

LOCAL HOUSING AUTHORITY

MANAGEMENT HANDBOOK

PART VI

COMMUNITY FACILITIES AND SERVICES

COMMUNITY AGENCIES

SECTION 2-

And

PUBLIC HOUSING

HOUSING AND HOME FINANCE AGENCY

PUBLIC HOUSING ADMINISTRATION

An up-to-date list of all Local Housing Authority Management Handbook Sections is provided in Low-Rent Housing Manual Section 100.2, Supplement 1, Exhibit 7.

COMMUNITY AGENCIES AND PUBLIC HOUSING

<u>Paragraph</u>	<u>Page</u>
1. Early Planning	
a. Surveys	1
b. Approach to Community	2
c. Policy Statements and Leasing	3
2. The Nature and Functions of Social Agencies	
a. Social Team Work	4
b. Counseling and Guidance	4
c. Expanding Functions	4
d. Agency Limitations	5
3. Types and Services of Social Agencies	
a. In Large Industrial Areas	5
b. In the Smaller Community	6
4. Coordinated Community Planning	
a. Reasons for Planning	6
b. Steps in Planning	6
c. Local Authority Planning	7
d. Agency Planning	7

Exhibit

1. Know Your Community

NOTE: This supersedes Table of Contents dated March 1963. Reference to Exhibit 1 has been added.

COMMUNITY AGENCIES AND PUBLIC HOUSING

1. EARLY PLANNING

From the earliest stage in the planning of public housing, consideration should be given to the need for and availability of community facilities and services. Local Authorities should confer with local agencies furnishing these services to determine how they can jointly meet the needs.

a. Surveys

In order to anticipate needs on the basis of facts, surveys should be made to determine the health, education, recreation, and welfare services which will be needed by the prospective residents.

(1) Know Your Families

Information about prospective families may be gathered from many sources, including:

- (a) Source data for the Application for Program Reservation. These data include information about local employment, persons receiving social security and old age assistance, family income, housing conditions, etc.
- (b) The Workable Program, which supplies information about families to be displaced by public action. Many of these families will be occupants of public housing.
- (c) Local public and private agencies.

(2) Know Your Community

As a first step in securing community services, Local Authorities should make a survey to identify the health, education, and welfare services available; the agencies qualified to furnish them; and what services are lacking in the community. Exhibit 1 is a suggested worksheet for making this survey. It will also serve as a cross reference and companion piece to the chart and Appendix B provided in "Services for Families Living in Public Housing," the July 1963 joint publication of the Department of Health, Education, and Welfare and the Housing and Home Finance Agency.

Related or additional information on the community may be obtained from:

- (a) The Workable Program, which supplies information about the neighborhood, including decisions concerning what part each neighborhood should play in the total community.

(Cont'd)

NOTE: These pages supersede pages 1-2 dated March 1963. Paragraph 1a(2) refers to a new Exhibit 1 which provides a suggested worksheet for the survey.

- (b) Source data for the Development Program. These data include information about neighborhood conditions, schools, nearby community facilities, play areas, relocation plans, and the like.

In large communities there is usually some sort of a clearinghouse of social agencies, such as a Community Health and Welfare Council, a United Fund, or both. These or similar agencies should be consulted when making the surveys.

b. Approach to Community Agencies

Once the facts regarding the families and the community are known, the local community agencies should be approached to enlist their help and to define methods through which their services would be made available without duplication.

(1) An Exchange of Information

Before requests for specific services are made, there must be a thorough exchange of information between the Local Authority and those agencies most concerned with social services.

The Local Authority should furnish the agencies with information about low-rent housing, its objectives, and its methods of development and operation. Maps of the existing projects should be included, with the location of offices and facilities plainly marked, and also a list of management officials, their functions, and their telephone numbers.

The agencies consulted should be asked to furnish their recent reports and statements of policies. In some communities, directories of these agencies are available, usually through the United Fund or Health and Welfare Council. If not available, such a directory should be compiled by the Local Authority and furnished to its staff members concerned with community services. In smaller communities where community services may be limited or entirely lacking, many Local Authorities have stimulated the organization of new agencies. Increased services from existing public and private agencies have often resulted from an expression of interest by the Local Authority.

(2) Age Groups to be Considered

In every approach to community agencies for cooperation, five age groups will usually warrant consideration: preschool, school age, youth, adults and older men and women.

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In trying to meet the needs of these groups, the worker assigned by a cooperating agency often will deal not only with the individual, but with the family as a whole. A boy who is in trouble with the police may be helped most effectively when his family background is examined and the measures taken to help him are related thereto, as well as to the school which he attends, and other influences.

c. Policy Statements and Leasing Agreements

(1) Policy Statement

No matter how large or small the Local Authority's program, a policy statement on community services is recommended. It should point out that, in addition to providing decent, safe, and sanitary housing, the Local Authority has a joint responsibility with the community and its agencies for the improvement of the standards of low-income families and their adjustment to their new community setting.

The policy statement should be adopted by a resolution of the Local Authority Commissioners and should be available to public and private agencies and citizens concerned with welfare services and community planning.

(2) Leasing Agreements

Written agreements should be entered into by the Local Authority and the agencies which will use project facilities, setting forth:

- (a) The responsibility of the Local Authority in providing facilities and janitorial, utility, and similar services
- (b) The responsibility of the community agency in equipping and operating indoor and outdoor activity spaces, as well as providing leadership or sponsorship of programs and services
- (c) Jointly approved procedures for Local Authority referral of families to appropriate agencies, and followup responsibilities

2. THE NATURE AND FUNCTIONS OF SOCIAL AGENCIES

Since the establishment of the Federal Social Security program in 1935, and with the expansion of all of its specialized branches, public agencies have played a larger part in social welfare. During this same period, the private or
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voluntary agencies have given less emphasis to financial relief, and more to counseling and referral, leading to long-range plans for individual and family rehabilitation. Social workers have encouraged and assisted their clients to find and use opportunities for better health, stable employment, education, and recreation.

Agencies now work closely together by submitting and securing information through a social service exchange and by coordinating their programs in order to furnish the most timely and appropriate services. The social worker no longer functions as an individual, but as a member of a team, calling on the resources of other groups and working closely with them to meet immediate and long-range needs.

a. Social Team Work

Community agencies are aware of the unfavorable reaction of families to many separate contacts or interviews. Therefore, more emphasis is being placed on the scheduling of office hours for a counselor or several consultants to handle, during a single interview, a number of problems that face the family.

b. Counseling and Guidance

Counseling and guidance have supplanted the former "grocery basket" approach. Physical and mental health services attempt to make the individual self-sufficient and able to carry on normal activities in his neighborhood. Marital counseling and child-care training serve to hold many families together. Young people are encouraged to go on with their education and are guided to vocational training. Special services for the blind, the deaf, the crippled, and those with chronic disabilities have been expanding as public opinion has increasingly supported the idea that the community as a whole has a responsibility for the health and welfare of its citizens.

c. Expanding Functions

In well-populated areas, social agencies have expanded their functions in many ways, including

- (1) Long-range community planning with the cooperation of other public and private agencies to coordinate programs and services designed to improve family living standards
- (2) Research and surveys to evaluate operating programs and to identify unmet needs

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(3) Demonstration and pilot programs to test new ideas

d. Agency Limitations

Local Authorities are sometimes disappointed to find that agencies from which they request help have only limited resources of personnel and funds. In many parts of the country, trained professional social workers are still in a minority, and adequate training programs are limited. Schools of social work are trying to fill this gap, while training for volunteers also is bringing results.

The only solution for current limitations within the agencies is an alerted public which will enable agencies to expand their resources to take care of unmet needs. Community support is not built overnight. Local Authorities can do much to stimulate this process by assembling the facts and verifying the need, by offering their cooperation in initiating a necessary service, or by coordinating the existing ones. Members of the Local Authority who serve on local Boards and committees are in a strategic position to propose and follow through with community action.

3. TYPES AND SERVICES OF SOCIAL AGENCIES

Social agencies in general are of four types:

- (1) Casework agencies, concerned with dealing with individuals or with families to help them in immediate problems and to work toward family rehabilitation.
- (2) Group work agencies, concerned with adjusting the individual in the community through clubs, classes, and opportunities for education and recreation.
- (3) Community organization agencies, concerned with planning and coordinating the work of public and private bodies for long-range programs.
- (4) Administrative agencies, concerned with training and supervision of staff, making community surveys and evaluating findings; and providing guidance in the preparation of budgets and in fund-raising and reporting methods.

The services available to low-rent housing from any type of agency will depend on the size of the community and on the extent to which its social resources are developed.

a. In Large Industrial Areas

Here it is usual for a network of closely coordinated agencies to be at work. A family referred to a casework agency for counseling may also receive the
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help of the employment service and of educational and recreational group work organizations. A long-range plan for family rehabilitation will probably be the result of this teamwork approach.

b. In the Smaller Community

Here the Local Authority has to take more initiative to discover resources. Where private organizations do not exist, public bodies should be called on. These may include the County Boards of Health, the County Welfare Departments, the Courts, the local offices of the Agricultural Extension Service, local Boards of Education, colleges or universities, and public libraries.

The 4-H Clubs provide fine leadership and are working actively in many towns and cities where young people from the farms have gone to find work. The Boy Scouts, too, have many smalltown troops. Other helpful groups are The Grange, Farmers' Union, Volunteer Firemen's Associations, churches and religious organizations, womens' clubs, and such civic organizations as the Kiwanis, Rotary, Altrusa, Zonta, Lions, Elks, etc. Some of these groups have chosen special fields of service; for instance, supplying glasses and other aids to people with failing eyesight, or raising scholarships for talented boys and girls so they may continue their education.

4. COORDINATED COMMUNITY PLANNING

Throughout this Part of the Handbook there are many indications that, for best results, social agencies and Local Authorities must work closely together in initiating plans for services, carrying them out, and evaluating the results. It would be helpful, perhaps, to summarize such coordinated planning, as follows:

a. Reasons for Planning

To identify the social needs of the residents and to attempt to meet them, using the resources of the housing projects and of public and private community agencies

To obtain an overall view of community needs and resources and to fill the gaps

b. Steps in Planning

Conferences between Local Authority and community representatives when low-rent housing is first proposed; joint discussion of site selection, facilities needed, and the resources of the community as related to the location of the project

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Exchange of information between the Local Authority and a clearinghouse of social agencies (United Fund, Community Council, etc.) regarding policies of each group and general methods of cooperation. Compilation of a Directory of Social Agencies, if none exists

A "Know Your Families" survey, a joint undertaking to give full information about the families who are likely to move into low-rent housing

c. Local Authority Planning

Information to occupancy staff, maintenance staff, and project managers regarding their relationships with social agencies functions of the agencies, and the methods agreed upon for referrals

Training programs for members of the staff with community agencies

At one eastern Local Authority, for example, a Council of Housing Managers meets biweekly with social agencies at work in the area, for the planning of programs.

Meetings with resident councils or committees, regarding the procedures to be followed in the use of facilities; distribution of information about activities, etc.

Securing necessary information from the PHA Regional Office, such as copies of leasing agreements with community agencies, information about National and State organizations, and reports of successful community services in other localities

Participation in conferences

d. Agency Planning

Checking with agency representatives or a Social Service Exchange to identify and discuss problems of those families already known to some agency prior to the entrance of the families into public housing, and providing for continuing agency services

Interagency agreement on plan of cooperation between various agencies and the Local Authority on such matters as casework referrals, emergencies or long-range rehabilitation, and group work and tenant activities

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KNOW YOUR COMMUNITY

A LOCAL AUTHORITY CHECK LIST FOR PREPARING A COMMUNITY RESOURCES INVENTORY

<u>AGENCIES</u>	<u>WELFARE</u>	<u>EDUCATION & TRAINING</u>	<u>HEALTH</u>	<u>RECREATION</u>	<u>LOCAL CONTACTS</u>
Check or underline the agencies listed below which are in your community and add others which do or could furnish community services benefiting project families and/or project operations. Indicate in the space to the right the type of services each agency can furnish.	Counseling on personal and family problems (case work, legal aid, job guidance), financial benefits, emergency relief, prevention and cure of juvenile delinquency, homemaker services.	Homemaking, nursing, maintenance and care of home, equipment, and outdoor areas; family life education, citizenship, fine arts, vocational activities, child care, nursery schools.	Preventive services (immunization, well baby, neonatal hygiene clinics; home care of sick; provision of prosthetic and paralytic equipment, nursing, diagnosis and treatment of diseases and injuries.	Games, sports, hobbies, music, drama, nature, conservation, and social activities; arts and crafts, juvenile delinquency prevention activities.	List the names and addresses of persons to contact in each agency.
PUBLIC AGENCIES					
Local & County Welfare Dept.					
Schools and Colleges					
Local Health Department					
Local Recreation Dept.					
Local Employment Office					
Social Security Office					
PRIVATE AGENCIES					
Catholic Charities, Jewish & Protestant Agencies					
Salvation Army					
Family Service Society					
American Red Cross					
Service Clubs (Rotary, Zonta, Kiwanis, Lions, Etc.)					
Youth Groups (Scouts, Club, YMCA, YWCA, Royal Clubs)					
Visiting Nurse Assoc.					