

CHICAGO

OCTOBER 1978

**Rational Objective:** Introduce the four basic programs of the housing and management arena.

**Existential Aim:** Experience the comprehensiveness of serious property renewal and its human element

**INTRODUCTION:**

DEMONSTRATION DESIGN	REPLICABLE HOUSE		MODEL APARTMENT		"BLOCK" DEMONSTRATION		HOME OWNERSHIP	
	Quality Design	Energy Conserving	Easily Maintained	Service Facilities	Mini Zone	Building Complex	Financial Assistance	Tax Planning
	Low Cost	Durable Materials	Secure Premises	Low Rent	City Block	Land-Scaping	Legal Advice	Owners Assoc.
HOUSING DEVELOPMENT	MASTER PLAN		COMMUNITY OWNERSHIP		PROPERTY IMPROVEMENTS		SPECIAL HOUSING	
	Model Sites	New Housing	Local Corporation	Land Bank	Sidewalk Repair	Exterior Renovation	Elder Citizens	Handicapped Persons
	Public Space	Apartment Rehab	Property Management		Land Betterment	Remodling Additions	Single Persons	Transient Hostel
CONSTRUCTION PROCESSES	CONTRACTOR RELATIONS		COST ESTIMATING		CODE CONFORMITY		COMPREHENSIVE FUNDING	
	Work Specificatn	Contracts & Sub-contracts	Hard Costs	Escrow Accounts	Zoning Regulations	Insurance & Bonding	Low-Interest FHA Packs	MUD CDBG (comm. dev. blk grt)
	Job Bidding	Inspection & Pay-outs	Soft Costs	Over-Runs	Building Permits	Designated Funds	MUD Rent-Supplement	State Seed Money
PROPERTY MANAGEMENT	LOCAL CORPORATION		FINANCIAL ADMINISTRATION		COMMUNITY RELATIONS		PROPERTY MAINTENANCE	
	Staff Organization	Legal Structure	Income Schemes (rent)	Comptrolling Function	Tenant-Management	Owners Assoc.	Public Utilities	Sanitation Standards
	Operating Budget	Statistical Reporting	Profitability Projections	Cash Flow	Tenant-Neighborhood Management	Management-City	Regular Repairs	Janitorial Service

## SESSION II: FIELD SEMINAR

CHICAGO

October, 1978

Rational Objective: Acquaint participants with the housing tactics in the HDP document and some of the visible consequences of their implementation in the community.

Existential Aim: Encounter concrete actualization in the community.

INTRODUCTION:

## TACTICS PLOTTING

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1. Pass out 5th City and other HDP documents and contextual lecture abstract.
2. Have everyone scan a document and reflect briefly on their impressions.
3. Turn to tactics section and locate all the sub-tactics related to housing and management and plot the number in the lecture abstract where it relates.
4. Group reflection on what resulted in the plotting- where did the weight of the tactics fall? where is the tactical plot weakest? what surprises? What contradictions are handled by these tactics? How is the vision of the local people realized through these tactics?

## PROJECT TOUR

If possible walk around the community noting impressions as you go. Get a comprehensive view, not limited to housing.

II

Optional step is to show a slide show of the community, with before and after pictures if possible. Follow tour or slide presentation with art-form conversation on impressions, the human value in what they saw, and next steps necessary.

## REFLECTIONS

Have question and answer session on what the housing and management programs are all about in the community.

Discuss the role of these tactics in human development.

III

CONCLUSION:

## SESSION III: TECHNICAL ENCOUNTER

CHICAGO

October, 1978

Rational Objective: Expose participants to an exemplary demonstration of housing development and/or management control done by a local community.

Existential Aim: Experience possibility of starting with a hopeless situation and building a sign of creativity.

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## SCREEN (to keep in mind on the trip)

1. What are the possibilities you see on this visit for your own community?
2. What seem to be the keys to the success of this program?
3. What are the obstacles this community had to cope with or the blocks it is experiencing?
4. What is the most "humanizing" aspect to this effort?
5. What is (are) the visible aspects to this program?
6. How does the local community relate to or talk about the program?

II

## VISIT (Options)

1. To see what a small local construction co. can do organized by the community with novices and getting cooperation with unions and the city.

18th Street Development Corp.

2. To see a non-profit fix-up program developed by a local community with an old man and 3 trainees.

Vickerdike Redevelopment Corp.  
or Voice of the People, Uptown  
Pyramid West Development Corp., Lawndale  
or Wald Realty

3. Large ghetto housing management (1500 units, 30 staff)

4. Rehab and financing of large number of units (100 units). Non-profit, but not neighborhood.  
See also Spellers and HUD

RESCORP, south side  
or Travis Realty  
or TWO, Woodlawn

## REFLECTIVE CONVERSATION

1. Impressionistic responses- What struck you that you saw? surprised you?
2. What were the technical learnings from this trip? the methods insights?
3. What are the imperatives on us for future housing/management development?

III

CONCLUSION:

CHICAGO

OCTOBER, 1978

**Rational Objective:** To identify the keys to doing the housing and management program and to catalyzing its implementation

**Existential Aim:** To experience the struggle involved in breaking through the complexity surrounding housing so that effective space transformation can be envisioned.

PROGRAM	DEMONSTRATION UNIT		LOCAL MANAGEMENT		PROGRAM INTER DEPENDENCE		COMMUNITY RELATIONS	
	Visibility	Speed	Property Control	Motivation Key	Residential	Job Development	Home Owners Assoc.	Stake Relations
KEYS	Local Participation	Replicability	Responsibility Base	Finance Management	Commercial	Social & Educational	Tenants Assoc.	Land Use
PRACTICAL SCHEMES	PACKAGING SCHEMES		DEVELOPMENT TEAM		FINANCE SCHEMES		MANAGEMENT SCHEMES	
	Brief & Budget	Team Visit (to funding source)	Sponsor or Developer	Contractors	Land Acquisition	Viability	Finances	Legal Vehicle
	Team Review	Tailoring Proposal	Architech & Lawyer	Mortgage Banker	Framing	Cost Estimating	Maintenance	Residents Relations
GUILD FUNCTION	COMMUNITY STORY		STAKE PLANNING		CATALYTIC EVENTS		LOCAL PROMOTER-MANAGER	
	Promotion Materials	Land-use Model	Stake Workshops	Strategic Visits	Signs	Community Reports	Development Trips	Resident Relations
	Blueprints	Community Participatn	Documentation	Land-use Consensus	Demo Lots	Ribbon Cutting	Tell Story	Skills Training
AUXILIARY ROLE	PROGRAM DESIGNER		PROPOSAL WRITER/PACKAGER		PROJECT FRAMER		MANAGEMENT ORGANIZER	
	Vision Eliciting	Tactical Planner	Base-line Data	Component Briefs	Perpetual "Who's Who"	Public/Private	Training Local mgrs.	Beaurocracy Relations
	Trend Analysis	Program Builder	Tracking	Program Packaging	Econ/Pol/Cultural	Appropriate Level	Guarding Vision	Care Motivater

## SESSION V: RESOURCE PANEL

CHICAGO

October, 1978

Rational Objective: To objectify the critical issues in housing and management and to indicate avenues of approach to effective resources in this arena.

Existential Aim: Group experience the accessibility of helpful resources in the area of housing and management.

INTRODUCTION: Welcome and introduction of the panel. Only when expertise such as theirs is brought together with the practical wisdom of local people can comprehensive and effective planning be done.

## PREPARATION

Suggested source of panelists:

Local- 5th Citizens in housing and management (Carrie Neff, Wm. Glover)

Federal Govt.- HUD Regnl. Commun. Dev. Office (Woody Kee, Dir.)

City Govt.- proposal writing (Irving France, Bruce Stark)

Professional- contractors (Victor Axlerod), architect (Sheldon Hill), lawyer (Tom Volini), developer (G.H. Wang)

Auxiliary- Mark Welch

Moderator's list of questions:

(1) Why have most inner-city and small town housing projects failed? (2) How would you do it differently? (3) What irritates you the most about this field? (4) If you could show any community a good thing in this arena where would you take us? (5) If you had the resources of a 5th City what would you do in housing and management?

## PANEL

1. Invitatory conversation:

-Who here owns his own home? is a rent-payer? has ever managed an apartment building? has ever written a proposal?

-What are your hopes in regard to housing? your concerns? (moderator checks these responses with his own list above before opening panel)

2. Moderator calls for reports from each member of the panel, successively, using the appropriate question screen (from above) to focus the situation for the panelists. Start with the agency and end with auxiliary or 5th Citizen. "Mr. \_\_\_\_\_, would you say a word about what you do in \_\_\_\_\_ and how your work relates to these questions."

3. Panel reports- about 5-7 minutes each.

## GROUP-PANEL DIALOGUE

1. Moderator asks a general question to panel as a whole for any to answer.
2. Questions are directed from group to panel.
3. Panel asks questions of the group.

CONCLUSION: Moderator sums up the panel discussion and calls for closing reflections from the group on the event.



## SESSION VI: PRACTICAL WORKSHOP

CHICAGO

October, 1978

Rational Objective: To gain experience in writing a comprehensive program brief on housing and management issues in a particular neighborhood.

Existential Aim: Experience power of local, corporate wisdom in solving housing problems, beginning with the necessity of designing your own program.

INTRODUCTION: Conversation on "housing victories I have seen, and key to success." Examples can come from anywhere in North America, not limited to HDP's.

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1. Context purpose of workshop to create a program brief on housing and management. Pass out thumbnail sketch of a mini-zone (stake neighborhood), including map of houses and description of the problems (this can be done on 5th City alone or three separate places such as Inyan, Mill Shoals and 5th City).
2. Group brainstorm all the possible program components that will lead to the following product in that zone: (1) brick & mortar work, (2) engagement and education of tenants ("housing counselling"), (3) "Public" improvements, (4) creation of jobs and training positions.
3. Group gestalt list into 5 to 9 program components.

1. Divide up into number of sub-groups equivalent to components and first get the four points descriptive of each program.
2. Write the paragraph brief, describing what the program does, who will do it and how. About 300 words or less.
3. Do a cost estimate on the program.

(If three rather than one communities are done, break up into <sup>three</sup> sub-groups at Movement I:2 and follow same instructions)

1. Have plenary reports from each group. Ask for key point in program and major insight discerned in getting it done, plus main result in the community.
2. Hold quick conversation on framing the project, using the framing screen as a brain-storming device. Get concrete private and public names up, but don't try to gestalt.
3. Have everyone make a list of their development team (agency expert, architech/contractor, lawyer, local person). Call for one or two.

CONCLUSION: Our nation is rich in resources and ingenious solution-making. You have experienced a method whereby local man can co-opt the wisdom of our society in creating human living conditions.