

Suggested Procedures for Initial Tenant Selection and Renting



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FEDERAL WORKS AGENCY

UNITED STATES HOUSING AUTHORITY • NATHAN STRAUS, *Administrator*

*Suggestions for Dealing With Tenant Selection
and Renting*

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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 tenant 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
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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 USHA-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.¹

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 defi-

nately 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 obtainable 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 the forms included in the Bulletin are suitable for reproduction and actual use as designed. The suggested size of the forms is noted on each.

(e) The entire procedure is predicated upon the use of qualified professional personnel² for taking applications, as well as for all steps in verification and final review and recommendations with respect to eligibility. This recognizes the major significance of the initial application interview, formerly considered primarily as a clerical function in tenant selection.

² See Addendum No. 1 to Bulletin No. 22, "Personnel for Initial Tenant Selection and Renting," for a discussion of the qualifications, functions, and training of tenant selection personnel.

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.

PART A—STIMULATING APPLICATIONS

I. NEED FOR SPECIAL ATTENTION.

The degree of success achieved in reaching eligible applicants 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 authority³ should proceed concurrently and at 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 applicant families 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

will be considerably easier if a solid groundwork of education and information has been built up with such agencies in the course of developing the project. These should include community and neighborhood centers, family welfare and child-care agencies, clinic and health centers, churches and schools, as well as other agencies in neighborhoods of substandard housing. Contacts with labor unions, employers, and fraternal organizations should likewise be established, and special attention given to cooperation with representatives of racial or nationality organizations, when families from these groups are to be considered for tenancy in a project.

(1) *Social agencies.*—Cooperative working relationships between representatives of the tenant selection office and local welfare agencies is of special significance, as access to the information available in the records of such agencies will be required throughout the entire period of initial tenant selection, and subsequently, when problems arise which call for the referral of tenants to social agencies for health services, legal aid, financial assistance, etc. Moreover, the establishment of such relationships will create an early understanding concerning relief policies of these agencies and the eligibility of families receiving financial assistance (WPA employees, families on pensions, families receiving aid to dependent children, old-age assistance, etc.) as potential tenants in the local project.

(2) *Advisory committee on tenant selection.*—If a special committee has been appointed to serve in an advisory capacity in the establishment of tenant selection policies as suggested on pages 2 and 3 of USHA Bulletin No. 22, this committee may be of material aid in stimulating applications from eligible families. Such a committee can also be particularly helpful in planning many aspects of the publicity campaign during the period of tenant selection, and can provide invaluable assistance as an arbiter in matters of local policy by reviewing and approving applications for admission and by serving as an appeals board when problems involving rejected applicants are presented.

(3) *Citizens' housing group.*—A well-established citizens' housing group can like-

³ For a complete and illuminating discussion of this subject, see *Public Relations of Local Housing Authorities*, Committee report of July 1939, published by the National Association of Housing 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 is prerequisite 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 news releases, descriptive leaflets, and talks, factors which are of major concern to prospective tenants, such as:

(a) The address of 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 by 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 may be readily understood, including local as well as legal policies and preferential considerations and 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 well to remember that too detailed information may tend to be confusing, but the facts presented should be specific enough to eliminate, without 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 not to discourage applications. Therefore, emphasis on the many applications already received should not be featured when additional applications are being sought. Reference to "slums" or "slum dwellers" should also be avoided, as prospective tenants living in areas of substandard housing do not like to be identified with what these terms connote to them. By the same token it is likewise desirable to avoid reference to "investigators" and "investigations" to determine eligibility and substitute instead such terms as "checking on," "verifying," or "establishing" eligibility, stressing the fact always that fair consideration will be given to each application received.

By this means the number of applications or inquiries from eligible families will be increased and those from definitely ineligible families will be considerably reduced. This will facilitate the entire process of tenant selection, greatly reduce the costs involved, and achieve sound public relations by preventing general misconceptions and misunderstandings with respect to tenant selection policies.

IV. SUGGESTED METHODS OF REACHING APPLICANTS.

There follow a number of specific suggestions to be tapped in reaching eligible applicant families. All of these may not prove equally effective in each community, and there may be many other possibilities better suited to stimulating applications under particular local conditions that have not been included here, but which should not be overlooked locally.

As a check on the effectiveness of the various methods utilized, it is of utmost importance to maintain a systematic record of the steps taken locally and the results secured. This may be accomplished by having the receptionist in the tenant selection office or interviewers who take applications obtain 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 publicity, but by this means experience gained in one community can be passed on to housing authorities in other localities undertaking similar work.

To coordinate all activities into one organized campaign, as well as to maintain a check on the accuracy of the information disseminated and to insure proper emphasis in such information, it is desirable to have 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 public relations during the initial tenant selection period is to insure 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.

(a) *Leaflets.*—Simple and attractive printed leaflets with illustrations, or mimeographed sheets attractively designed which clearly state the project rents and eligibility requirements in terms 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, and the various channels previously mentioned in discussing cooperation with other local agencies, as well as in public buildings, stores, etc. Consideration might be given to local preparation of an edition of the leaflet in a foreign language, although a question arises as to the need for so doing except in special circumstances.

(b) *Posters.*—Attractive posters may prove an effective means of publicity to stimulate applications, but their limitations should be recognized, in that it is not usually possible to give full information with respect to admission policies on a poster. For this reason, unless used in conjunction with leaflets, posters may tend to defeat their purpose by encouraging families who are definitely ineligible to apply for admission, thus adding to the burden of work of the tenant selection staff and at the same time raising a question of possible misunderstanding of tenant selection policies on the part of the public.

(c) *Newspaper releases.*—The build-up of a close working relationship with the local press will serve the twofold purpose of creating an informed and sympathetic knowledge of the local housing program and providing means for disseminating specific information concerning eligibility requirements. Experience has shown, however, that many low-income families, especially certain racial or nationality groups, may not necessarily read such newspapers regularly and may miss these releases. It is therefore of utmost importance to emphasize newspaper releases through such organs as foreign-language papers, labor publications, and various neighborhood publications, such as those of church groups, fraternal and other organizations, and the local shopping news.

(d) *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, donated by the sponsor of some popular local program, this time to be devoted to radio dialogues or interviews, presented in popular informal style. These offer unlimited possibilities for the promulgation of information, and when arranged, should be publicized through the local press and by posters and special announcements in neighborhood churches, community centers, etc. Announcements of special speakers prominent in the community should likewise be publicized in advance through similar channels.

(e) *Talks to various groups.*—This is an important phase of publicity which should be given early attention and may well call for the major service of one staff member for a period of time if adequate and qualified volunteer service cannot be secured. Short talks should be given wherever low-income families customarily congregate in connection with employment or for recreational or other purposes. When such talks are made the information given should be as clearly and simply presented as that recommended for all types of written releases, and ample time should be allowed for questions and discussion.

(f) *Movie announcements.*—The cooperation of managers of local moving picture houses located in or near areas of substandard housing should be enlisted to permit brief talks or perhaps short announcements on the screen.

(g) *Letters to apparently eligible families.*—Letters should be sent to former site occupants in case of projects which involve the elimination of slum dwellings on the project site, and notification sent to all families who have registered an interest in applying for admission to a project before the period of formal application taking begins. A form letter may be used for this purpose, and a copy of the descriptive leaflet referred to above enclosed, to encourage applications from apparently eligible families and to discourage applications from those definitely ineligible.

(h) *Special information services.*—A representative of the tenant selection office or well-trained volunteer assistants may be stationed at various places where low-income families gather, to give information concerning eligibility requirements to families wishing to make inquiries. A special information service for the same purpose may also be developed in conjunction with demonstrations of furnished dwellings open for inspection at the project. (See Appendix B in this connection.)

(i) *Branch application offices.*—Where circumstances permit and the local situation seems to warrant following this plan, branch application offices may be set up in neighborhoods of substandard housing to encourage families to apply for admission to a project. It may be possible to borrow suit-

able office space in community centers, social agencies, etc., for this purpose. Branch application offices are most needed in large cities or where the main application office at the project or elsewhere is not readily accessible to all parts of the city. There are certain practical difficulties in following this plan, however, which should not be overlooked. For example, access to various files in the main tenant selection office will not be available for clearing purposes, and other similar obstacles may be presented. These difficulties can probably be satisfactorily overcome if sufficient thought is given in advance to planning the use of such offices. However, even if setting up branch offices on an extensive scale is not feasible or desirable, consideration should be given to opening one or two temporary headquarters at focal points, perhaps confining the taking of applications in these offices to certain hours of the day or evening.

The services of a field representative of the Informational Service Division of the USHA may be secured to assist local housing authorities in developing suitable publicity methods related to their particular local situations and needs. Assistance in the preparation of illustrated leaflets, posters, radio programs, and news releases designed to create interest in the housing program generally, as well as to stimulate a flow of applications, is obtainable.

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 transmittal 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, prepares 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 on 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 to 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 slips⁴ 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, form letters, 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 clearing through the record clerk to insure that the control file showing the assignment of the folder is 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. Applicants classified ineligible or deferred as a result of these conferences are so notified and folders routed to the record clerk for reclassification on control cards and proper filing.

⁴ A central exchange, described on page 29, which serves as a registration and clearing bureau for the majority of public and private social agencies in most communities. The procedure described here may be modified locally to limit *immediate* clearance to only those applications marked for *immediate verification* depending upon the costs involved, if any, for this service, the volume of applications entailed, 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 procedure) for further discussion with the supervisor of tenant selection prior to final classification. Applicants classified as ineligible or deferred are so notified. Folders are routed to the record clerk for reclassification on control cards and proper disposition.

(5) *Disposition of approved applications.*—Applications definitely approved, as indicated by final classification, are filed in the approved eligible pool pending final selection when leasing is ready to begin, at which time *accepted* families are so notified and their application folders transferred to the rental department.

If leasing and tenant selection are proceeding concurrently, folders of approved applicants should be transferred to the rental department immediately, unless dwelling units of suitable size are no longer available, in which case the application is put on a waiting list, the family so notified, and disposition of the application noted on the control card under "Final Action."

* * * * *

To visualize the various steps in office procedure described above, a series of charts have been prepared which deal with the mechanics of routing and handling applications from the time they are received until transfer to the Rental Department of applications definitely accepted for admission. The charts appear as Appendix C, pages 72 to 78, at the end of this Bulletin.

It should be remembered that the charts are not intended to give actual office procedure applicable to any specific local set-up. The size of the project, whether or not tenant selection activities are centralized, the number and skill of tenant selection personnel, the time allotted to these activities, the working relationships established with other agencies, etc., will all be governing factors in developing the most satisfactory organization of work in a given situation. Certain variable factors are illustrated, however, particularly the steps in verification of eligibility for which three possible methods of office procedure are shown. Once local office procedure has been clearly established, after due consideration of the method which will prove most efficient and economical, similar charts, based upon the adopted plan, may be found of value in staff training.

(B) CLASSIFICATION OF APPLICATIONS.

(1) *Preliminary classification.*—Preliminary classification is made by noting on the application folder Apparently Eligible, Ineligible, Deferred, or Withdrawn, depending upon the results of the application interview. Symbols such as "AE," "I," "D," 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 - indebtedness.
- 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 maximum.
- D-C - relatively minor housing need.
- D-D - } locally established.
- D-E - }

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 name 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 ready 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.

The 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 unreliability, instability of income, and the like.

(C) SUGGESTED FILING SYSTEM.⁵

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

(2) *Master file.*—This consists of a file of 3" 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. This cross-reference file, covering applications filed in all offices, should be maintained in each tenant selection office if such activities are in progress independently for more than one project at the same time, or if a system of branch application offices is used.

(3) *Control file.*—This file is the key by which application folders may be located at all times. It must therefore be maintained with absolute accuracy by the record clerk. It consists of a file of 4" x 6" cards, filed

⁵ The filing system suggested here is limited to office procedures only and does not cover files on substandard housing conditions and other reference material which should be set up locally, based upon available data and specific local needs.

alphabetically. Each card should give a record of the current classification status of the application, including final classification, and also serve as a control record of the assignment of each folder removed from the file. The space for "final action" permits such notations as "transfer to rental department," "withdrawn subsequent to approval but prior to leasing," "placed on waiting list," etc. (See specimen form, pages 10 and 11.)

(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 permit filing 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 available only 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 Eli-

SPECIMEN CLASSIFICATION STAMP

Family size Unit size required

Income class

	Classi- fication	By whom	Date		Classi- fication	By whom	Date
Classified.....				Reclassified..			
Reclassified....				Reclassified..			
Reclassified....				Reclassified..			

Final classification By whom Date

gible (AE), Eligible (E), Ineligible (I), Deferred (D), Withdrawn (W), Pending Classification (PC).

(5) *Apparently eligible applications* (prior to and during verification).—The major breakdown should be made by unit size to conform to the classification noted on the outside of each folder, and filed according to \$100 income group breakdowns or less (to be determined locally, and to be revised as necessary).

In addition, a flag may be placed on application folders scheduled for *immediate verification*. By this means, *first consideration in verification* can be given to *apparently eligible families* in the *lowest income group*.

(6) *Eligible applications* (approved eligible pool subsequent to verification).—The approved pool of eligible applications must be filed entirely separate from the apparently eligible pool, but the identical system of filing described above applies.

Applications which indicate an urgent need for housing according to the locally

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 files. 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

SPECIMEN CONTROL CARD

(Face)

(NAME OF PROJECT) CONTROL CARD							
Full name.....				Unit size required.....			
				Income class.....			
				Application No.....			
Address.....				Date.....			
	Classi- fication	By Whom	Date		Classi- fication	By Whom	Date
Classified.....				Reclassified.....			
Reclassified.....				Reclassified.....			
Reclassified.....				Reclassified.....			
Final classification..... By whom..... Date.....							
Final action.....							
Authorized by..... Date.....							

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.

Good office practice requires that staff members maintain work sheets showing the progress of the specific phases of tenant selection delegated to each. It is desirable that daily reports be submitted by both application and field interviewers and by the receptionist. The exact form and content of such daily records is best determined locally.

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.⁶

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.

⁶ A specimen form for this work sheet, as well as specimens of the other types of report forms and work sheets referred to in this section, is obtainable on request.

(Reverse side of Specimen Control Card)

[illegible]

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 ineligibility 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 13.⁷ 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

¹ See page 55 of the part of the Bulletin dealing with renting and leasing for a specimen leasing and occupancy report form.

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.

(E) 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.

FEDERAL WORKS AGENCY
UNITED STATES HOUSING AUTHORITY
REPORT ON APPLICATIONS

Report No. _____

Project No. _____ Date _____

Name _____ City _____

								TOTAL
TYPE UNITS IN PROJECT ¹								
NUMBER OF UNITS OF EACH TYPE.....								
REPORT ON NEW APPLICATIONS:								
Apparently eligible.....								
Deferred.....								
Ineligible.....								
Withdrawn.....								
Pending classification.....								

TOTAL NUMBER RECEIVED SINCE (Date of last report).

REPORT ON STATUS OF ALL APPLICATIONS:									
Apparently eligible	Pending verification.....								
	Being verified.....								
Eligible	Approved pool.....								
	Accepted for leasing.....								
Deferred	Before verification.....								
	During verification.....								
Ineligible.....									
Withdrawn before or during verification.....									
Pending classification.....									

TOTAL APPLICATIONS RECEIVED TO DATE.

REASONS DEFERRED	NUMBER	
	New	Total
TOTAL.		

REASONS INELIGIBLE	NUMBER	
	New	Total
TOTAL.		

¹ Indicate by appropriate symbols the type units comprising the project.

Prepared by _____ Date _____

Submitted by _____ Date _____

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 _____:

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 \$_____ 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,

Housing Manager.

For the (Name of) Local Housing Authority.

(Each family failing to keep this appointment should be allowed a reasonable period of time in which to notify the office. At the end of this period, the family should be notified that approval of its application has been canceled.)

SPECIMEN LETTER FOR WAITING LIST

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear _____:

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,

Housing Manager.

For the (Name of) Local Housing Authority.

SPECIMEN LETTER FOR INELIGIBLE APPLICATION

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

Dear _____:

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,

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 time as formal application taking begins, it is desirable to note only the name, address, and family size of interested inquirers; the families so registered to be notified at a later date when the authority is ready to accept formal applications. Such registrants should be urged to give notification of any change of address.

Preferably, application taking should get 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 answers to inquiries 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 call for the techniques of a trained interviewer. Assuming interviewers to be so qualified, they should be given full authority to inform families found definitely ineligible for admission at the time of the interview.

(A) THE APPLICATION INTERVIEW.

It is of the utmost importance that applicants be put at ease while the application is taken, and that sufficient time be allowed for the interview. As much privacy as is feasible within the set-up of the office should be provided. It is desirable to have both husband and wife or other responsible family heads present at the interview. Where appointments for filing applications are made in advance families should be so advised.

It should be explained at the outset that the local housing authority is permitted to rehouse only families qualifying for admission according to established local policies that comply with the provisions of the United States Housing Act. The applicant should also be given a careful explanation of the need for and methods by which eligibility for admission is verified and should be

shown the statement on the application form which he may later be asked to sign, authorizing the necessary inquiries concerning earnings, need for housing, etc. *It should be made clear that the information so secured will be kept in strict confidence.*

Interviewers should explain to those applicants who appear to be eligible for admission at the end of the interview, that filing a complete application does not necessarily insure acceptance and that after verification they will be notified by letter as to eligibility. This will prevent applicants from serving notice to landlords or making other plans for moving because of a misapprehension that a completed application signifies acceptance.

If the family is found definitely ineligible at any stage in the interview, the applicant should be so informed and given a careful explanation for such decision so that he may leave the office 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 reapply should there be a change in the disqualifying circumstances. Should applicants reapply it is suggested that a new application be taken in preference to attempting to bring the original one up to date. By following this procedure, the original statements made by the applicant will not be obscured by new or revised entries at later dates.

The importance of all contacts with prospective tenants cannot be overestimated, as the manner in which applicants are received may have a far-reaching effect upon the attitudes developed in the community toward the management of the project.

(B) DESCRIPTION OF THE APPLICATION FORM.

The specimen application form on pages 20-23 is designed, first, to develop the facts necessary to establish the eligibility of applicant families, and, second, to secure the additional information required to verify these facts. *It is intended only for recording information obtained during the application interview, and other forms and reports will be required to supplement the application as the verification of apparently eligible families proceeds.*

Adaptations and modifications in the form and in the instructions for its use should be made to fit local conditions and policies of admission, always taking into consideration the provisions of the United States Housing Act. The local application form should be printed or otherwise reproduced with the name of the local housing authority, the name of the project, the city, and State in the heading.

A description of the chief factors developed in each section of the form, and specific instructions for filling it, follow.

Section I—Identifying information—is arranged to supply the necessary facts for project files and also to give data required for social service clearance. Data to establish citizenship and residence should be incorporated in this section.

Section II—Family composition—is designed to determine eligibility with respect to family size and makeup. This information is also necessary for clearance purposes. In addition, space is provided for enumerating wage earners and potential wage earners as well as the occupational status of other members of the family.

Section III—Employment and income—is designed to enable the interviewer to secure a work history of every employable member in the family for purposes of verifying the amount and steadiness of family income. It also enables the interviewer to estimate the annual net income of the family based upon an analysis of previous actual income and future prospects, taking into account the earnings of both employed and employable family members as well as other sources of income. Thus applicants *definitely ineligible* due to the fact that family net income is in excess of the statutory maximum income limits may be eliminated at the time of the initial interview.

Section IV—Assets—provides space for recording any tangible assets that the family may have. The possession of certain assets may be a disqualifying factor in determining eligibility.

Section V—Housing data—is planned to develop 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 living under definitely substandard or overcrowded housing conditions. To accomplish this purpose it may be advisable to revise or expand this part of the form to more closely reflect local housing conditions. Such revisions, if made, should be restricted to definite factual information about specific factors and should not 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 USHA 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—is 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 form, space is provided for "Remarks." Such remarks should be supplementary to or explanatory of the factors 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 unusual time, this fact should be plainly noted under "General Remarks." Any specific verifying data concerning income, housing costs, assets, liabilities, and allowable deductions which the applicant has available at home such as rent receipts, utility bills, insurance papers, social security cards, pay envelopes, etc., to be seen at the time of the home visit, should also be

Name_____

Application No.

Former site occupant.....

Former site occupant.....

CLASSIFICATION OF FACTORS

Location :

Family
composi-
tion

1.-----

2.-----

Unit required
1.
2.

1.	
2.	

2.

MAXIMUM INCOME	Statutory	\$	Local	\$

Maximum
income
limits

- 1.
- 2.

(Reverse side of Application for a Dwelling)

IV. ASSETS:

Savings (specify cash or bank account) _____

Property (specify and describe) _____ Total savings, \$ _____

Insurance (specify) _____

Premium, \$ _____ Cash value, \$ _____

REMARKS (clarify any disqualifying factors, etc.) _____

Assets

1. _____

2. _____

V. HOUSING DATA:

	Address	From—To	Name and address landlord or agency
Present			
1st Previous			
2nd Previous			

Housing need

1. _____

2. _____

Is present dwelling leased? _____

Date of expiration _____

PRESENT CONDITIONS (specify)

	HOUSING COSTS			
	2d prev.	1st prev.	Present	Project
Running water				
Inside toilet				
Bath or shower				
Kitchen with sink				
Heating facilities				
Lighting facilities				
Number of persons				
Number of rooms				
TOTAL				

Lower income limits

1. _____

2. _____

Overcrowded _____

Doubled up _____

TRANSPORTATION COSTS

REMARKS (clarify housing need, etc.) _____

VI. INDEBTEDNESS:

Creditor—Name and address	Type	Original amount	Monthly payments	Balance due
TOTAL				

Indebtedness

1. _____

2. _____

REMARKS (clarify any disqualifying factors, etc.) _____

GENERAL REMARKS (specify persons interviewed, etc.) _____

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) _____

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 upon the factors developed in each section. The symbols "AE," "I," "W," "D," and "PC" are used for denoting these classifications. Line "1" is for the interviewer's use. Line "2" 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 ineligible as the interview progresses, without completing the entire application. A revision 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 an up-to-date housing file is available for reference use, the factors developed on the application may be reorganized to quickly eliminate families definitely ineligible because of no need for housing without recording facts on family incomes, etc. This will not only save time and expense but will obviate the necessity for requesting complete information of a confidential nature from definitely ineligible families. 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 cohesive family group, the family is definitely ineligible. In such cases "I" should be entered in the classification space provided in the "Family Composition" 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 application form or without its completion depending upon local policies of admission. Other local policies as set forth in the approved and adopted Management Resolution will indicate the desirability of deferring applications for other reasons.

Further, if it can be clearly established from the applicant's statement that the net

income of the family exceeds the legal maximum income limits the family should be classified as definitely ineligible and the interview terminated. On the other hand, if the net income of the family exceeds any locally established arbitrary maximum income limits, the application should be deferred. In such cases the application may be completed or not according to established local policy.

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

III. SPECIFIC INSTRUCTIONS FOR FILLING IN THE APPLICATION FORM.

As previously indicated, applications may not always be completely filled in by reason of voluntary withdrawal, deferred, or definite ineligibility. However, the following instructions are presented in the main as though every application were to be completed.

If any specific information called for is lacking or requires further clarification omit the doubtful sections and proceed with taking the application. In some cases it may be necessary to request the applicant to return with the required information, and to withhold classification of the application until the additional information is received.

Heading.—The name and application number should be filled in by the reception clerk. The form is then clipped to an identifying folder and routed to the interviewer. In projects which involve the elimination of slum dwellings on the project site, the space for recording whether or not the applicant is a former site occupant may be filled in by the interviewer according to the applicant's statement (to be verified later) or by the reception clerk, preferably by checking with a reference file of site occupants, in accordance with established local procedure.

SECTION I—IDENTIFYING INFORMATION:

Family head.—Record surname, first name, and middle initial of family head. If the father is deceased, separated, or divorced, so note in parentheses.

Wife's maiden name.—Record wife's first name and maiden name. If deceased, separated, or divorced so note in parentheses. If wife has been previously married, record also the given name and the surname of her first husband.

Race or nationality.—Record race or nationality depending upon whether or not

a special racial or nationality group is to be rehoused in a given project.

Present address.—Record present house number and street.

Location.—Record location of family's present dwelling quarters, as "rear," "second floor-front," etc.

SECTION 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 heads, 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 kinship of the individual listed to the head of the family.

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

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 record the country.

If the family is apparently eligible on the basis of family makeup determine the size dwelling unit required according to locally established occupancy standards. Enter in Classification column under "Unit Required." Under "Remarks," record 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 applicant. If not interested in living in the size dwelling for which eligible the interview should be terminated. Explain the reason for withdrawal under "Remarks."

Occupation.—For regularly employed persons, record "carpenter," "plumber," "clerk," etc. If the wife or mother stays at home, record "housewife." For unemployed but employable persons record usual occupation and write "unemployed." For aged or incapacitated persons record "unemployable."

For school children, record present grade, as "3d grade," "2d year high," "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. Also note facts concerning family members temporarily out of the home or those now at home who do not plan to live in the project.

SECTION III—EMPLOYMENT AND INCOME:

Record the work history for the past 3 years, where employment has been of such duration, of each employable member of the family. Use as many spaces as required for each person. Every person listed as employable in Section II should be accounted for. Ask specifically whether the wife, even though listed as a housewife, works for wages at any time. Note also any earnings from irregular or seasonal employment of other family members.

Number.—Indicate the family member whose history is being noted by identifying number given under Section II.

Employer.—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 verification. Note if employers are relatives. For present employment obtain the name of the wage earner's immediate supervisor and the clock or badge number in the case of industrial workers. In the case of WPA workers obtain present badge number or case number and the name of the present foreman.

Period.—Give date work began and date work terminated for each past employment as "3-37 to 2-39." Give date work began for present employment as "6-32 to date."

Employment and rate of pay.—Record here the industry, the nature of the work performed, and the rate or basis of pay for present employment. Where work is not on a salaried basis record the number of hours, days, weeks, or months employed during the year. For the past employment of both employed and unemployed persons, it is sufficient to record the nature of the work performed and an estimate of earnings for each job to complete a 3-year period.

If the applicant operates his own business, record under "Employer" name and business address and under "Period" date business was opened. If in business for less than 3 years, record the previous job or jobs held

to complete a 3-year work history. Explain that a certified statement of business income and expense (rent, materials, supplies, salaries, etc.) or examination of business records may be required as a means of verifying income if applicant is found to qualify for admission in other respects.

Earnings past year, estimate coming 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 employable 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 recipients of relief, alimony or other contributions to the support of the family, aid for the aged or aid to dependent children grants, gratuities or tips, or the cash value of any form of compensation given in payment for services, such as meals provided for domestics, hotel workers, etc.

In the column "Past Year" enter the yearly amount of such "other income" received. In the column "Coming Year" enter an estimate of such "other income" which the family has reason to expect. ("Other income" for "past year" may in some cases include rent received from lodgers which would not be part of "other income" in the project). 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 USHA Bulletin No. 22 for specific instructions as to which items may be deducted. Specify the exact nature of such deductions and record data essential to verification. Compute net income by subtracting allowable deductions from total family income.

SECTION IV—ASSETS:

Savings.—Record all facts for verification of any bank or postal savings accounts, including the person in whose name the account is held, the name and location of the bank, and the total balance.

Property.—Record all facts for verification. If applicant has equity or share in real estate specify amount, type, and location as "farm," "building lot," "house," etc., the assessed valuation, etc. If family owns an automobile clear of indebtedness, record the make and year.

Insurance.—Specify each family member insured and amount of policy as "No. 1—\$500," etc. Record name of insurance company, annual premiums paid, and cash value, if any.

SECTION V—HOUSING DATA:

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

From—To.—Record here the period during which the family occupied each address listed, as "1-38 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 housing conditions:

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 means 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.)

Bath or shower.—Record "bath," "shower," or "none." If shared specify total number of persons with whom shared, as "shared—6."

Kitchen with sink.—Answer "Yes" or "No."

Heating facilities.—Record by specifying "central," "gas," "coal," or "oil." If individual stoves are used specify "coal" or "coal and oil." If only one room is heated, so specify. If different types of facilities are used in different rooms, so specify, as "wood K," "coal LR," "oil BR," etc.

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, "2B" for two 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.

Doubled-up.—Record "Yes" if applicant shares present dwelling with another family or is rooming. Expand under "Remarks." 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 utilities included. (Previous rents paid may be important factors to develop, especially if the family has lived only a short time in its 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.

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.

Transportation costs.—Compute on the basis of actual requirements (number of days weekly and number of weeks yearly) present annual transportation costs of each working member and of each school child.

Compute such costs if admitted to the project. In making these computations use the cost of a weekly pass or other special rates if available. If there are abnormal transportation expenditures in connection with clinic attendance, shopping, etc., specify under "Remarks" and include an estimate of such costs in the annual figure. If the family automobile provides the means of transportation, so indicate under "Remarks." If no transportation costs are involved, so indicate under "Remarks."

SECTION VI—INDEBTEDNESS:

Creditor.—Give name and address of the person or company to whom the applicant is indebted, and information necessary for verification.

Type.—Record the object or service for which indebted, such as automobile, refrigerator, other equipment or furniture, doctor bills, etc. If indebtedness includes any rent arrears, record the name of the landlord to whom indebted, address, dates contracted, etc.

Original amount, monthly payments, and balance due.—The information called for under these headings is self-explanatory.

The interviewer signs his own name and the date of the application in the spaces provided for this purpose. If the application has been completed, the signature of the applicant should be obtained. Apparently eligible applicants should be requested to report changes in home address, employment, income, etc. This should be emphasized particularly if the application is filed sometime before verification of eligibility is to be undertaken.

IV. METHODS AND TECHNIQUES FOR VERIFICATION.

It is essential that all factors upon which eligibility for admission to a low-rent housing project are based be subject to verification to:

(a) Insure conformance to each established policy of admission; and to preclude discrimination, partiality, and favoritism in tenant selection.

(b) Insure first consideration to families in the lowest income group in greatest need of housing.

The methods of verification are many and varied, depending upon the specific factors involved and sources of information. 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 economical to make the home visit the final step. However, if it cannot be established from the applicant's statement at the time of taking the application or by reference to housing information from other sources that there 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 32.

The clearing of cases through the local social service exchange, and the use of a commercial credit agency, briefly discussed in USHA Bulletin No. 22, are described in detail later in this section. In addition, it is also advisable to establish contacts with employers or other representatives of business firms *in 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 reasonable to expect that complete and accurate replies will be forthcoming by this means, or according to definite arrangements made in advance.

(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; where 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 clarify or amplify information submitted in writing; may be used in emergencies to supply information quickly; should never be used where there is question as to the accuracy of statements received by this means.

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 an authorized representative 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 if necessary. 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 to complete 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 time and expense involved in tenant selection will be kept at a minimum.

V. SPECIMEN FORMS FOR USE IN VERIFICATION.

The following descriptions of various processes 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 ascertained. Data from such agencies 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 returned clearance slips will indicate which families have "no record," which families are known only to agencies whose records have no definite bearing on tenant selection, and which ones are known to agencies in a position to furnish verifying 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 necessary to contact the principal public and private agencies that may have information pertinent to determining the eligibility of applicant families and arrange to clear applications directly with their files such as departments of public welfare, departments of public safety, and the private denominational and nonsectarian welfare agencies.

Active contacts of applicant families

with relief agencies may be known by the statements made at the time of filing applications, but this is not necessarily the case. Past contacts with relief or other social agencies of significance in determining eligibility may not be brought to light unless applications are cleared by either of the methods described above.

SOCIAL AGENCY REPORT.

(1) *Object of the social agency report.*—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), record of rent-paying habits 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, this method involves considerable work on the part of agencies frequently unable to spare the professional and clerical services required in this connection and should be used only where such arrangements have been definitely approved beforehand. 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 numerous and time-consuming conferences otherwise entailed.

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

(3) *Suggested form.*—A specimen social agency report form appears on pages 30-31.

SPECIMEN SOCIAL AGENCY REPORT FORM

Re: Surname _____
(Given name of husband and wife, and wife's maiden name)

Address _____

Members of household _____

Your No. _____ Date of S. S. registration _____

Case opened

Case closed _____

(Do not complete form if closing date is older than 3 years)

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):

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(OVER)

(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.):

SOCIAL 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 10½'')

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HOME VISIT REPORT.

(1) *Object of the home visit.*—The home visit is necessary:

(i) To determine the applicant family's need for housing; to confirm and supplement housing data on file in the tenant selection office 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, account 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 housekeeping 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 rehousing on family life. (The amount and type of such data to be collected should be carefully determined in advance and information concerning factors 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 this 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 with 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) Employers 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 sources contacted furnish 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 arrearages 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.

(Name of Authority;
(Address)

(Name of Project)

Name

Assigned to

HOME VISIT REPORT

Address

Date of visit

Appl. No. Site occu.

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'l 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):

REMARKS (specify conditions of equipment, note
fire, health, and safety hazards, etc.):

Water: Dwell. unit Location Type
In bldg. Running
Yard Cold only
Other Hot or cold
Other

Toilet: Dwell. unit Inside flush
Privt. In bldg. Outside flush
Shrd. Yard Privy
Other
Bath: Dwell. unit Tub
Privt. In bldg. Shower
Shrd. Other None
Kitchen: Dwell. unit Stove and sink
Privt. Other Stove only
Shrd. None Makeshift
Specify fuel used for cooking
Lighting: All rooms Electricity
Some rooms Gas
Halls, etc. Other
Heating: Specify Specify
Laundry: Specify Specify
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:

(Trimmed size 8 1/2" x 14")

(OVER)

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: _____

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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.):

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PERSONS INTERVIEWED _____

CARDS FOR THE USE OF FIELD INTERVIEWERS

SPECIMEN FORM FOR IDENTIFICATION CARD

(Not valid unless countersigned)	(NAME OF AUTHORITY) (Address)	
	_____, 19____	No. _____
	IDENTIFICATION CARD (Tenant selection)	
	M. _____ 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 _____	_____ <i>Tenant Selection Representative.</i>

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.)

SPECIMEN LETTER TO PREVIOUS 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 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.

Housing Manager.
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) _____

(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.)

SPECIMEN LETTER TO PREVIOUS LANDLORD

(NAME AND ADDRESS OF LOCAL HOUSING AUTHORITY)

(Date)

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.

Housing Manager.
For the (Name of) Local Housing Authority.

1. Premises occupied _____ From _____ to _____
(Fill in address)
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) _____

Landlord.

SUMMARY FOR APPROVAL

(Project Name)

Name.

Application No.

Project No.

Race or nationality..... Unit required.

Unit

required.

I. FAMILY COMPOSITION:

No.	Persons to live in project	Relation-ship	Sex	Age	Remarks
1					
2					
3					
4					
5					
6					
7					
8					

II. NEED FOR HOUSING:

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

III. EMPLOYMENT AND INCOME:

No.	Employer	Occupation	Period	Rate of pay	Earnings past year	Estimate coming year
					\$	\$
					\$	\$
					\$	\$
					\$	\$
					\$	\$
					\$	\$
					\$	\$
	(Record here verified findings concerning employment history of all employable persons for the past year.)					
Other income (specify type, source, and member) :						Total earnings
					\$	\$

IV. OTHER ECONOMIC FACTORS:

Effect of moving to project on family expenses

Item	Present cost	Project cost	Annual	
			Increase	Decrease
Rent	\$	\$	\$	\$
Other housing costs	\$	\$	\$	\$
Transportation	\$	\$	\$	\$

Total annual change, \$±-

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.

(Reverse side of Summary for Approval)

HOUSING SCORE SHEET

(The locally approved Housing Score Sheet with space for remarks should appear here.)

Findings recommended by Date

(Supervisor)

Remarks

Findings {Not approved } by _____ Date _____
 Approved (Housing manager)

Remarks

Findings {Not approved} by _____ Date _____
 Approved (Advisory Committee)

(Trimmed size 8½" x 14")

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 information on housing conditions secured during the home visit as well as data from other sources to determine the housing need 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.⁸

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 in the applicant's folder with respect to employment and income. In this connection it is necessary to consider sources of family income, steadiness 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 also 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 accepting families whose incomes are extremely low or irregular despite the fact that housing costs would not be increased by admission. Final decisions concerning the financial reliability of applicant families may sometimes present special problems. Slowness in meeting payments or even rent arrearages are not uncommon in families of very low income, but it is therefore important to know the reasons for such delinquencies as unemployment, illness, etc., and to study these findings without bias in determining eligibility.

⁸ See Appendix A for a suggested method of developing a local housing score.

If the applicant family qualifies for admission on the basis of income it is then necessary to review and summarize other verified findings to insure that the family qualifies for admission according to all locally established policies.

Final recommendations for approval or rejection of applicant families should always be made by the supervisor of tenant selection 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—whomever 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 folder.

A summary is not only of value in making final decisions concerning eligibility, but becomes a useful permanent record. 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 reapplication by families found ineligible as a result of the final review.

A specimen form which combines a housing score sheet and a summary for approval appears on pages 42-45. Brief instructions for filling it in have been included directly on the form.⁹ If preferred this form may be dispensed with and a separate housing score sheet and narrative report arranged under appropriate headings used for summarizing the verified findings.

VII. FINAL SELECTION OF APPROVED APPLICANTS.

The preceding sections have outlined the major steps required to build up a pool of definitely eligible applicants in accordance with the eligibility requirements established

⁹ In reproducing the form these instructions should be omitted. It will be noted that the set-up of the summary form is similar in many respects to the application form and certain of the detailed instructions for filling in the application are also applicable to entries of certified information to be recorded in the summary.

by the local housing authority in its management resolution. Thus all applicants in the pool will be of low income (at or below the local maximum income limits for admission), will be living under definitely substandard housing conditions, will have been found able to pay the project rents and will be eligible with regard to family make-up and any special consideration for the size dwelling unit to which allocated.

To insure consistent decisions in the final selection of families from the eligible pool, it is recommended that a definite method of making final decisions 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 serve the local authority's purpose best to select from the eligible pool mainly upon the basis of lowness of income.

Method 2. This method is applicable to an eligible pool restricted to families complying with all local preferences for admission set forth in the Management Resolution, as well as with basic criteria outlined in the first paragraph above. For example, if the resolution states that only families with children or a specified number of children are to be admitted, or that preference or first consideration in selection is to be given to families with children, then all applications from families without children or less than a specified number will have been deferred prior to reaching the eligible pool as recommended at several points earlier in this manual. By this means, final selection will be greatly simplified and consideration need be given only to fulfilling the basic objective of the Act—the rehousing of 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.

(a) Analyze incomes and housing need of applicants in the eligible pool based on a simple tabulation by number of families for each size dwelling unit as follows:

Approved Eligible Families Assigned to
Bedroom Dwelling (number of families)

Housing Need *	Under \$600	\$600-699	\$700-799	\$800-899	\$900-1,000
Condemned and/or former site occupants					
10 basic factors					
9 basic factors					
8 basic factors					
7 basic factors					
6 basic factors					
5 basic factors					
4 basic factors					
3 basic factors					
2 basic factors					
1 basic factor					

* See Appendix A.

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 are to be selected, with a view to finding additional eligible families of lower incomes living under worse housing conditions.

(b) (1) Establish a top income limit for admission for each size dwelling unit.

(2) Establish a minimum acceptable housing score for each size dwelling unit.

(c) Tentatively select families qualifying for admission according to the limits established under "b."

(d) Review the status of the contemplated tenant group in terms of distribution of relief families, occupational status, racial factors if applicable, etc.

(e) Make any adjustments that may be indicated to limit selection in order to prevent the rehousing of a disproportionate number of families in any special group.

(f) Make final selection of tenants.

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

- Over \$400 below local income limits 50 points.
- \$301-400 income limits . 40 points.
- \$201-300 income limits . 30 points.
- \$101-200 income limits . 20 points.
- \$0-100 income limits . . 10 points.

Assumed Substandard Housing Weights

- Former site occupancy and/or condemned dwelling 55 points.
- 10 basic factors 50 points.
- 9 basic factors 45 points.
- 8 basic factors 40 points.
- 7 basic factors 35 points.
- 6 basic factors 30 points.
- 5 basic factors 25 points.
- 4 basic factors 20 points.
- 3 basic factors 15 points.
- 2 basic factors 10 points.
- 1 basic factor 5 points.

Assuming local limits for admission of \$1,100, a family with a net income of \$750 and 6 basic substandard factors would receive 70 points (40 points for lowness of income and 30 points for housing need). A family with an 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 selec-

tion 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 tabulations 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.

Method 6. Where tenant selection and leasing are proceeding concurrently, but a pool of approved eligibles has not been established, a system of evaluation of applications for admission may be established based upon an analysis of apparently eligible families. Under such a system the various factors of preference would be applied to eligible families as their eligibility was determined, and only those families who met a minimum score would

SPECIMEN DWELLING ASSIGNMENT

(NAME OF PROJECT)

DWELLING ASSIGNMENT

Mr. _____, age _____, Mrs. _____, age _____,

and sons, ages _____, daughters, ages _____, and others _____

have been approved to lease a dwelling of not less than _____ { bedrooms

or more than _____ { bedrooms } , at a monthly rental of \$ _____ to \$ _____ { rooms

Unit preferred _____ Location preferred _____

Approved: _____ Supervisor of Tenant Selection.

_____ Housing Manager.

Appointment date _____

REMARKS (specify any factors affecting location, etc.): _____

(Suggested trimmed size 4" x 6")

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 redetermination 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 the very beginning, a system of formal appeal which may be invoked in such cases. The exact procedure to be established for dealing with such appeals is, of course, best determined locally. It is believed that the services of a tenant selection advisory committee may be utilized to advantage in this connection.

If such a committee is already functioning as a board of review of apparently eligible applications the necessity for creating a special appeals committee will be obviated. Whatever the nucleus of the appeals board,

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 worth-while 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 units (extra windows, porches, etc.) by special symbols. By the use of colored pins, the site plan serves to indicate the number of dwelling units available for leasing, those leased but as yet unoccupied, and the number of occupied dwelling units.

The site plan should be mounted on the wall of the rental office so that those responsible for rental activities may have ready access to it. When the temporary rental office is abolished, it may be transferred to the management office, to be maintained as a permanent rental guide if so desired.

(2) *Use of a rent roll.*—A copy of the rent roll specifying dwelling units by number, address, type, size, and rental may also be utilized as a rental guide.

(3) *Use of the occupancy record file.*—As dwelling units are leased, appropriate entries should be made on an Occupancy

Record Card for each unit. It is well to refer to this file as a double check to insure that duplication does not occur in leasing or in showing dwellings.

Besides providing an additional control and maintenance record, the "Occupancy File" provides a continuous leasing and occupancy history for each dwelling unit including service space assignments and other pertinent facts for convenient reference. Cards should be prepared on stock of different colors corresponding to those used for the site plan rental guide, to indicate differences in both types and sizes of dwelling units. This distinction is of particular importance in projects of large size. A card for each dwelling should be prepared *in advance* as the data called for on the right-hand corner must be obtained by reference to the rent roll. Service space assignments should be entered at the time of leasing.

Cards for vacant dwellings should be filed in a "Vacancy File" according to type and size of units. Cards for dwelling units leased but as yet unoccupied should be filed in a "Pending Occupancy" section, or flagged to indicate that the dwellings are leased but not yet occupied. As each tenant takes possession, the card for that dwelling should be transferred to an "Occupancy File" and filed in straight alphabetical order. The color of the card will immediately identify the type and size of the dwelling.

There follows a specimen Occupancy Record card.

(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. As 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
(Face)

(Face)

(Name of Project)
(Address)

Account No.

Address _____

Dwell. No. _____ Bldg. No. _____

Rent -----, Incl. -----

No. rooms ----- Type ---

Service Space Assignments

Stor. rm. No. _____ Bldg. No. _____

Laun. rm. No. Bldg. No.

Peramb. rm. No. Bldg. No.

OCCUPANCY RECORD

[illegible]

(Reverse)

[illegible]

(Trimmed size 8" x 10½")

SPECIMEN MOVING SCHEDULE

MASTER MOVING SCHEDULE

Week beginning .

[illegible]

Remarks:

(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 schedule 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.¹⁰ 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 items to be 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 49) prepared in the tenant selection office to insure that only suitable units which meet all special conditions such as 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 in the renting procedure is the signing of the lease. 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. Wherever 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

FEDERAL WORKS AGENCY
UNITED STATES HOUSING AUTHORITY
LEASING AND OCCUPANCY REPORT

Report No. _____

Project No. _____

Date _____

Name _____

(Name of authority)

City _____

						TOTAL
1. TYPE UNITS IN PROJECT ¹						
2. NUMBER UNITS OF EACH TYPE.....						
3. NUMBER UNITS RELEASED FOR OCCUPANCY.....						

DISPOSITION OF APPROVED APPLICATIONS TRANSFERRED TO RENTAL DEPARTMENT

4. Total number applications transferred.....						
5. Total number withdrawn prior to leasing.....						
6. Total number leases canceled prior to occupancy.....						
7. Total number removals from project.....						
8. Number active leases.....						
9. Reserve—Approved applications 4—(5+6+7+8).....						

LEASING AND OCCUPANCY

10. Number leases signed since last report ²						
11. Number leases canceled since last report ³						
12. Number units now leased (previous total+10-11).....						
13. Number units tenanted since last report.....						
14. Number units vacated since last report.....						
15. Number units now occupied (previous total+13-14).....						
16. Number leased units not occupied (12-15).....						
17. Number units to be leased (3-12).....						

¹ Indicate by appropriate symbols in item 1 the type units comprising the project.

² Item 10 includes leases signed to effect transfers.

³ Item 11 includes leases canceled prior to possession, to effect transfers, or to vacate project.

Remarks: _____

Prepared by _____ Date _____

Submitted by _____ Date _____

NOTE.—After the project is 97 percent occupied only items 1, 2, 7, 12, 15, and 17 need be filled in.

¹⁰ See page 13 for a specimen weekly Report on Applications.

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.

SPECIMEN MOVING ASSIGNMENT

(Name of Project)

MOVING ASSIGNMENT

Date

Name New address

Your moving time is as follows: Day Date Hour
(To avoid confusion please observe the *exact* hour given)

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.

.....
Housing Manager.

Move completed: Date Hour

(Signed)

If disinfestation of household effects¹¹ is an established local policy the procedures should be clearly explained, including any charges to the tenant which may be involved. Special arrangements for obtaining keys before moving in, so that tenants may enter their dwellings for the purpose of measuring curtains, etc., should also be made at this time. If practical demonstrations in the use of household equipment, such as stoves and refrigerators, are to be offered in conjunction with initial occupancy, tenants should be so notified with the exact time and place at which such demonstrations will be held.

Payment of the initial deposit should take

¹¹ See "Disinfestation of Dwellings and Furnishings," publication of the National Association of Housing Officials, June 1939.

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 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:

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. 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.

(b) *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 method of rent collections;

(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.



NATHAN STRAUS,
Administrator.

December 17, 1939.

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.¹

(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.

(3) 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 so 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

¹ Field assistance in developing a local housing score is obtainable upon request from the Management Review Division of the USHA.

physical aspects of housing (items 1-11) to the social factors (occupancy of the dwelling, sharing of facilities and neighborhood, items 12-16) 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.

(B) SETTING UP THE 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 so doing, 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 SHEET
(Expand or modify to meet local conditions)

1. LOCATION:

Section I.—Dwelling unit in alley, or other seriously undesirable location such as unfinished attics, etc.

Dwelling unit in basement or cellar so 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, tuck pointing, 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.

Dampness.—Earth cellar, leaky walls or foundation, detrimental but not severe enough to constitute a basic factor.

SPECIMEN HOUSING NEED SCORE SHEET

Dwelling condemned.....				Former site occupant.....			
ITEM	Section I			Section II			
	BASIC SUBSTANDARD FACTORS	Check	Score	OTHER SUBSTANDARD FACTORS	Check	Score	
1. LOCATION.	Alley, basement, etc.						
2. CONDITION OF STRUCTURE.	Unfit for use or in need of major repairs.			Structurally sound, but in need of minor repairs.			
				Dampness.			
				Infested.			
3. WATER SUPPLY.	No running water in dwelling unit.			Running water only in kitchen or bathroom.			
				No water heating facilities.			
				Inadequate water heating facilities.			
4. TOILET FACILITIES.	No inside toilet or unfit for use.			Inside toilet in poor condition.			
5. BATH FACILITIES.	No bath or shower or unfit for use.			Bath or shower in poor condition.			
6. KITCHEN FACILITIES.	No permanent equipment or unfit for use.			Inadequate.			
7. LIGHTING FACILITIES.	No electricity or unsafe.			Inadequate.			
8. HEATING FACILITIES.	Inadequate and/or unsafe.			In poor condition; costly.			
9. LAUNDRY FACILITIES.				None.			
				Inadequate.			
10. ROOM ARRANGEMENT.				Undesirable.			
11. LIGHT AND VENTILATION.	No direct ventilation in sleeping rooms or toilet.			Inadequate.			
12. FACILITIES SHARED (NOT DOUBLED UP).	Toilet, bath and/or kitchen shared by more than two families.			One or more facilities shared by only two families.			
13. OVERCROWDING (NOT DOUBLED UP).	Acute.			Relatively minor.			
14. DOUBLING UP.	Overcrowded, etc.			Not overcrowded or otherwise substandard.			
15. NEIGHBORHOOD.				Undesirable.			
16. VIOLATIONS (ANY NOT COVERED BY 1-15 ABOVE).	Specify:			Specify:			
TOTAL				TOTAL			

REMARKS:

(Trimmed size 8" x 10 1/4")

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.

No central hot water supply or other facilities for heating water except in receptacles.

Inadequate water heating facilities.—Hot water tank in building inadequate to supply needs, etc.

4. TOILET FACILITIES:²

Section I.—*No inside flush toilet.*

Inside flush toilet, but unfit for use, constituting a health hazard by reason of defects, dilapidation, and/or disrepair 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:²

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:²

Section I.—*No permanent stove connections* such as flue or gas outlet.

No sink with running water.

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 storing equipment and/or provisions.

Located in a room used for sleeping.

7. LIGHTING FACILITIES:

Section I.—*No electricity or unsafe.*

Dwelling not equipped with electricity for lighting.

² Items 4, 5, and 6 refer only to the lack of or condition of facilities used by the applicant family, and are not to be confused with sharing such facilities, which is covered by item 13. This distinction is made for purposes of sound scoring.

Artificial lighting facilities constituting definite safety or fire hazard, such as unlit 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 makeshift and/or faulty to cause discomfort or inconvenience, but not constituting actual safety or fire hazard.

8. HEATING FACILITIES (relate to local climatic conditions):

Section I.—*Inadequate and/or unsafe.*

Inadequate heat constituting a distinct health hazard. 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.

Section II.—*In poor condition or costly.*

Heating equipment or supply inadequate for comfort, but not actually hazardous to health.

No suitable provision for storing fuel purchased in quantity.

Equipment obsolete or in poor condition necessitating exorbitant fuel expense.

9. LAUNDRY FACILITIES:

Section II.—*No laundry facilities.*—No space for washing, drying, and ironing clothes.

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 II.—*Undesirable.*—Lack of privacy resulting from makeshift partitions; necessity for passing through sleeping rooms to reach toilet or outside exits.

Toilet opening directly into kitchen.

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.

Rooms so dark as to require artificial lighting during the day.

Close proximity to adjacent buildings, or other serious obstruction to admission of light and/or air.

12. FACILITIES SHARED (NOT DOUBLED UP—as in furnished room arrangements):

Section I.—*Toilet, bath, and/or kitchen shared by more than two families, including the applicant family.*

Section II.—*One or more facilities (toilet, bath, and/or kitchen) shared by two families only, including the applicant family.*

13. OVERCROWDING (NOT DOUBLED UP):

Section I.—*Acute overcrowding.*—Occupancy seriously exceeding approved maximum limits and detrimental to health, privacy, or morals. Rooms smaller in size than locally established minimum standards.

Section II.—*Relatively minor overcrowding* exceeding approved maximum occupancy limits, but by reason of family composition or room size or arrangement not seriously detrimental to health, privacy, or morals.

14. DOUBLING UP:

Section I.³—*Overcrowded*, as well as dou-

³ If acute overcrowding as well as doubling up exists, score for both item 13, Section I, and this item. If relatively minor overcrowding as well as doubling up exists, score for both item 13, Section II, and this item. If sharing of facilities (not within dwelling unit) as well as doubling up exists, score for either Section I or II of item 12 and this item.

bled up, with one or more additional families in a dwelling unit designed for single family occupancy, under conditions definitely detrimental to health, privacy, or morals.

Section II.—*Not overcrowded or otherwise substandard*, but applicant family doubled up with another in a dwelling designed for single family occupancy.

15. NEIGHBORHOOD:

Section II.—*Undesirable neighborhood* due to predominance of dilapidated buildings or manufacturing and commercial establishments, industrial nuisances, such as noises or odors.

Streets or alleys littered with debris.

Demoralizing social influences, traffic hazards, etc.

Lack of play space for children.

16. VIOLATIONS:

Wherever possible, specific violations of local housing regulations pertaining to fire, health, or safety not covered by the above definitions should be incorporated under the appropriate headings in Section I or Section II; or defined separately under this heading if necessary.

REFERENCES¹

1. "Relation of Housing to Health, Delinquency, Industrial Efficiency, Safety, Citizenship, Recreation," Volume VIII, The President's Conference on Home Building and Home Ownership, 1932.

2. "Some Factors which Affect the Relationship Between Housing and Health," by J. M. Dalla Valle, U. S. Treasury Department, Public Health Service, Reprint No. 1840 from the Public Health Reports, Volume 52, No. 30, July 23, 1937.

3. "Basic Principles of Healthful Housing—a Preliminary Report of the Committee

on the Hygiene of Housing," American Journal of Public Health, March 1938.

4. "Demolition of Substandard Housing," National Association of Housing Officials publication, 1938.

5. "Slums and Blighted Areas," by Edith Elmer Wood, USHA Reprint of PWA Housing Division Bulletin No. 1, 1938.

6. "Urban Housing, a Summary of Real Property Inventories Conducted as Work Projects, 1934-1936," Works Progress Administration, 1938.

¹ Local codes were not consulted, since N. A. H. O. has made a study of such codes and has concluded that "few cities . . . have written into their laws concise statements of the minimum standards which must be maintained." The results of the N. A. H. O. study are contained in reference No. 4 above and includes exhibits sub-

mitted by the Milwaukee Department of Building Inspection, a proposed ordinance on minimum housing standards for Chicago, a model ordinance for the abatement of building nuisances, and the Indiana State Fire Marshal Statute, etc.

APPENDIX B

DEMONSTRATIONS IN HOME FURNISHINGS¹IN 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 the highest peak. All are anxious to visit to see if the new homes are attractive and livable. 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 articles—may be achieved. 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 low-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, supplemented by the services of a trained consultant to assist individual families in their specific problems of home furnishings, serves 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 be utilized to advantage in developing community activities in the project subsequent to occupancy.

¹ This statement is based on an article by Martha Rogin, USHA Tenant Selection Supervisor, originally published in the June 1939 issue of the Housing Management Bulletin of N. A. H. O. and informal notes originally prepared for the Minneapolis demonstration which have since been widely circulated in the planning of similar undertakings in other cities.

(2) *Public relations value.*—In addition to the educational objectives described in detail in this report, such demonstrations at the time of initial tenant selection may effectively contribute to the public relations activities of the local housing authority. Suitable publicity concerning these exhibits will arouse considerable interest and bring many visitors to the project, both individuals and groups, who might not otherwise be prompted to inspect the dwellings. In addition, a special information service concerning eligibility requirements for admission to the project developed in connection with the displays may serve as a means of stimulating applications.

(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 various 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 utilized. An effective working relationship between a representative of this agency and a representative of the local housing authority or of the management of a project may then 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 PWA 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 brought into action.

(1) PWA 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 home furnishing demonstrations for two PWA Housing Division projects, Parkside (775 dwelling units, white occupancy) and Brewster (701 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, and were an excellent practical demonstration in community cooperation. Furniture and equipment were borrowed from Good Will Industries and interested individuals. Volunteer groups of college, church, and club women acted as hostesses. The salary of a qualified assistant was met by the Visiting Housekeeper Association for the temporary period during which these services were required on a part-time basis in setting up the displays. Other incidental expenditures were likewise met by this agency.

(ii) *Minneapolis, Minnesota.*—A similar type of demonstration was also developed with considerable success at Sumner Field Homes (464 dwelling units, white and Negro occupancy) in Minneapolis in conjunction with initial tenant selection. These demonstrations consisted of furnishing two display units—one 3-room and one 4-room—under the direction of the Adult Education Department of 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 other family members. The cost of all materials used in connection with 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 Sumner Field Homes and the services of sewing women, carpenters, handcraft specialists, and others on various WPA projects were extensively used in reconditioning the furniture, making curtains, etc. When opened to the public these demonstrations had the added advantage of a guide service by NYA 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 homemakers. 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. Two apartments were selected, a 5½-room dwelling at the Lakeview Project (white tenancy) and a 4½-room dwelling at Willert Park Project (Negro tenancy). Second-hand and reconditioned articles of furniture were utilized and such items as dressing tables and stools for bedrooms, improvised out of packing crates effectively covered with inexpensive materials. Many regular items of furniture were secured from Good Will Industries after having been reconditioned and made ready for sale by that organization. Students attending vocational classes in the Adult Educational Center, NYA students, and others participated in reconditioning 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 rooming houses had to make such purchases. The curtaining of closets without doors was given special attention. A bulletin in each room gave

the cost of individual articles or materials used.

Invitations for a preview of the furnished dwellings were sent to State and Federal housing officials, officials of various city departments, representatives of various social agencies and legislators, and friends of the League, following which the exhibits were thrown open 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 received.

Through the interest of a cooperating agency, a consultation service has been provided where prospective tenants and project occupants may secure information concerning choice of paints and materials, as well as in the mechanics of remaking old furniture. The gratifying results of this demonstration are that many men and boys are now remodeling furniture in adult educational classes under expert supervision. Women are devoting their time to making curtains, lamp shades, and other attractive and serviceable articles. Present indications are that an attempt will be made to develop this service as a permanent one with a much broadened scope covering other phases of homemaking as well.

(ii) *Syracuse, New York.*—The Women's Housing Committee of the Syracuse Housing Authority, established in 1936, comprising a membership of social agencies, educational institutions, and leading citizens of the community, soon recognized the need for a homemaking service in connection with the development of its local public housing program. As early as March 1937, a Homemaking Division of this committee gave attention to the problem of suitable home furnishings on a community-wide scale for families of low income. This was accomplished by means of demonstrating furnishings for individual rooms at various community centers. Each display lasted for several months. These consisted of a bedroom, then a living-room demonstration, and finally a furnished kitchen.

As soon as the project was sufficiently completed to permit inspection (November 1939) these separate demonstrations were assembled to furnish a dwelling unit which

might be viewed by prospective tenants and others at the time of initial tenant selection. The interesting and unique feature of this undertaking is the foresight shown by planning for later coordination with initial occupancy of a project, a long-time and continuous program to demonstrate what can be accomplished to furnish homes attractively and practically within the reach of low-income families.

(c) A CONSULTATION SERVICE IN HOME FURNISHINGS.

(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, no matter how carefully planned, cannot serve to meet all of the special problems of individual families in providing their home furnishing 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, using visual aids to illustrate principles of good furnishing, design, arrangement, lighting, color, etc., of value and 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 individual home furnishing problems is perhaps best provided by a visit to the home if the family so desires. In the case of project occupants, 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 lasting one leading to diversified homemaking activities in the later development of community activities in the occupied project.

(2) *Discourage unnecessary spending.*—In advising families, efforts should be made to keep expenses at a minimum. At the same time it should be borne in mind that some families will have to buy new articles, particularly if they are setting up housekeeping for the first time, which may be the case with young couples or with families which have been living in doubled up arrangements or

furnished quarters. In this connection, it is suggested that families be advised to buy only the bare essentials at the outset, using as many improvised items as possible. By so doing, 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.

(3) *Consider special interests.*—Another point which should be emphasized to those giving advice to families is that individual tastes and preferences, even though not always of the best, should be considered. The interests, hobbies, and habits of individual family members may also influence choices and arrangement of home furnishings, important factors not to be overlooked by a consultant.

(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.

(1) *Occupancy and room arrangement.*—In planning the demonstration, the type of housing should be taken into account as well as size of the rooms within the specific dwelling unit to be furnished. It is probably best to assume maximum occupancy rather than minimum or typical occupancy, but this may be determined locally. Careful attention should also be given to the arrangement of the furnishings so as to make the most effective use of space, as well as to provide the utmost in comfort and convenience in terms of family living. Local practices and customs that may influence either the selection of items or their arrangement should also be considered.

(2) *Selection of appropriate furnishings.*—In selecting the furnishings, the problems and needs of low-income families must be kept constantly in mind. Consequently, the selection of used furniture similar to that which a family may already have on hand rather than new articles is distinctly desirable. These articles may be refinished, recovered, or otherwise reconditioned as necessary to improve their appearance and

create a harmonious effect in furnishing the home provided the requisite facilities, equipment, and instruction can be made available to accepted tenants and other interested families in the neighborhood for doing such work.

A limited number of new items may also be included to indicate how a family of small means may make appropriate additions to its stock of furnishings and equipment with little expense. It is also desirable to include certain home-made items, such as bookshelves, etc.; also curtains, couch cover, cushions, etc.

The problem of curtains will require special attention in furnishing demonstration units, due to the fact that in most projects neither the clothes closets nor linen closets have doors. Consequently emphasis should be placed on the most practical curtains for closets at low cost; at the same time relating closet curtaining to window curtaining and the general color scheme in the room.

The provision of suitable and adequate artificial lighting is another problem demanding special consideration in setting up such demonstrations. Families moving from substandard housing are not ordinarily experienced in the use of modern lighting facilities and require assistance in order to get the most efficient results at minimum cost.

(3) *How to specify costs.*—Since few families will find it possible or necessary to furnish a complete dwelling unit or a complete room all at one time, statements of the costs involved in furnishing demonstration units are usually best expressed in terms of the cost of individual items or materials used in repairs and reconditioning, rather than the total cost of furnishing each room or the entire unit, as is ordinarily done in the case of commercial displays. This will obviate the necessity of attempting to put a price value on borrowed articles or those not possible to duplicate, or on the total cost of certain reconditioned articles.

The advantages of specifying the yardage required and the price per yard of material used in treating windows and closet doors, making couch covers, etc., are apparent.

(4) *Basic items of furnishings.*—An attempt has been made to list below the types of furnishings and equipment which may be considered the basic essentials of family living under ordinary circumstances. In making these suggestions, processes of house-

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. One or two 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,² other ornaments, smoking accessories, curtains, couch 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.
2. A sink and drainboard. (Usually permanently installed equipment.)
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) Laundering 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).

Each Bedroom:

A. Basic items:

1. Two single beds, or cots, or a three-quarter or double bed.
Per bed: 1 spring, 1 mattress, 1 mattress protector (may be homemade), 1 pillow, blankets or washable comforters.
2. One chest of drawers. } May be combined.
3. One mirror. }
4. One or more chairs.

B. Supplementary items:

Rugs, lamps, pictures, a waste basket, etc.

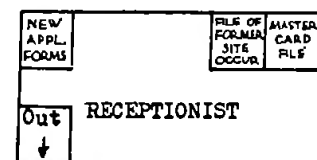
In setting up the display, one bedroom might be furnished to accommodate the above items plus a crib and other essential equipment for a very young child. In dwelling units of more than one bedroom at least one bedroom might be furnished to accommodate a table or desk or some other flat surface suitable for study purposes by children of school age.

² 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

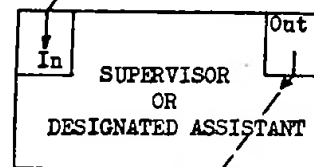
1. Clears with Master File.
2. Clears with File of Site Occupants, if any.
3. May clear with Housing Reference File, if any, (depending upon nature and contents of this file).
4. Makes Master File Card for each new applicant (in duplicate if tenant selection is taking place in more than one office at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



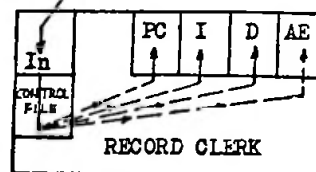
5. Fills in heading on Application Form.
6. Directs applicant to interviewer.
7. Forwards application in folder to interviewer.



1. Takes application and interprets decision as to apparent eligibility, deferral 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.



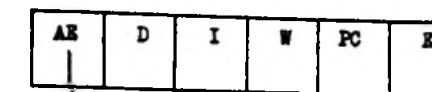
1. Makes Control Card for each new application and posts classification.
2. Takes other action indicated, if any, before filing application.
3. Files application folder as classified.

LEGEND
 AE - APPARENTLY ELIGIBLE
 D - DEFERRED
 I - INELIGIBLE
 W - WITHDRAWN
 PC - PENDING CLASSIFICATION
 E - ELIGIBLE

ROUTING OF APPLICATION FOLDER DURING VERIFICATION OF ELIGIBILITY

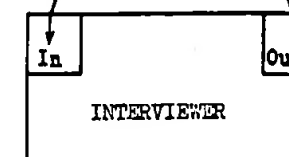
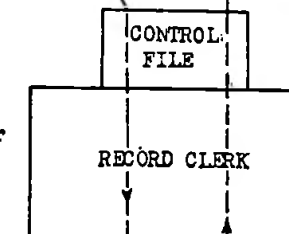
METHOD #1 - INTERVIEWER HANDLING ALL PHASES OF VERIFICATION
(Small Project)

APPLICATION FILES



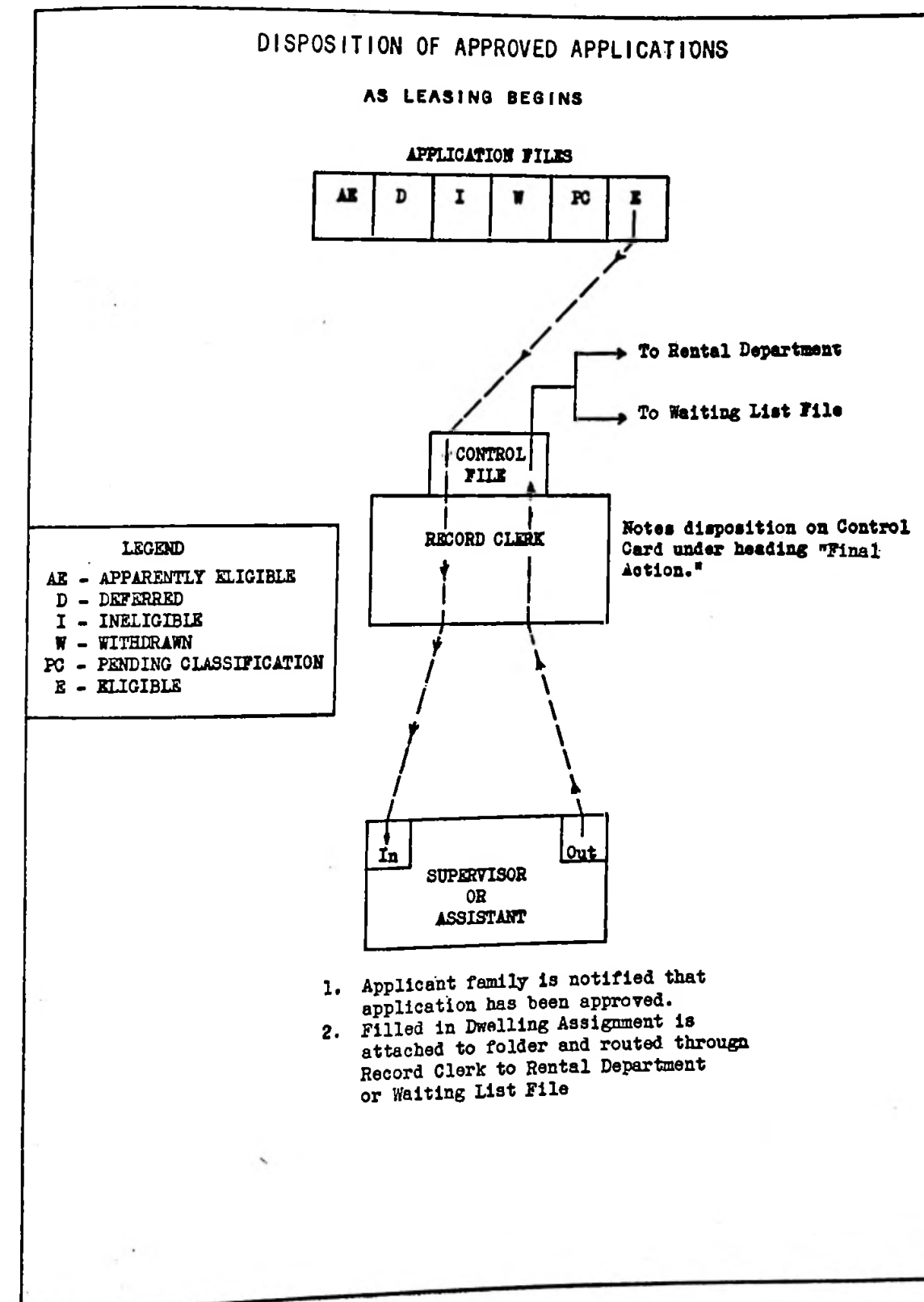
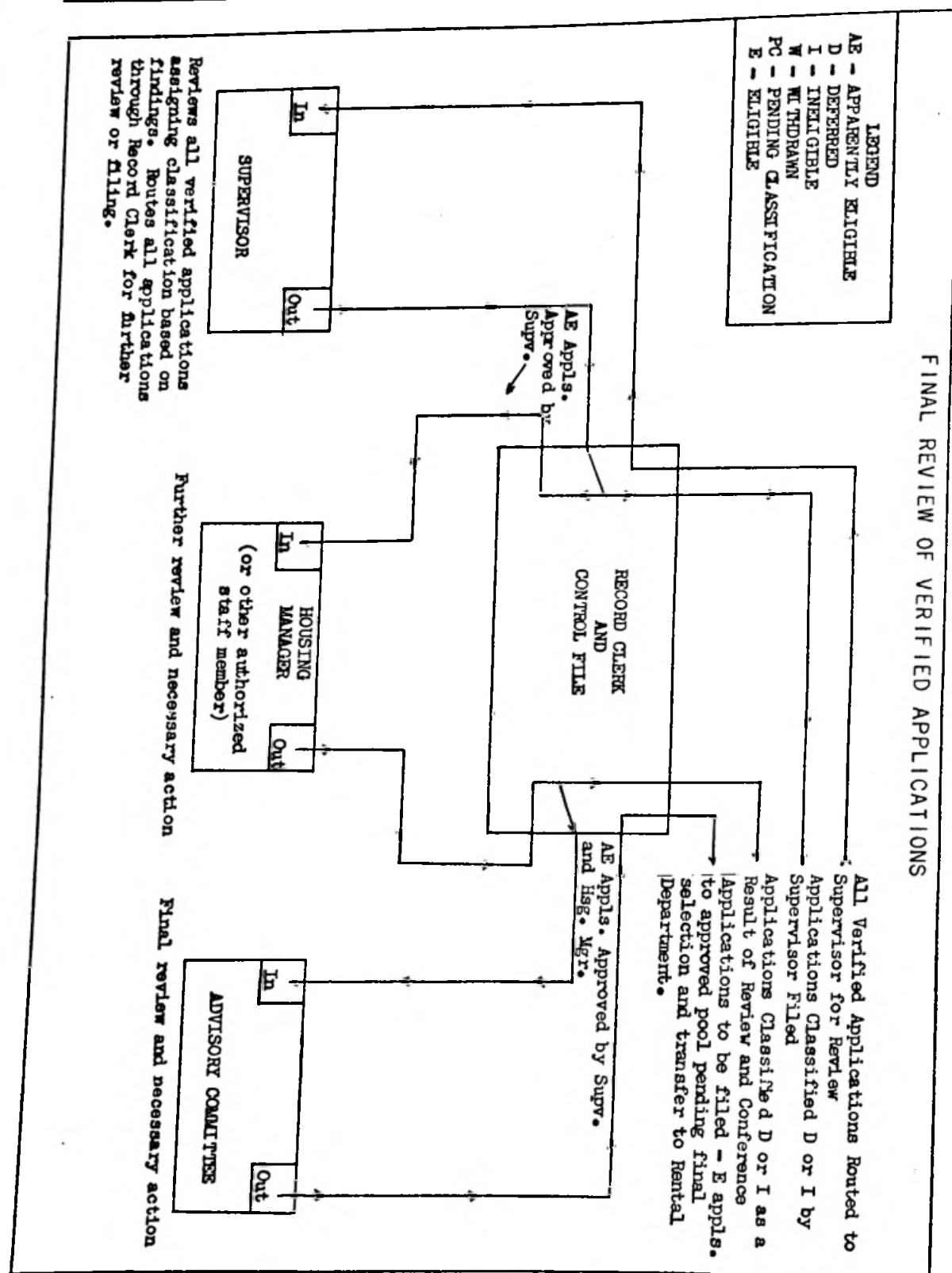
AE, D, I, and W applications routed to the Supervisor for Review.

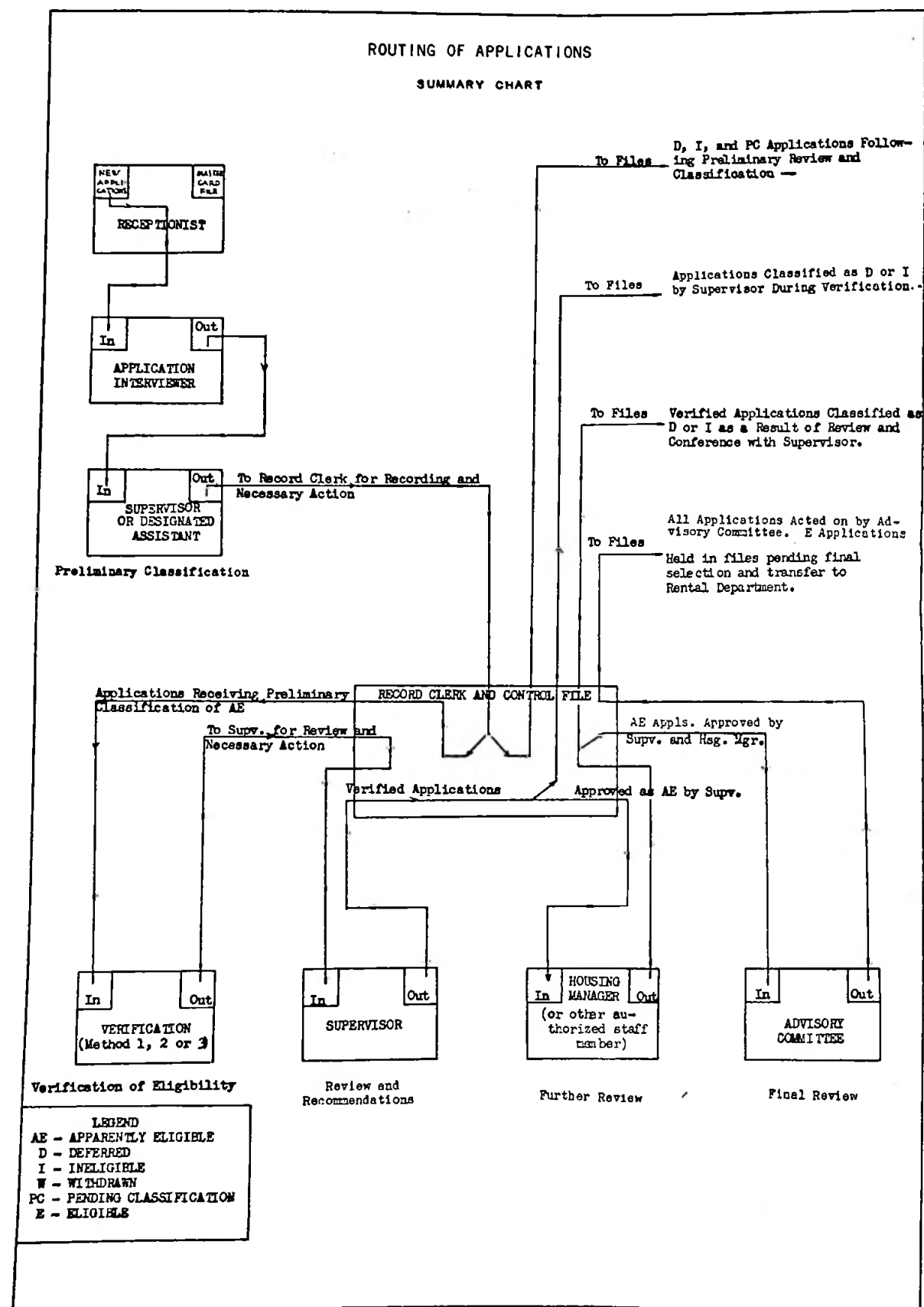
Folder routed to interviewer as assigned by Supervisor.



LEGEND
 AE - APPARENTLY ELIGIBLE
 D - DEFERRED
 I - INELIGIBLE
 W - WITHDRAWN
 PC - PENDING CLASSIFICATION
 E - ELIGIBLE

1. Reviews Application to determine factors to be verified and methods to be followed.
2. Reviews Application as replies to inquiries are received or follows 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.





HK

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no. 31

c. 2

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

[illegible]