBING, ELECTRICAL, SECURITY, EXTERMINATING, BUILDING CONTRACTORS)	16	32	37	10	5	26	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRoubLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) AVAILABILITY OF COMPETENT MAINTENANCE STAFF	14	32	37	10	6	2.6	-	1	-	1	1	3
(g) OTHER (SPECIFY) _____	.73	6	-	-	1	1.0	-	-	-	-	-	-
9 PHA/PROJECT ADMINISTRATION	28	26	29	10	8	2.4	7	7	9	13	8	44
<i>CAPITAL IMPROVEMENT PROGRAM</i>												
(a) ADEQUACY OF MODERNIZATION FUNDS	11	38	20	15	15	3.0	1	2	1	1	3	8
(b) EFFICIENT USE OF MODERNIZATION FUNDS	20	51	17	6	5	2.4	-	-	-	-	-	-
<i>ACCOUNTING SYSTEM</i>												
(a) MAINTENANCE OF RECORDS (CURRENCY AND SOPHISTICATION OF RECORD KEEPING)	19	46	19	13	2	2.3	-	1	3	-	-	4
(b) ADEQUACY AND ACCURACY OF REPORTS TO HUD	18	44	23	14	2	2.4	1	1	-	-	-	2
(c) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR FISCAL MANAGEMENT	15	47	24	12	3	2.4	1	-	-	-	-	1
(d) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR INTERNAL MANAGEMENT	17	44	21	14	3	2.4	-	-	-	-	-	-
(e) LACK OF PROJECT BASED BUDGETING (FORMULATED AND MONITORED AT THE PROJECT LEVEL)	15	43	28	12	2	2.4	1	-	-	-	-	1

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRoubLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
<i>RENTAL AND OCCUPANCY POLICIES AND PROCEDURES</i>												
(a) ADMISSION SYSTEM (RECEIVING APPLICATIONS, MAINTENANCE OF WAITING LIST)	21	42	25	8	5	2.3	-	-	-	2	1	3
(b) INCOME AND ELIGIBILITY DETERMINATIONS	23	49	19	7	2	2.2	-	-	-	-	-	-
(c) TENANT SELECTION (PRIORITIES SCREENING)	18	36	26	14	6	2.5	-	2	-	-	2	4
(d) RENT DETERMINATIONS (ADEQUACY AND CURRENCY OF RENT DETERMINATION AND RECERTIFICATIONS)	23	51	18	5	4	2.2	-	-	-	1	-	1
(e) RENT COLLECTION (FIRMNESS AND TIMELINESS IN DEALING WITH RENT DELINQUENCY)	12	39	21	15	14	2.8	1	1	5	4	3	14
(f) UTILITY ALLOWANCES (ADEQUACY AND CURRENCY OF ALLOWANCE SCHEDULES, COLLECTION PROCEDURES)	20	37	23	12	7	2.5	-	2	-	-	-	2
(g) EVICTION (POLICY, PROCEDURE, FIRMNESS, AND COMPLIANCE WITH HUD POLICY)	14	35	25	13	13	2.7	-	3	2	2	-	7
(h) LARGE NUMBER OF VACANCIES IN PHA	27	56	12	4	1	2.0	-	-	-	-	1	1
(i) LARGE NUMBER OF VACANCIES IN PROJECT	25	60	9	4	2	2.0	1	-	-	-	-	1

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
TENANT SERVICES AND RELATIONS												
(a) COORDINATION OF COMMUNITY BASED SERVICES FOR BENEFIT OF PROJECT RESIDENTS	11	40	32	11	5	2.6	1	2	-	1	2	6
(b) PROVISION OF PHA BASED SOCIAL SERVICES	10	42	26	11	10	2.7	1	-	-	1	1	3
(c) DAY TO DAY RELATIONS WITH INDIVIDUAL TENANTS (HANDLING AND RESOLVING COMPLAINTS)	14	35	38	9	5	2.5	-	-	-	-	-	-
(d) RELATIONS WITH ORGANIZED TENANTS GROUPS	16	43	25	8	5	2.4	3	-	-	1	1	5
(e) INVOLVEMENT OF TENANTS IN PHA/PROJECT MANAGEMENT	19	37	28	9	7	2.5	-	-	-	-	-	-
(f) EXISTENCE OR OPERATION OF GRIEVANCE PROCEDURE (COMPLAINTS AGAINST PHA)	23	43	22	9	2	2.2	-	-	-	-	-	-
(g) LEVEL OF TENANT EMPLOYMENT	29	30	19	8	10	2.3	-	1	-	-	2	3
MAINTENANCE												
(a) ADEQUACY OF ROUTINE MAINTENANCE (JANITORIAL, EXTERMINATING)	12	38	31	13	5	2.6	1	-	-	-	-	1
(b) RESPONSE TO EMERGENCY SERVICE REQUESTS (PLUMBING APPLIANCES, WINDOWS, DOORS, HEATING, COOLING, ELECTRICAL)	17	37	30	13	2	2.4	-	-	-	-	-	-
(c) EXISTENCE OF PREVENTATIVE MAINTENANCE PROGRAM	10	28	37	15	10	2.8	2	1	1	1	1	6
(d) ADEQUACY OF CENTRALIZED MAINTENANCE VERSUS DECENTRALIZED MAINTENANCE	17	48	20	10	5	2.4	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) ADEQUACY OF MAINTENANCE TRAINING	15	40	22	18	6	2.6	-	-	-	-	-	-
(f) MAJOR REPAIRS AND REPLACEMENTS	13	33	29	16	9	2.7	2	-	-	-	-	2
PERSONNEL												
(a) COMPETENCE OF PHA/PROJECT STAFF	14	40	29	10	6	2.5	2	-	-	1	-	3
(b) EFFICIENCY OF PHA/PROJECT STAFF	12	35	32	14	8	2.7	1	2	-	1	-	4
(c) OVER STAFFING	25	61	9	3	3	2.0	-	-	-	-	-	-
(d) UNDER STAFFING	24	54	10	8	4	2.1	1	-	-	-	1	2
(e) CITY OR STATE CIVIL SERVICE CONSTRAINTS ON RISING COMPETENT STAFF OR DISMISSING INCOMPETENT STAFF	26	53	16	2	3	2.0	-	-	-	-	-	-
(f) UNION JOB CLASSIFICATION RULES WHICH AFFECT MAINTENANCE STAFFING	17	57	19	5	1	2.2	-	-	-	-	1	1
(g) UNION WAGE SCALES ARE EXCESSIVE	20	57	17	2	3	2.2	-	-	-	-	-	-
(h) WAGE SCALES ARE TOO LOW TO ATTRACT COMPETENT MANAGEMENT	22	54	15	8	1	2.1	-	-	1	-	1	2
(i) FRINGE BENEFITS ARE EXCESSIVE	21	61	12	4	1	2.0	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
SECURITY												
(a) LOCAL SERVICES (RELATIONSHIPS WITH LOCAL POLICE AND PROVISION OF SERVICES TO PROJECTS)	13	49	28	7	3	2.4	-	-	-	-	-	-
(b) PROJECT/PHA BASED SERVICES (ADEQUACY AND EFFECTIVENESS OF SERVICES)	16	38	29	10	7	2.5	-	-	-	-	-	-
(c) SECURITY EQUIPMENT (LIGHTING, SCREENS, BARS, LOCKS, TV/ELECTRONIC MONITORING SYSTEMS)	16	37	28	15	3	2.5	-	1	-	1	-	2
OVERALL PHA/PROJECT ATTITUDES AND PERFORMANCE												
(a) ATTITUDES OF PHA MANAGEMENT TO CONTINUED VIABILITY OF PROJECT	20	49	24	5	2	2.2	-	2	-	-	-	2
(b) ATTITUDE OF PROJECT MANAGER/STAFF TO CONTINUED VIABILITY OF PROJECT	19	50	24	4	2	2.2	-	-	2	-	-	2
(c) OVERALL PERFORMANCE OF PHA WITH PROJECT	15	36	39	6	4	2.5	1	-	1	-	-	2
(d) OVERALL PERFORMANCE OF PROJECT MANAGER (IF APPLICABLE)	18	39	29	2	5	2.3	-	1	-	-	-	1
(e) COMPLIANCE WITH HUD POLICIES AND REGULATIONS	20	36	25	12	7	2.5	1	-	2	1	-	4
PHA BOARD OF DIRECTORS												
(a) SKILLS OF BOARD OF COMMISSIONERS	18	43	29	5	6	2.4	1	-	-	-	-	1
(b) COMMITMENT OF BOARD OF COMMISSIONERS TO PHA VIABILITY	20	45	25	5	5	2.3	-	1	-	1	-	2
(c) COMMITMENT OF BOARD OF COMMISSIONERS TO PROJECT VIABILITY	22	43	25	5	5	2.3	1	-	-	-	-	1

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
1. PROJECT DESIGN AND SITE	6	19	11	41	23	3.6	32	6	5	8	4	55
(a) PROJECT SIZE (NUMBER AND DENSITY OF UNITS, BUILDINGS, TYPE OF BUILDING ON SITE)	8	24	7	23	38	3.6	21	3	2	7	-	33
(b) BUILDING MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	17	22	13	27	21	3.1	-	1	2	-	1	4
(c) UNIT MIX, SIZE OR LAYOUT (ARRANGEMENT AND ACCESS)	9	24	22	29	16	3.2	-	6	1	-	6	13
(d) ON-SITE FACILITIES (LAUNDRY, STORAGE, RECREATION ROOM)	15	27	24	18	16	2.9	-	-	1	3	2	6
(e) AMENITIES (POOL, WELL-DESIGNED PLAY AREAS, ADEQUATE PARKING)	11	20	17	28	23	3.3	-	-	3	-	1	4
(f) DEFENSIBLE SPACE (PERSONAL SENSE OF SECURITY, PRIVACY, CONTROLLED ACCESS)	6	15	21	11	46	3.8	7	5	2	3	-	17
(g) PHYSICAL ENVIRONMENT (LANDSCAPING EXCESSIVE STANDING WATER, NOISE, CONGESTION, POLLUTION, GARBAGE AND TRASH)	6	18	38	13	24	3.3	-	1	2	1	3	7
(h) COMMERCIAL SPACE	40	33	8	5	5	2.1	-	-	-	-	-	-
(i) OTHER (SPECIFY) _____	52	1	-	-	-	0.6	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
2. PROJECT PHYSICAL STRUCTURE (WORKMANSHIP AND/OR MATERIALS)	9	28	19	33	10	30	12	8	7	9	4	40
(a) FOUNDATION	47	40	6	2	4	1.8	1	1	-	-	-	2
(b) PLUMBING	31	17	26	16	10	2.6	-	-	1	-	1	2
(c) ELECTRICAL	35	30	14	15	6	2.3	-	-	-	-	-	-
(d) APPLIANCES	33	36	12	14	5	2.2	-	-	-	-	-	-
(e) ROOF	31	34	20	10	5	2.2	-	-	-	-	-	-
(f) ELEVATORS	45	33	4	1	8	2.1	2	-	-	-	-	2
(g) HEATING AND COOLING	24	23	26	13	12	2.6	-	-	-	4	-	4
(h) INSULATION	22	17	24	26	9	2.8	-	4	-	-	4	8
(i) GENERAL STRUCTURE (WALLS, FLOORS, WINDOW FRAMING, DOORS)	18	16	18	29	20	3.2	1	5	1	-	-	7
(j) SEWAGE DISPOSAL	46	38	8	4	4	1.8	-	-	-	-	-	-
(k) PARKING AREA (CONDITION)	17	27	27	22	8	2.8	-	-	-	-	-	-
(l) OTHER (SPECIFY) _____	50	2	1	1	3	0.8	-	1	-	-	-	1

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
3. PROJECT TENANT ATTRIBUTES AND BEHAVIOR	4	5	15	56	19	3.8	12	26	10	14	10	72
TENANT CHARACTERISTICS												
(a) PREDOMINANCE OF FAMILIES	23	19	17	30	10	2.9	1	1	-	1	-	3
(b) PREDOMINANCE OF LARGE FAMILIES	12	13	25	28	21	3.3	1	-	-	1	-	2
(c) PREDOMINANCE OF SINGLE-PARENT FEMALE HEADED FAMILIES VERSUS TWO PARENT HEADED FAMILIES	10	7	16	34	32	3.7	2	3	4	-	1	10
(d) ADULTS/CHILDREN RATIO	10	14	21	38	16	3.4	-	-	-	1	1	2
(e) LARGE NUMBER OF TEENAGERS	11	17	17	36	19	3.4	-	1	-	1	-	2
(f) SOURCE OF INCOME (MOST FAMILIES RECEIVING PUBLIC ASSISTANCE)	9	12	17	30	31	3.6	-	-	1	1	-	2
(g) PREDOMINANCE OF VERY LOW INCOME TENANTS	9	17	16	25	32	3.6	2	4	1	2	1	10
(h) GENERAL OR FREQUENT UNEMPLOYMENT	13	14	18	28	26	3.4	-	2	-	-	1	3
(i) HIGH TENANT TURNOVER	18	36	27	11	9	2.6	-	-	-	-	-	-
PROBLEM TENANTS												
(a) RULE BREAKING	16	14	36	25	9	3.0	-	-	1	-	-	1
(b) PROPERTY DAMAGE	11	16	25	23	25	3.4	2	2	-	-	1	5
(c) CHRONIC RENT ARREARS	13	27	19	23	18	3.1	1	1	-	-	-	2
(d) CRIMINAL AND ANTI-SOCIAL BEHAVIOR OF FAMILY MEMBERS	8	28	28	23	13	3.1	1	-	1	1	-	3

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) UNSANITARY PRACTICES (INSIDE AND OUTSIDE HOUSEKEEPING OF UNIT)	4	20	37	29	9	3.2	-	-	-	-	-	-
(f) NUISANCE BEHAVIOR (LOUD DISRUPTIVE NOISES, UNCONTROLLED CHILD ACTIVITY)	6	21	35	25	13	3.2	-	-	-	-	-	-
(g) MULTI-PROBLEM FAMILIES (FAMILIES HAVING SEVERAL OF THE ABOVE PROBLEMS AND WHO ARE CONTINUOUSLY AND SEVERELY DISRUPTIVE)	12	21	26	21	18	3.2	1	1	3	1	1	7
OTHER												
(a) RENT STRIKES AND DEMONSTRATIONS	55	38	5	-	2	1.6	-	-	-	-	-	-
(b) ATTITUDES TOWARD MANAGEMENT	10	34	26	18	11	2.9	-	-	-	-	-	-
(c) UNREASONABLE EXPECTATIONS AND COMPLAINTS	11	29	38	12	9	2.8	-	-	-	1	-	1
(d) RACIAL MIX	32	21	22	9	16	2.6	6	-	-	-	-	6
4. NEIGHBORHOOD	6	18	15	48	14	3.5	5	9	11	10	12	47
(a) SOCIAL SERVICES, (HOSPITALS, CHILD CARE, SCHOOLS, LIBRARY, RECREATION)	10	41	28	14	7	2.7	-	-	1	-	1	2
(b) TRANSPORTATION	22	28	30	11	7	2.6	-	-	-	-	-	-
(c) COMMERCIAL AREAS	29	30	20	12	9	2.5	-	-	1	-	-	1
(d) VANDALISM AND OTHER CRIME	5	33	11	30	21	3.3	1	1	-	2	2	6
(e) PHYSICAL ENVIRONMENT (EXCESSIVE NOISE, POLLUTION, CONGESTION, TRASH, GARBAGE, ABANDONED PROPERTIES, JUNK CARS)	14	24	23	23	15	3.0	-	2	1	-	1	4

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) SOCIAL ENVIRONMENT (PROJECT ADVERSELY IMPACTED BY SOCIAL CONDITIONS IN NEIGHBORHOOD)	16	21	29	20	13	3.0	-	1	1	2	1	5
(g) ATTITUDE OF NEIGHBORHOOD RESIDENTS TOWARD PROJECT AND TENANTS	9	36	17	23	15	3.0	-	1	-	-	-	1
(h) PROJECT "IMAGE" IN NEIGHBORHOOD	10	23	25	26	15	3.2	-	-	1	1	-	2
(i) CONCENTRATION OF MINORITIES	26	20	17	16	20	2.9	-	-	-	-	-	-
(j) CONCENTRATION OF LOW-INCOME PERSONS	19	13	16	25	25	3.3	-	-	1	-	-	1
(k) HIGH UNEMPLOYMENT	16	24	10	21	28	3.2	1	-	-	1	1	3
5. HUD FUNDING AND OVERSIGHT OF PHA/PROJECT	12	20	18	22	28	3.3	7	10	8	7	12	44
<i>PROGRAM AND POLICIES</i>												
(a) ADEQUACY OF OPERATING SUBSIDY LEVEL	14	29	11	15	30	3.2	11	4	2	1	1	19
(b) ADEQUACY OF PFS FORMULA	13	24	14	16	32	3.4	1	2	1	-	4	8
(c) TIMELINESS OF PFS ALLOCATION	33	15	24	13	14	2.6	-	-	-	-	-	-
(d) PFS FORMULA'S FAILURE TO INCLUDE CERTAIN PHA NEEDS (i.e., SECURITY)	8	21	15	17	39	3.6	1	-	2	5	1	9
(e) CONFLICT BETWEEN SERVING LOW-INCOME PERSONS AND MANDATES ON INCOME MIX AND PHA ECONOMIC SELF-SUFFICIENCY	16	17	18	22	26	3.3	-	-	1	-	1	2
(f) CONFLICT BETWEEN SERVING HIGHER INCOME PERSONS AND ANTI-DISCRIMINATION STATUTES AND ORDINANCES	28	24	19	10	19	2.7	-	-	-	4	-	4

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(g) CONFLICT BETWEEN AFFIRMATIVE INTEGRATION IN RACIALLY IMPACTED PROJECTS AND MAINTAINING FULL OCCUPANCY	31	23	14	12	20	2.7	-	1	-	-	3	4
HUD PERSONNEL AND PROCESSING												
(a) NUMBER OF HUD STAFF	15	17	28	18	21	3.2	-	-	1	-	6	7
(b) SKILLS OF HUD STAFF	29	37	13	6	14	2.4	-	-	-	1	-	1
(c) AMOUNT OF TIME SPENT MONITORING PHA COMPLIANCE WITH HUD REGULATIONS AND FORMS	15	26	22	25	13	3.0	-	-	-	-	-	-
(d) AMOUNT OF TIME SPENT PROVIDING SUBSTANTIVE TECHNICAL ASSISTANCE TO PHAs	16	20	30	20	13	3.0	-	-	-	-	-	-
(e) SENSITIVITY OF STAFF TO PHA, PROJECT AND TENANT PROBLEMS (ABILITY TO BALANCE HUD NEEDS AGAINST PHA/PROJECT AND TENANT NEEDS)	42	36	14	7	-	1.9	-	-	-	-	-	-
(f) OTHER (SPECIFY) _____	52	1	-	-	4	0.8	-	-	-	-	-	-
6. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS	19	20	31	28	2	2.7	7	1	1	9	5	17
(a) DELIVERY OF PUBLIC SERVICES (POLICE, FIRE, ROADS, ETC)	13	34	21	23	8	2.8	-	-	1	2	2	5
(b) DELIVERY OF SOCIAL AND COMMUNITY SERVICES	10	33	25	24	7	2.9	-	-	1	1	-	2
(c) LOCAL AND STATE LEGAL RESTRICTIONS (NEW STANDARDS, CODE INSPECTION, LAND USE CONTROLS)	23	50	18	5	4	2.2	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(d) LOCAL POLITICAL PRESSURES (i.e. HIRING, PROMOTING, FIRING STAFF)	34	38	12	4	11	2.2	-	-	1	7	1	9
(e) WELFARE SYSTEM (LEVEL OF PAYMENTS, EMERGENCY PAYMENTS, VENDOR PAYMENTS)	11	32	27	11	18	2.9	-	-	-	3	-	3
(f) AVAILABLE AND AGGRESSIVE LOCAL LEGAL SERVICES ORGANIZATION PURSUING TENANT RIGHTS	27	26	19	15	13	2.6	-	-	-	-	1	1
(g) LOCAL COURTS (LONG DELAYS IN EVICTION CASES, BIAS TOWARD TENANTS RIGHTS)	11	27	21	27	13	3.1	-	-	-	-	-	-
(h) STATE LAWS (EXTENSIVE EXISTING PROCEDURES, NEW AND EXPANDING SUBSTANTIVE AND PROCEDURAL RIGHTS FOR TENANTS)	18	38	18	19	6	2.6	-	-	-	-	-	-
(i) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO VIABILITY OF THE PHA	39	37	16	3	4	2.0	-	-	-	-	-	-
(j) COMMITMENT OF LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA	39	32	22	3	4	2.0	-	-	-	-	-	-
(k) COMMITMENT OF MAYOR/CHIEF EXECUTIVE TO THE VIABILITY OF THIS PROJECT	37	38	13	4	7	2.1	-	-	-	-	-	-
(l) COMMITMENT OF LOCAL LEGISLATIVE BODY TO THE VIABILITY OF THIS PROJECT	38	35	19	4	4	2.0	-	-	-	-	-	-
(m) FEDERAL GOVERNMENT LEGAL RESTRICTIONS OR REGULATIONS (HEW, NEPA, EO, OSHA)	27	40	25	6	1	2.2	-	1	-	-	1	2
(n) OTHER (SPECIFY) _____	52	1	-	-	-	0.5	-	-	-	-	-	-

272

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
7. LOW RENT HOUSING MARKET	41	30	18	5	6	2.1	1	2	3	1	3	10
(a) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PHA	53	33	6	7	-	1.7	-	-	-	-	-	-
(b) LACK OF DEMAND FOR LOW RENT HOUSING OF THE QUALITY PROVIDED IN THIS PROJECT	44	31	7	6	11	2.1	-	-	-	-	-	-
(c) SUPPLY OF LOW-RENT PRIVATE MARKET HOUSING MORE DESIRABLE TO LOW-INCOME PERSONS IN TERMS OF AGE, CONDITION OF BUILDING, AMENITIES, SECURITY AND NEIGHBORHOOD SERVICES THAN THIS PROJECT PROVIDES	49	27	12	4	7	1.9	-	-	-	-	-	-
(d) OTHER (SPECIFY) _____	54	-	-	-	-	0.6	-	-	-	-	-	-
8. PROJECT EXPENSES (AVAILABILITY AND/OR COST OF GOODS, SERVICES)	6	15	17	41	17	3.4	5	10	15	10	16	56
(a) FUEL, OIL, GAS, ELECTRICITY, COAL RATES AND/OR AVAILABILITY	12	15	18	19	35	3.5	4	7	2	1	7	21
(b) OTHER UTILITY RATES AND/OR AVAILABILITY (WATER, SEWER, ETC)	17	19	17	34	12	3.1	4	-	-	-	-	4
(c) INSURANCE RATES AND/OR AVAILABILITY	7	18	17	22	35	3.6	-	-	11	2	1	14
(d) GENERAL PROJECT LABOR AND PERSONNEL RATES AND SUPPLY	16	39	19	15	11	2.7	-	-	-	-	1	1
(e) SPECIALIZED CONTRACT SERVICES (PLUMBING, ELECTRICAL, SECURITY, EXTERMINATING, BUILDING CONTRACTORS)	21	33	24	8	13	2.6	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(f) AVAILABILITY OF COMPETENT MAINTENANCE STAFF	22	31	20	12	16	2.7	-	-	-	-	-	-
(g) OTHER (SPECIFY) _____	53	-	1	-	2	0.7	-	-	-	-	-	-
9. PHA/PROJECT ADMINISTRATION	12	28	21	28	11	3.0	7	8	19	11	5	50
<i>CAPITAL IMPROVEMENT PROGRAM</i>												
(a) ADEQUACY OF MODERNIZATION FUNDS	29	18	10	13	30	3.0	2	4	5	4	1	16
(b) EFFICIENT USE OF MODERNIZATION FUNDS	37	28	12	7	14	2.4	-	-	-	-	-	-
<i>ACCOUNTING SYSTEM</i>												
(a) MAINTENANCE OF RECORDS (CURRENCY AND SOPHISTICATION OF RECORD KEEPING)	26	42	10	6	16	2.5	5	-	-	-	-	5
(b) ADEQUACY AND ACCURACY OF REPORTS TO HUD	35	29	12	12	12	2.4	-	-	-	-	-	-
(c) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR FISCAL MANAGEMENT	34	31	12	10	12	2.4	-	-	-	-	-	-
(d) ADEQUACY, ACCURACY, AND FREQUENCY OF REPORTS FOR INTERNAL MANAGEMENT	33	30	14	10	12	2.4	-	-	-	-	-	-
(e) LACK OF PROJECT BASED BUDGETING (FORMULATED AND MONITORED AT THE PROJECT LEVEL)	24	32	18	11	14	2.6	-	-	4	-	-	4

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
<i>RENTAL AND OCCUPANCY POLICIES AND PROCEDURES</i>												
(a) ADMISSION SYSTEM (RECEIVING APPLICATIONS, MAINTENANCE OF WAITING LIST)	28	45	11	14	1	2.2	-	-	-	-	-	-
(b) INCOME AND ELIGIBILITY DETERMINATIONS	39	42	12	7	-	1.9	-	-	-	-	-	-
(c) TENANT SELECTION (PRIORITIES SCREENING)	29	28	14	18	10	2.6	-	-	-	-	-	-
(d) RENT DETERMINATIONS (ADEQUACY AND CURRENCY OF RENT DETERMINATION AND RECERTIFICATIONS)	39	47	9	2	1	1.8	-	-	-	-	-	-
(e) RENT COLLECTION (FIRMNESS AND TIMELINESS IN DEALING WITH RENT DELINQUENCY)	17	28	20	22	11	2.8	-	-	-	-	1	1
(f) UTILITY ALLOWANCES (ADEQUACY AND CURRENCY OF ALLOWANCE SCHEDULES, COLLECTION PROCEDURES)	28	24	30	12	6	2.5	-	-	-	-	5	5
(g) EVICTION (POLICY, PROCEDURE, FIRMNESS, AND COMPLIANCE WITH HUD POLICY)	12	29	25	21	12	2.9	-	-	1	-	-	1
(h) LARGE NUMBER OF VACANCIES IN PHA	49	29	15	4	3	1.9	-	-	-	-	-	-
(i) LARGE NUMBER OF VACANCIES IN PROJECT	44	30	10	6	10	2.1	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
TENANT SERVICES AND RELATIONS												
(a) COORDINATION OF COMMUNITY BASED SERVICES FOR BENEFIT OF PROJECT RESIDENTS	15	28	28	25	4	2.8	-	-	-	-	2	2
(b) PROVISION OF PHA BASED SOCIAL SERVICES	12	36	17	19	15	2.9	-	-	-	-	-	-
(c) DAY TO DAY RELATIONS WITH INDIVIDUAL TENANTS (HANDLING AND RESOLVING COMPLAINTS)	17	32	31	10	10	2.7	-	6	-	-	-	6
(d) RELATIONS WITH ORGANIZED TENANTS GROUPS	31	31	24	12	2	2.3	-	-	-	-	-	-
(e) INVOLVEMENT OF TENANTS IN PHA/PROJECT MANAGEMENT	25	32	24	9	9	2.5	-	-	-	-	-	-
(f) EXISTENCE OR OPERATION OF GRIEVANCE PROCEDURE (COMPLAINTS AGAINST PHA)	36	31	19	5	8	2.2	-	-	-	-	-	-
(g) LEVEL OF TENANT EMPLOYMENT	34	22	9	8	5	1.7	-	-	-	-	-	-
MAINTENANCE												
(a) ADEQUACY OF ROUTINE MAINTENANCE (JANITORIAL, EXTERMINATING)	13	25	25	16	20	3.1	-	-	1	2	4	7
(b) RESPONSE TO EMERGENCY SERVICE REQUESTS (PLUMBING APPLIANCES, WINDOWS, DOORS, HEATING, COOLING, ELECTRICAL)	16	37	18	24	5	2.7	-	-	-	-	-	-
(c) EXISTENCE OF PREVENTATIVE MAINTENANCE PROGRAM	9	20	22	29	19	3.3	-	1	1	2	1	5
(d) ADEQUACY OF CENTRALIZED MAINTENANCE VERSUS DECENTRALIZED MAINTENANCE	26	37	18	12	6	2.4	-	-	-	-	1	1

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO. NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
(e) ADEQUACY OF MAINTENANCE TRAINING	25	29	19	22	5	26	-	-	-	-	-	-
(f) MAJOR REPAIRS AND REPLACEMENTS	21	23	17	23	16	29	-	1	-	-	-	1
PERSONNEL												
(a) COMPETENCE OF PHA/PROJECT STAFF	26	28	21	18	7	25	-	-	-	-	1	1
(b) EFFICIENCY OF PHA/PROJECT STAFF	27	17	31	13	14	28	-	-	7	1	-	8
(c) OVER STAFFING	44	43	7	4	-	18	-	-	-	-	-	-
(d) UNDER STAFFING	42	37	7	6	8	21	-	-	-	-	-	-
(e) CITY OR STATE CIVIL SERVICE CONSTRAINTS ON RISING COMPETENT STAFF OR DISMISSING INCOMPETENT STAFF	50	32	7	6	5	19	-	-	-	-	-	-
(f) UNION JOB CLASSIFICATION RULES WHICH AFFECT MAINTENANCE STAFFING	36	30	12	7	14	23	-	-	-	-	-	-
(g) UNION WAGE SCALES ARE EXCESSIVE	41	36	7	2	14	21	-	-	-	-	-	-
(h) WAGE SCALES ARE TOO LOW TO ATTRACT COMPETENT MANAGEMENT	45	35	11	8	-	19	-	-	-	-	-	-
(i) FRINGE BENEFITS ARE EXCESSIVE	43	33	6	7	10	21	-	-	-	-	-	-

PROBLEM IMPACT RATINGS FOR TROUBLED PROJECTS

PROBLEM SUBCATEGORY	PERCENTAGE OF TIMES PROBLEM RATED AS HAVING					AVERAGE IMPACT RATING RECEIVED	PERCENTAGE OF TIMES RANKED AS ONE OF FIVE MOST SERIOUS PROBLEMS					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE MOST SERIOUS PROBLEMS
	NO NEGATIVE IMPACT	SLIGHT NEGATIVE IMPACT	SOME NEGATIVE IMPACT	CONSIDERABLE NEGATIVE IMPACT	SEVERE NEGATIVE IMPACT		MOST SERIOUS PROBLEM	SECOND MOST SERIOUS PROBLEM	THIRD MOST SERIOUS PROBLEM	FOURTH MOST SERIOUS PROBLEM	FIFTH MOST SERIOUS PROBLEM	
SECURITY												
(a) LOCAL SERVICES (RELATIONSHIPS WITH LOCAL POLICE AND PROVISION OF SERVICES TO PROJECTS)	19	33	22	14	11	27	-	1	1	-	1	3
(b) PROJECT/PHA BASED SERVICES (ADEQUACY AND EFFECTIVENESS OF SERVICES)	18	27	19	20	16	29	1	-	-	1	-	1
(c) SECURITY EQUIPMENT (LIGHTING, SCREENS, BARS, LOCKS, TV/ELECTRONIC MONITORING SYSTEMS)	26	19	21	18	15	28	-	2	-	1	1	3
OVERALL PHA/PROJECT ATTITUDES AND PERFORMANCE												
(a) ATTITUDES OF PHA MANAGEMENT TO CONTINUED VIABILITY OF PROJECT	41	34	12	10	1	20	-	-	-	-	-	-
(b) ATTITUDE OF PROJECT MANAGER/STAFF TO CONTINUED VIABILITY OF PROJECT	32	42	14	9	1	21	-	-	-	-	-	2
(c) OVERALL PERFORMANCE OF PHA WITH PROJECT	28	27	22	15	7	25	-	-	4	1	1	5
(d) OVERALL PERFORMANCE OF PROJECT MANAGER (IF APPLICABLE)	25	33	19	20	1	24	-	-	-	1	-	1
(e) COMPLIANCE WITH HUD POLICIES AND REGULATIONS	28	27	27	9	7	24	-	-	-	1	-	-
PHA BOARD OF DIRECTORS												
(a) SKILLS OF BOARD OF COMMISSIONERS	34	28	24	9	4	22	-	-	-	-	-	-
(b) COMMITMENT OF BOARD OF COMMISSIONERS TO PHA VIABILITY	37	37	16	6	3	20	-	-	-	-	-	-
(c) COMMITMENT OF BOARD OF COMMISSIONERS TO PROJECT VIABILITY	40	38	13	6	3	20	-	-	-	-	-	-

APPENDIX I

TABLES ON FIELD OFFICE ASSESSMENT OF PROPOSED INTERVENTIONS

This Appendix contains a tabulation of Field Office responses to the PART IV - PROBLEM INTERVENTION ANALYSIS INSTRUMENT (see Appendix H). The responses are broken down into three parts.

Proposed Intervention Ratings For All Projects
Proposed Intervention Ratings For Relatively Untroubled Projects
Proposed Intervention Ratings For Troubled Projects

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
1. PROJECT DESIGN AND SITE												
(a) CONVERT SELECTED DWELLING UNITS TO NON-RESIDENTIAL USE (e.g., COMMUNITY ROOM, SOCIAL SERVICE CENTERS AND COMMERCIAL USE)	22	5	47	22	3	28	-	-	1	-	-	1
(b) CONVERT ALL OR A SIGNIFICANT PORTION OF UNITS TO ALTERNATIVE TYPES OF RESIDENCE (e.g., FAMILY TO ELDERLY/HANDICAPPED OR VICE VERSA)	18	12	51	9	8	27	1	1	-	-	1	3
(c) DEMOLISH PORTION OF UNITS (LESS THAN 10%)	33	7	40	14	5	25	2	-	-	-	8	10
(d) ALLOW UNDERUTILIZATION OF UNITS, i.e., OCCUPANCY BELOW REGULAR MINIMUM HOUSEHOLD SIZE FOR EACH UNIT SIZE IN ORDER TO REDUCE POPULATION DENSITY	17	11	39	20	10	29	6	1	-	2	1	10
(e) ADAPT BUILDINGS AND GROUNDS TO DEFENSIBLE SPACE CONCEPTS (e.g., WALLS LIMITING ACCESS THROUGH THE PROJECT, CONTROLLED ACCESS MECHANISMS AT HIGHRISE ENTRIES, CREATION OF PRIVATE AND/OR EASILY SUPERVISED OUTDOOR SPACES AND IMPROVEMENT OF RESIDENT SURVEILLANCE OPPORTUNITIES)	5	3	49	26	16	34	2	2	3	1	2	10
(f) INSTALL SECURITY HARDWARE (e.g., BETTER LOCKS, DOORS, WINDOWS AND LIGHT) WITHOUT FULLY IMPLEMENTING DEFENSIBLE SPACE CONCEPTS	2	2	33	48	13	36	1	3	2	3	1	10
(g) PROVIDE AND/OR IMPROVE AMENITIES (e.g., LANDSCAPING, PLAN AREAS AND PARKING)	1	-	21	53	24	39	1	5	-	-	4	10
(h) PROVIDE IMPROVED COMMUNITY SPACE OR FACILITIES THROUGH NEW CONSTRUCTION	1	1	45	37	14	36	4	-	1	2	4	11

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(i) DEMOLISH PROJECT	60	3	30	3	-	17	-	-	-	-	1	1
(j) OTHER (SPECIFY) _____	-	-	8	-	3	05	-	-	-	-	-	-
2. PROJECT PHYSICAL STRUCTURE:												
(a) CARRY OUT SUBSTANTIAL REHABILITATION OF STRUCTURES (NOT INVOLVING CONVERSION TO ALTERNATIVE USE)	3	2	40	31	24	37	7	2	2	3	2	16
(b) MAKE REPAIRS AND REPLACEMENTS (SHORT OF SUBSTANTIAL REHABILITATION)	2	1	28	48	20	38	9	5	1	2	-	17
(c) INITIATE COST-EFFECTIVE ENERGY RETROFITTING FOR MAJOR PROJECT SYSTEMS	2	2	38	44	13	36	-	1	1	-	1	3
(d) MODIFY EXISTING STRUCTURES AND GROUNDS TO LEGAL/REGULATORY REQUIREMENTS (REGARDING, NOISE, POLLUTION, SAFETY AND SANITATION)	2	3	68	25	1	32	-	-	-	1	-	1
(e) MODIFY STRUCTURES TO ENHANCE ATTRACTIVENESS (i.e., FACADES, ETC)	1	1	47	41	9	35	-	2	2	1	-	5
(f) OTHER (SPECIFY) _____	-	-	7	-	2	04	-	-	-	1	-	1
3. NEIGHBORHOODS:												
(a) OBTAIN BETTER COMMUNITY SERVICES (HEALTH CARE, CHILD CARE, SCHOOLS, LIBRARY AND RECREATION)	1	-	14	61	23	40	1	8	1	2	3	15
(b) PROVIDE ADEQUATE TRANSPORTATION	-	1	45	37	15	36	-	-	1	-	1	2
(c) RENEW/UPGRADE COMMERCIAL AREAS	1	1	55	32	9	34	-	-	1	-	1	2

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(d) PROVIDE BETTER LAW ENFORCEMENT SERVICES TO COMBAT CRIME AND VANDALISM	1	1	24	53	19	3.8	1	1	2	-	1	5
(e) ELIMINATE ADVERSE ENVIRONMENTAL CONDITIONS (e.g., NOISE AND POLLUTION)	4	1	65	24	4	3.2	-	1	-	-	2	3
(f) OBTAIN BETTER MUNICIPAL SERVICES (i.e., TRASH AND GARBAGE COLLECTION, STREET MAINTENANCE, CLEANING, AND LIGHTING)	1	2	33	46	15	3.7	-	-	1	2	-	3
(g) UNDERTAKE NEIGHBORHOOD REVITALIZATION EFFORT TO REVERSE PHYSICAL AND SOCIAL BLIGHT OF SURROUNDING AREA	1	-	36	38	23	3.7	4	1	1	1	3	10
(h) UNDERTAKE EFFORTS TO IMPROVE ATTITUDE OF COMMUNITY TOWARD PROJECT AND TENANTS	2	1	28	47	19	3.7	1	1	1	-	1	4
4 HUD OVERSIGHT OF PHA/PROJECT:												
(a) MODIFY HUD POLICIES, PROGRAMS AND/OR REGULATIONS TO MEET LEGITIMATE NEEDS OF PROJECT	1	-	35	37	24	3.7	1	2	-	1	1	5
(b) SIMPLIFY HUD FORMS, REPORTING REQUIREMENTS AND/OR COMPLIANCE REGULATIONS	2	-	35	38	22	3.7	-	6	2	-	-	8
(c) INCREASE HUD STAFFING AVAILABLE TO WORK WITH PHA	2	-	30	45	21	3.8	1	2	2	2	2	9
(d) PROVIDE BETTER QUALITY OF HUD OVERSIGHT OF, AND TECHNICAL ASSISTANCE TO, PHA	1	-	36	46	14	3.6	1	-	-	2	-	3
(e) OTHER (SPECIFY) _____	-	-	7	-	4	0.5	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
5. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS.												
(a) OBTAIN ADEQUATE DELIVERY OF BASIC PUBLIC SERVICES (e.g., POLICE, FIRE, STREETS AND WASTE REMOVAL) INCLUDING ENFORCEMENT OF COOPERATION AGREEMENTS	1	1	29	53	14	37	2	1	2	2	2	9
(b) OBTAIN SUPPLEMENTAL FUNDING (e.g., CDBG, LEAA, CETA AND TITLE XX) THROUGH STATE AND LOCAL PUBLIC AGENCIES	2	-	14	54	27	40	-	-	3	-	2	5
(c) OBTAIN COMMITMENT OF MAJOR AND LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA/PROJECT	2	-	45	39	12	35	1	2	-	1	-	4
(d) IMPROVE COORDINATION WITH STATE AND LOCAL AGENCIES (WELFARE SERVICES, ETC)	2	-	26	56	14	37	-	-	-	1	1	2
(e) OTHER (SPECIFY)	-	-	8	-	-	04	-	-	-	-	-	-
(f) IMPROVE DESIGN OF RELATED FEDERAL PROGRAMS (OTHER THAN HUD PROGRAMS)	2	-	49	36	11	35	1	1	1	-	-	3
(g) IMPROVE ADMINISTRATION/COORDINATION OF FEDERAL PROGRAMS (OTHER THAN HUD PROGRAM)	2	-	41	42	12	35	-	-	-	1	-	1
(h) OTHER (SPECIFY)	-	-	8	1	1	04	-	-	1	-	-	1

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
6 LOW-RENT HOUSING MARKET.												
(a) ESTABLISH RELATIVELY LOW-CEILING RENTS TO ATTRACT AND OBTAIN HIGHER-INCOME TENANTS	9	21	42	20	5	28	1	1	-	-	1	3
(b) CARRY OUT MARKETING ACTIVITIES TO PROMOTE FULL OCCUPANCY AND REALIZATION OF TENANT SELECTION POLICIES	2	-	66	25	5	32	1	1	-	-	-	2
(c) AVOID OVERSUPPLY OF COMPETING SUBSIDIZED HOUSING BY CAREFUL MARKET ANALYSIS IN PROCESSING APPLICATIONS OF ADDITIONAL HOUSING ASSISTANCE (SECTION 8 OR PUBLIC HOUSING)	3	4	57	23	10	32	2	-	1	-	2	5
(d) GREATER USE OF SECTION 8 EXISTING HOUSING PROGRAM TO SERVE FAMILIES WHOSE INCOME, LIFE STYLES, OR SOCIAL ATTRIBUTES ARE INCONSISTENT WITH THE GOAL OF PROJECT IMPROVEMENTS	4	11	48	28	6	31	-	-	1	1	-	2
(e) OTHER (SPECIFY) _____	-	-	7	-	-	03	-	-	-	-	-	-
7 PROJECT EXPENSES												
(a) EXERCISE CLOSER BUDGET CONTROLS BY PHA/HUD	3	2	47	39	7	34	-	1	1	2	1	5
(b) ENCOURAGE TENANTS TO CONTROL UTILITIES CONSUMPTION	-	1	21	57	17	38	1	-	5	-	3	8
(c) ESTABLISH REASONABLE UTILITIES ALLOWANCES AND MAKE TENANTS BEAR COSTS OF EXCESS CONSUMPTION	2	-	33	46	17	37	-	1	2	2	2	7

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(d) INSTALL INSULATION AND OTHER ENERGY CONSERVING IMPROVEMENTS	-	-	2	57	18	38	-	2	-	2	1	5
(e) IMPROVE EFFICIENCY OF MANAGEMENT STAFF	-	3	24	50	19	38	2	-	1	2	1	6
(f) KEEP WAGE RATES (ESPECIALLY MAINTENANCE WAGE RATES) TO A LEVEL OF LOCAL COMPARABILITY	1	5	56	27	8	33	1	-	-	-	-	1
(g) PROVIDE ADEQUATE FUNDING TO ELIMINATE DEFERRED MAINTENANCE BACKLOG AND ALLOW PREVENTIVE MAINTENANCE IN FUTURE	1	-	21	41	34	40	1	4	3	6	5	19
(h) PROVIDE TRAINING FOR PHA STAFF (INCLUDING MAINTENANCE STAFF)	-	-	26	53	17	38	-	-	2	2	1	5
(i) PROVIDE INCENTIVES/DISINCENTIVES TO ENCOURAGE TENANT CARE	-	-	21	49	27	39	-	1	2	5	1	9
(j) OTHER (SPECIFY) _____	-	-	9	-	1	04	-	-	-	-	2	2
8 PHA/PROJECT ADMINISTRATION												
(a) INCREASE RENTAL INCOME (e.g., THROUGH ECONOMIC CROSS-SECTION)	-	1	23	53	19	38	3	2	3	2	3	13
(b) PROVIDE ADEQUATE OPERATING SUBSIDY FUNDS	1	1	25	49	22	38	2	1	3	-	2	8
(c) PROVIDE ADEQUATE MODERNIZATION FUNDS	1	-	26	35	35	39	6	3	4	2	3	18
(d) OTHER (SPECIFY) _____	-	-	9	1	-	04	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, 'ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
ACCOUNTING SYSTEM:												
(a) IMPROVE ACCOUNTING AND REPORTING SYSTEM	2	2	42	28	9	2.9	1	-	-	-	-	1
RENTAL AND OCCUPANCY PROCEDURES:												
(a) INSTITUTE VIGOROUS TENANT SELECTION, SCREENING AND EVICTION POLICIES AND PROCEDURES (WITH APPROPRIATE COURT SUPPORT)	1	1	20	43	32	4.0	8	4	6	4	2	24
(b) MODIFY TENANT SELECTION AND ASSIGNMENT PLAN TO PERMIT HIGHER LEVEL OF RESPONSIBILITY BY ON-SITE MANAGEMENT FOR TENANT SELECTION	4	5	48	34	6	3.3	-	-	-	1	1	2
(c) MODIFY DEFINITION OF FAMILY INCOME TO ENCOURAGE PARTICIPATION BY WORKING FAMILIES	4	1	36	45	11	3.5	1	-	1	4	1	7
(d) MODIFY DWELLING LEASE TO ENCOURAGE GREATER TENANT RESPONSIBILITY	4	1	34	44	15	3.6	1	1	-	-	1	3
(e) REVIEW DWELLING LEASE AND RELATED PROCEDURES TO REMOVE UNNECESSARY OBSTACLES TO PROMPT EVICTION	3	2	33	32	28	3.7	-	-	1	3	-	4
(f) OTHER (SPECIFY) _____	-	-	6	-	4	0.5	-	1	-	1	-	2
TENANT SERVICES AND RELATIONS:												
(a) FACILITATE DELIVERY OF COMMUNITY SERVICES	2	-	21	56	18	3.8	1	1	-	1	1	4
(b) MAINTAIN CONSTRUCTIVE RELATIONSHIPS WITH TENANTS (INDIVIDUALLY AND ORGANIZED)	2	-	18	57	21	3.9	-	2	-	1	3	6

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(c) FACILITATE TENANT ORGANIZATION'S PARTICIPATION IN MANAGEMENT DECISIONS	6	6	29	47	9	34	-	-	3	-	-	3
(d) PROVIDE FAIR AND EFFECTIVE GRIEVANCE PROCEDURES	2	1	50	35	10	34	-	-	-	1	1	2
(e) INSTITUTE TENANT MANAGEMENT	19	30	35	11	1	24	-	-	-	-	1	1
(f) OTHER (SPECIFY) _____	-	-	8	1	-	04	-	-	-	-	-	-
MAINTENANCE:												
(a) CATCH UP ON DEFERRED MAINTENANCE AND KEEP MAINTENANCE CURRENT	1	1	18	42	36	40	2	4	1	2	2	11
(b) PROVIDE MORE MAINTENANCE STAFF	-	4	53	29	11	34	-	1	-	1	-	2
(c) IMPROVE SKILLS OF MAINTENANCE STAFF	-	1	26	52	19	38	-	1	-	-	-	1
(d) IMPROVE MANAGEMENT OF MAINTENANCE EFFORTS, INCLUDING EFFICIENCY AND QUALITY CONTROL	1	2	23	46	25	38	-	-	3	2	-	5
(e) OTHER (SPECIFY) _____	-	-	9	-	-	04	-	-	-	-	-	-
PERSONNEL:												
(a) ADD MORE PHA/PROJECT STAFF	2	13	61	14	7	30	1	-	-	-	-	1
(b) ELIMINATE UNNECESSARY PHA/PROJECT STAFF	4	2	73	17	1	30	-	-	-	-	-	-
(c) IMPROVE SKILLS OF PHA/PROJECT STAFF	-	-	22	58	17	38	-	-	2	-	-	2
(d) IMPROVE EFFICIENCY OF PHA/PROJECT STAFF MANAGEMENT	-	1	23	54	19	38	1	3	-	-	-	4

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(e) REMOVE/REDUCE CONSTRAINTS ON HIRING COMPETENT PERSONNEL AND DISMISSING INCOMPETENT PERSONNEL	1	-	49	32	14	35	2	-	-	-	-	2
(f) INCREASE TENANT EMPLOYMENT	3	1	48	39	6	34	-	1	-	1	-	2
(g) REDUCE EXCESSIVE WAGE SCALES	3	11	73	3	7	29	-	-	-	-	1	1
(h) INCREASE WAGE SCALES AS NECESSARY TO ATTRACT COMPETENT STAFF	2	2	58	27	9	33	-	-	-	-	-	-
(i) OTHER (SPECIFY) _____	-	-	8	-	2	04	1	-	1	-	-	2
SECURITY:												
(a) IMPROVE LOCAL POLICE SERVICES	2	-	31	50	15	37	-	1	3	-	-	4
(b) PROVIDE PHA SECURITY SERVICES (e.g., SECURITY GUARDS AND TENANT PATROLS)	3	5	41	40	9	34	-	-	1	1	-	2
(c) PROVIDE YOUTH PROGRAMS AND EMPLOYMENT OPPORTUNITIES AS CRIME/VANDALISM PREVENTION TECHNIQUES	1	-	24	50	22	38	2	-	-	2	1	5
(d) INSTALL SECURITY HARDWARE AND EQUIPMENT	1	1	35	42	17	36	-	-	2	1	-	3
(e) OTHER (SPECIFY) _____	-	-	9	-	2	05	-	-	-	1	-	1

PROPOSED INTERVENTION RATINGS FOR ALL PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
OVERALL PHA/PROJECT PERFORMANCE:												
(a) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF PROJECT AND MANAGER	1	1	31	49	15	36	3	1	-	1	-	5
(b) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF PHA'S EXECUTIVE DIRECTORS	-	2	34	44	16	36	-	4	2	1	-	7
(c) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF OTHER PHA EXECUTIVE/SUPERVISORY STAFF	2	-	28	54	12	36	1	-	-	-	-	1
(d) IMPROVE KNOWLEDGE, SKILLS AND ATTITUDES OF PHA COMMISSIONER	1	-	29	51	14	36	1	2	-	1	-	4
(e) OTHER (SPECIFY) _____	-	-	8	-	1	04	-	1	-	-	-	1

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
1. PROJECT DESIGN AND SITE												
(a) CONVERT SELECTED DWELLING UNITS TO NON-RESIDENTIAL USE (e.g., COMMUNITY ROOM, SOCIAL SERVICE CENTERS AND COMMERCIAL USE)	25	5	46	20	2	2.7	-	-	1	-	-	1
(b) CONVERT ALL OR A SIGNIFICANT PORTION OF UNITS TO ALTERNATIVE TYPES OF RESIDENCE (e.g., FAMILY TO ELDERLY/HANDICAPPED OR VICE-VERSA)	21	12	52	6	8	2.6	-	1	-	-	1	2
(c) DEMOLISH PORTION OF UNITS (LESS THAN 10%)	37	8	39	10	4	2.3	2	-	-	-	1	3
(d) ALLOW UNDERUTILIZATION OF UNITS, i.e., OCCUPANCY BELOW REGULAR MINIMUM HOUSEHOLD SIZE FOR EACH UNIT SIZE IN ORDER TO REDUCE POPULATION DENSITY	21	12	40	18	8	2.8	5	-	-	3	1	9
(e) ADAPT BUILDINGS AND GROUNDS TO DEFENSIBLE SPACE CONCEPTS (e.g., WALLS LIMITING ACCESS TO THROUGH THE PROJECT, CONTROLLED ACCESS MECHANISMS AT HIGHRISE ENTRIES, CREATION OF PRIVATE AND/OR EASILY SUPERVISED OUTDOOR SPACES AND IMPROVEMENT OF RESIDENT SURVEILLANCE OPPORTUNITIES)	6	2	55	25	11	3.3	2	-	3	1	1	7
(f) INSTALL SECURITY HARDWARE (e.g., BETTER LOCKS, DOORS, WINDOWS AND LIGHT) WITHOUT FULLY IMPLEMENTING DEFENSIBLE SPACE CONCEPTS	3	2	36	47	11	3.6	1	3	2	3	1	10
(g) PROVIDE AND/OR IMPROVE AMENITIES (e.g., LANDSCAPING, PLAN AREAS AND PARKING)	1	-	22	54	22	3.9	1	5	-	-	4	10
(h) PROVIDE IMPROVED COMMUNITY SPACE OR FACILITIES THROUGH NEW CONSTRUCTION	1	1	47	37	14	3.6	4	-	-	2	4	10

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(i) DEMOLISH PROJECT	64	3	28	1	-	1.6	-	-	-	-	1	1
(j) OTHER (SPECIFY) _____	-	-	8	-	30	0.5	-	-	-	-	-	-
2. PROJECT PHYSICAL STRUCTURE:												
(a) CARRY OUT SUBSTANTIAL REHABILITATION OF STRUCTURES (NOT INVOLVING CONVERSION TO ALTERNATIVE USE)	3	2	44	32	18	3.6	8	-	2	3	3	16
(b) MAKE REPAIRS AND REPLACEMENTS (SHORT OF SUBSTANTIAL REHABILITATION)	2	1	28	49	19	3.8	11	5	1	2	3	22
(c) INITIATE COST-EFFECTIVE ENERGY RETROFITTING FOR MAJOR PROJECT SYSTEMS	2	2	37	47	11	3.6	-	1	-	-	1	2
(d) MODIFY EXISTING STRUCTURES AND GROUNDS TO LEGAL/REGULATORY REQUIREMENTS (REGARDING, NOISE, POLLUTION, SAFETY AND SANITATION)	2	2	69	26	1	3.2	-	-	-	1	-	1
(e) MODIFY STRUCTURES TO ENHANCE ATTRACTIVENESS (i.e., FACADES, ETC.).	1	1	48	41	8	3.5	-	3	2	1	-	6
(f) OTHER (SPECIFY) _____	-	-	6	-	3	0.4	-	-	-	1	-	1
3. NEIGHBORHOODS:												
(a) OBTAIN BETTER COMMUNITY SERVICES (HEALTH CARE, CHILD CARE, SCHOOLS, LIBRARY AND RECREATION).	1	-	14	60	24	4.0	1	10	2	2	3	18
(b) PROVIDE ADEQUATE TRANSPORTATION	-	1	44	38	17	3.7	-	-	2	-	1	3
(c) RENEW/UPGRADE COMMERCIAL AREAS	-	2	61	29	6	3.3	-	-	1	-	-	1

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(d) PROVIDE BETTER LAW ENFORCEMENT SERVICES TO COMBAT CRIME AND VANDALISM	1	2	25	59	14	38	2	1	2	-	-	5
(e) ELIMINATE ADVERSE ENVIRONMENTAL CONDITIONS (e.g., NOISE AND POLLUTION)	4	2	63	22	2	31	-	2	-	-	3	5
(f) OBTAIN BETTER MUNICIPAL SERVICES (i.e., TRASH AND GARBAGE COLLECTION, STREET MAINTENANCE, CLEANING, AND LIGHTING)	1	3	34	46	13	36	-	-	2	3	-	5
(g) UNDERTAKE NEIGHBORHOOD REVITALIZATION EFFORT TO REVERSE PHYSICAL AND SOCIAL BLIGHT OF SURROUNDING AREA	1	-	39	39	19	37	3	1	1	2	3	10
(h) UNDERTAKE EFFORTS TO IMPROVE ATTITUDE OF COMMUNITY TOWARD PROJECT AND TENANTS	3	1	30	47	18	37	-	1	2	-	-	3
4. HUD OVERSIGHT OF PHA/PROJECT:												
(a) MODIFY HUD POLICIES, PROGRAMS AND/OR REGULATIONS TO MEET LEGITIMATE NEEDS OF PROJECT	2	-	37	35	23	37	2	3	-	1	-	6
(b) SIMPLIFY HUD FORMS, REPORTING REQUIREMENTS AND/OR COMPLIANCE REGULATIONS	2	-	34	39	23	37	-	8	3	-	-	11
(c) INCREASE HUD STAFFING AVAILABLE TO WORK WITH PHA	2	-	29	44	22	38	1	3	3	3	3	13
(d) PROVIDE BETTER QUALITY OF HUD OVERSIGHT OF, AND TECHNICAL ASSISTANCE TO, PHA	2	1	36	47	13	36	1	-	-	3	-	4
(e) OTHER (SPECIFY) _____	-	-	7	-	4	05	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRoubLED PROJECTS

293

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
5. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS:												
(a) OBTAIN ADEQUATE DELIVERY OF BASIC PUBLIC SERVICES (e.g., POLICY, FIRE, STREETS AND WASTE REMOVAL) INCLUDING ENFORCEMENT OF COOPERATION AGREEMENTS	1	1	32	50	14	37	3	1	3	2	3	12
(b) OBTAIN SUPPLEMENTAL FUNDING (e.g., CDBG, LEAA, CETA AND TITLE XX) THROUGH STATE AND LOCAL PUBLIC AGENCIES	2	-	15	55	25	39	-	-	4	-	3	7
(c) OBTAIN COMMITMENT OF MAJOR AND LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA/PROJECT	2	-	44	39	13	35	1	3	-	1	-	5
(d) IMPROVE COORDINATION WITH STATE AND LOCAL AGENCIES (WELFARE SERVICES, ETC)	2	-	26	53	16	37	-	-	-	1	1	2
(e) OTHER (SPECIFY)	-	-	6	-	-	03	-	-	-	-	-	-
(f) IMPROVE DESIGN OF RELATED FEDERAL PROGRAMS (OTHER THAN HUD PROGRAMS)	2	-	50	34	12	35	2	1	1	-	-	4
(g) IMPROVE ADMINISTRATION/COORDINATION OF FEDERAL PROGRAMS (OTHER THAN HUD PROGRAM)	2	-	40	42	13	36	-	-	-	1	-	1
(h) OTHER (SPECIFY)	-	-	6	-	1	04	-	-	1	-	-	1

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
6 LOW-RENT HOUSING MARKET:												
(a) ESTABLISH RELATIVELY LOW-CEILING RENTS TO ATTRACT AND OBTAIN HIGHER-INCOME TENANTS	10	21	41	20	6	2.8	1	1	-	-	1	3
(b) CARRY OUT MARKETING ACTIVITIES TO PROMOTE FULL OCCUPANCY AND REALIZATION OF TENANT SELECTION POLICIES	2	1	65	26	4	3.2	1	1	-	-	-	2
(c) AVOID OVERSUPPLY OF COMPETING SUBSIDIZED HOUSING BY CAREFUL MARKET ANALYSIS IN PROCESSING APPLICATIONS OF ADDITIONAL HOUSING ASSISTANCE (SECTION 8 OR PUBLIC HOUSING)	3	5	55	23	11	3.2	3	-	2	-	3	8
(d) GREATER USE OF SECTION 8 EXISTING HOUSING PROGRAM TO SERVE FAMILIES WHOSE INCOME, LIFE STYLES, OR SOCIAL ATTRIBUTES ARE INCONSISTENT WITH THE GOAL OF PROJECT IMPROVEMENTS	4	12	45	29	7	3.2	-	-	1	2	-	3
(e) OTHER (SPECIFY) _____	-	-	6	-	-	0.3	-	-	-	-	-	-
7 PROJECT EXPENSES:												
(a) EXERCISE CLOSER BUDGET CONTROLS BY PHA/HUD	4	2	50	37	6	3.3	-	-	-	3	1	4
(b) ENCOURAGE TENANTS TO CONTROL UTILITIES CONSUMPTION	-	2	21	61	14	3.8	1	-	4	-	3	8
(c) ESTABLISH REASONABLE UTILITIES ALLOWANCES AND MAKE TENANTS BEAR COSTS OF EXCESS CONSUMPTION	2	-	34	46	16	3.7	-	1	3	2	2	8

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(d) INSTALL INSULATION AND OTHER ENERGY CONSERVING IMPROVEMENTS	-	-	21	60	16	3.8	-	3	-	2	2	7
(e) IMPROVE EFFICIENCY OF MANAGEMENT STAFF	-	4	27	48	18	3.7	3	-	1	3	2	9
(f) KEEP WAGE RATES (ESPECIALLY MAINTENANCE WAGE RATES) TO A LEVEL OF LOCAL COMPARABILITY	1	6	58	27	6	3.2	1	-	-	-	-	1
(g) PROVIDE ADEQUATE FUNDING TO ELIMINATE DEFERRED MAINTENANCE BACKLOG AND ALLOW PREVENTIVE MAINTENANCE IN FUTURE	1	-	24	43	30	3.9	1	4	2	5	6	18
(h) PROVIDE TRAINING FOR PHA STAFF (INCLUDING MAINTENANCE STAFF)	-	-	29	50	18	3.8	-	-	2	3	2	7
(i) PROVIDE INCENTIVES/DISINCENTIVES TO ENCOURAGE TENANT CARE	-	-	21	53	23	3.9	-	1	3	3	1	8
(j) OTHER (SPECIFY) _____	-	-	8	-	1	0.4	-	-	-	-	3	3
8. PHA/PROJECT ADMINISTRATION:												
(a) INCREASE RENTAL INCOME (e.g., THROUGH ECONOMIC CROSS-SECTION)	-	2	24	56	16	3.8	2	2	4	2	2	12
(b) PROVIDE ADEQUATE OPERATING SUBSIDY FUNDS	1	1	27	51	18	3.8	1	-	3	-	2	6
(c) PROVIDE ADEQUATE MODERNIZATION FUNDS	2	-	27	38	31	3.9	5	3	4	2	3	17
(d) OTHER (SPECIFY) _____	-	-	8	1	-	0.4	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
ACCOUNTING SYSTEM:												
(a) IMPROVE ACCOUNTING AND REPORTING SYSTEM	2	3	42	26	9	2.8	1	-	-	-	1	2
RENTAL AND OCCUPANCY PROCEDURES:												
(a) INSTITUTE VIGOROUS TENANT SELECTION, SCREENING AND EVICTION POLICIES AND PROCEDURES (WITH APPROPRIATE COURT SUPPORT)	1	-	21	46	30	3.9	9	3	7	4	1	24
(b) MODIFY TENANT SELECTION AND ASSIGNMENT PLAN TO PERMIT HIGHER LEVEL OF RESPONSIBILITY BY ON-SITE MANAGEMENT FOR TENANT SELECTION	5	4	45	37	6	3.3	-	-	-	1	1	2
(c) MODIFY DEFINITION OF FAMILY INCOME TO ENCOURAGE PARTICIPATION BY WORKING FAMILIES	4	1	36	48	8	3.5	1	-	1	5	1	8
(d) MODIFY DWELLING LEASE TO ENCOURAGE GREATER TENANT RESPONSIBILITY	4	-	31	46	15	3.6	1	1	-	-	1	3
(e) REVIEW DWELLING LEASE AND RELATED PROCEDURES TO REMOVE UNNECESSARY OBSTACLES TO PROMPT EVICTION	3	2	32	33	28	3.8	-	-	2	2	-	4
(f) OTHER (SPECIFY) _____	-	-	5	-	4	0.5	-	1	-	1	-	2
TENANT SERVICES AND RELATIONS:												
(a) FACILITATE DELIVERY OF COMMUNITY SERVICES	3	-	22	56	17	3.8	1	1	-	1	1	4
(b) MAINTAIN CONSTRUCTIVE RELATIONSHIPS WITH TENANTS (INDIVIDUALLY AND ORGANIZED)	2	-	18	56	21	3.9	-	3	-	1	3	7

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRUBLED PROJECTS

297

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(c) FACILITATE TENANT ORGANIZATION'S PARTICIPATION IN MANAGEMENT DECISIONS	8	5	29	48	9	34	-	-	4	-	-	4
(d) PROVIDE FAIR AND EFFECTIVE GRIEVANCE PROCEDURES	2	1	48	35	10	34	-	-	-	1	1	2
(e) INSTITUTE TENANT MANAGEMENT	16	31	37	12	1	25	-	-	-	-	1	1
(f) OTHER (SPECIFY) _____	-	-	6	1	-	04	-	-	-	-	-	-
MAINTENANCE:												
(a) CATCH UP ON DEFERRED MAINTENANCE AND KEEP MAINTENANCE CURRENT	1	1	22	43	32	40	2	4	1	2	2	11
(b) PROVIDE MORE MAINTENANCE STAFF	-	3	56	30	8	34	-	1	-	1	-	2
(c) IMPROVE SKILLS OF MAINTENANCE STAFF	-	1	29	51	17	38	-	1	-	-	-	1
(d) IMPROVE MANAGEMENT OF MAINTENANCE EFFORTS, INCLUDING EFFICIENCY AND QUALITY CONTROL	1	3	27	44	23	38	-	-	3	3	-	6
(e) OTHER (SPECIFY) _____	-	-	8	-	-	03	-	-	-	-	-	-
PERSONNEL:												
(a) ADD MORE PHA/PROJECT STAFF	2	14	67	10	5	29	1	-	-	-	-	1
(b) ELIMINATE UNNECESSARY PHA/PROJECT STAFF	4	2	75	16	1	30	-	-	-	-	-	-
(c) IMPROVE SKILLS OF PHA/PROJECT STAFF	-	-	25	57	16	38	-	-	3	-	-	3
(d) IMPROVE EFFICIENCY OF PHA/PROJECT STAFF MANAGEMENT	-	2	25	53	18	38	1	3	-	-	-	4

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRoubLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(e) REMOVE/REDUCE CONSTRAINTS ON HIRING COMPETENT PERSONNEL AND DISMISSING INCOMPETENT PERSONNEL	2	-	51	32	13	35	3	-	-	-	-	3
(f) INCREASE TENANT EMPLOYMENT	2	1	48	40	-	34	-	1	-	1	-	2
(g) REDUCE EXCESSIVE WAGE SCALES	2	13	74	3	5	29	-	-	-	-	1	1
(h) INCREASE WAGE SCALES AS NECESSARY TO ATTRACT COMPETENT STAFF	1	2	58	26	10	33	-	-	-	-	-	-
(i) OTHER (SPECIFY) _____	-	-	6	-	3	04	1	-	1	-	-	2
SECURITY:												
(a) IMPROVE LOCAL POLICE SERVICES	2	-	35	48	12	36	-	1	3	-	-	4
(b) PROVIDE PHA SECURITY SERVICES (e.g., SECURITY GUARDS AND TENANT PATROLS)	2	6	46	38	5	33	-	1	-	2	-	3
(c) PROVIDE YOUTH PROGRAMS AND EMPLOYMENT OPPORTUNITIES AS CRIME/VANDALISM PREVENTION TECHNIQUES	2	-	26	50	17	38	2	-	-	3	-	5
(d) INSTALL SECURITY HARDWARE AND EQUIPMENT	2	2	38	42	15	36	-	-	2	1	-	3
(e) OTHER (SPECIFY) _____	-	-	6	-	3	04	-	-	-	1	-	1

PROPOSED INTERVENTION RATINGS FOR RELATIVELY UNTRIOUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
OVERALL PHA/PROJECT PERFORMANCE:												
(a) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF PROJECT AND MANAGER	1	1	32	48	14	3.6	3	1	-	1	-	5
(b) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF PHA'S EXECUTIVE DIRECTORS	-	2	33	45	17	3.7	-	4	3	1	-	8
(c) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF OTHER PHA EXECUTIVE/SUPERVISORY STAFF	2	-	29	53	13	3.6	1	-	-	-	-	1
(d) IMPROVE KNOWLEDGE, SKILLS AND ATTITUDES OF PHA COMMISSIONER	2	-	28	53	14	3.7	1	3	-	1	-	5
(e) OTHER (SPECIFY) _____	-	-	7	-	1	0.4	-	1	-	-	-	1

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
1. PROJECT DESIGN AND SITE												
(a) CONVERT SELECTED DWELLING UNITS TO NON-RESIDENTIAL USE (e.g., COMMUNITY ROOM, SOCIAL SERVICE CENTERS AND COMMERCIAL USE)	9	1	49	32	7	32	2	1	4	1	2	10
(b) CONVERT ALL OR A SIGNIFICANT PORTION OF UNITS TO ALTERNATIVE TYPES OF RESIDENCE (e.g., FAMILY TO ELDERLY/HANDICAPPED OR VICE VERSA)	7	14	48	20	9	30	3	2	4	1	2	12
(c) DEMOLISH PORTION OF UNITS (LESS THAN 10%)	16	3	44	28	6	29	-	-	-	2	-	2
(d) ALLOW UNDERUTILIZATION OF UNITS, i.e., OCCUPANCY BELOW REGULAR MINIMUM HOUSEHOLD SIZE FOR EACH UNIT SIZE IN ORDER TO REDUCE POPULATION DENSITY	5	9	32	28	19	32	10	3	1	1	1	16
(e) ADAPT BUILDINGS AND GROUNDS TO DEFENSIBLE SPACE CONCEPTS (e.g., WALLS LIMITING ACCESS TO THROUGH THE PROJECT, CONTROLLED ACCESS MECHANISMS AT HIGHRISE ENTRIES, CREATION OF PRIVATE AND/OR EASILY SUPERVISED OUTDOOR SPACES AND IMPROVEMENT OF RESIDENT SURVEILLANCE OPPORTUNITIES)	-	7	28	29	33	38	2	7	4	4	3	20
(f) INSTALL SECURITY HARDWARE (e.g., BETTER LOCKS, DOORS, WINDOWS AND LIGHT) WITHOUT FULLY IMPLEMENTING DEFENSIBLE SPACE CONCEPTS	-	5	20	52	20	38	1	1	2	2	4	10
(g) PROVIDE AND/OR IMPROVE AMENITIES (e.g., LANDSCAPING, PLAN AREAS AND PARKING)	1	-	17	49	29	40	1	6	1	2	2	12
(h) PROVIDE IMPROVED COMMUNITY SPACE OR FACILITIES THROUGH NEW CONSTRUCTION	2	1	40	37	17	36	-	-	2	2	1	5

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(i) DEMOLISH PROJECT	46	4	34	8	2	2.0	-	-	-	-	-	-
(j) OTHER (SPECIFY) _____	1	-	11	-	3	0.4	1	-	-	-	-	1
2. PROJECT PHYSICAL STRUCTURE.												
(a) CARRY OUT SUBSTANTIAL REHABILITATION OF STRUCTURES (NOT INVOLVING CONVERSION TO ALTERNATIVE USE)	1	1	24	26	46	4.0	7	8	2	2	1	20
(b) MAKE REPAIRS AND REPLACEMENTS (SHORT OF SUBSTANTIAL REHABILITATION)	2	2	27	46	20	3.7	2	2	-	2	-	6
(c) INITIATE COST-EFFECTIVE ENERGY RETROFITTING FOR MAJOR PROJECT SYSTEMS	1	2	41	33	21	3.6	-	-	5	-	-	5
(d) MODIFY EXISTING STRUCTURES AND GROUNDS TO LEGAL/REGULATORY REQUIREMENTS (REGARDING, NOISE, POLLUTION, SAFETY AND SANITATION)	2	5	67	21	2	3.0	1	-	-	-	-	1
(e) MODIFY STRUCTURES TO ENHANCE ATTRACTIVENESS (i.e., FACADES, ETC.)	2	-	45	40	10	3.5	-	1	1	1	1	4
(f) OTHER (SPECIFY) _____	1	-	11	-	1	0.4	1	-	-	-	-	1
3 NEIGHBORHOODS:												
(a) OBTAIN BETTER COMMUNITY SERVICES (HEALTH CARE, CHILD CARE, SCHOOLS, LIBRARY AND RECREATION)	1	1	13	65	18	3.9	-	1	1	1	1	4
(b) PROVIDE ADEQUATE TRANSPORTATION	1	1	52	34	6	3.2	-	-	-	-	-	-
(c) RENEW/UPGRADE COMMERCIAL AREAS	2	-	32	42	34	3.7	-	-	1	1	2	4

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(d) PROVIDE BETTER LAW ENFORCEMENT SERVICES TO COMBAT CRIME AND VANDALISM	1	-	21	38	37	4.0	1	1	5	1	2	10
(e) ELIMINATE ADVERSE ENVIRONMENTAL CONDITIONS (e.g., NOISE AND POLLUTION)	1	1	50	33	11	3.4	-	-	-	-	-	-
(f) OBTAIN BETTER MUNICIPAL SERVICES (i.e., TRASH AND GARBAGE COLLECTION, STREET MAINTENANCE, CLEANING, AND LIGHTING)	1	-	27	48	22	3.8	1	2	-	-	-	3
(g) UNDERTAKE NEIGHBORHOOD REVITALIZATION EFFORT TO REVERSE PHYSICAL AND SOCIAL BLIGHT OF SURROUNDING AREA	2	1	25	34	35	3.9	10	2	1	1	1	15
(h) UNDERTAKE EFFORTS TO IMPROVE ATTITUDE OF COMMUNITY TOWARD PROJECT AND TENANTS	-	1	23	50	24	3.9	5	-	1	1	4	11
4. HUD OVERSIGHT OF PHA/PROJECT:												
(a) MODIFY HUD POLICIES, PROGRAMS AND/OR REGULATIONS TO MEET LEGITIMATE NEEDS OF PROJECT	1	1	27	44	25	3.8	-	1	-	-	6	7
(b) SIMPLIFY HUD FORMS, REPORTING REQUIREMENTS AND/OR COMPLIANCE REGULATIONS	1	1	41	35	18	3.6	-	-	1	1	-	2
(c) INCREASE HUD STAFFING AVAILABLE TO WORK WITH PHA	1	-	31	48	18	3.7	-	-	-	1	2	3
(d) PROVIDE BETTER QUALITY OF HUD OVERSIGHT OF, AND TECHNICAL ASSISTANCE TO, PHA	1	-	35	44	18	3.7	-	-	-	-	1	1
(e) OTHER (SPECIFY) _____	1	-	7	-	5	0.5	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
5. LOCAL/STATE/FEDERAL GOVERNMENTAL IMPACTS.												
(a) OBTAIN ADEQUATE DELIVERY OF BASIC PUBLIC SERVICES (e.g., POLICY, FIRE, STREETS AND WASTE REMOVAL) INCLUDING ENFORCEMENT OF COOPERATION AGREEMENTS	1	1	19	61	16	3.8	-	1	-	1	1	3
(b) OBTAIN SUPPLEMENTAL FUNDING (e.g., CDBG, LEAA, CETA AND TITLE XX) THROUGH STATE AND LOCAL PUBLIC AGENCIES	1	-	12	49	36	4.1	-	-	1	-	1	2
(c) OBTAIN COMMITMENT OF MAJOR AND LOCAL LEGISLATIVE BODY TO VIABILITY OF PHA/PROJECT	1	1	48	38	10	3.5	-	-	-	-	-	-
(d) IMPROVE COORDINATION WITH STATE AND LOCAL AGENCIES (WELFARE SERVICES, ETC.)	1	1	23	64	9	3.7	-	1	1	-	-	2
(e) OTHER (SPECIFY)	2	-	12	1	1	0.4	-	-	-	-	-	-
(f) IMPROVE DESIGN OF RELATED FEDERAL PROGRAMS (OTHER THAN HUD PROGRAMS)	1	-	46	44	10	3.5	-	-	1	-	-	1
(g) IMPROVE ADMINISTRATION/COORDINATION OF FEDERAL PROGRAMS (OTHER THAN HUD PROGRAM)	1	-	42	43	10	3.4	-	-	-	-	-	-
(h) OTHER (SPECIFY) _____	1	-	12	5	-	0.6	-	-	-	-	-	-

303

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
6. LOW-RENT HOUSING MARKET.												
(a) ESTABLISH RELATIVELY LOW-CEILING RENTS TO ATTRACT AND OBTAIN HIGHER-INCOME TENANTS	7	19	47	23	1	28	-	-	-	-	1	1
(b) CARRY OUT MARKETING ACTIVITIES TO PROMOTE FULL OCCUPANCY AND REALIZATION OF TENANT SELECTION POLICIES	1	-	69	21	7	32	-	-	1	-	2	3
(c) AVOID OVERSUPPLY OF COMPETING SUBSIDIZED HOUSING BY CAREFUL MARKET ANALYSIS IN PROCESSING APPLICATIONS OF ADDITIONAL HOUSING ASSISTANCE (SECTION 8 OR PUBLIC HOUSING)	2	2	61	24	8	326	1	-	1	-	-	2
(d) GREATER USE OF SECTION 8 EXISTING HOUSING PROGRAM TO SERVE FAMILIES WHOSE INCOME, LIFE STYLES, OR SOCIAL ATTRIBUTES ARE INCONSISTENT WITH THE GOAL OF PROJECT IMPROVEMENTS	5	4	60	25	4	30	1	-	1	1	-	3
(e) OTHER (SPECIFY) _____	1	-	11	-	1	04	-	-	-	-	-	-
7. PROJECT EXPENSES:												
(a) EXERCISE CLOSER BUDGET CONTROLS BY PHA/HUD	1	1	35	48	10	35	-	2	7	-	-	9
(b) ENCOURAGE TENANTS TO CONTROL UTILITIES CONSUMPTION	1	1	22	43	28	38	1	-	5	-	2	8
(c) ESTABLISH REASONABLE UTILITIES ALLOWANCES AND MAKE TENANTS BEAR COSTS OF EXCESS CONSUMPTION	1	-	27	46	21	37	1	2	1	2	1	7

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(d) INSTALL INSULATION AND OTHER ENERGY CONSERVING IMPROVEMENTS	-	1	25	47	22	3.7	1	1	1	2	-	5
(e) IMPROVE EFFICIENCY OF MANAGEMENT STAFF	-	-	12	59	24	3.9	1	1	-	1	1	4
(f) KEEP WAGE RATES (ESPECIALLY MAINTENANCE WAGE RATES) TO A LEVEL OF LOCAL COMPARABILITY	1	2	50	29	13	3.4	-	-	-	-	1	1
(g) PROVIDE ADEQUATE FUNDING TO ELIMINATE DEFERRED MAINTENANCE BACKLOG AND ALLOW PREVENTIVE MAINTENANCE IN FUTURE	1	1	12	32	48	4.1	-	4	5	10	2	21
(h) PROVIDE TRAINING FOR PHA STAFF (INCLUDING MAINTENANCE STAFF)	-	-	17	61	17	3.8	-	1	1	1	-	3
(i) PROVIDE INCENTIVES/DISINCENTIVES TO ENCOURAGE TENANT CARE	-	-	21	34	40	4.0	2	2	1	12	-	17
(j) OTHER (SPECIFY) _____	1	-	12	-	1	0.4	-	-	-	-	-	-
8. PHA/PROJECT ADMINISTRATION:												
(a) INCREASE RENTAL INCOME (e.g., THROUGH ECONOMIC CROSS-SECTION)	1	-	19	43	33	4.0	6	1	1	2	8	18
(b) PROVIDE ADEQUATE OPERATING SUBSIDY FUNDS	-	1	19	40	37	4.0	3	4	5	1	1	14
(c) PROVIDE ADEQUATE MODERNIZATION FUNDS	-	1	21	23	51	4.1	9	3	4	2	-	18
(d) OTHER (SPECIFY) _____	1	-	12	1	1	0.4	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
ACCOUNTING SYSTEM:												
(a) IMPROVE ACCOUNTING AND REPORTING SYSTEM	2	1	41	35	10	31	-	1	-	-	-	1
RENTAL AND OCCUPANCY PROCEDURES:												
(a) INSTITUTE VIGOROUS TENANT SELECTION, SCREENING AND EVICTION POLICIES AND PROCEDURES (WITH APPROPRIATE COURT SUPPORT)	1	5	15	33	42	40	4	9	2	4	4	23
(b) MODIFY TENANT SELECTION AND ASSIGNMENT PLAN TO PERMIT HIGHER LEVEL OF RESPONSIBILITY BY ON-SITE MANAGEMENT FOR TENANT SELECTION	-	7	58	26	6	32	-	1	-	-	1	2
(c) MODIFY DEFINITION OF FAMILY INCOME TO ENCOURAGE PARTICIPATION BY WORKING FAMILIES.	-	2	37	35	22	37	1	1	-	-	-	2
(d) MODIFY DWELLING LEASE TO ENCOURAGE GREATER TENANT RESPONSIBILITY	1	3	46	35	12	34	-	1	-	1	-	2
(e) REVIEW DWELLING LEASE AND RELATED PROCEDURES TO REMOVE UNNECESSARY OBSTACLES TO PROMPT EVICTION	1	1	40	25	28	36	1	-	-	5	-	6
(f) OTHER (SPECIFY) _____	1	-	10	-	2	04	-	-	-	-	1	1
TENANT SERVICES AND RELATIONS:												
(a) FACILITATE DELIVERY OF COMMUNITY SERVICES	2	-	16	58	20	38	1	1	-	1	-	3
(b) MAINTAIN CONSTRUCTIVE RELATIONSHIPS WITH TENANTS (INDIVIDUALLY AND ORGANIZED)	1	-	17	61	18	38	1	-	-	1	1	3

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(c) FACILITATE TENANT ORGANIZATION'S PARTICIPATION IN MANAGEMENT DECISIONS	7	9	25	44	10	3.3	1	-	1	1	-	3
(d) PROVIDE FAIR AND EFFECTIVE GRIEVANCE PROCEDURES	2	1	54	33	7	3.3	1	-	-	-	-	1
(e) INSTITUTE TENANT MANAGEMENT	33	26	27	8	1	2.0	-	-	-	-	-	-
(f) OTHER (SPECIFY) _____	1	-	12	-	1	0.4	-	-	-	-	-	-
MAINTENANCE:												
(a) CATCH UP ON DEFERRED MAINTENANCE AND KEEP MAINTENANCE CURRENT	1	1	6	39	50	4.2	1	3	4	3	5	16
(b) PROVIDE MORE MAINTENANCE STAFF	1	6	43	27	19	3.4	-	-	-	-	1	1
(c) IMPROVE SKILLS OF MAINTENANCE STAFF	1	1	15	55	25	3.9	1	-	-	-	-	1
(d) IMPROVE MANAGEMENT OF MAINTENANCE EFFORTS, INCLUDING EFFICIENCY AND QUALITY CONTROL	1	-	8	56	31	4.0	1	1	1	1	-	4
(e) OTHER (SPECIFY) _____	1	-	12	1	1	0.5	-	-	1	-	-	1
PERSONNEL:												
(a) ADD MORE PHA/PROJECT STAFF	1	12	39	29	16	3.3	-	-	-	1	1	2
(b) ELIMINATE UNNECESSARY PHA/PROJECT STAFF	2	5	66	23	1	3.1	-	1	-	-	-	1
(c) IMPROVE SKILLS OF PHA/PROJECT STAFF	-	1	13	64	19	3.9	-	1	1	-	-	2
(d) IMPROVE EFFICIENCY OF PHA/PROJECT STAFF MANAGEMENT	-	-	15	57	25	4.0	-	1	1	-	1	3

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
(e) REMOVE/REDUCE CONSTRAINTS ON HIRING COMPETENT PERSONNEL AND DISMISSING INCOMPETENT PERSONNEL	1	1	41	35	19	3.6	-	-	-	-	1	1
(f) INCREASE TENANT EMPLOYMENT	7	2	47	37	4	3.2	-	2	-	-	-	2
(g) REDUCE EXCESSIVE WAGE SCALES	3	3	70	5	15	3.2	-	-	-	-	1	1
(h) INCREASE WAGE SCALES AS NECESSARY TO ATTRACT COMPETENT STAFF	2	3	57	29	4	3.2	-	1	-	-	1	2
(i) OTHER (SPECIFY) _____	1	-	12	-	1	0.4	-	-	1	-	-	1
SECURITY:												
(a) IMPROVE LOCAL POLICE SERVICES	1	-	15	57	23	3.9	1	1	2	-	-	4
(b) PROVIDE PHA SECURITY SERVICES (e.g., SECURITY GUARDS AND TENANT PATROLS)	6	2	21	44	23	3.6	1	2	3	1	2	9
(c) PROVIDE YOUTH PROGRAMS AND EMPLOYMENT OPPORTUNITIES AS CRIME/VANDALISM PREVENTION TECHNIQUES,	1	-	15	47	34	4.0	1	1	1	-	2	5
(d) INSTALL SECURITY HARDWARE AND EQUIPMENT	1	-	24	45	27	3.9	-	1	1	1	1	4
(e) OTHER (SPECIFY) _____	1	-	17	-	-	0.5	-	-	-	-	-	-

PROPOSED INTERVENTION RATINGS FOR TROUBLED PROJECTS

PROPOSED INTERVENTION	RATING OF EFFECT OF EACH INTERVENTION					AVERAGE RATING RECEIVED, ALL PROJECTS	FREQUENCY OF RANKING AS ONE OF FIVE BEST ACTIONS (PERCENTAGE OF TIMES LISTED)					PERCENTAGE OF TIMES LISTED AS ONE OF FIVE BEST ACTIONS
	SIGNIFICANT NEGATIVE EFFECT	SLIGHT NEGATIVE EFFECT	NO EFFECT	MODEST POSITIVE EFFECT	SIGNIFICANT POSITIVE EFFECT		BEST ACTION	SECOND BEST ACTION	THIRD BEST ACTION	FOURTH BEST ACTION	FIFTH BEST ACTION	
OVERALL PHA/PROJECT PERFORMANCE:												
(a) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF PROJECT AND MANAGER	-	1	26	51	17	3.7	-	1	-	1	2	4
(b) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF PHA'S EXECUTIVE DIRECTORS	1	1	37	42	14	3.6	2	6	-	1	-	9
(c) IMPROVE ATTITUDE, SKILLS AND ACCOUNTABILITY OF OTHER PHA EXECUTIVE/SUPERVISORY STAFF	1	1	26	57	10	3.6	-	1	-	-	1	2
(d) IMPROVE KNOWLEDGE, SKILLS AND ATTITUDES OF PHA COMMISSIONER	1	-	33	47	15	3.6	-	1	-	2	1	4
(e) OTHER (SPECIFY) _____	1	-	11	-	1	0.4	-	-	-	-	-	-

APPENDIX J

STUDY ORGANIZATION

This study was conducted by the Office of Policy Development and Research (PDR), U.S. Department of Housing and Urban Development, under the direction of Assistant Secretary Donna E. Shalala. It was undertaken in support of the Department's Public Housing Urban Initiatives Program. Members of the Study Task Force are listed in Figure 1.

The study was coordinated by the Office of Policy Development under the direction of Deputy Assistant Secretary David F. Garrison. Study participants were drawn from PDR and from the Office of Housing under the direction of Assistant Secretary Lawrence B. Simons.

Responsibility for day to day study management was vested in the Division of Policy Studies (PDR) under the direction of Christopher Wye. The study was designed and carried out by David Kaminsky, Ronald Jones, and Michael Roanhouse (Team Director). Data were provided by the Office of Administration, especially Robert Davis and his staff.

The final report was prepared by Martin Abravanel, David Kaminsky, Ronald Jones, Michael Roanhouse, Lester Rubin, and Paul Mancini.

Cynthia Weakland, Delorah Arnold, and Sammie C. Sneed were principally responsible for typing the report, along with Charlene Anderson, Mary Atkins, Doris King, Sharon White, Deborah Washington, and Fannie Anderson.

Technical Advisory Committee: Public Housing Study

Committee Leadership	
Co-chairperson:	Donna Shalala, Assistant Secretary, Office of Policy Development and Research
Co-chairperson:	Larry Simons, Assistant Secretary, Office of Housing
Committee Management	
Staff Director:	Christopher Wye, Director, Division of Policy Studies
Committee Members	Committee Staff
Steve Coyle Special Assistant to the Secretary	None
Peter Kaplan Special Assistant to the Undersecretary	None
Dale Riordan Special Assistant to the Undersecretary	None
Elaine Ostrowski, Director, Housing Management Research Group	Joan Gilbert Carolyn McFarlane Julie Pastor Other staff named by Director as needed
David B. Albright, Jr. Director, Office of ADP Systems Development	Bob Davis Dan Perkuchin

continued

Technical Advisory Committee: Public Housing Study (Cont'd)

Committee Members	Committee Staff
Pat Hampton	None
Quinton Gordon Director, Office of Policy Development & Evaluation	Staff named by Director as needed
Don Demitros Director, Management Information, Systems Division	Staff named by Director as needed
Jane Teliarferro Chief of Conventional Housing Branch	Staff named as needed
Jim Anderson Director Project Management Division	David Nichols Gerri White Priscilla Peake Patricia Arnaudo Wayne Hunter
Walter Kloetzli Director Financial Management Division	Janice Ratley
Ken Moul Director, Program Services Division	Ed Whipple Dick Ulf

Field Teams

City	Team Leader	Central Office Team Member	Field Office Team Member
Atlanta	Pat Hoban-Moore	Sherone Ivey	Joyce Carter
Boston	David Kaminsky	Wayne Hunter	Ken Salk
Chicago	Mike Roanhouse	Charley Ashmore	Joe Cailles
Cleveland	Marty Abravanel	Bob Fisher	Don Pesek
Columbus	Cissy Smull	Jackson Wright	Don Johnson
Dallas	Allan Mandel	None	Ed Bice
Detroit	Ron Jones	Odessa Burroughs	Jeanette Harris
Louisville	Les Rubin	Bruce Vincent	Dominic Schuler
Newark	Eric Stowe	Bill Wall	Charles Booker
New Orleans	Paul Burke	Herb Houser	Ralph Hebert
New York	Chris Wye	Mark Schaeffer	Sidney Schwartz
Pittsburgh	Mark Isaacs	None	Robert Easely
St. Louis	John Pickering	Gerri White Carolyn McFarlane	Jim Strassner
San Francisco	Paul Mancini	Jim Anderson	John Epler

APPENDIX K

OTHER REPORTS PREPARED BY THE DIVISION OF POLICY STUDIES
OFFICE OF POLICY DEVELOPMENT AND RESEARCH
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SUBSIDIZED HOUSING:

Causes of Multifamily Defaults (Staff Study, July 1975)

Description of the patterns of mortgage default, assignment and foreclosure for the Section 236 multifamily subsidized housing program; analysis of these patterns to determine the causes of default; review of potential policy options to deal with the default problem.

Multifamily Property Disposition (Staff Study, October 1975)

Estimates of the costs associated with alternative methods of disposition for HUD's inventory of foreclosed, formerly subsidized multifamily properties.

Housing Production with Non-Profit Sponsors (Preliminary Report, November 1975)

Comparison of the characteristics of non-profit sponsored and limited dividend sponsored housing projects; discussion of the Section 106 program which provides technical assistance funds and no interest seed money loans to non-profit sponsorship.

Public Housing Operating Subsidies (Staff Study, December 1975)

Review of the factors contributing to the deteriorating financial position of Local Housing Authorities (LHAs) prior to 1973; analysis of income, expense and vacancy trends; consideration of various strategies for limiting the Federal contributions to the operating deficits of LHAs.

Section 8 Housing Assistance Payments Program: Existing Housing (Field Study, August 1976; Policy Paper, August 1976)

First year assessment of the impact (on participant families, units, landlords and Public Housing Authorities) and administration (including program start-up, rent-up and operations phases) of HUD's rental assistance program for existing housing.

Section 8 Housing Assistance Payments Program: The Loan Management Set-Aside (Field Study, January 1977; Policy Paper, January 1977)

Profile of multi-family housing projects that were assisted with funds set aside specifically to improve the condition of financially troubled, HUD-insured or HUD-held projects; preliminary assessment of the program's impacts on projects, tenants and others; analysis of the administrative conditions that affected program outcomes.

Issues in Indian Housing (Background Paper, August 1977)

Identification of major issues associated with the delivery of HUD's Indian Housing Program; consideration of options for evaluating the Program.

Preliminary Findings from the Field Study: Report of the Task Force on Multifamily Property Utilization (Field Study, August 1977)

Estimation of the types and frequency of problems facing financially troubled HUD-insured subsidized multifamily housing projects; assessments of the adequacy of project income, HUD management and project management.

Section 202: Housing for the Elderly or Handicapped (Field Study, March 1978)

Evaluation of the design, administration, cost and performance of HUD's program of direct loans to nonprofit organizations for the purpose of developing and operating multifamily housing projects for elderly or handicapped persons.

UNSUBSIDIZED HOUSING

Disposition of Foreclosed Housing (Staff Study, August 1976)

Review of HUD's property disposition policy and activities; consideration of alternative property disposition objectives and of strategies for achieving these objectives.

HUD-FHA Condominiums: Their Future (Staff Study, August 1975)

Analysis of the demand for, objectives of, and possible modification to the Section 234 condominium insurance program.

Title X: Retrospect and Prospect (Preliminary Report, December 1975)

Evaluation of HUD's experience with Title X which provides mortgage insurance to assist private developers in obtaining private financing for land acquisition and development; assessment of the program's potential in light of subsequent legislative changes, market conditions, and HUD's land use policy.

COMMUNITY PLANNING AND DEVELOPMENT

Coordination of Federal Planning Programs (Staff Study, October 1975)

Review of the various planning subsidies offered by the Federal government to state and local governments; consideration of various options for alternative organizational forms.

Allocation Issues in Section 701 Planning Grants (Staff Study, October 1975)

Review of the Section 701 Comprehensive Planning Assistance program in light of two, alternative Federal objects; either encouraging planning activities, in general; or encouraging selected types of planning.

CONSUMER AFFAIRS

Counseling for Delinquent Mortgagors (Staff Study, November 1975);
Counseling for Delinquent Mortgagors II (Staff Study, February 1977)

Evaluation of the impact and cost-effectiveness of demonstration programs of default and delinquency counseling provided to homeowners who had obtained mortgages under the Section 235 program.

Consumer Reaction to Advance Disclosure of Settlement Costs (Preliminary Report, December 1975)

Report of a telephone survey of home buyers' experiences with and reactions to the advance disclosures provisions of the Real Estate Settlement Procedures Act of 1974.

U.S. Department of Housing and Urban Development

451 Seventh Street, S.W.
Washington, D.C. 20410

Official Business
Penalty for Private Use, \$300

Postage and Fees Paid
U.S. Department of Housing
and Urban Development
HUD-401



FIRST CLASS MAIL



August 1979
HUD-PDR-463