Suggested Procedures for Initial Tenant Selection and Renting

DECEMBER 17, 1939

FEDERAL WORKS AGENCY
United States Housing Authority • Nathan Straus, Administrator

Suggestions for Dealing With Tenant Selection and Renting
BULLETIN No. 31 ON POLICY AND PROCEDURE

MANUAL OF SUGGESTED PROCEDURES FOR
Initial Tenant Selection and Renting

This Bulletin is designed to communicate to all local housing authorities suggested procedures for initial tenant selection and renting in connection with USHA-aided projects. It supplements Bulletin No. 22 on Policy and Procedure which outlines the principles to be considered by local authorities in establishing tenants selection policies, and the preliminary steps to be taken preparatory to actual tenant selection.

This Bulletin is planned to serve two main purposes. First, it offers concrete and practical suggestions for dealing with all phases of tenant selection and renting. The procedures outlined are, however, intended chiefly as a guide and may require considerable modification and adaptation, including expansion at some points and simplification at others, to make them applicable to varying local situations and needs. Such modification and adaptation, based upon local factors, should be made by the staff member directly in charge of local tenant selection activities. Second, the Bulletin supplies a basic reference tool (but by no means the only one) for the use of tenant selection supervisors in the training of personnel. To facilitate its use by tenant selection supervisors in this connection, it integrates the explanations of the principles and policies relative to the recommended procedures with the actual mechanics of such procedures.

FEDERAL WORKS AGENCY
UNITED STATES HOUSING AUTHORITY
Washington
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope and content</td>
<td>1</td>
</tr>
<tr>
<td>Stimulating applications</td>
<td>3</td>
</tr>
<tr>
<td>Need for special attention</td>
<td>3</td>
</tr>
<tr>
<td>Timing of publicity</td>
<td>4</td>
</tr>
<tr>
<td>Emphasis in publicity</td>
<td>4</td>
</tr>
<tr>
<td>Suggested methods of reaching applicants</td>
<td>4</td>
</tr>
<tr>
<td>Initial tenant selection</td>
<td>7</td>
</tr>
<tr>
<td>Office procedures</td>
<td>7</td>
</tr>
<tr>
<td>Taking formal applications</td>
<td>18</td>
</tr>
<tr>
<td>Specific instructions for filling in the application form</td>
<td>24</td>
</tr>
<tr>
<td>Methods and techniques for verification</td>
<td>27</td>
</tr>
<tr>
<td>Specimen forms for use in verification</td>
<td>29</td>
</tr>
<tr>
<td>Final review and approval of applications</td>
<td>46</td>
</tr>
<tr>
<td>Final selection of approved applicants</td>
<td>46</td>
</tr>
<tr>
<td>Procedure for handling rejected applications</td>
<td>50</td>
</tr>
<tr>
<td>Renting and leasing</td>
<td>51</td>
</tr>
<tr>
<td>Office procedures</td>
<td>51</td>
</tr>
<tr>
<td>Selection of a dwelling unit</td>
<td>54</td>
</tr>
<tr>
<td>Signing of the dwelling lease; management-tenant relationship</td>
<td>54</td>
</tr>
<tr>
<td>Appendix</td>
<td>61</td>
</tr>
<tr>
<td>A—Suggested procedure for developing a local housing score</td>
<td>61</td>
</tr>
<tr>
<td>B—Demonstrations in home furnishings in conjunction with initial tenant selection</td>
<td>66</td>
</tr>
<tr>
<td>C—Flow charts indicating office procedure for handling applications</td>
<td>72</td>
</tr>
</tbody>
</table>
SUGGESTED PROCEDURES FOR INITIAL TENANT SELECTION AND RENTING

Scope and Content.
This Bulletin outlines, in considerable detail, suggested procedures for initial tenant selection and renting in connection with U.S.H.A.-aided projects. The material is divided into three major parts. Part A discusses ways and means of stimulating applications from eligible families in the lowest income group, and indicates the importance of this phase of tenant selection, the proper timing of the activities involved, and practical methods for carrying out this phase of the program. Part B suggests detailed procedures from the stage of formal application taking to the stage of actual selection of individual families from a pool of eligible and approved applicants. Part C suggests detailed procedures for leasing and renting dwelling units and indicates how the leasing period may be used effectively to establish a satisfactory tenant-management relationship.

To facilitate tenant selection and renting, specimen forms and instructions for their use, as well as suggested office procedures, are included.

In preparing the Bulletin previous methods of tenant selection for low-rent housing projects were carefully analyzed, and it is believed that the present presentation embodies the best features of past experience as well as certain desirable changes. Experience in the use of this material may show the need for further revision.

Inasmuch as the current recommendations depart in many respects from past methods, it appears important to point out briefly the major changes. These are as follows:

(a) The procedure is geared to the terms of the United States Housing Act of 1937, which:

(1) places responsibility for tenant selection locally;

(2) restricts tenancy in low-rent housing projects to families in the lowest income group living under housing conditions definitely detrimental to safety, health, and morals.

(b) The processes of verification of eligibility are clarified to insure compliance with the Act and also to take into account past experience resulting in:

(1) a somewhat different emphasis in verification with increased importance attached to pertinent family data obtained from public or private social agencies to which applicant families may be known, and less importance attached to the use of commercial credit reports;

(2) revision in the type and number of recommended forms for recording information assembled at different stages in tenant selection, with separate forms for the filing of an application, the home visit report, and the summary report of verified data, to take the place of a single complex form intended to serve all purposes. This prevents statements made in the original application from being obscured by new or revised entries at later dates. It also permits final review of applications for approval from summaries limited to verified findings covering all eligibility requirements.

(c) A major revision in the method of rating and scoring factors of eligibility is recommended. This limits scoring to the item of housing only, based on a locally developed scoring system; eligibility with respect to other factors to be determined directly from the facts assembled in the process of verification, and final selection of approved applicants, preferably from a pool of eligible and approved applications, to be made according to an order of preference established locally. Soundly applied this method is believed to be a thoroughly reliable basis for the final selection of tenants and has also the advantage of being readily explained to the public at large.

(d) An early start in formal application taking is emphasized as a means of building up an approved pool of applications. This insures that the families selected are those in greatest need and entirely eliminates priority in filing applications as a basic factor of preference.

1 Unless otherwise indicated, all forms included in the Bulletin are suitable for reproduction and actual use as designed. The suggested size of the forms is noted on each.
functions, considered primarily as a clerical function in initial application interview, formerly tenant selection. This recognizes the major significance of the initial application interview, formerly considered primarily as a clerical function in tenant selection.

While this Bulletin is intended primarily for use by professional staff members in dealing with the specialized aspects of tenant selection, it is believed that this introduction, Parts A and C, as well as paragraphs V, VI, and VII of Part B, merit careful review by those officials of housing authorities responsible for the policy making and administrative aspects of the management program including initial occupancy of a project.

Suggested Procedures for Initial Tenant Selection and Renting

Bulletin No. 31

PART A—STIMULATING APPLICATIONS

1. Need for Special Attention.

The degree of success achieved in reaching eligible families will depend largely upon the efforts made and means employed in seeking applications from families in the lowest income group. It should be realized that the first families to file applications are not necessarily those most likely to qualify for admission or those in greatest need. Therefore, in tenant selection for low-rent housing projects every effort should be made to reach families who may be unaware of their opportunities to secure better housing by reason of lack of information as to their eligibility. No matter how well formulated the tenant selection policies may be, nor how well developed the techniques and procedures for conducting these activities; and no matter how well qualified the personnel, satisfactory results in project occupancy cannot be achieved if insufficient attention is given to this fundamental first step.

(a) Coordination with other public relations activities.—In communities where little or no publicity has been given to the local housing program, the period of initial tenant selection for the first USHA-aided project in the locality affords an excellent opportunity to undertake a program of general education and information. While this vital function in public relations of a local housing authority should proceed concurrently and as many points be coordinated with publicity designed to reach eligible applicants, it should be borne in mind that efforts to stimulate applications constitute a special and distinct phase of these activities. To reach eligible applicants effectively, a variety of techniques planned specifically for the period of initial tenant selection will have to be integrated into a comprehensive campaign.

(b) Cooperation with other local agencies.—As soon as applications can be accepted, contacts should be established with representatives of agencies who are in constant touch with low-income families living in areas of substandard housing, and with organizations and individuals widely representative of prospective tenants. This task

1 For a complete and illuminating discussion of this subject, see Public Relations of Low-Rent Authority, Committee of 1939, published by the National Association of Renting Officials.
wise be of much assistance during the period of initial tenant selection. Such an organization usually has a wide representation of other groups in the community, and can therefore function as an effective medium for distributing announcements concerning eligibility requirements, etc. The tenant selection period affords a special stimulus to the formation of such a group where one does not already exist.

II. TIMING OF PUBLICITY

Obviously, suitable information concerning policies of admission cannot be released until rents have been definitely fixed and all standards of eligibility definitely formulated and approved. Thus, the early setting of rents and early approval of eligibility requirements may well stimulate to satisfactory tenant selection. Just as soon as formal applications for admission can be received, carefully planned publicity should be released, and other appropriate steps taken to stimulate applications.

III. EMPHASIS IN PUBLICITY

As distinguished from general education and information concerning the local housing program as a whole, publicity designed to stimulate applications should stress in all press releases, descriptive leaflets, and talks, factors which are of major concern to prospective tenants, such as:
(a) The application office and office hours during which applications can be filed.
(b) A clear statement of project rents, quoted in such a way as to permit accurate comparison of prospective tenants between their complete housing costs at the present time (rent, heat, light, refrigeration, and fuel for cooking) and the rent for a project dwelling, including similar charges.
(c) Occupancy limits for each size dwelling unit.
(d) Specific eligibility requirements for admission, clearly and simply stated in terms that the public, possibly unacquainted with the terminology of housing authorities, can understand, including local as well as legal policies and preference restrictions, if any. Local maximum income limits below the legal limits, established to confine tenancy to families in the lowest income group, should be publicized for each size family.
(e) Advantages offered by the project, i.e., wholesome neighborhood, community facilities, modern conveniences, and the like.

In preparing written material, and also in all contacts with prospective tenants, it is essential to provide the tenant selection office with the most detailed information possible. The facts presented should be so simple and concrete that the necessity for personal interview at the tenant selection office, families that are definitely ineligible according to established policies.

All publicity should aim to encourage eligible families to apply for admission, and to discourage applications from families that may be readily understood, are invaluable in stimulating applications. Such leaflets should be prepared in sufficient quantity to permit widespread distribution through schools, churches, clubs and organizations, and the local shopping news. Announcements of special speakers promoting the local housing program might be given early attention and may well call the public's attention to the need for so doing except in special circumstances.

(b) Talks — Attractive and popular informal style. These offer unlimited possibilities for the promulgation of information, and when arranged, should be given early attention and may well call the public's attention to the need for so doing except in special circumstances.

(c) Radio broadcasts — Radio broadcasts are another valuable and popular medium for reaching prospective tenants. It is desirable to arrange special 15-minute broadcasts wherever practicable. In addition, it may be possible to secure 5-minute special spots, sponsored by various local retail stores, to be given early attention and may well call the public's attention to the need for so doing except in special circumstances.

(d) Newspaper releases. — The build-up of a close working relationship with the local press is vital. All publicity should be designed to provide the local housing program, and to encourage family selection, greatly reduce the costs involved, and achieve sound public relations by presenting all written material dealing with the technical aspects of tenant selection clear through one appropriate channel. This does not necessarily mean that all questions pertaining to eligibility requirements must be answered by only one person. Quite to the contrary, perhaps the first step in good publicity is to see that the terms identified with the tenant selection office are clarified as much as possible. Certainly the period is to ensure that all members of the local housing authority, as well as members of the tenant selection staff, acquire full information with respect to criteria on which admission to a project is based, so that each in turn may assist in disseminating such information.

(e) Posters — Simple and attractive printed leaflets with illustrations, or mimeographed sheets attractively designed which can be used in a foreign language, although, if a foreign-language version is used, this may be accomplished by having the receptionist in the tenant selection office or interviewers who take applications from each applicant family its source of information concerning the project.

Such a check will not only have definite value for continuous local use in planning public relations, but will serve to maintain an informed and sympathetic knowledge of the local housing program and providing means for the correct interpretation of any possible misunderstanding of tenant selection policies on the part of the public.
Suggested Procedures for Initial Tenant Selection and Resting

Bulletin No. 81

PART B—INITIAL TENANT SELECTION

I. Office Procedures.

A. Summary of Progressive Steps in Tenant Selection

A systematic procedure should be established in each tenant selection office to obviate confusion in the handling of applications. This procedure is particularly important in the case of apparently eligible applications which must go through various stages in the process of verification. The following outlines the principal steps in handling applications. A more detailed and specific procedure will be required to conform to local needs, especially when a large number of applications is involved. The routing of applications will be facilitated by the use of a simply designed transmission slip which includes space for notations.

1. Taking of applications.—Receptionist checks with master file to determine if an application has already been taken. If not, receptionist makes master file card (see page 9), fills in heading on application form, approves application folder, and routes folder to interviewer assigned to take the application.

After taking the application, interviewer routes application folder directly to supervisor (or designated assistant) for review.

2. Preliminary Classification.—Applications are reviewed by the supervisor (or assistant), who checks classification made by interviewer in the application form as indicated in instructions for taking applications (see page 18), approving or reclassifying them. The application folder is then classified according to the method described on page 24. This constitutes preliminary classification. Definitely ineligible applicants, or applicants deferred as a result of this review, not informed of this effect at the time of the application interview, are so notified. Apparently eligible applications to be given precedence in verification are marked to be flagged by the record clerk. Folders are routed to the record clerk for the preparation of control cards and proper disposition.

3. Verification.—Record clerk (or designated assistant) sends social service clearance slips on all apparently eligible applications before filing.

Following the return of social service clearance slips the record clerk routes apparently eligible applications marked for immediate verification to interviewers according to assignments made by the supervisor.

Interviewer reviews assigned applications and determines which forms, letter, and other written requests for information are to be sent, dictates individual letters where necessary, and makes requisite field visits. If separate phases of verification are handled by different staff members, the application should be routed as necessary from one person to another (or one division to another in a large set-up), always seeing through the record clerk to ensure that the control file shows the status of the folders as up to date at all times.

Interviewer reviews assigned applications periodically as replies to inquiries are received or during other steps in verification, following up by further communications or field visits, sources which fail to respond to first communications or fail to give adequate information. Ineligible or deferred applications, as a result of such reviews, are reclassified and routed to the supervisor for approval of decisions made. Definitely ineligible or deferred applicants are so notified and folders routed back to the record clerk for reclassification on control cards and proper filing.

4. Final review and approval.—When all steps in verification have been completed, applications are reviewed for rating and scoring of housing need, and filing in of Summary for Approval. Applications are then routed to supervisor (or assistant) for final review and recommendations. (This process may entail one or more conferences with interviewers to clarify certain factors.) Applications which indicate eligibility for admission, together with doubtful cases, are discussed by the supervisor of tenant selection and the housing manager or other designated local authority staff member. Applications which indicate eligibility or deferment as a result of these conferences are so notified and folders routed to the record clerk for classification on control cards and proper filing.

* A control exchange, described on page 79, which serves as a reliable and efficient means for the handling of public and private social service requests—should be established to facilitate control of the application and to assist the interviewer. This procedure should be tried in your community previous to the application of the control exchange described for this service, the volume of applications handled, etc.
Applications approved by the housing manager, as well as any remaining doubtful ones, may be referred to the advisory committee (according to established local procedures) for final classification. Deferred, or Withdrawn, record of the supervisor of tenant selection prior to final classification, and classification as "R.S.F.S," "R.S.F.4," "R.S.F.3," or "W." should be used for this purpose. An additional symbol should be used to signify the specific reason for ineligibility or deferral. (The use of such symbols is not considered practicable for withdrawn applications because of the varied reasons for withdrawal.)

The following are suggested symbols for use in classifying applications based upon the specimen application form. These may be modified or expanded to conform to local policies of admission and special needs:

**Ineligible:**
- I-A - family size or composition.
- I-B - income exceeds legal maximum.
- I-C - no need for housing.
- I-D - income inadequate.
- I-E - assets.
- I-F - indigent.
- I-G - locally established.
- I-H -...

**Deferred:**
- D-A - family size or composition (where preference is given to families with children or where number of dwelling units of size required is limited).
- D-B - income exceeds locally established.
- D-C - relatively minor housing need.
- D-D - locally established.

The form at the bottom of page 9 is suggested for use in noting the classification of each application. This should be stamped in the upper right-hand corner on the outside of each application folder directly under the same tab. It will be necessary to secure a special rubber stamp for this purpose. Application folders for different racial groups should be marked with special symbols for easy identification.

(2) **Reclassification.**—Each reclassification should be noted with the date and initials of the person responsible for the change. At no time should former classifications be erased or removed; when an application is reclassified a line should be drawn through the previous classification. By this means the application folder shows all changes in status as well as the current status of the application.

Symbols used for reclassification are the same as those for preliminary classification. However, additional symbols may be required to show the reasons for ineligibility or deferral due to factors brought out during verification, such as financial insolvency, instability of income, and the like.

(3) **Suggested Filing System.**

(a) **File of former site occupants.**—If the project involves the elimination of slum dwellings on the project site, it is desirable to have a new file (or list) of former site occupants available for reference by the receptionist in conjunction with application taking.

(b) **Master file.**—This consists of a file of 3 1/2" x 5" cards, filed alphabetically, maintained by the receptionist for every applicant to obviate duplication in application taking. The information on each card should be limited to the name and address of the applicant and the application number.

Ineligible: (1) family size or composition, (2) income exceeds legal maximum, (3) no need for housing, (4) income inadequate, (5) assets, (6) indigent, (7) locally established.

Deferred: (1) family size or composition, (2) income exceeds locally established, (3) relatively minor housing need, (4) locally established.

The form at the bottom of page 9 is suggested for use in noting the classification of each application. This should be stamped in the upper right-hand corner on the outside of each application folder directly under the same tab. It will be necessary to secure a special rubber stamp for this purpose. Application folders for different racial groups should be marked with special symbols for easy identification.

(2) **Reclassification.**—Each reclassification should be noted with the date and initials of the person responsible for the change. At no time should former classifications be erased or removed; when an application is reclassified a line should be drawn through the previous classification. By this means the application folder shows all changes in status as well as the current status of the application.

Symbols used for reclassification are the same as those for preliminary classification. However, additional symbols may be required to show the reasons for ineligibility or deferral due to factors brought out during verification, such as financial insolvency, instability of income, and the like.

(4) **Filing application folders.**—A file binder will be required in each application folder, to which all written information relating to the application should be securely attached. The type of binder should be carefully selected so as to be sturdy and to allow filing of forms and papers of various sizes, turning pages from right to left, and inserting sheets in any desired sequence without dismantling the entire file.

Folders should be taken from the files only by the record clerk or a designated assistant. When folders are removed from the files, the person to whom assigned and the date of removal must always be noted on the control card. As a double check, it may be found desirable to place an "Out" card in the file whenever an application folder is removed. On this card should be noted the person to whom the folder is charged and the date of removal.

It should be emphasized that the material contained in the application folder is of a highly confidential nature and should only be removed to the tenant selection staff engaged in verification, the Housing Manager, and members of the Advisory Committee. Folders should never be removed from the office.

Application folders should be filed in six major sections to conform to six major classifications, as follows: Apparently El-

**SPECIMEN CLASSIFICATION STAMP**

<table>
<thead>
<tr>
<th>Family size</th>
<th>Unit size required</th>
<th>Income class</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classification</td>
<td>By whom</td>
<td>Date</td>
</tr>
<tr>
<td>Classified</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reclassified</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reclassified</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final classification</td>
<td>By whom</td>
<td>Date</td>
</tr>
</tbody>
</table>

8
established score may be flagged. By this means, first consideration in final selection can be given to families in the lowest income group in greatest need of housing.

(7) Definitely ineligible applications.— These may be filed in alphabetical sequence in a separate section of the file. The breakdown in this file should conform to the symbols on the application folder, which indicate the reason for ineligibility. This file should contain all definitely ineligible applications whether so classified prior to, during, or subsequent to verification.

(8) Deferred applications.— The identical method of filing given for ineligible applications applies to deferred applications except that a subdivision should be made in this file to indicate which applications were deferred prior to or during verification, and which were deferred subsequent to verification.

(9) Withdrawn applications.— Because of the varied reasons for withdrawal, it is desirable to file withdrawn applications in straight alphabetical sequence.

(10) Pending classification.— This is a current file of applications pending preliminary classification. As soon as the requisite information is received, each application should be classified and suitably filed. When information is not forthcoming within a reasonable period of time folders should be marked “insufficient information” and filed with withdrawn applications.

(D) Progress Reports and Work Sheets.

Weekly summary reports on applications are also essential to show the status of new applications filed during the week as well as the progress made in all aspects of the work. Such reports compiled by the record clerk serve as an accurate indicator of successful progress or "weak spots" in tenant selection. For example, a marked decline in the total volume of applications may indicate the need for stimulating additional applications.

Efficient office administration also calls for a systematic method of following up all outstanding correspondence, including requests for written reports, etc., involved in verifying the eligibility of apparently eligible applicant families. A special work sheet for each apparently eligible applicant (preferably in the form of a card file system) may be devised for this purpose, which may be used also to show progress in the various steps of verification.

Weekly summary reports on applications are also essential to show the status of new applications filed during the week as well as the progress made in all aspects of the work. Such reports compiled by the record clerk serve as an accurate indicator of successful progress or "weak spots" in tenant selection. For example, a marked decline in the total volume of applications may indicate the need for stimulating additional applications.

A specimen form for this work sheet, as well as specimen of the other types of report sheets and work sheets referred to in this section, is available on request.
Weekly reports also show clearly when an insufficient number of applications is being received for dwelling units of certain sizes. Concentrated efforts may then be made to secure qualified applicants for these particular units.

Reasons for eligibility and deferral of applications as shown by these reports may indicate the need for changing the type of or varying the emphasis in publicity methods to reach eligible applicants. They may in some cases reveal the need for revision of certain basic policies of admission. Although it is not usually practicable to include reasons for withdrawal of applications in the regular weekly report, it is highly desirable to make periodic analyses of these reasons as a further check on possible weaknesses in tenant selection.

A specimen weekly application report form is given on page 15. To accurately compile this weekly report, it will be necessary to devise a special work sheet on which the record clerk makes daily tabulations of new applications and the current status of all applications filed.

It may be found highly desirable to establish a regular system of tabulating more detailed information than that given in the weekly report concerning approved applications in the eligible pool to show such facts as family makeup, number of former site occupants (in case of projects which involve the elimination of slum dwellings on the project site), number of families living in condemned houses, relief status, occupational status, racial distribution, etc. The volume of applications being handled and other local conditions will determine the need for developing such a procedure as a routine measure.

(2) Form Letters to Prospective Tenants and Applicant Families.

To hold the volume of clerical work to a minimum, it has been found practicable to devise various form letters for use in writing to prospective tenants and applicant families. Specimens of such letters follow; local experience may indicate the need for their revision.

While the use of form letters will simplify office procedure and greatly reduce the burden of work, it should be emphasized that they cannot be used indiscriminately, and it will often be necessary for staff members to dictate individual letters to applicant families. In the case of deferred applications, it is always advisable to write individual letters stating clearly the reasons for deferral. Where time and circumstances permit, it is also desirable to inform an ineligible applicant of the specific reason for such decision. Exceptions to this recommendation may be necessary in certain special situations where a breach of professional ethics would be involved by revealing confidential information, the nature and source of which a specific agency does not wish to have disclosed.

When a form letter is sent, a carbon copy or notation to show the type letter and date should be filed in the applicant's folder.
SPECIMEN LETTER TO FAMILIES INTERESTED IN FILING APPLICATIONS

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear __________________:

We are pleased to inform you that applications for dwellings in (Name of Project) are now being taken.

If you are still interested in applying for admission, will you please call at the Tenant Selection Office, (Address), on (Date), to file an application. If you cannot come in on this date, please notify us and we shall be glad to make another appointment at a more convenient time.

Before calling at the office, may we suggest that you read the enclosed leaflet which gives the main requirements for tenancy in the (Name of Project).

If your application is approved, you will be so notified at a later date. Therefore, do not make any arrangements for moving at this time.

Sincerely yours,

Encl.

(Signature of Housing Manager or
Supervisor of Tenant Selection.)

For the (Name of) Local Housing Authority.

Office open:

Daily ______ to ______ Sunday ______ to ______

Telephone number:

SPECIMEN LETTER TO APPARENTLY ELIGIBLE FORMER SITE OCCUPANTS

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear ______________:

In selecting tenants for (Name of Project) it is the desire of the (Name of Housing Authority) to give first consideration to eligible families who formerly lived on the project site.

If you are still interested in living in the project, will you please call at the Tenant Selection Office, (Address), on (Date), to file an application. If you cannot come in on this date, please notify us and we shall be glad to make another appointment at a more convenient time.

Before calling at the office, may we suggest that you read the enclosed leaflet which gives the main requirements for tenancy in the (Name of Project).

If your application is approved, you will be so notified at a later date. Therefore, do not make any arrangements for moving at this time.

Sincerely yours,

Encl.

(Signature of Housing Manager or
Supervisor of Tenant Selection.)

For the (Name of) Local Housing Authority.

Office open:

Daily ______ to ______ Sunday ______ to ______

Telephone number:

(It may be found desirable to send such a form letter to all former site occupants, even if found apparently ineligible at the time of relocation.)
SPECIMEN LETTER OF APPROVAL

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear [Name],

We are pleased to inform you that your application for a dwelling in [Name of Project] has been approved.

Please call at the Rental Office at [Address], on [Date], to select your dwelling and sign your lease, and to make definite arrangements for moving. A deposit of $[Amount] will be required when the lease is signed. The amount of this deposit will be applied on your first month’s rent.

If you cannot come to the office on this date, please notify us, and we shall be glad to make another appointment at a more convenient time.

If you are no longer interested in living in [Name of Project], please notify us immediately so that another family may be selected in your place.

Sincerely yours,

[Signature]

Housing Manager.

For the [Name of] Local Housing Authority.

SPECIMEN LETTER FOR WAITING LIST

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear [Name]:

We regret to inform you that we are unable to accept your family for occupancy in [Name of Project] at this time in view of the fact that in selecting tenants first consideration was given to families in greater need.

However, we shall be glad to put your name on our waiting list and to notify you if a suitable vacancy occurs. If you are not interested in retaining your name on this list, kindly notify this office.

Please keep us informed of changes in your address.

Sincerely yours,

[Signature]

Housing Manager.

For the [Name of] Local Housing Authority.

SPECIMEN LETTER FOR INELIGIBLE APPLICATION

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear [Name]:

We regret to inform you that after careful consideration of your application for a dwelling in [Name of Project] it has been found that your family is not eligible for admission.

We shall be glad to discuss the reason for this decision with you personally should you care to call at the Tenant Selection Office for this purpose.

Sincerely yours,

[Signature]

Housing Manager.

For the [Name of] Local Housing Authority.
II. Taking Formal Applications

Early taking of formal applications for admission to a low-rent housing project is a prerequisite to good tenant selection. However, until such applications are taken, it is desirable to note only the name, address, and family size of interested tenants; the families so registered to be notified at a later date when the housing application form is ready for formal applications. Such registrants should be urged to give notification of any change of address. Preferably, application taking should begin under way as much as 4 to 6 months prior to the date set for initial occupancy. However, until rents are fixed and all policies affecting eligibility definitely approved, formal applications cannot be taken.

An early start may call for the establishment of a temporary application office either in the office of the local authority or at some central point easily accessible to all parts of the city. One or more members of the temporary tenant selection staff or of the permanent management staff should be on hand in this office at all times to give reliable information concerning policies of admission, and to take applications from families who wish to file them. The judgment and skill required to obtain full and accurate information during the application interview must be trained interviewers. Assuming interviewers to be so qualified, they should be given a careful explanation of such decision so that they may be satisfied that his application has been given fair consideration.

This method of handling applications is not only more satisfactory to the applicant, but it obviates subsequent procedures and clerical detail incidental to a complete verification, which are both costly and time-consuming. Ineligible applicants should be told that they may expect a delayed decision due to the fact that family income and other sources of income. Such applicants may have a far-reaching effect upon the attitude of the tenant toward the management of the project.

The importance of all contacts with prospective tenants applies in the same manner as in the case of applicants who may have a far-reaching effect upon the attitude of the tenant toward the management of the project.

B. DESCRIPTION OF THE APPLICATION FORM

The specimen application form on pages 20-25 is designed, first, to develop the facts necessary for admission, and, second, to secure the additional information required to verify those facts. It is entirely flexible in the form of application used in the interview, and other forms and reports will be required to supplement the application as the verification of apparently eligible families proceeds.

V. Housing Data—plan to determine two major factors:

1. Need for Housing.

2. Previous Housing Costs.

"Present Housing Conditions" is designed to develop the extent of the family's housing need. By this means, verification of applications from families presenting no apparent need, or relatively minor need for housing may be eliminated or deferred to give first consideration to families definitely unemployable or definitely substandard or overcrowded housing conditions. To accomplish this purpose it may be advisable to revise or expand this form to the more closely relevant need for housing conditions. Such revisions, if made, should be revised and include such general terms as fire or health hazards, for example, about which the applicant cannot be expected to give accurate or definite answers.

"Housing Costs" and "Transportation Costs." These items have been set up to develop the facts necessary to determine the changes (if any) in these costs, by admission to the project. A careful comparison of such costs and the effect of any changes, rather than fixed minimum income limits, is the only satisfactory means of establishing eligibility with respect to "Lower Income Limits." (See U.S.H.A. Bulletin No. 22, pages 5 and 6, for a further clarification of the economic factors to be considered in this connection. See also page 27 of this Bulletin.

Section VI—Indebtedness—designed to permit the recording of all outstanding obligations including possible rent arrears. The promptness with which obligations are met and the causes of slow payments are also developed. These factors must all be considered in determining adequacy of income.

Remarks—At the end of each section of the application form, space is provided for remarks. Such remarks should be supplementary or explanatory of the facts developed in each section. "General Remarks" at the bottom of the form is provided to expand comments not fully covered by "Remarks" in the major sections due to lack of space. Full explanation of any disqualifying factors should also be recorded under "General Remarks." If for any special reason the home visit must be made in the evening, on Sunday, or at any other time, this fact should be explained in the "Remarks" section. Allowable deductions which the applicant has available at home such as rent receipts, utilities, insurance payments, savings, investment cards, pay envelopes, etc., to be seen at the time of the home visit, should also be available.
**APPLICATION FOR A DWELLING**

### I. IDENTIFYING INFORMATION:

<table>
<thead>
<tr>
<th>Family Head</th>
<th>Race or Nationality</th>
<th>Present Address</th>
<th>CLASSIFICATION OF FACTORS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Wife's Maiden Name</th>
<th>Location</th>
</tr>
</thead>
</table>

### II. FAMILY COMPOSITION:

<table>
<thead>
<tr>
<th>No.</th>
<th>Persons to reside in project</th>
<th>Relationship</th>
<th>Sex</th>
<th>Age</th>
<th>Date and place of birth</th>
<th>Occupational status</th>
</tr>
</thead>
</table>

|                | Family composition |
|                |                   |

<table>
<thead>
<tr>
<th>Citizenship: If baby expected—When?</th>
</tr>
</thead>
</table>

1. 
2.

**REMARKS** (record health problems, unusual family make-up, etc.):

1.
2.

### III. EMPLOYMENT AND INCOME:

<table>
<thead>
<tr>
<th>No.</th>
<th>Name and address of employer</th>
<th>Period of employment</th>
<th>Employment and rate of pay</th>
<th>Earnings past year</th>
<th>Estimate coming year</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Other income (specify pension, etc.)</th>
<th>Total earnings</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Other income</th>
<th>Total income</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Legal deductions</th>
<th>Total net income</th>
</tr>
</thead>
</table>

**REMARKS**:

1.
2. (continued on back)
(Reverse side of Application for a Dwelling)

<table>
<thead>
<tr>
<th>IV. ASSETS:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Savings (specify cash or bank account)</td>
<td></td>
</tr>
<tr>
<td>Total savings, $</td>
<td>1.</td>
</tr>
<tr>
<td>Property (specify and describe)</td>
<td>2.</td>
</tr>
<tr>
<td>Insurance (specify)</td>
<td>Premium, $</td>
</tr>
<tr>
<td></td>
<td>Cash value, $</td>
</tr>
<tr>
<td>REMARKS (clarify any disqualifying factors, etc.)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>V. HOUSING DATA:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>From—To</td>
</tr>
<tr>
<td>Name and address landlord or agency</td>
<td></td>
</tr>
<tr>
<td>Present</td>
<td></td>
</tr>
<tr>
<td>1st Previous</td>
<td></td>
</tr>
<tr>
<td>2nd Previous</td>
<td></td>
</tr>
<tr>
<td>Is present dwelling leased?</td>
<td>Date of expiration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENT CONDITIONS (specify)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Running water</td>
<td>Rent</td>
</tr>
<tr>
<td>Inside toilet</td>
<td>Water</td>
</tr>
<tr>
<td>Bath or shower</td>
<td>Heat</td>
</tr>
<tr>
<td>Kitchen with sink</td>
<td>Light</td>
</tr>
<tr>
<td>Heating facilities</td>
<td>Cooking fuel</td>
</tr>
<tr>
<td>Lighting facilities</td>
<td>Refrigeration</td>
</tr>
<tr>
<td>Number of persons</td>
<td></td>
</tr>
<tr>
<td>Number of rooms</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOUSING COSTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2d prev.</td>
<td>Ist prev.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower income limits</td>
<td>1.</td>
</tr>
<tr>
<td>TRANSPORTATION COSTS</td>
<td>2.</td>
</tr>
<tr>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VI. INDEBTEDNESS:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Creditor—Name and address</td>
<td>Type</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INDENDEBTEDNESS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REMARKS (clarify any disqualifying factors, etc.)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GENERAL REMARKS (specify persons interviewed, etc.)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I understand that this is not a contract and does not bind either party. The above information is correct to the best of my knowledge. I have no objection to inquiries for the purpose of verifying the facts herein stated.

INTERVIEWED BY ___________________ (SIGNED) ___________________

DATE ___________________
Suggested Procedures for Initial Tenant Selection and Renting

Bulletin No. 31

noted. Indicate also which members of the family were present during the interview.

Classification of factors.—The column in the right-hand margin is for the purpose of noting apparent eligibility, ineligibility, withdrawal, deferral, or pending classification based on information developed in each section. The symbols "AE," "I," "W," "D," and "PC" are used for denoting these classifications. Line "I" is for the interviewer's use. Line "D" is for later approval or reclassification subsequent to review by a supervisor.

The sequence of the factors presented on the form has been planned to quickly eliminate families found definitely ineligibles as the interview progresses, without completing the entire form. If any part of the date of the sequence may be necessary, however, to conform to local policies of admission, reference material available, etc., to better accomplish this purpose. For example, if at up-to-date housing file is available for reference use, the factors developed on the application may be reorganized to quickly eliminate families definitely ineligibles because of no need for housing without recording facts on family incomes, etc. This will not only save time and expense but will emphasize the necessity for requesting complete information of a qualifying nature from definitely ineligibles. This may also be done in the case of certain deferred applications. In the event of a deferral, however, the applicant should always be told that he may be requested to return to complete his application for reconsideration at a later date.

To illustrate, should the number of persons in the household exceed the established maximum occupancy limits or should the family be comprised of other than a collective nuclear family, the family is definitely ineligibles. In such cases "I" should be entered in the classification space provided in the "Reclassification" section and the interview terminated. Applications from families comprised solely of adults or less than a specified number of children may be deferred after completing the interview form or when information depending upon local policies of admission. Other local policies as set forth in the approved plan of selection will indicate the desirability of deferring applications for other reasons.

As far as can be clearly established from the applicant's statement the net income of the family exceeds the legal maximum income limits the family should be classified as definitely ineligibles and the interview terminated. On the other hand, if the net income of the family exceeds any locally established income limits, the application should be deferred. In such cases the application may be completed or not according to established policy.

The same procedure and method of classification applies to each major section on the form.

II.—Family composition

Persons to reside in project.—List only members of the family group who will actually reside in the project. Begin with the family head, then list the names of children, followed by the names of other persons in the household. Record in parentheses following the given name, any surnames which differ from that of the family head. Obtain complete identifying information for every person in the household who will reside in the project.

Citizenship.—If a member of the family is foreign-born, indicate whether United States citizenship has been acquired.

If baby expected, when?—Record month of anticipated confinement.

Relationship.—In the case of the family head, write "head," and for all others indicate the relationship to the individual listed to the head of the family.

Sex.—Use "M" or "F" to indicate male or female sex.

Age.—Give the age at last birthday of each member of the household.

Date and place of birth.—Record date of birth numerically as "3-10-31." For place of birth, use their birth city or county.

If the family is apparently eligible on the basis of family makeup determine the size dwelling unit which occupies, according to local established occupancy standards. Enter in Classification column under "Unit Required," record "Remarks," the location and type of dwelling unit preferred by the applicant. Location may be an important factor if a health problem is presented, or if there is an infant in the family. Discuss occupancy limits with the applicant. In the case of children, determine sex and age or not according to the listing of each member by number according to the classification.

Income.—Determine the number of employed and unemployed persons, their years of education of both employed and unemployed persons, their history of employment, the number given under Section II. Also note facts concerning illness or disability and identify the family member by number according to the listing of each member by number according to the classification.

Suggested Procedures for Initial Tenant Selection and Renting

Bulletin No. 31

For school children, record present grade, "2d grade," "kindergarten," etc.

Remarks.—Note here the nature of any illness or disability and identify the family member by number according to the listing of each member by number according to the classification.

For present employment obtain the employer's name, the address, the business, the wages, if any, name and maiden name. If deceased, give date of death and cause.

For unemployed but employable persons record usual occupation and the date employed.

Employment and rate of pay.—Record here the name and address of present and past employers to complete a 3-year work history, as well as other identifying information necessary for verifying the employment of relatives. For present employment obtain the employer's name, the address, the business, the wages, if any, name and maiden name. If deceased, give date of death and cause.

Remarks.—Note here the nature of any illness or disability and identify the family member by number according to the listing of each member by number according to the classification.

For school children, record present grade, "2d grade," "kindergarten," etc.

Remarks.—Note here the nature of any illness or disability and identify the family member by number according to the listing in Section II. For present employment obtain the employer's name, the address, the business, the wages, if any, name and maiden name. If deceased, give date of death and cause.

For unemployed but employable persons record usual occupation and the date employed.

Owners of vacation homes should be especially noted.
to complete a 3-year work history. Explain the differences between the statement of business income and expense (rent, materials, supplies, salaries, etc.) or examination of business records may be used as a means of verifying income if applicant is found to qualify for admission in other respects.

Section IV — Past year.

In the column headed “Past Year,” record total earnings for each wage earner for the 12-month period immediately preceding the date of the application. In the column headed “Coming Year,” record a fair estimate of anticipated total earnings for the 12-month period subsequent to the date of application, including an estimate of the potential earnings of unemployed but unemployed family members. In cases of self-employment or where earnings are irregular it may be impossible to arrive at a satisfactory estimate of annual family earnings at the time of the interview. In such cases, omit the income computations called for in these columns pending further information and study and proceed with the application.

Explain carefully under “Remarks” full details of the method of arriving at the estimate of anticipated income and any additional factors which might influence its accuracy.

Other income — Record all other income received by the family during the past year. This may include pensions, income from property or savings, workmen’s compensation, unemployment insurance, special allowances or the cash value of allowances in kind for roomers or boarders, or other contributions to the support of the family, aid for the aged or aid to dependent children grants, scholarships, or any form of compensation given in payment for services, such as meals provided for domestic, hotel workers.

In the column “Past Year” enter the total amount (including “other income”) received. In the column “Coming Year” enter an estimate of such “other income” to expect. (“Other income” for “past year” may in some cases include rent received from lodgers residing in part of the dwelling rented to the family. It may not always be possible to arrive at a satisfactory estimate of “Other income” for the “coming year” at the time of the interview, in which case omit these computations pending further information and study and proceed with the application.

Allowable deductions — Consult Appendix of IRS Bulletin No. 22 for specific instructions as to which items may be deducted. Specify the exact nature of such deductions and record date essential to verification. Compute net income by subtracting allowable deductions from total family income.

Section V — Housing Data:

Address — List the present address of the applicant as well as two previous addresses.

From — Record the period during which the family occupied each address listed, in “1-12” to date.

Name and address of landlord or agency — Record for each address. (Note in each case whether the landlord is related to the applicant.)

Is present dwelling leased? Enter “Yes” or “No.”

Date of expiration — Record date lease terminates if dwelling is leased.

Present heating equipment — Record.

Running water — Record “Yes” if there is running cold water in the dwelling unit; describe if negative, as “outside pump” or “share sink in hall.” Specify amount of heating water as “central hot water,” “gas heater,” etc.

Inside toilet — Record “Yes” if there is a toilet within the dwelling unit; describe if negative, as “outside toilet.” If shared, specify number of persons with whom shared as “shared—8.” (Sharing facilities refers to sharing with others than the family.)

Both or sewer — Record “bath,” “shower,” “toilet” or “none.” If shared specify total number of persons with whom shared, as “shared—8.”

Kitchen with sink — Answer “Yes” or “No.”

Heating facilities — Record by specifying “gas”, “coal”, “oil,” as “gas,” “coal,” or “oil.” If only one room is heated, so specify. If different types of facilities are used in different rooms, so specify, as “wood,” “coal,” “oil,” “gas,” or “electric.”

Lighting facilities — Record by specifying “electricity,” “gas,” or “oil.” If different facilities are used in different rooms so specify.

Number of persons — Record total number of persons now occupying present home. If greater or smaller than number of persons listed under “Family Composition,” explain differences under “Remarks.”

Number of rooms — List number of rooms family now occupies, describing as follows: “LR” for living room, “BR” for bedrooms, “K” for kitchen, “DR” for dining room.

Overcrowded — Record “Yes” or “No.”

Comparison of two previous items with locally established maximum occupancy limits will reveal whether overcrowding exists.

Double up — Record “Yes” if applicant shares a present dwelling with another family or is rooming. Expand under “Remarks.”

Records — Record under “Remarks” whether family owns furniture or occupies furnished quarters.

Housing costs — For previous addresses record only the total annual rent and check the utility costs to which rent includes. (Previous rent paid may be important factors to develop, especially if the family has lived only a short time in present dwelling.) Compute present annual housing costs, taking into account that certain utility costs such as heat and refrigeration are seasonal. If family shares present quarters base such computations on the actual amount of rent applicant family pays for the quarters occupied, not on the full rent for the dwelling unit. Refrigeration refers to the cost of ice. (The cost of mechanical refrigeration will be covered in light or cooking fuel costs.) Add all figures in column “Present” to obtain present yearly housing costs.

Transportation costs — Compute on the basis of actual requirements (number of persons in the family) plus estimated additional charges for any utilities not included in project rent.

Compute project housing costs on the basis of actual rent for the dwelling unit for which the family is eligible plus estimated additional charges for any utilities not included in project rent.

The methods of verification are many and varied, depending upon the specific factors involved and the size of the income. The sequence in which various factors of eligibility are verified may also differ, and should be developed locally. Experience has shown
that wherever possible it is generally most efficient and convenient to make the home visit the final step. However, if it cannot be established from the applicant's statement at the time of the application or by reference to housing information from other sources that this is a definite housing need, it may be essential to first make a home visit to establish such need. This may in some instances necessitate a second home visit as a final step to accomplish certain of the other objectives outlined in the discussion of this subject presented on page 23.

The clearing of cases through the local social service exchange, and the use of a commercial credit agency, briefly discussed in USDA Bulletin No. 22, are described in detail. In addition, it is also advisable to establish contacts with employers or other representatives of business firms to advance as well as with representatives of banks, etc. By this means working relationships may be developed with a clear understanding on the part of these agencies of the requisite objectives and procedures of tenant selection.

In the case of a small project, one qualified member of the tenant selection staff may be assigned to establish and maintain all personal contacts with social agencies and commercial concerns. However, where a large number of applications are involved, such responsibilities may have to be divided even in a single project.

The exact manner in which verifying information is to be secured needs careful consideration, and some of the advantages and limitations of various methods follow:

(1) Form letters—may be used when it is anticipated that complete and accurate replies will be forthcoming by this means, or according to definite arrangements made with the applicant.

(2) Individual letters—may be used when a form letter does not satisfactorily fulfill the particular needs, or where it is felt that an individual letter would receive attention not given to a form.

(3) Personal interviews—may be required where it is felt that written communications will not serve the purpose; where information received in writing calls for a personal interview to clarify factors or to supplement information; when written communications have been disregarded.

(4) Telephone calls—may be used to take the place of written communications or personal interviews according to definite arrangements; may also be used to cover only or amplify information submitted in writing; may be used in emergencies to supply information quickly; often valuable in determining where there is question as to the accuracy of statements received.

Records of all information received by telephone or personal interview should be filed in application folders.

In some cases information essential to verification may not be made available (earnings, pensions, health records, etc.) directly to representatives of the tenant selection office. Wherever possible the applicant himself should be asked to secure the necessary facts, to be submitted in writing, signed by all parties to the agreement of the agency involved. If for any reason this method cannot be followed, it then becomes necessary to obtain written permission from the applicant to secure the requisite information. It may be found desirable to provide special authorization forms for this purpose.

Where the applicant operates his own business he should permit examination of his business records for purposes of verification. In addition it may be necessary to request a certified statement of business income and expense (rent, materials, supplies, salaries, etc.) covering a 3-year period. These steps may be found superfluous if income tax returns can be checked. If the business has been operating for less than 3 years a work history certificate, or if the applicant can produce a full 3-year period of the applicant's earnings should be obtained.

It may also be found necessary to communicate with out-of-town agencies or individuals in order to verify factors affecting eligibility, such as legal support of a dependent. This may be done directly by the tenant selection office or through the cooperation of a local social agency.

As the verification of apparently eligible applicants proceeds, factors may develop which indicate definite ineligibility. As such facts are revealed it obviously becomes unnecessary to complete the process. It may also appear advisable to defer certain applications without completing all steps. By thus eliminating unnecessary steps, the applicants proceeds, factors may develop which indicate definite ineligibility. As such facts are revealed it obviously be-

The returned clearance slips will indicate which families have "no record," which families are known only to agencies whose exchange does not exist, it may be necessary to obtain written permission from such agencies to secure the requisite information. Clearance slips should therefore be carefully reviewed before verification is undertaken to limit contacts with social agencies to those directly related to determining eligibility. In communities where a social service exchange does not exist, it may be neces-

Social Service Clearance.

All apparently eligible applications should be cleared through the central social service exchange or index (often a function of the local Council of Social Agencies) which serves as a clearing bureau to the majority of public and private social agencies in a community. By this means contacts of applicant families with such agencies may be made. Where such contacts are important in verifying eligibility as many low-income families are known to social agencies. Original contacts with the exchange requesting such cooperation, as well as later follow-up contacts with specific agencies, should be made by one specially designated member of the tenant selection staff. The form to be used for social service clearance, as well as instructions for its use, should be secured directly from the local social service exchange.

The object of this report is to provide a means of recording relevant information concerning applicant families known to family welfare or other social agencies and clinics. Such information may include employment history, extent of financial assistance (past and present), medical histories, and indebtedness, police records, health information, or other pertinent social and economic factors, depending upon the function of the agency and the nature of the records maintained.

(2) Method of using the form.—The form (or a revision) may be filled in by a staff member of the tenant selection office either in conference with a representative of a given agency or by reading the agency's case record by permission. In some cases the form may be submitted to a specific agency for completion. However, in this method involves considerable work on the part of agencies frequently unable to spare the personal and clerical services required in this connection and should be used only where such arrangements can be made in the individual case. On the other hand certain social agencies, especially private agencies dealing with specialized problems, may prefer this method so that they may be selective about the material released from their confidential records and at the same time eliminate unnecessary and time-consuming procedures.

If the form is to be submitted to an agency, the name of the family, the address, the names, ages, sex, and race of all members of the household, also the agency case number and the date of Social Service registration should be filled in before mailing.

Suggested forms for use in verification.

The following descriptions of various procedures and specimen forms and form letters, to be modified as necessary for local use, may be found helpful to facilitate verification.

Social Service Clearance.

All apparently eligible applications should be cleared through the central social service exchange or index (often a function of the local Council of Social Agencies) which serves as a clearing bureau to the majority of public and private social agencies in a community. By this means contacts of applicant families with such agencies may be made. Where such contacts are important in verifying eligibility as many low-income families are known to social agencies. Original contacts with the exchange requesting such cooperation, as well as later follow-up contacts with specific agencies, should be made by one specially designated member of the tenant selection staff. The form to be used for social service clearance, as well as instructions for its use, should be secured directly from the local social service exchange.
SPECIMEN SOCIAL AGENCY REPORT FORM

Re: Surname

Address

Members of household

Your No. Date of S. S. registration

Case opened

Case closed

Case now active? Relief Medical care Other service

Nature of contact

PRESENT FINANCIAL ASSISTANCE:

If active relief case:

1. Complete relief Partial relief

2. Amount, Weekly Monthly

3. Regular Irregular

(Specify items covered, as rent, food, clothing, medical care, etc., including relief in kind. State exact amount of rent paid and enumerate allowances for other housing costs.):

Rent $.
Cooking fuel $.
Light $.
Heat $.
Refrigeration $.
Other $.

Relief to be continued Relief to be discontinued

(State reasons here)

PAST FINANCIAL ASSISTANCE:

If past relief case (specify items covered, as rent, food, clothing, medical care, etc., including relief in kind and periods of such assistance):

REVERSE SIDE OF SOCIAL AGENCY REPORT FORM

HEALTH HISTORY—(Enumerate illnesses which may influence location of unit if family is accepted, or illnesses which may affect eligibility. Specify member and clinic attendance, etc.):

SOSIAL HISTORY—(Record any known facts regarding employment and earnings, indebtedness, amount of rent and rent-paying habits, etc., to supplement information given in other sections. Specify other factors which may affect eligibility.):

(Organization)
(Signed)
(Title)

(Trimmed size 8" x 10 1/2")
Home Visit Report.  
(1) Object of the home visit.—The home visit is necessary:  
(i) To determine the applicant's need for housing; to confirm and supplement housing data or available from other sources. In some cases the visit may be the sole means of verifying housing need, and it is the only way in which relative need for housing can be established.  
(ii) To verify family size and composition.  
(iii) To permit the examination of rent receipts, accounts books, and other pertinent records.  
(iv) To permit supplementation or clarification of any factors which arise in the course of reviewing the application, i.e., cost of utilities, etc.  
(v) To secure any information not covered by i-iv above upon which eligibility may depend according to locally established policies.  
(vi) To record information concerning householding habits, adequacy of furniture and equipment, and other pertinent data relative to family standards. Such information serves as a guide to management in connection with problems that may arise subsequent to occupancy.  
(vii) To determine leisure-time recreational and educational interests of family members and extent and nature of participation in various activities as a guide to project management. (Club affiliations, special training, etc.)  
(viii) To record additional facts of interest to a local housing authority, such as the educational backgrounds of family heads, reasons for wishing to move into the project, facts concerning family standards not included under vi above, etc. While such information is not specifically related to tenant selection, it is basic to research projects which may be undertaken to study the effects of housing on family life. (The amount and type of such data to be collected should be carefully determined in advance and information concerning facts irrelevant to determining eligibility limited.)  
In addition to the specific objectives outlined above, the home visit affords an excellent opportunity for discussing the local housing program and definite eligibility requirements with the family under the most favorable circumstances.  
(2) Suggested form.—A suggested form for recording information secured during the home visit follows. This form should be revised as necessary to conform to the locally established housing score. Specific instructions to home interviewers for filling it in should be consistent with the definitions of terms developed locally for the various housing factors.  
Use of the Commercial Credit Report.  
A decision must be arrived at locally concerning the advisability of using established commercial credit bureaus to verify income, rent-paying record of applicant families, their discharge of financial obligations, and other factors of eligibility. Undue emphasis should not be placed on such reports, however, and when other sources for verifying these facts exist the additional expense incurred by the use of such service may be entirely obviated or considerably reduced. Verification of eligibility by direct contacts with sources of information has the added advantage of providing an important channel for interpreting to the community at large the eligibility requirements for admission to a project as well as the specific methods utilized in tenant selection. 
Credit reports should be used as a means of verification only when there is no other practical or desirable means of securing requisite information or when:  
(1) The records of the applicant family or other sources (excluding direct contact between the present landlord which should generally be avoided) fail to furnish verifying information concerning present rent-paying record.  
(2) Form letters or personal interviews with previous landlords fail to provide the necessary information concerning past rent-paying record.  
(3) Employees withhold information concerning past or present employment record and earnings.  
(4) Interviewers are unable to adequately verify the general financial responsibility of the applicant family by other means.  
Thus if the social agency report, the home visit, or other contacts furnished all of the essential verifying facts, the credit report may be dispensed with. Local conditions will therefore determine whether commercial credit reports are to be used in conjunction with tenant selection, and if used, whether these should be included as a part of the regular routine or limited to certain special cases only.  
There follows an outline of the types of information ordinarily furnished by a credit agency applicable to tenant selection. Certain of the limitations of such reports are also indicated.  
(1) Record of installment purchases—past and present.—Such records usually cover past and current installment purchases, their extent, the promptness with which payments are made, and suits and judgments. This is not always a complete record inasmuch as certain installment concerns may not clear their accounts through such channels.  
(2) Rent-paying record—past and present.—This record usually includes past and present rent paid and arrears and evictions, if any.  
(3) Employment history and earnings.—This record usually covers information concerning earnings and tenure of job for all working members of the family.  
(4) Record of assets.—Reports sometimes list savings and other family assets not brought out through other sources.  
(5) Other information.—Reports may also serve to show length of residence in the city as well as the period of residence at a given address.  
If commercial credit reports are to be used, limitations as to the extent of the report should be worked out in advance. It will generally be found that satisfactory use of a credit agency involves the preparation of a special report form, designed to meet local needs, accompanied by specific instructions for its use. A clear understanding must also be reached to insure that the source of inquiry is held in strict confidence. Experience has shown, for example, that in some cases representatives of credit agencies have made direct contacts with applicant families to secure information for compiling their reports and also that landlord-tenant relationships have been jeopardized.
I. HOUSING DATA FROM OTHER SOURCES (specify conditions, types of violations, give source):

II. HOUSING DATA FROM HOME VISIT (If dwelling has been condemned omit items down to overcrowding):

Type: Detach..... Multi..... Flat or apt..... Lgt. hskg..... Rm, house..... Flat over commercial
Location: Floor..... Front of bldg..... Rear of bldg..... Alley..... Basement..... Attic
Neighborhood: Residential..... Mixed res. and com'1..... Commercial..... Industrial.....

REMARKS: (Specify detrimental influences, lack of play space, etc.)

Condition of structure (specify defects, extent of repairs needed, vermin, hazards, etc.)

Equipment and facilities (check or specify):

<table>
<thead>
<tr>
<th>Location</th>
<th>Type</th>
<th>Remarks (specify conditions of equipment, note fire, health, and safety hazards, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dwel. unit</td>
<td>Running</td>
<td></td>
</tr>
<tr>
<td>In bldg.</td>
<td>Cold only</td>
<td></td>
</tr>
<tr>
<td>Yard</td>
<td>Hot or cold</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Toilet:</td>
<td>Inside flush</td>
<td></td>
</tr>
<tr>
<td>Dwel. unit</td>
<td>Privy</td>
<td></td>
</tr>
<tr>
<td>Prv.</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Shrd.</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Bath:</td>
<td>Tub</td>
<td></td>
</tr>
<tr>
<td>Dwel. unit</td>
<td>Shower</td>
<td></td>
</tr>
<tr>
<td>Prv.</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Shrd.</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Kitchen:</td>
<td>Stove only</td>
<td></td>
</tr>
<tr>
<td>Dwel. unit</td>
<td>Stove and sink</td>
<td></td>
</tr>
<tr>
<td>Prv.</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Shrd.</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Shrd.</td>
<td>Makeshift</td>
<td></td>
</tr>
<tr>
<td>Specify Fuel used for cooking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting: All rooms</td>
<td>Electricity</td>
<td></td>
</tr>
<tr>
<td>Some rooms</td>
<td>Gas</td>
<td></td>
</tr>
<tr>
<td>Hall, etc.</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Heating:</td>
<td>Specify</td>
<td></td>
</tr>
<tr>
<td>Laundry:</td>
<td>Specify</td>
<td></td>
</tr>
</tbody>
</table>

Planning and space (specify conditions detrimental or undesirable to privacy, lack of storage space, etc.)

Light and ventilation (specify detrimental or undesirable conditions)

Overcrowding and doubling up

Total No. rms....... No. sleeping rms....... No. persons....... Overcrowded....... Doubled up......

REMARKS:


III. FAMILY SIZE AND COMPOSITION (record any variations from application):

______________________________________________________________________________

______________________________________________________________________________

IV. VERIFICATION OF RENT PAYMENTS, UTILITY COSTS, FINANCIAL OBLIGATIONS, ASSETS, ETC. (record findings from rent receipts, utility bills, account books, medical bills, etc.):

Rent, $________ per_________ Paid up _________ In arrears _________ Remarks:

______________________________________________________________________________

______________________________________________________________________________

Cost of utilities not included in rent (specify basis for estimating yearly costs):

Cooking fuel, $________ per_________

Light, $________ per_________

Heating fuel, $________ per_________

Refrigeration, $________ per_________

Extent and discharge of financial obligations, assets, etc.

______________________________________________________________________________

______________________________________________________________________________

V. FAMILY STANDARDS (record housekeeping habits, adequacy and condition of furniture, evidence of resourceful housekeeping, etc. If family lives in light housekeeping quarters or rooming house, record plans for obtaining furniture, etc.):

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

VI. INTERESTS AND ACTIVITIES (specify individual interests and participation in group activities of each family member):

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

VII. OTHER FACTORS (clarify or amplify foregoing statements—also record pertinent data not noted elsewhere concerning employment, income, health, etc.):

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

PERSONS INTERVIEWED: ____________________________
CARDS FOR THE USE OF FIELD INTERVIEWERS

SPECIMEN FORM FOR IDENTIFICATION CARD

(NAME OF AUTHORITY)
(Address)

M. Date , 19... No. ........................................

IDENTIFICATION CARD
(Tenant selection)

As a representative of (Name of Project) is authorized to secure information required to determine the eligibility of applicant families.

(Signed)...................................................

(Title)...................................................

This card should be printed on durable stock of any size or color desired.

SPECIMEN FORM FOR "YOU WERE NOT AT HOME" CARD

(NAME OF AUTHORITY)
(Name of Project)
(Address-Tenant Selection Office)

M. .................................. Date .......................... 19......

YOU WERE NOT AT HOME

When I called to see you today in connection with your application for a dwelling unit in (Name of Project).

I will call again ..........................................................

If you do not expect to be home at that time please write or telephone the Tenant Selection Office at the address shown above.

Phone................................................................. Tenant Selection Representative.

This card may be mimeographed post card size or larger preferably on colored stock.

Always place this card under door

(E) FORM LETTERS TO EMPLOYERS AND PREVIOUS LANDLORDS

SPECIMEN LETTER TO PRESENT EMPLOYER

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Re: (Name of employee) (Enter other identifying information here)

Dear..............:

Your name has been given as an employer reference by the above named applicant for a dwelling unit in the (Name of Project). May we request your cooperation in supplying the following information, which we assure you will be kept in strict confidence. A self-addressed envelope is enclosed for your reply.

As you doubtless know, we are legally required to verify the income from all sources, of families applying for admission to projects in the low-rent housing program of the (Name of Local Housing Authority).

Sincerely yours,

Encl.

Housing Manager.

For the (Name of) Local Housing Authority.

1. Employed by you since............ Occupation..........
2. Basis of pay: Salary □ Commission □ Other............... 3. Paid: Weekly □ Semimonthly □ Monthly □ Rate per...
4. Employment: Temporary □ Permanent □ Seasonal □
5. Total amount earned in past 12 months, $...........
6. Any deductions from wages: Yes □ No □ How much, $.....
7. For what purpose..............
8. Is increase in earnings anticipated? Yes □ No □

REMARKS (tenure of job, etc.): .......................................................

Date........................................ (Signature)...................

(Firm)........................................ (Employer)...........

(If the name of the employee differs from that of the applicant, record applicant's name and application number, or other identifying information on the reverse side.)
Re: (Name of employee)
(Enter other identifying information here)

Dear __________________:

Your name has been given as a previous employer reference by the above-named applicant for a dwelling unit in the (Name of Project). May we request your cooperation in supplying the following information, which we assure you will be kept in strict confidence. A self-addressed envelope is enclosed for your reply.

As you doubtless know, we are legally required to verify the income from all sources of families applying for admission to projects in the low-rent housing program of the (Name of Local Housing Authority).

Sincerely yours,

Encl.

For the (Name of) Local Housing Authority.

1. Formerly employed: From _______ to _______ Occupation _______.
2. Chance of reemployment: Yes ☐ No ☐ Unknown ☐
3. Basis of pay: Salary ☐ Commission ☐ Other…
4. Paid: Weekly ☐ Semimonthly ☐ Monthly ☐ Other…
5. Total amount earned, $_____. For what period? ___________

REMARKS (reason laid off, etc.): __________________________________________________________

Date ____________ (Signature) ____________________________
(If the name of the employee differs from that of the applicant, record applicant's name and application number, or other identifying information on the reverse side.)

---

Dear __________________:

Your name has been given as a former landlord of (Name of applicant).

Your cooperation in answering the following questions will be greatly appreciated, and the information held in strict confidence.

A self-addressed envelope, requiring no stamp, is enclosed for your reply.

Sincerely yours,

Encl.

For the (Name of) Local Housing Authority.

1. Premises occupied ____________ From _______ to _______.
2. Rental rate, $_____. per _______.
3. Rent paid: Promptly ☐ Sometimes late ☐ Usually late ☐
4. Arrears: Seldom ☐ Occasionally ☐ Frequently ☐
5. Amount of present arrears (if any), $_____.
6. Reasons if known: ________________________________________________________________
7. His care of property was: Good ☐ Average ☐ Poor ☐
8. Reason for vacating, if known: ____________________________________________________

REMARKS: _____________________________________________________________________________

Date ____________ (Signature) ____________________________

(Firm) ____________________________

Employer.

Landlord.)
### I. FAMILY COMPOSITION:

<table>
<thead>
<tr>
<th>No.</th>
<th>Persons to live in project</th>
<th>Relationship</th>
<th>Sex</th>
<th>Age</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**II. NEED FOR HOUSING:**

(See reverse side for details of housing score, dwelling condemned, etc.)

### III. EMPLOYMENT AND INCOME:

<table>
<thead>
<tr>
<th>No.</th>
<th>Employer</th>
<th>Occupation</th>
<th>Period</th>
<th>Rate of pay</th>
<th>Earnings past year</th>
<th>Estimate coming year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

(Record here verified findings concerning employment history of all employable persons for the past year.)

Other income (specify type, source, and member):

Other income... $  
Total income... $  
Legal deductions... $  
Total net income... $  
Maximum income permissible... $  

### IV. OTHER ECONOMIC FACTORS:

Effect of moving to project on family expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Present cost</th>
<th>Project cost</th>
<th>Annual Increase</th>
<th>Annual Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other housing costs</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Transportation</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total annual change, $</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

Rent paying record...

Indebtedness (specify known amount, type, and paying record)

Other major expenses (specify known amount, type, as insurance, education, medical care, etc.)

Assets (specify known amount and type)

### V. GENERAL REMARKS:

NOTE.—This section should be used to record information concerning health factors, living standards (housekeeping habits, adequacy of furniture, equipment, etc.), and other pertinent facts which help to give a picture of the family. Factors which might affect eligibility or present special problems should be brought out.  

(name and signatory)
VI. Final Review and Approval of Applications.

When all steps in verification have been completed, applications are then ready for final review and recommendations. This involves, first of all, a thorough study of the verification on housing and income conditions secured during the home visit as well as data from other sources to determine the housing needs of the applicant family. The findings should be checked and scored according to the locally established housing score except for families living in condemned dwellings, in which case the scoring process may be eliminated.4

As a result of this step some applications may be deferred due to the fact that only relatively minor need for housing is indicated (a careful sifting process at the time of filing application and during the stages of verification should have already disqualified families definitely ineligible because of no need for housing and deferred the majority of applications for those indicating only minor need).

If the applicant family qualifies for admission on the basis of housing need, the next step is to review and summarize all verified findings concerning the family’s record in discharging financial obligations and type of and reasons for indebtedness, the family’s income, employment and income. In this connection it is necessary to consider sources of income, extent and type of and reasons for indebtedness, the family’s record in discharging financial obligations and other similar factors. This will establish whether or not decent housing can be provided without sacrificing other essentials and assure the financial reliability of the family as a rent-paying risk.

For example, it may be necessary to determine if rent increases are justified as a result of rehousing. Moreover, questions will arise concerning the advisability of allowing families whose incomes are extremely low or irregular despite the fact that local housing conditions will have been found desirable in developing local procedure. Such summaries are also useful in the event of reappraisal by families found ineligible as a result of the final review of the financial reliability of the family as a rent-paying risk.

A specimen form which combines a housing score sheet and a summary of findings for approval appears on pages 126 to 129 of this manual. The scoring form may be indexed with appropriate headings used for summarizing the verified findings.

VII. Final Selection of Approved Applicants.

The preceding sections have outlined the major steps required to review and summarize verified findings in determining eligibility. If the applicant family qualifies for admission on the basis of housing need, it is then necessary to review and summarize all verified findings to insure that the family truly qualifies for admission according to all locally established criteria for eligibility.

Final recommendations for approval or rejection of applicant families should always be made by the supervisor after a thorough review of the contents of the applicant’s folder and a study of the summary for approval. This may entail one or more conferences with interviewers to clarify any questionable factors, or special interviews with the applicant family.

A summary of each application on which verification has been completed not only insures a thorough and objective review but provides a means of presenting a clear and concise picture of the applicant family’s eligibility. It also makes possible a quick and accurate review of applications for final approval by the Housing Manager and members of the Advisory Committee—whenever has been designated by the local authority to give such approval—and obviates the necessity for having such persons review in detail each piece of verifying material contained in the applicant’s file. A summary is not only of value in making final decisions concerning eligibility, but becomes a useful permanent policy. Thus, the Housing Manager, or other members of the management staff have a complete record covering each family admitted to the project.

A summary is not only of value in making final decisions concerning eligibility, but becomes a useful permanent policy. Thus, the Housing Manager, or other members of the management staff have a complete record covering each family admitted to the project. Such summaries are also useful in the event of reappraisal by families found ineligible as a result of the final review of the financial reliability of the family as a rent-paying risk.

A specimen form which combines a housing score sheet and a summary of findings for approval appears on pages 126 to 129 of this manual. The scoring form may be indexed with appropriate headings used for summarizing the verified findings. It is recommended that a definite method of assigning scores for each size dwelling unit be established locally, based on careful analysis of such approved applications. There follow several possible methods of final selection which might be put into practice locally. Combinations or modifications of these methods may be found desirable in developing local procedure.

The limitations of certain of these methods is also pointed out. Obviously, no arbitrary formula will cover the many complex factors which are likely to present themselves in the final selection of tenants and considerable judgment and skill will be required to insure sound decisions no matter what method is employed.

Method 1. Where local housing conditions are such that the majority of low income families live under seriously substandard housing conditions, it may be the local authority’s purpose best to select families of lowest income living under the worst housing conditions. There follows an outline of the steps to be taken to accomplish these objectives in selecting tenants from an eligible pool of this make-up.

The basic factors to be considered are those which are likely to present themselves in the final selection of tenants and considerable judgment and skill will be required to insure sound decisions no matter what method is employed.

Method 2. This method is applicable to an eligible pool restricted to families complying with all local preferences for admission. It is designed for selecting families with children who have the local authority’s purpose best to select from the eligible pool mainly upon the basis of lowness of income.

This method is applicable to an eligible pool restricted to families complying with all local preferences for admission. It is designed for selecting families with children who have the local authority’s purpose best to select from the eligible pool mainly upon the basis of lowness of income.

It will thus be readily possible to determine how high in the income scale it is necessary to go and the number of housing factors which should be considered in each income bracket to obtain a sufficient number of approved eligible applicants for the number of dwelling units available for occupancy. Likewise, the analysis will serve as a basis for determining whether all applicants in the pool are to be selected for immediate leasing or whether only a certain number certified to be selected, with a view to finding additional eligible families of lower incomes living under worse housing conditions.

A summary is not only of value in making final decisions concerning eligibility, but becomes a useful permanent policy. Thus, the Housing Manager, or other members of the management staff have a complete record covering each family admitted to the project. Such summaries are also useful in the event of reappraisal by families found ineligible as a result of the final review of the financial reliability of the family as a rent-paying risk.

A specimen form which combines a housing score sheet and a summary of findings for approval appears on pages 126 to 129 of this manual. The scoring form may be indexed with appropriate headings used for summarizing the verified findings. It is recommended that a definite method of assigning scores for each size dwelling unit be established locally, based on careful analysis of such approved applications. There follow several possible methods of final selection which might be put into practice locally. Combinations or modifications of these methods may be found desirable in developing local procedure.

The limitations of certain of these methods is also pointed out. Obviously, no arbitrary formula will cover the many complex factors which are likely to present themselves in the final selection of tenants and considerable judgment and skill will be required to insure sound decisions no matter what method is employed.

Method 1. Where local housing conditions are such that the majority of low income families live under seriously substandard housing conditions, it may be the local authority’s purpose best to select families of lowest income living under the worst housing conditions. There follows an outline of the steps to be taken to accomplish these objectives in selecting tenants from an eligible pool of this make-up.

The basic factors to be considered are those which are likely to present themselves in the final selection of tenants and considerable judgment and skill will be required to insure sound decisions no matter what method is employed.

Method 2. This method is applicable to an eligible pool restricted to families complying with all local preferences for admission. It is designed for selecting families with children who have the local authority’s purpose best to select from the eligible pool mainly upon the basis of lowness of income.

This method is applicable to an eligible pool restricted to families complying with all local preferences for admission. It is designed for selecting families with children who have the local authority’s purpose best to select from the eligible pool mainly upon the basis of lowness of income.

It will thus be readily possible to determine how high in the income scale it is necessary to go and the number of housing factors which should be considered in each income bracket to obtain a sufficient number of approved eligible applicants for the number of dwelling units available for occupancy. Likewise, the analysis will serve as a basis for determining whether all applicants in the pool are to be selected for immediate leasing or whether only a certain number certified to be selected, with a view to finding additional eligible families of lower incomes living under worse housing conditions. It will thus be readily possible to determine how high in the income scale it is necessary to go and the number of housing factors which should be considered in each income bracket to obtain a sufficient number of approved eligible applicants for the number of dwelling units available for occupancy. Likewise, the analysis will serve as a basis for determining whether all applicants in the pool are to be selected for immediate leasing or whether only a certain number certified to be selected, with a view to finding additional eligible families of lower incomes living under worse housing conditions.

A summary is not only of value in making final decisions concerning eligibility, but becomes a useful permanent policy. Thus, the Housing Manager, or other members of the management staff have a complete record covering each family admitted to the project. Such summaries are also useful in the event of reappraisal by families found ineligible as a result of the final review of the financial reliability of the family as a rent-paying risk.

A specimen form which combines a housing score sheet and a summary of findings for approval appears on pages 126 to 129 of this manual. The scoring form may be indexed with appropriate headings used for summarizing the verified findings. It is recommended that a definite method of assigning scores for each size dwelling unit be established locally, based on careful analysis of such approved applications. There follow several possible methods of final selection which might be put into practice locally. Combinations or modifications of these methods may be found desirable in developing local procedure.

The limitations of certain of these methods is also pointed out. Obviously, no arbitrary formula will cover the many complex factors which are likely to present themselves in the final selection of tenants and considerable judgment and skill will be required to insure sound decisions no matter what method is employed.

Method 1. Where local housing conditions are such that the majority of low income families live under seriously substandard housing conditions, it may be the local authority’s purpose best to select families of lowest income living under the worst housing conditions. There follows an outline of the steps to be taken to accomplish these objectives in selecting tenants from an eligible pool of this make-up.

The basic factors to be considered are those which are likely to present themselves in the final selection of tenants and considerable judgment and skill will be required to insure sound decisions no matter what method is employed.

Method 2. This method is applicable to an eligible pool restricted to families complying with all local preferences for admission. It is designed for selecting families with children who have the local authority’s purpose best to select from the eligible pool mainly upon the basis of lowness of income.

This method is applicable to an eligible pool restricted to families complying with all local preferences for admission. It is designed for selecting families with children who have the local authority’s purpose best to select from the eligible pool mainly upon the basis of lowness of income.
Method 3. This is a variation of Method 2, and assumes that the make-up of the eligible pool is identical to that described above. The first step of tabulation would be the same as that described under "a." Method 2. However, instead of making final decisions as to the families to be selected by establishing top income limits and a minimum housing score, some local authorities may wish to evolve a system of numerical weights in order to "balance" relative lowness of income with need for housing. Such a system should be established only after a careful analysis of incomes and housing need of definitely eligible applicants. Further, the weights assigned should be carefully tested by application to a sufficient number of cases to insure the validity of this method before actual selection of families takes place.

To illustrate the application of a numerical rating system, the following example is given:

**Assumed Income Weights**

<table>
<thead>
<tr>
<th>Income limits</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-100</td>
<td>10</td>
</tr>
<tr>
<td>$101-200</td>
<td>20</td>
</tr>
<tr>
<td>$201-300</td>
<td>30</td>
</tr>
<tr>
<td>$301-400</td>
<td>40</td>
</tr>
<tr>
<td>$401-500</td>
<td>50</td>
</tr>
</tbody>
</table>

**Assumed Substandard Housing Weights**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Former site occupancy and/or condemned dwelling</td>
<td>5 points</td>
</tr>
<tr>
<td>10 basic factors</td>
<td>50 points</td>
</tr>
<tr>
<td>9 basic factors</td>
<td>45 points</td>
</tr>
<tr>
<td>8 basic factors</td>
<td>40 points</td>
</tr>
<tr>
<td>7 basic factors</td>
<td>35 points</td>
</tr>
<tr>
<td>6 basic factors</td>
<td>30 points</td>
</tr>
<tr>
<td>5 basic factors</td>
<td>25 points</td>
</tr>
<tr>
<td>4 basic factors</td>
<td>20 points</td>
</tr>
<tr>
<td>3 basic factors</td>
<td>15 points</td>
</tr>
<tr>
<td>2 basic factors</td>
<td>10 points</td>
</tr>
<tr>
<td>1 basic factor</td>
<td>5 points</td>
</tr>
</tbody>
</table>

Assuming local limits for admission of $1,100, a family with a net income of $850 living in a condemned dwelling would receive 85 points (30 points for lowness of income and 55 points for housing need). The family with 85 points (under the particular set of weights assumed in this example) would then be given preference over the family with 70 points. If this method is followed, all families in the eligible pool should be rated and scored and families receiving the highest scores selected for admission. If it is necessary to make a choice between families with equal total scores, either families receiving the highest score for need for housing or those with lowest incomes might be given preference in final selection, in accordance with locally established policy.

Method 4. In some cases local housing authorities may not wish to follow a procedure of deferrals in considering applications, or may not find it feasible to do so consistently for various reasons. In this event the pool of eligible applicants may contain applications from families which do not necessarily meet local preferences in selection, although eligible for admission by reason of compliance with basic criteria of admission. In this event a more careful sifting of applications in the eligible pool will be necessary if families in the lowest income group in greatest need of housing are to be given first consideration, and locally established preferences (families with children, etc.) within the limits of these two basic factors also taken into account. This may be accomplished by first making a tabulation of income and housing need according to the procedure described under "a," Method 2. The procedure described under Method 2 may also be followed to determine which families shall be given consideration on the basis of lowness of income and housing need, or if preferred a system of numerical weights similar to that described under Method 3 may be devised to accomplish this end. However, before final selection it would also be necessary to establish a procedure for dealing with local preferences, to insure consistency in final selection. This may be done by setting up a sequential order of considering such preferences, indicating these by a system of symbols for ready identification.

Method 5. The make-up of the eligible pool according to this method would be similar to that described under Method 4. However, instead of first sifting those applications to be considered because of lowness of income and housing need, and then making final selections on the basis of an established order of local preferences, final selection would be made by considering all these factors in combined fashion in making decisions. This might be done directly by introducing further breakdowns in the tabulation so that an analysis of the pool would indicate which applications meet local preferences, or by establishing a combined system of numerical weights in which relatively large weights are assigned to factors of lowness of income and housing need and relatively small weights assigned to local criteria of preference, the families selected to be those having the largest total score for all factors combined. This method is not generally recommended, however, since it is believed that any attempt to balance basic factors of lowness of income and need for housing with various local criteria of preference would tend to result in a process of final selection in which the major objectives of the Act might be lost.

**SPECIMEN DWELLING ASSIGNMENT**

(Name of Project)

<table>
<thead>
<tr>
<th>DWELLING ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. age MRS. age and sons, ages daughters, ages and others</td>
</tr>
<tr>
<td>have been approved to lease a dwelling of not less than bedrooms rooms or more than bedrooms rooms at a monthly rental of $ to $</td>
</tr>
<tr>
<td>Unit preferred Location preferred</td>
</tr>
</tbody>
</table>

Approved: Superior of Tenant Selection.

Housing Manager.

Appointment date

Remarks (specify any factors affecting location, etc.):
be accepted for immediate leasing. This would tend to prevent acceptance as tenants of all families that met the minimum conditions of eligibility, to the exclusion of families of greater need for rehousing that might apply at a later stage of tenant selection activity.

As soon as leasing is ready to begin, accepted applicants should be so notified and their application folders transferred to the Rental Department together with a dwelling assignment form for each family filled in by the tenant selection supervisor (or an assistant) showing the dwelling unit size for which the family is eligible. The assignment should take into account family make-up and rent charges as well as any special health factors or other circumstances which may have a bearing on the location of the dwelling.

VIII. Procedure for Handling Rejected Applications.

Notwithstanding the emphasis placed on establishing good public relations in all contacts with prospective tenants during tenant selection, certain rejected applicants may wish to appeal for reconsideration concerning their eligibility. It is therefore well to anticipate this and to set up as a definite part of tenant selection procedure, and to publicize from this and to set up as a definite part of tenant eligibility. It is therefore well to anticipate wish to appeal for reconsideration concerning their eligibility.

Suitable publicity with respect to eligibility requirements from the very outset, discussed in detail in the first part of this manual, will do much to minimize problems arising from dissatisfaction and lack of understanding by rejected applicants. Careful explanations by skilled interviewers in conjunction with the initial application interview described on page 18 will likewise go a long way toward reducing problems stemming from this source. As also pointed out earlier in the text, where it is necessary to notify ineligible applicants by mail, such letters should be thoughtfully written, and families always invited to call at the office to discuss the reasons for rejection more fully if they so desire. Interviews of this nature should, as a rule, be the direct responsibility of one person. This may be the tenant selection supervisor, a qualified assistant, or the Housing Manager, depending upon the local set-up and whether or not tenant selection activities are centralized or conducted separately for specific projects. The time spent in such interviews will prove a worthwhile investment, not only in terms of the particular family involved, but in terms of the entire public relations policy of the local housing authority.

However, it is important to have this group comprised of persons representing local agencies recognized as being definitely concerned with and sympathetic toward the problems of low-income families in the community. Thus, if a citizens' housing association exists, this group should be represented. Where special racial or nationality groups are to be rehoused such representation is likewise essential. By this means fair and impartial consideration of each application will be insured, and the public will be fully aware at all times of the fact that no form of discrimination is entering into the selection of tenants.

Suitable publicity with respect to eligibility requirements from the very outset, discussed in detail in the first part of this manual, will do much to minimize problems arising from dissatisfaction and lack of understanding by rejected applicants. Careful explanations by skilled interviewers in conjunction with the initial application interview described on page 18 will likewise go a long way toward reducing problems stemming from this source. As also pointed out earlier in the text, where it is necessary to notify ineligible applicants by mail, such letters should be thoughtfully written, and families always invited to call at the office to discuss the reasons for rejection more fully if they so desire. Interviews of this nature should, as a rule, be the direct responsibility of one person. This may be the tenant selection supervisor, a qualified assistant, or the Housing Manager, depending upon the local set-up and whether or not tenant selection activities are centralized or conducted separately for specific projects. The time spent in such interviews will prove a worthwhile investment, not only in terms of the particular family involved, but in terms of the entire public relations policy of the local housing authority.

PART C—RENTING AND LEASING

I. Office Procedures.

There follow specimens of office records and forms required for renting and leasing. Certain of these are necessary only during the period of initial occupancy; others provide essential records for continuous use. This distinction is brought out in connection with the discussion of each form. The recommended procedures will require modification to meet local needs and may possibly be simplified in the case of projects of small size.

(a) Rental guides.

Carefully controlled rental guides are essential so that the exact number and type of dwelling units available for leasing may be accurately known at all times. In large projects renting will be simplified if leasing is concentrated insofar as possible to specific construction blocks. Two or three methods of maintaining accurate control of renting may be used, preferably in conjunction with each other. These methods are described below.

(1) Use of a site plan.—One rental guide may be provided by the use of a site plan showing the location of individual dwellings in each building by unit number or address. Units of different size should be indicated by different colors, and variations in types of plans, which shows a particular dwelling unit or building. As dwellings are occupied a line may be drawn through the assignment to indicate completion of the move.

(b) Master moving schedule.—The master moving schedule serves to control moving assignments in conjunction with initial occupancy. By reference to it the number of families using the driveways, entrances, and stairways at any one time may be regulated, thus avoiding confusion and congestion.

Such a chart should be prepared weekly during the period of initial occupancy. The assignments are made the dwelling unit numbers for which moving time is scheduled should be entered in the squares provided. As dwellings are occupied a line may be drawn through the assignment to indicate completion of the move.
### SPECIMEN OCCUPANCY RECORD

<table>
<thead>
<tr>
<th>Service Space Assignments</th>
<th>Account No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Name of Project)</td>
<td></td>
</tr>
<tr>
<td>(Address)</td>
<td></td>
</tr>
</tbody>
</table>

|---------------|-----------|

### OCCUPANCY RECORD

<table>
<thead>
<tr>
<th>NAME OF LESSEE</th>
<th>PERIOD OCCUPIED</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FROM—</td>
<td>TO—</td>
</tr>
</tbody>
</table>

### SPECIMEN MOVING SCHEDULE

**MASTER MOVING SCHEDULE**

<table>
<thead>
<tr>
<th>Week beginning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hour</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Remarks:</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
</tr>
</tbody>
</table>

(Trimmed size 8" x 10½")
(c) Preparation of master laundry schedule.—A master laundry schedule will be required only in projects where community laundry facilities are provided. A chart form similar to the master moving schedule may be used for this purpose. The specific assignment made for each dwelling unit should be recorded on a separate sheet prepared in duplicate for each laundry room. One copy should be kept in the management office and the other copy posted at the door of each laundry room.

(d) Leasing and occupancy report.—It is advisable to prepare a regular weekly report summarizing all rental activities. A specimen form which may be used for this purpose follows. This is intended for use only during the period of initial occupancy, and the itemized data included in a leasing and occupancy report for continuous use are indicated in a footnote directly on the form. This report should be compiled by the rental clerk from daily tabulations maintained on a special work sheet.

II. SELECTION OF A DWELLING UNIT.

When approved applicant families call in response to letters of approval from the Housing Manager to make definite arrangements for moving, each family should be shown two or more dwelling units of suitable size and rental from which a choice can be made. Reference should be made to the Dwelling Assignment Form (see page 40) prepared in the tenant screening office to insure that only suitable units which meet all special conditions as to health factors or other circumstances having a bearing on the location of a dwelling unit are shown.

The rental clerk designated to show dwellings to prospective tenants should be sufficiently informed to answer any questions raised concerning the facilities provided in the project, or community services available in the neighborhood.

In the case of very small projects, particularly for nonapartment type developments, it may not be found necessary to personally conduct applicants through dwelling units. Instead, the keys to two or three units may be turned over directly to the prospective tenant. This serves to reduce the personnel required and has the added advantage of permitting family members freedom to discuss their problems before arriving at a final decision with respect to renting.

III. SIGNING OF THE DWELLING LEASE; MANAGEMENT-TENANT RELATIONSHIP.

After the dwelling unit has been selected, the next step is in the signing process in the leasing of a tenant. The importance of a carefully conducted interview at this time cannot be overemphasized, since it should be borne in mind that occupancy in a housing project calls for many new adjustments on the part of tenants. Consequently the interview will serve not only to clarify the tenant's understanding of lease terms, rent payments, responsibilities for care and maintenance of premises and equipment, use of social space, etc., but also to establish a friendly and cooperative tenant-management relationship. Failure to interpret management policies by this means usually necessitates later corrective measures under definitely less favorable circumstances. It takes some time for the lease form to be prepared for signature and this interval may well be devoted to the interview described below.

Desirable as it may be to have the interview conducted by the Housing Manager, this is obviously impracticable in very large projects or when leases for a number of families are to be signed within a limited time. In such cases the services of one or more qualified members of the temporary tenant selection staff or of the permanent management staff, may be utilized for interviews. As much privacy as is feasible should be provided and adequate time allowed. Whenever possible the tenant should meet the Housing Manager personally before leaving the office or prior to moving into the project.

First of all, the interview should insure a clarification of the terms of the lease. This will be greatly facilitated if the lease form is simple and concise, and written in language readily understood. It should be borne in mind that leasing is a new experience to most families of very low income, and calls for skillful interpretation if it is to serve a constructive purpose.

The new tenant should also be given a brief description of the facilities provided in the project, such as laundry rooms, storage space, social space, etc., and helpful hints on the use and care of equipment. This
part of the interview may be developed to advantage around the contents of the Tenants' Handbook, a copy of which should be given to the tenant personally at this time for further reference.

To guard against the serious problem of heavy installment buying for new furnishings in connection with initial occupancy, it has been found advisable for management to assume some responsibility for cautioning tenants against such buying. This is best accomplished by having open for inspection one or two suitably furnished demonstration units, as described in Appendix B. If thought and care have been exercised in setting up such demonstrations they will serve as effective and practical examples of thrifty and skillful home furnishing which can be achieved at a minimum of expense. Arrangements for moving should be explained in detail during the interview and specific moving-in, laundry, and storage space assignments given. Moving-in assignments should take into account existing leases for present dwellings so that due notice to present landlords may be given. Families should be impressed with the importance of keeping moving-in assignments or of notifying the office in the event of any emergency which calls for a change in moving plans. Laundry assignments should take into account family size and make-up, and additional time be allowed to large families or those with infants or small children. Such special needs should be discussed with each family before specific assignments are made.

 payment of the initial deposit should take place at the management office according to the established method of handling all future financial transactions involved in rent collections.

There follow suggested forms, with a description of each, which will facilitate the various steps in leasing discussed above. Suggestions for the preparation of a dwelling lease and a suitable tenants' handbook are also given.

(a.) Dwelling lease. The preparation of a satisfactory form for leasing dwellings in low-rent housing projects will call for special attention. The lease should, of course, include all basic conditions of occupancy in a given project as well as the circumstances under which it may be terminated. At the same time, leases should be briefly and

### SPECIMEN MOVING ASSIGNMENT

(Name of Project)  

MOVING ASSIGNMENT

Date

Name .................................................. New address ..................................................

Your moving time is as follows: Day___________ Date..................... Hour

1. Give your mover one copy of this notice.
2. Call at the office personally for your keys before the hour specified, as they will be given only to you.
3. Be present to unlock the door when the mover arrives.
4. In the event of any confusion or delay, report to the management office for further instructions.

Move completed: Date Hour

(Signed)

Housing Manager.

(Suggested trimmed size 4" x 6")

### SPECIMEN SERVICE SPACE ASSIGNMENT

(Name of Project)

SERVICE SPACE ASSIGNMENT

Name .................................................. Dwelling ..................................................

The following facilities are available for your use:

- Perambulator room No. Building No.
- Storage room No. Building No.
- Laundry room No. Building No. Day Hour
- Parking space No.  

PLEASE READ AND OBSERVE THE MANAGEMENT POLICIES GIVEN IN YOUR TENANT HANDBOOK PERTAINING TO THE USE OF SERVICE SPACE

Remarks: ..................................................

(Suggested trimmed size 4" x 6")
simply stated and reproduced in print large enough to be easily read. The obligations of the tenant, as well as of the landlord, should be set forth in a positive manner, free of penalties and unnecessary restrictive features. A considerable skill will be required to accomplish these objectives in drawing up the form.

Two or three copies of the lease for each dwelling unit are usually sufficient—one for the tenant, one for the files of the management office, and possibly one extra copy to be retained in the management office or in the offices of the local housing authority. Additional copies should be kept at a minimum. Legal counsel should be sought with respect to the number of copies required, also to insure that the lease prepared locally complies with all local statutes.

A suggested specimen lease form will be furnished upon request. Dwelling leases developed locally may require major revision to meet legal requirements and the specific conditions of occupancy in a particular project, especially concerning responsibilities for tenant maintenance.

(6) Preparation of a tenant handbook.—It is desirable to provide each tenant with a booklet which sets forth clearly but informally, management policies and other essential information concerning project facilities, including the use and care of equipment provided in dwelling units. Such a booklet should be attractively and colorfully designed and may be mimeographed or otherwise reproduced with simple illustrations.

Due to the decided variation in projects, it is impossible to prepare a specimen handbook applicable for general use. The cooperation of local home economists can be of particular assistance in preparing the instructions on use and care of equipment referred to under item 5, and those with previous experience in preparing material in related fields suitable for direct distribution to low-income families can be of assistance in preparing the entire handbook.

There follows a suggested outline of topics to be included in a tenant handbook which should be adapted to meet specific needs:

(1) Description of facilities for project community activities, i.e., play areas, social rooms, nursery schools, and policies affecting their use;
(2) description of other facilities provided, such as laundry rooms, drying areas, storage space, locker rooms, etc., and policies governing their use;
(3) specific information concerning methods of rent collection;
(4) method of garbage and trash disposal and schedule of collections;
(5) specific methods for the use and care of equipment, floors, cleaning of walls, etc.;
(6) detailed suggestions concerning the hanging of pictures, towel racks, etc., and the installation of radio aerials;
(7) method of reporting need for repairs, such as stoppage of drains, trouble with stoves or refrigerators, leaky faucets, and other emergencies;
(8) whom to notify in case of need for disinfection;
(9) method of reporting contagious diseases, births, deaths, etc.;
(10) information concerning community services, such as schools, churches, community centers, playgrounds, parks, shopping centers, health services, etc., and transportation facilities and rates.

While the tenant handbook should cover all essential information, it should be borne in mind that there are many management policies which can well be formulated or revised by the tenants themselves subsequent to occupancy, through the medium of community associations. Management's recognition of such participation on the part of tenants should be clearly brought out in the booklet, together with suggestions relative to the establishment of a community relations program.

(c) Moving assignment.—This form serves to regulate moving assignments. To obviate confusion the moving time should be determined by reference to the master moving schedule. (See page 53.) The form should be prepared in triplicate to permit uniform notice to the three principals involved, namely, the tenant, the mover, and the project employee directly in charge of moving. The tenant should be furnished two copies at the time of signing the lease, and instructed to give one copy to the mover.

When the new tenant is in possession, the project employee who supervised the move should sign his copy of the assignment form, specifying the date and hour the move was completed, and return it to the management office to be filed in the tenant's folder.

The method of handling moving assignments in the case of small projects or in non-apartment type developments may be much simplified. For example, an arrangement may be worked out whereby the new tenant himself secures the keys before moving in and reports to the management office when the move has been completed. In some cases, more flexibility may be found possible with respect to the moving time and it may be sufficient to know that the family will move in during the morning or on a given day rather than at a specific hour.

(d) Service space assignment.—This form serves to facilitate the assignment of service space. It should be prepared in duplicate. One copy should be attached to the tenant's copy of the lease and the other filed in the tenant's folder.

The form should be revised locally to include only such service space as is provided in the project. Where no service space is provided such a form is obviously unnecessary.

Where storage space is provided, tags should be furnished to tenants so that each article to be stored may be readily identified. Reference should be made to a master laundry schedule for each laundry room in order to avoid an overlap in making laundry assignments.

December 17, 1939.

Nathan Strauss,
Administrator.
APPENDIX A

SUGGESTED PROCEDURE FOR DEVELOPING A LOCAL HOUSING SCORE

It is essential to establish a scoring system based upon local housing conditions for use in tenant selection:

To insure that the families rehoused are those living under definitely substandard conditions.

To measure relative need for housing which becomes an important factor when a choice must be made between one family and another.

(A) SUGGESTED LOCAL PROCEDURE.

(1) It is desirable to appoint a special committee (or a subcommittee of the tenant selection advisory committee) comprised of persons with a thorough knowledge of local housing conditions and the income groups to be served, to handle the preparation of the housing score. Such a committee should consist of representatives of family welfare agencies, various departments of local government, and other agencies such as private housing associations concerned with formulating housing regulations and effecting their enforcement. In addition, the tenant selection supervisor (that is, the staff member directly in charge of tenant selection activities regardless of the title), as well as a member of the local housing authority and the housing manager (either general or for a specific project depending upon the local administrative set-up) should serve on this committee.

(2) The work of the committee should proceed along the following lines:

(i) Study surveys of local housing conditions to ascertain the extent of substandard housing in the community, taking into account special conditions which are characteristic of slum areas in the locality.

(ii) Study existing legal violations of local housing ordinances.

(B) As a result of the above analyses:

(i) All the local factors to be considered in measuring housing need should be itemized, grouping these under two main headings as follows: (A) basic substandard factors, and (B) other substandard factors. In the

first section should be listed only those factors which taken individually would each constitute a sufficient basis for admission to a project. In the second section should be listed factors which would have to exist in sufficient number or in combination with basic factors to warrant admission.

(ii) A numerical value should be assigned to each of the factors itemized, carefully weighted as to insure the admission to low-rent housing projects of only those families living under definitely substandard housing conditions.

(iii) Each of the factors included in the score should be clearly defined.

(iv) To insure its validity before adoption, the score should be tested by application to the findings secured by a number of home visits and reference to other housing data, if available, for the dwellings visited.

(v) The home visit report must be carefully designed to bring out all of the substandard conditions to be taken into account in the approved scoring system. In addition, each interviewer should be given thorough training by means of actual home inspections to insure accurate and consistent reports of housing conditions.

A housing score developed along the above lines will serve a two-fold purpose; first, it will enable the selection of families living under the worst housing conditions; second, it will provide adequate factual information on housing conditions which may be acceptable to city departments as a basis for demolition or condemnation of substandard dwellings. By this means, tenant selection for newly constructed projects facilitates the effective closing or the compulsory repair of unsafe or insanitary dwellings in the locality in accordance with the equivalent elimination provisions of the United States Housing Act.

A suggested form for a housing score sheet follows, with definitions of the various factors listed. Specific instructions for modifying the score sheet to meet local conditions precede the specimen form. It will be noted that the sequence of items in the suggested score sheet proceeds from a listing of the

Field assistance in developing a local housing score is available upon request from the Management Review Division of the DHAA.
Suggested Procedures for Initial Tenant Selection and Renting

Bulletin No. 31

physical aspects of housing (items 1-13) to the socio-economic factors (occupancy of the dwelling, sharing of facilities and neighborhood, items 14-16) which likewise constitute substandard housing conditions. The definitions of these factors given on pages 62-65 may require considerable modification and expansion to reflect local housing conditions. In making such revisions it is recommended that definitions of a highly technical character be avoided so that adequate home inspections to establish housing need may be made by staff members also qualified to handle the other objectives of the home visit.

(3) Setting Up Local Housing Score

The specimen score sheet should be modified and adapted to local housing conditions as follows:

(1) Omit factors in each section which do not pertain to local substandard housing conditions.

(2) Add factors in each section which pertain to local substandard conditions, incorporating throughout any violations of local housing regulations which are not covered.

(3) Transfer factors from Section I to Section II, or vice versa, if local housing conditions appear to warrant such changes. (Before doing so, the definitions given here should be studied and local factors carefully defined.)

(C) Weighting the Score

The specimen score sheet does not show numerical weightings because it was not compiled to apply to a specific locality. However, in the local score sheet, weights should be assigned to each factor in accordance with the following principles:

(1) Each factor in Section I covering basic substandard conditions is to be given an identical weighting, since only factors of equal importance should be included in this section. Thus, if the total score is to be 50 points and there are 10 items listed, the value of each would be 5 points.

(2) Each factor in Section II is to be weighted according to its degree of importance in establishing housing need. Thus, if the total score for this section is to be 50 points, the weighting of each component part may range from a minimum of 1 point up, depending upon the importance to be assigned locally to each factor.

(D) Applying the Housing Score

(1) The housing needs of former site occupants need not necessarily be scored and such families may be given first consideration in tenant selection on the basis of need for housing depending upon locally established policies.

(2) The housing needs of families living in dwellings which have been condemned need not be scored, and such families should be given first consideration in tenant selection on the basis of need for housing.

(3) Families scoring highest in Section I should be given preference on the basis of housing need, regardless of the score received in Section II.

(4) Families receiving identical scores in Section I should be given preference according to the highest score received in Section II.

(5) Families scoring only in Section II should be deferred to give preference to those showing a basic housing need, even if only on one factor.

(6) If there are insufficient eligible families scoring in Section I, selection should be made from families scoring highest in Section II.

DEFINITIONS OF FACTORS INCLUDED IN HOUSING NEED SCORE SURVEY

(Expand or modify to meet local conditions)

1. Location:

Section I — Dwelling unit in alley, or other seriously underutilized or unused location such as unfinished attic, etc.

Section II — Dwelling unit in basement or cellar not located as to constitute a distinct health hazard by reason of inadequate light and ventilation, dampness, excessive heat, etc.

2. Condition of Structure:

Section I — Structure unfit for use by reason of the existence of one or more of the following conditions: Hazard to safety resulting from need for structural repairs to roof, walls, ceilings, porches or bannisters, floors or stairs; hazard to health due to severe dampness, insanitation; severe exposure due to extensive dilapidation or neglect, necessitating demolition or extensive repairs.

Section II — Structurally sound, but in need of repairs and renovations, such as plastering, masonry work, painting, papering, repairing minor roof leaks, replacement of broken windows, etc., which impair the property but which, if made, will put the structure in reasonably good condition.

3. Water Supply:

Section I — No running water in dwelling unit.

Section II — Running water only in kitchen or bathroom.

4. Toilet Facilities

Section I — No inside toilet or unlit for use.

Section II — Inside toilet in poor condition.

5. Bath Facilities

Section I — No bath or shower or unlit for use.

Section II — Bath or shower in poor condition.

6. Kitchen Facilities

Section I — No permanent equipment or unlit for use.

Section II — Inadequate.

7. Lighting Facilities

Section I — No electricity or unsafe.

Section II — Inadequate.

8. Heating Facilities

Section I — Inadequate and/or unsafe.

Section II — In poor condition; costly.

9. Laundry Facilities

Section I — None.

Section II — Inadequate.

10. Room Arrangement

Section I — No direct ventilation in sleeping rooms or toilets.

Section II — One or more facilities shared by only two families.

11. Overcrowding (Not Doubled Up)

Section I — Acute.

Section II — Relatively minor.

12. Doubling Up

Section I — Overcrowded, etc.

Section II — Not overcrowded or otherwise substandard.

13. Neighborhood

Section I — Unfit.

Section II — Undesirable.

14. Violations (Any Not Covered by I-15 Above)

Section I — Specify:

Section II — Specify:

TOTAL

(Trimmmed size 8 x 100)
Suggested Procedures for Initial Tenant Selection and Renting

**Bulletin No. 31**

**Infested.—** Structure infested with mice, rats, or other vermin.

3. WATER SUPPLY:
   Section I.—No running water within the dwelling unit.
   Section II.—Running water only in kitchen or bathroom, necessitating the carrying of water for cooking, bathing, or laundry purposes.
   a. No central hot water supply or other facilities for heating water except in receptacles.
   b. Inadequate water heating facilities.—Hot water tank in building inadequate to supply needs, etc.

4. TOILET FACILITIES:
   Section I.—No inside flush toilet.
   Inside flush toilet, but unfit for use, constituting a health hazard by reason of defects, dilapidation, and/or design of equipment, flush, drain, or pipes.
   Section II.—Inside flush toilet in poor condition, such as broken seat, minor defects of flush, drain, or pipes.

5. BATH FACILITIES:
   Section I.—No bathtub or shower within the building.
   Bathtub or shower unfit for use because of stopped-up or defective drains, no connection with water supply or no sewer connection for the drain.
   Section II.—Bathtub or shower in poor condition but usable and not an actual health hazard.

6. KITCHEN FACILITIES:
   Section I.—No permanent stove connections such as flue or gas outlet.
   a. No sink with running water.
   b. Kitchen equipment of such type or in such condition as to constitute a distinct fire or health hazard.
   Section II.—Inadequate facilities, such as sink with defective or faulty plumbing.
   Inadequate space for storage equipment and/or provisions.
   Located in a room used for sleeping.

7. LIGHTING FACILITIES:
   Section I.—No electricity or unsafe.
   a. Dwelling not equipped with electric lighting.
   b. Artificial lighting facilities constituting definite safety or fire hazard, such as unit or inadequately lighted halls or stairways, defective or exposed electric wiring, defective equipment or outlets within the dwelling.
   Section II.—Inadequate.—Less than one outlet in every room or sufficiently spaced, and/or provisions.
   a. Bathtub with defective or faulty plumbing.
   b. Inadequate heat constituting a distinct health hazard.
   c. Heating system or equipment constituting distinct fire, health, or safety hazard, such as gas heaters with leaking pipes, furnaces or stoves with defective flues, unprotected stoves or fire places within reach of small children, etc.
   b. In poor condition or costly.
   c. Inadequate ventilation necessary for comfort, but not actually hazardous to health.
   d. No suitably provisioned for storing fuel.
   e. Equipment obsolete or in poor condition necessitating exorbitant fuel expense.

9. LAUNDRY FACILITIES:
   Section II.—No laundry facilities.
   a. No space for washing, drying, and ironing clothes.
   b. Inadequate facilities located a distance from the dwelling unit; poor or defective drains; insufficient space to set up or store portable laundry equipment, etc.

10. ROOM ARRANGEMENT:
    Section I.—Inadequate.—Lack of privacy resulting from makeshift partitions; necessity for passing through sleeping rooms to reach toilet or outside exits.
    a. Toilet opening directly into kitchen.
       b. Inadequate closet and/or storage space.

11. LIGHT AND VENTILATION:
    Section I.—No direct ventilation in rooms used for sleeping purposes or in toilet.
    Section II.—Inadequate.—One or more rooms or toilet with windows opening on court, air shaft, etc.
    a. Rooms so dark as to require artificial lighting during the day.
    b. Close proximity to adjacent buildings, or other serious obstruction to admission of light and/or air.

**REFERENCES**


---

**Footnotes:**

1. Local codes not to be violated, for example, N. Y. A. H. O. has made a study of substandard housing conditions and the following may be cited as typical: (a) electric stoves which are not grounded; (b) windows without locks or bars; (c) fire escapes which do not conform to local codes; (d) electric fixtures which are not grounded; (e) smoke stacks, chimneys, etc. which are not vented; (f) water supply systems which are not properly installed; (g) heating systems which are not properly installed; (h) plumbing systems which are not properly installed; (i) electrical systems which are not properly installed.

2. When the questions are answered in the affirmative, they are to be noted in this manner: **Yes**.

3. A list of questions and answers is to be presented for each dwelling unit, and the completed forms are to be submitted with the application for renting the dwelling unit, which is to be answered by Mr. A. The executive committee is to be called in to make the final decision. This instruction is made for purpose of sound working.
DEMONSTRATIONS IN HOME FURNISHINGS

IN CONJUNCTION WITH

INITIAL TENANT SELECTION

(a) OBJECTIVES

(1) Value to prospective tenants.—When the construction of a low-rent housing project is sufficiently completed to permit inspection, it is highly desirable for a local housing authority to open one or more typical dwelling units to the public. At this time the interest of the general public is at its highest peak. All are anxious to visit to see if the new homes have been properly furnished. The value of these visits will be greatly enhanced if the units open for inspection are furnished so that prospective tenants and other visitors will be able to visualize the dwellings as they will look when actually occupied.

If carefully planned, such demonstrations will illustrate to families of limited means how attractive and harmonious results in furnishing a home—not necessarily provided by the purchase of new and expensive furnishings, serves a worthwhile educational purpose and results in furnishing a home appropriately. If developed during the period of initial tenant selection they will tend to deter families from incurring indebtedness for goods bought on the installment plan. Experience has shown that this is a serious problem to be safeguarded against when income families move from substandard housing into new and modern homes.

A "model" home of the type described here in place of the usual commercial display, supplied by the services of a trained consultant to assist individual families in their specific problems of home furnishing, would be a worthwhile educational purpose not only to prospective tenants of a low-rent housing project, but to the community as a whole. It also tends to promote a natural integration of project and community interests from the outset, which may prove to be a ready advantage in developing community activities in the project subsequent to occupancy.

(b) Utilizing Community Resources

The character of the demonstrations is necessarily influenced and limited by the available community resources and the extent to which these can be enlisted in carrying out such an undertaking. It is well for local housing authorities to carefully explore the resources in the community to see just what will be available before proceeding with a definite plan. The services of home economists associated with public and private family welfare agencies; teachers and supervisors of home economics at different educational levels; and home economics specialists in the extension service of State colleges and parent education associations are invaluable in developing suitable demonstrations. The cooperation of various women's organizations, particularly those with active housing committees, is another possibility to be tapped. In addition, in some localities the cooperation of WPA staff members and facilities may be enlisted to advantage. Representatives of the above agencies usually will be found more than willing to cooperate and in some cases have assumed complete responsibility for the direction of such demonstration, including the incidental expenses involved.

Wherever possible it is desirable to permit responsibility for the demonstrations to rest with one sponsoring agency, which in turn undertakes to coordinate the various community resources and interests to be enlisted. An effective working relationship between a representative of the housing agency and a representative of the local housing authority or of the management of a project may then develop to provide the necessary connecting link in the entire undertaking.

Some illustrations of successful demonstrations which were set up in the past in conjunction with initial tenant selection for FHA Housing Division projects and more recent experience in USHA-aided projects follow. Attention is called particularly to the variety of methods employed and the diversified community resources which have been enlisted in placing these demonstrations in the various cities.

(1) FHA HOUSING DIVISION PROJECTS

(i) Detroit, Michigan.—With the sponsorship of the Housing Committee of the American Association of Social Workers, the Visiting Housekeeper Association of Detroit planned and set up housing demonstration units for two FHA Housing Division projects: Parkside (775 dwelling units, white occupancy) and Brewster (791 dwelling units, Negro occupancy) during initial occupancy. These demonstrations proved of great value to the visiting public, particularly to those families contemplating occupancy in the projects. In addition, the demonstrations in connection with the displays may serve as a means of stimulating applications.

(ii) Minneapolis, Minnesota.—In this city the housing committee of the University of Minnesota and the Twin City League of Women Voters assumed responsibility for setting up demonstrations in home furnishings. Planners were able to select, a 5K-room dwelling at the Sumner Field Homes (white tenancy) and a 5K-room dwelling at the Lakeview Homes (Negro tenancy) in Minneapolis in conjunction with initial tenant selection. These demonstrations consisted of furnishing two display units, one 3-room—under occupancy — and one 4-room—under occupancy. Furniture and equipment were borrowed from Good Will Industries and interested individuals. Volunteer groups of college, church, and club women acted as guides and answered specific questions concerning the displays. Other incidental expenditures were likewise met by the Visiting Housekeeper Association for the temporary period during which the visiting public was permitted to inspect the demonstration units. In this city demonstrations also were set up in conjunction with the Minneapolis public school system, the major items of furniture and equipment were borrowed from Good Will Industries and individual homes. In addition, a number of "home-made" pieces were included in one of the units to illustrate the type of furniture that might be readily constructed by the housewife and her family members. The cost of all materials used in constructing these exhibits was met by the budget of the Adult Education Department, as was the salary of the home economist especially engaged to carry out the details of this "Home-Making Project." Specialists on the staff of the Home Economics Department of the University of Minnesota were consulted in planning the display units for Summer Field Homes and the services of sewing women, carpenters, handcraft specialists, and others on various WPA projects were extensively used in reconditioning and constructing exhibits, tables, etc. When opened to the public these demonstrations had the added advantage of a guide service by NVF students who were carefully trained to accurately answer specific questions concerning the displays. A free consultation service in home furnishings was also offered to individual housewives. Attractive mimeographed leaflets were distributed announcing the time and place at which this service was available as well as other facts of interest.

(2) USHA-AIDED PROJECTS

(i) Buffalo, New York.—In this city the housing committee of the Buffalo and Erie County League of Women Voters assumed responsibility for setting up demonstrations in home furnishings. The home selected, a 5K-room dwelling at the Lakeview Project (white occupancy) and a 4K-room dwelling at Willard Park Project (Negro occupancy). Second-hand and reconditioned articles of furniture were utilized and such items as dressing tables and stools for bedrooms, improvised out of packing crates were furnished. Specialists on the staff of the Home Economics Department of the University of Buffalo were consulted in planning the display units. In this city demonstrations also were set up in conjunction with the Adult Education Center, NYA students, and other participating agencies, articles of furniture and in sewing curtains, bed covers, and other items. The types of beds and mattresses were carefully selected, as many tenants from substandard housing had to make such purchases. The curating of closets and similar special attention. A bulletin in each room gave...
the cost of individual articles or materials used.

Inquiries for a preview of the furnished dwellings made by housing officials, officials of various city departments, representatives of various social agencies, and friends of the League, following which the exhibits were opened to the public at large by means of general invitations issued in the press. In one week, more than 2,000 persons visited these displays. The enthusiasm of prospective tenants and others exceeded all expectations. Visitors took notes on the materials used and the planning of the displays, stating that they intended to follow many of the ideas presented.

Through the interest of a cooperating agency, a consultation service has been provided for individuals and families desiring to make their own homes. This service is available part of the time to tenants and project occupants who may secure information concerning choice of paints and materials, as well as in the mechanics of remodeling old furniture. The gratifying results of this demonstration are that many men and boys are now re-modeling furniture in adult educational classes under expert supervision. Women are devoting their time to lamp shades, and other attractive and serviceable articles. Present indications are that many who have developed this service as a permanent one with a much broader scope covering other phases of homemaking.

![Image](https://via.placeholder.com/150)

<table>
<thead>
<tr>
<th>Suggested Procedures for Initial Tenant Selection and Renting</th>
<th>Bulletin No. 81</th>
</tr>
</thead>
<tbody>
<tr>
<td>(c) A Consultation Service in Home Furnishings.</td>
<td></td>
</tr>
</tbody>
</table>
| (1) Integrate with community activities.— | The type of exhibit outlined here will serve to show how a dwelling unit looks when actually furnished, and also to illustrate certain general principles in the selection of items and the suitable use of space. It is obvious that demonstration units should be so fitted as to show how carefully planned, cannot serve to meet all of the special problems of individual families in providing for their home furnishin g needs. Therefore, a consultation service conducted by a well-trained person (preferably a home economist) seems an indispensable part of such a program. This service may be supplemented to advantage by a series of simple talks, written essays, and newspaper articles to illustrate principles of good furnishing, design, arrangement, lighting, color, etc., and value interest to all homemakers. Such talks should always bear in mind the limited financial means of the families to be reached. Where available assistance and facilities permit, the help most needed in connection with certain aspects of the furnishing problems is perhaps best provided by a visit to the home if the family so desires. In the case of projects occupying, such visits may be made prior to moving or subsequent to occupancy. If such activities constitute a regular part of initial occupancy, the interest thus stimulated may be a large one. 

(c) Occupancy and room arrangement.— In planning the demonstration, the type of housing should be taken into account as well as the size of the rooms within the specific dwelling unit to be furnished. It is preferable to assume maximum occupancy in planning problems of heavy indebtedness for installment purchases will be avoided. Moreover, living in the dwelling unit for a period of time before making decisions regarding purchases will have the advantage of providing an opportunity to carefully consider which items of furnishings and equipment are really wanted and which articles will prove most suitable for family needs in the long run.

(d) Suggestions for Setting Up a Demonstration. | Certain concrete suggestions follow which will be of special value to the individuals who actually undertake the setting up of demonstration units.

(e) Occupancy and room arrangement.— In planning the demonstration, the type of housing should be taken into account as well as the size of the rooms within the specific dwelling unit to be furnished. It is preferable to assume maximum occupancy in planning problems of heavy indebtedness for installment purchases will be avoided. Moreover, living in the dwelling unit for a period of time before making decisions regarding purchases will have the advantage of providing an opportunity to carefully consider which items of furnishings and equipment are really wanted and which articles will prove most suitable for family needs in the long run.

(d) Suggestions for Setting Up a Demonstration. | Certain concrete suggestions follow which will be of special value to the individuals who actually undertake the setting up of demonstration units. 

(e) Occupancy and room arrangement.— In planning the demonstration, the type of housing should be taken into account as well as the size of the rooms within the specific dwelling unit to be furnished. It is preferable to assume maximum occupancy in planning problems of heavy indebtedness for installment purchases will be avoided. Moreover, living in the dwelling unit for a period of time before making decisions regarding purchases will have the advantage of providing an opportunity to carefully consider which items of furnishings and equipment are really wanted and which articles will prove most suitable for family needs in the long run.
hold operation have been considered as well as factors of livability. However, no attempt has been made to specify kind, quality, size, durability, or cost of the items suggested since many variable factors will influence the choices made in setting up a demonstration of the type recommended.

Living Room:
A. Basic items:
1. One couch.
2. Two or three easy chairs.
3. One or two straight chairs.
4. One desk or a table suitable for use in this way.
5. One or more small tables or end tables.
6. One bookcase or built-in shelves (may be combined with the desk).

B. Supplementary items:
Lamps, waste basket, pictures, other ornaments, smoking accessories, curtains, sofa cover, etc.

The basic items of furnishings and equipment listed above probably may be considered the essentials for a living room regardless of family size. In addition, the following factors should be considered:
1. The couch should be of a type usable for sleeping purposes. Even if the living room is unsuited for such use as a regular practice because of not affording sufficient privacy, the extra sleeping space may be required for occasional use by a guest.
2. Accommodations in the living room should be adequate to seat all members of the family comfortably at the same time, preferably without bringing in extra chairs from other rooms (the size of the dwelling unit to be furnished will determine the number of chairs).
3. If the living room provides the only suitable space for eating purposes, there should be a table large enough to seat all members of the family and one or two guests. Although the common practice in the large majority of low-income families is to eat in the kitchen, a table suitable for meal serving is a desirable addition to the living room of any dwelling unit which includes no separate dining room.

Kitchen Area:
1. A stove. (Usually permanently installed equipment.)
2. A sink and drainboard.
3. A refrigerator.
4. Permanently installed equipment, cabinets, etc., supplemented if necessary to consider the following needs:
   a. Adequate and suitable work surface which takes into account that the kitchen will be used not only for the preparation of food for cooking, the actual cooking processes, meal serving and clearing away, but often for the eating of meals as well.
   b. Adequate and suitable space for the storage of the following items:
      (1) All kitchen utensils.
      (2) Food supplies, assuming that a reasonably large supply of staples will be kept on hand at all times (more food storage space will be required in communities where certain items such as potatoes, flour, etc., are customarily bought in large quantities or where home canning is extensively done).
      (3) Household cleaning supplies and equipment.
      (4) Laundry supplies and equipment. This is an extremely variable factor. As the amount of equipment will depend upon whether laundry facilities are provided in the dwelling unit; whether community laundry facilities are available, and upon typical family practices in the specific locality, such as the ownership of washing machines, etc. In any case, certain supplies must be kept on hand and at least a minimum of equipment consisting of a washboard, ironing board, etc.
      (5) Dishes and other utensils required in connection with table service.

Typical lists may be prepared to show the minimum amount and type of kitchen utensils, cleaning supplies, dishes, a garbage pail and wastebasket, etc., usually required as a practical basis for judging space requirements according to occupancy of the dwelling unit furnished and the cost of these items. Completely equipping the dwelling unit to include most of these items may also be considered.

Dining Area (as already indicated, this may be in the kitchen or in the living room or both):
1. One table large enough to seat all members of the family.
2. One chair per person suitable for use at meal time (in families of more than two or three persons, this would usually mean the use of straight chairs from the living room or bedrooms).

1 Although very desirable it may not always be possible to include pictures in the display; consult management of project on this point.
APPENDIX C

ROUTING AND FILING OF NEW APPLICATIONS

1. Clears with Master File.
2. Clears with File of Site Occupants, if any.
3. May clear with Housing Reference File, if any, (depending upon nature and contents of this file).
4. Makes Master File Card for each new applicant (in duplicate if tenant selection is taking place in more than one office at the same time).

 legend
AE = APPARENTLY ELIGIBLE
D = DEFINED
I = INELIGIBLE
W = WITHDRAWN
PC = PENDING CLASSIFICATION
E = ELIGIBLE

1. Takes application and interprets decision as to apparent eligibility, deferred or definite ineligibility to applicant.
2. Routes folder directly to Supervisor or designated assistant.

1. Reviews applications and makes preliminary classification.
2. Makes necessary notations as to follow-up, assignment for verification, etc., according to established local procedure.
3. Fills in heading on Application Form.
4. Directs applicant to interviewer.
5. Forwards application to interviewer in folder to interviewer.

LEGEN D
AE = APPARENTLY ELIGIBLE
D = DEFINED
I = INELIGIBLE
W = WITHDRAWN
PC = PENDING CLASSIFICATION
E = ELIGIBLE

ROUTING OF APPLICATION FOLDER DURING VERIFICATION OF ELIGIBILITY

METHOD #1 - INTERVIEWER HANDLING ALL PHASES OF VERIFICATION (Small Project)

APPLICATION FILES

1. Reviews application to determine factors to be verified and methods to be followed.
2. Reviews application as replies to inquiries are received or follow-up unanswered correspondence.
3. Takes other necessary steps in verification including collateral calls, home visit, etc.
4. Rates and scores housing need and writes up "Summary for Approval."
5. At any stage indicated routes application folder to Record Clerk for proper disposition.
Suggested Procedures for Initial Tenant Selection and Renting

Routing of Applications
Summary Chart

Legend:
AE = Apparently Eligible
D = Deferred
I = Ineligible
W = Withdrawn
PC = Pending Classification
E = Eligible

Verification of Eligibility

Review and Recommendations

Further Review

Final Review

Verification of Eligibility

AE
D
I
W
PC
E

In
Out

Recording and Control File

In
Out

Supervisor

In
Out

Applicant Investigator

In
Out

Routing of Applications

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out

Applications Receiving Preliminary Classification

In
Out
U.S. Housing Authority.
Suggested Procedures for Initial Tenant Selection and...