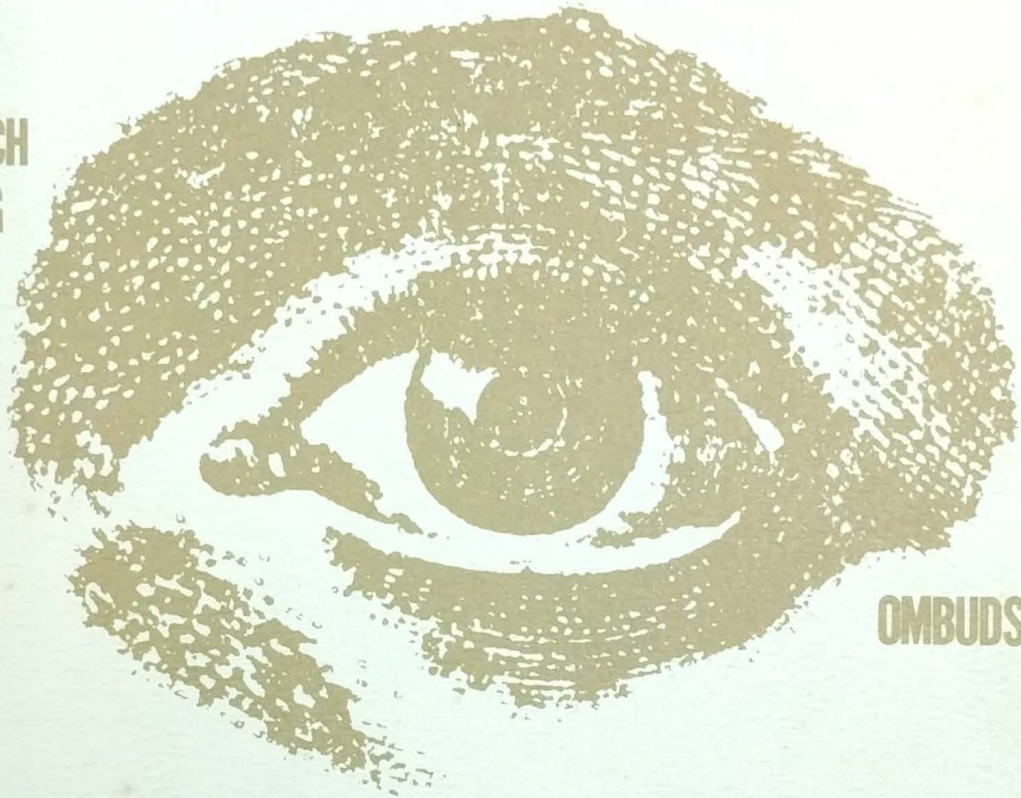


RELOCATION

WATCH
DOG



OMBUDSMAN

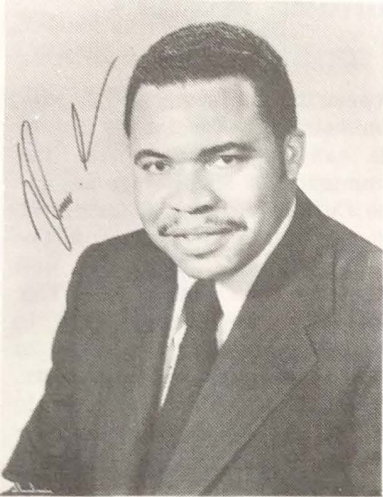
REVIEW BOARD

OF NEWARK, NEW JERSEY

FIRST ANNUAL REPORT

1972

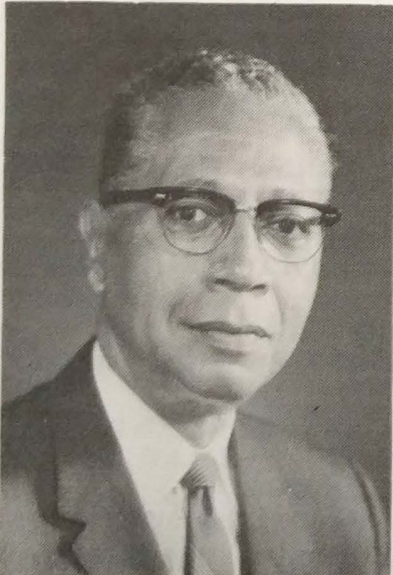
Hon. Kenneth A. Gibson



Mayor
City of Newark, New Jersey

**“Wherever the urban cities of this country are going,
Newark will get there first.”**

Charles C. Beckett



U.S. Department of Housing and
Urban Development Relocation
officer for the Philadelphia
Regional office of the U.S.
Department of Housing and
Urban Development.

“I will commit the Federal Agency of the U.S. Department of Housing and Urban Development which I represent to support your Community Proposal for a Relocation Review Board.”

That quote-unquote statement by Mr. Charles Beckett urged H.U.D. to introduce (MC3165.3) March 1971 Transmittal Notice CDA-56 (Technical Assistance Bulletin #4). Guidelines for establishing a relocation grievance mechanism directed to Model Cities, recorded: Federal register - volume 37, #99, Saturday, May 20th, 1972. As part of the “Uniform Relocation Assistance and real property acquisition policies act of 1970.”

If you are using Federal monies for Urban Renewal or any other phase of displacement, then some type of Relocation Review mechanism must be established declared Mr. Beckett.

FROM TRANSMITTAL NOTICE

“It is likely that a community will feel better served by a method of resolving relocation disputes which is not completely dependent upon the agencies causing displacement or administering the relocation program. Moreover, the mechanism should be designed to protect the right of relocatees who may be too poor or unfamiliar with bureaucracy to have effective remedies against arbitrary agency action.”

Relocation Review Board Makes Annual Report

THE RELOCATION REVIEW BOARD PROUDLY PRESENTS ITS FIRST ANNUAL REPORT OF 1971-72.

In its three years of operation substantial progress has been made in eliminating relocation abuses and in providing a much needed service to relocatees, and families in dire need of standard housing.

In pursuant of the Medical Agreement HUD, the State Department of Community Affairs, and the Newark Housing Authority acknowledge and accept the duly established Relocation Review Board which was adhoc and advised by the duly elected Citizen's Housing Council as the legitimate vehicle for dealing with extraneous problems of relocation with reference to any agency, developer, or private concern that are using federal or state financing as expressed in the spirit of February 24, 1969, meeting at the Newark Housing Authority, and authorized by the 1968 Medical School Agreement, Article III, Paragraph 3, 4, and 5. (Attached please find the Community Proposal).

Added to the Relocation Review Board's responsibilities beginning in 1970 was "The Rent Strike," this is seen as an instrument for an inevitable change. The Review Board is called upon and is accepted as the only community-based group without bias, by the tenant and landlords. It is believed by the Board that this trend is the beginning of a new era in tenant and landlord relationship.

The Relocation Review Board receives approximately 80 complaints a day through its staff of six field workers and through the Central office of which 50 percent is not valid. From experience the Board has learned to check out each complaint. The time consumed on invalid complaints is equal to that spent on valid complaints. Helping to satisfy complainants is an art exercised by the Review Board's staff due to staff training.

The Review Board makes approximately 40 referrals to existing agencies per day for both on site and off site tenants, in order to serve the community properly a referral

follow through pattern has been established by the Board. The Board represents the community in dealing with the Newark Housing Authority, and has represented the community in confronting the State Motor Vehicle Agency with respect to Motor Inspection relocation.

In cases involving the Housing Authority, they must make available to the Review Board its files on any complaints including inspection records, plans, proposals, leases, and other pertinent information that is not confidential by law.

The Review Board also represents the community in dealing with the State Department of Community Affairs Relocation Division in reference to the Medical School Agreement in relocation of large families. The Board acts as a liaison between the Newark Housing Authority, and the community; thereby preventing minor incidents from blowing out of proportion and major incidents from growing into a crisis.

All Review Board employees have been instructed in the guidelines set-up by HUD and the State, in order to become qualified to review the methods and procedures employed by the Newark Housing Authority Relocation Division.

A reasonable amount of off site landlords and tenants confrontation is funneled to the Review Board. In most cases court action is unnecessary due to the image built by the Board.

The City of Newark, New Jersey is the only city in the country at the presentation of this brochure that has a Relocation Review Board which has a paid staff and the authorization to investigate, hold legitimate hearings and make recommendations as it relates to relocation that must be adhered to with HUD as the last line of mediation. This also protects citizens who are registered to vote and are uprooted by Urban Renewal. The Relocation Agency is required to supply the relocatees with registration transfer cards that are available at the county seat.

Unfortunately Newark had a resurrection, riot, or disturbance

between the community and the city administration. Fortunately out of this came a demand from the community for such things as: (1) The Citizens Housing Council; for the purposes of serving as a Coordinator - Consultant and distributor of 63 acres of land. This land is to be appropriated to community-based organizations to serve as sponsors and developers.

(2) The Citizens Health Council; to serve as an advisor and viewer over all the health programs, health training, all hospitals services federal and state as they relate to the community services.

(3) The Relocation Review Board; as a Watch Dog and Ombudman over all relocation done in the City of Newark.

(4) The Labor Review Council; to carry out a comprehensive plan over all new construction and rehabilitation using a plan similar to the (Philadelphia Plan). This Board has been very effective in making changes in the building trades.

Under normal circumstances the powers that these Councils and Board possess can only be obtained through ordinance or legislation, however, they were obtained in Newark through community input and confrontation with the city administration, the state and the federal government.

INDEX

NEWARK RELOCATION REVIEW BOARD . . .
FIRST ANNUAL REPORT
JULY 1972, Vol. 1, No. 1

ARTICLES

1. REVIEW BOARD ACTIVITIES
2. ABANDONMENT OF STRUCTURALLY SOUND HOUSING
3. VANDALISM
4. HOUSING MANAGEMENT
5. COMMENTS ON HOUSING MANAGEMENT

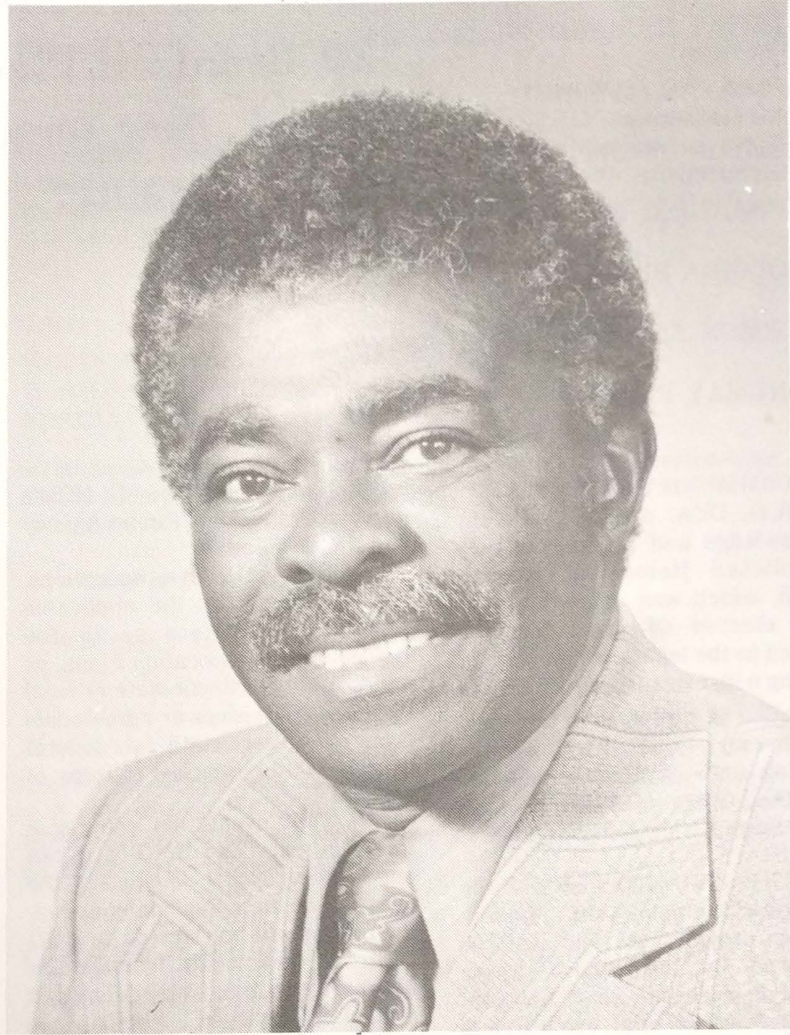
JUNE - 1972

Relocation Review Board

120 BRANFORD PLACE
NEWARK, NEW JERSEY 07102

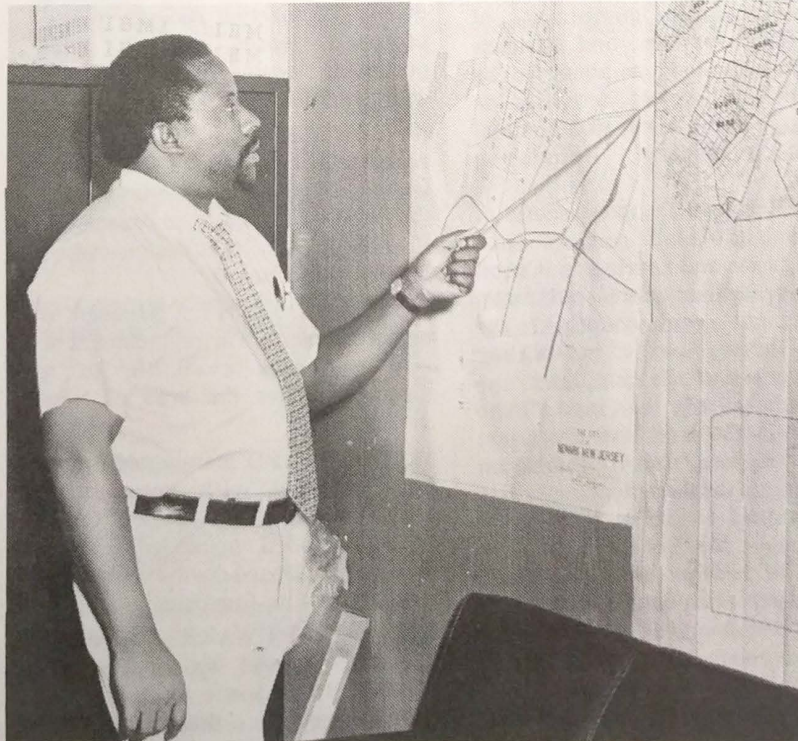
Phone 642-6017

ADMINISTRATOR



Terry Richardson

ASST. ADMINISTRATOR



John Taliaferro

1971-1972
EXECUTIVE
Board Members
TERRY RICHARDSON
Chairman
JOHN TALIAFERRO
Ass't. Chairman
RETHA PERRY
Secretary
FRANCINE BROWNE

GLORIA BUGGS

SIMON BRADLEY

REMA Y PEARCE

Relocation Review Board

120 Branford Place

Newark, New Jersey 07102

Phone 642-6017

COMMUNITY PROPOSAL

1. HUD, DCA, and NHA hereby acknowledge and accept the duly established Relocation Review Board, which was advised by the duly elected Citizen's Housing Council as the legitimate vehicle for dealing with extraneous problems of relocation as expressed in the spirit of February 24, 1969, meeting at the Housing Authority, and authorized by the 1968 Medical School Agreement, Article III, paragraph 3, 4, and 5.

2. THE BOARD shall be authorized to employ staff members in each project area who shall be approved by the Board. These people in each site shall be community workers, and one clerical workers, where deemed necessary.

3. THE BOARD shall have the duty to review, receive, and consider extraneous complaints of individuals, families, and business concerns displace or about to be displaced by project activities as stipulated in the April, 1968 Medical School Agreement, Relocation section.

4. THE BOARD, upon receipt of a complaint, shall conduct such investigation and hearing as it shall deem appropriate, and it shall make a report and recommendation to the Local Public Agency in writing. Upon receipt of the complaint, the Board shall notify the Local Public Agency of the fact, and the Local Public Agency shall thereupon suspend all displacement activities with respect to the specific complaint until the Board shall have made its recommendations. Such suspension of displacement shall not exceed 10 days except when the matter is required to be submitted to HUD: in which case, the suspension of displacement activity shall terminate

upon receipt of HUD's decision by the Local Public Agency and the displacee.

5. THE BOARD in its operations, shall be guided by the applicable Federal Regulations as to the Relocation and Relocation Plans, as well as other pertinent state or local relocation provisions or agreements made by local, state, or federal officials with concerned citizens of Newark.

6. IN THE event that the Local Public Agency and the Board can not agree upon the adoption of the Board's written recommendation, the matter will be referred to HUD regarding the final applicability and interpretation of federal statutes and regulations involved.

7. THE LOCAL Public Agency shall make available to the Board its file on any complaint, including dwelling inspection records, plans, proposals, leases, and all other pertinent documents not deemed confidential by law.

8. THE BOARD shall have recourse in its operations to HUD for technical guidance and advice. Mr. Curnell Thompson, of the Relocation Branch, Region II, is designated as liaison to the Board.

9. THE BOARD is not intended to act as a substitute or replacement of any remedies available to a displacee under the laws of New Jersey.

10. THE BOARD membership may be increased with community representatives and elected Community Council members respectively as the Board deems necessary to carry out its functions.

11. THE NEWARK Housing Authority agrees to furnish the Review Board space in any or all Site Offices with a desk, telephone,

and any other office items that are necessary for its functions.

12. THE RELOCATION Department of the Newark Housing Authority agrees to see that all of its Site-Managers, through their Relocation Assistants or other workers, adhere to the Registration-Transfer Agreement.

1. THAT EVERY Site Tenant, is registered, sign and fill out a Registration-Transfer Card and place the card in the Tenant's folder. When the tenant has been relocated or the address of where the tenant will be relocated is obtained and written on the card, the Registration-Transfer card must be turned over to the Relocation Review Assistant in that Site Office. In the case where there is no Relocation Review Assistant in the Site Office or one has not been assigned to that office, then the Relocation Review Board Central Office must be notified, and they will pick-up the transfer cards.

2. THAT EVERY Site Tenant who states that he is not registered write across the card "NOT REGISTERED." Place the card in the tenant's folder. When the tenant has been relocated or the address of where the tenant will be relocated is obtained and written on the card, the Registration-Transfer card must then be turned over to the Relocation Review Assistant in that Site Office. If there is no Review Assistant in the office, follow the above instructions as stated in sub-paragraph #1.

13. THE RELOCATION Review Assistants are employees of the Relocation Review Board. Their payroll is handled through the Newark Housing Authority Payroll Department, and their payroll funding is supplied by HUD.



Evelyn Richardson

RELOCATION REVIEW ASSISTANT:
HIGHWAY N.J.R. Rt. 72
SPECIALTY

Civic worker, involving neighborhood block organization. Works toward bringing about peace and tranquility in neighborhood development. Reporting and checking any neglected city services directly effecting health and welfare of neighborhood.



Remy Pearce

RELOCATION REVIEW ASSISTANT:
BOARD OF EDUCATION SITE
SPECIALTY

Social Security, Pension, Community and Senior Citizens involvement. Assists in any and all emergencies.



Versie Slaughter

RELOCATION REVIEW ASSISTANT:
HIGHWAY N.J.R. Rt. 78
SPECIALTY

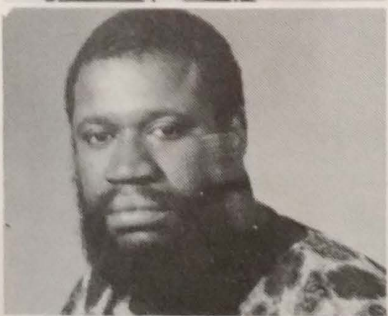
Research Developer in Community Relations. Twelve years experience with private industry in this field. Keeps close check on State and Municipal rent control as relates to President's economic stabilization programs through phase 1-2.



Luevert Walker

RELOCATION REVIEW ASSISTANT:
R-6 and R-52
SPECIALTY

Welfare, former employee of Essex County Welfare Board. Involved in counseling and servicing indigent citizens concerning health and welfare. She is also credited with experience in administration and office management.



Gerald Johnson

RELOCATION REVIEW ASSISTANT:
CENTRAL OFFICE N.J.R. - 32
SPECIALTY

At large and Ghetto Security. A former prize fighter, is also involved in recreation and youth development.



Mary B. Lee

RELOCATION REVIEW ASSISTANT:
CENTRAL OFFICE
SPECIALTY

Secretary, Bookkeeper, Records Clerk. Had previous experience with Newspaper, Bank, is now serving with Co-op Board of Directors. She is also used as field worker if necessary.

STAFF MEETING BEING HELD AT CENTRAL OFFICE, 120 BRANFORD PLACE, NEWARK



Seated, left to right: Luevert Walker, Evelyn Richardson, Remay Pearce, John Taliaferro, asst. administrator. Terry Richardson, Gerald Johnson, Versie Slaughter and Mary B. Lee.

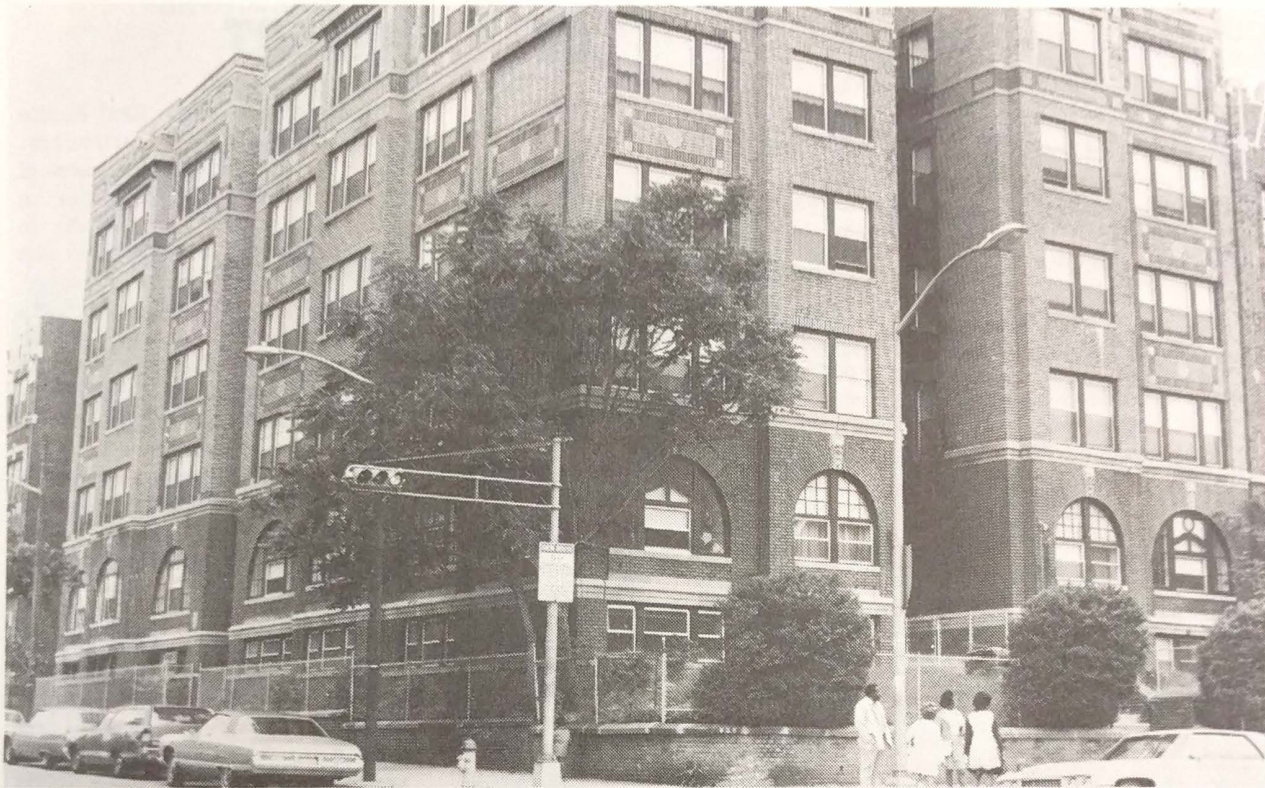
MEMBERS OF REVIEW BOARD STAFF SEEN LEAVING CENTRAL OFFICE FOR FIELD WORK



ABANDONMENT AND DETERIORATION OF STRUCTUALLY SOUND HOUSING IN URBAN CENTERS

"WHEREVER THE URBAN CITIES OF THIS COUNTRY ARE GOING,
NEWARK WILL GET THERE FIRST."

(MAYOR KENNETH A. GIBSON)



THE HIGH and SPRUCE BUILDINGS AFTER REHABILITATION

The Urban Center of Newark, New Jersey where the rate of abandonment is a building per day an estimated 1,440 units per year is representative of all big cities around the country. The new urban problems that faces Newark is similar to problems in cities such as: St. Louis, Chicago, Detroit, New York, etc. It has been said that "Industrial changes implies Social and Economical changes." This gives rise to the question, What happened? and Where did the deterioration and lack of interest start? — To name a few areas to say the least, that each must be dealt with separately. ((1) Population explosion — (2) Housing shortage due to urban renewal and highway right of way — Refuse dumping by local and suburban contractors cause Sanitation problems — Ecology — Health and Welfare — Education — Spiritual need and broken spirit — Economical change — Social change — Highest peak property tax — Corruption in Government — Drug Abuse (escape) — Insecurity, this induces Neurosis and a general fear for survival.)

Urban trained and experienced people who have reached the affluent status, leave urban areas for the suburban. We then lack the expertise to administer our administration and operate our programs a frightening situation indeed. Surely none of us would be happy to revert back to the method of trial and error in government, the cost would be astronomical.

We are concerned in this housing deterioration of structually sound housing in urban centers." The Relocation Review Board has selected Newark, New Jersey. How did the investigation start? At a meeting in the Federal Building, in a HUD FHA conference room there were representatives from the Central Washington office. Someone asked the question, "What happened to those apartment buildings on Spruce and High Streets, they are not inhabitable and are boarded ? Was that the result of the riots, fires, or what?" If I may add here they had a perfect right to ask thses questions, for at that very moment; that FHA office was in possession of an application for a loan to rehabilitate those buildings in question. This was an embarrassing situation for the Chairman of The Review Board, his assistant, and one of the staff workers for there was no immediate answer.

The question was partially answered, but there was no complete or satisfactory answer. At the next staff meeting of the Review Board it was brought out that the two buildings on the corner of High and Spruce Streets totaling more than 180 units presented a classic example of structually sound apartments being boarded-up and allowed to deteriorate. It was the consensus that the High and Spruce example was prevelent in Urban Centers throughout the country.

The Administrator of The Review Board, assigned two of the top "Relocation Review Assistants" (field workers) to the task of launching an investigation to determine, What happened? How? Why? When? They were instructed to seek documents and interview present and past owners, present and past real estate agents. The investigation disclosed some most interesting observations. Due to the communication problem with people of past interest, the investigation was slow, however when line of communication was established most people were glad to cooperate.

Guide lines used by Relocation Review Assistants investigating THE HIGH STREET PROJECT

1. Get the addresses of buildings
2. Find out the Owners through the Real Estate Guide-book
3. Find out the previous Owners (to 1960)
4. Find out the Taxes for the past ten years (to 1960)
5. Find out the agents and managers for the past ten years
6. Find out the rents over ten years
7. Find out the cost of maintenance for the past ten years and per year
8. Find out if there was a superintendent in the building at all times
 - a. Was he paid
 - b. How much
 - c. Power over maintenance

Find out the Taxes for the past ten years - per year

Find out the Oil Bill the past ten years - per year

Find out the Water Bill the past ten years - per year

Rents for the past ten years - per year

Find out the racial pattern for the past ten years

To talk at length with realty agents who have served property for the past ten years, ask all questions that you can—all information is important.

Tax Assessors office

ASSIGNED FIELD WORKERS EVALUATING THE HIGH ST. PROJECT DATA



Seen sitting at desks: Mrs. Evelyn Richardson on phone receiving data covering High Street Project. While Mrs. Retha Perry is checking reports.

FIRST PROGRESS REPORT

After consulting the Real Estate Guidebook to get the particulars; that is the names, and addresses of the owners of the buildings in question, an effort was made to contact these people. This effort was not altogether successful, however, we did contact one of the present owners of two buildings.

On January 21, 1971; we met with Mr. Louis Malavarca, owner of 730-744 High Street, Newark, N. J., and he submitted the names, and addresses of the former owners of these buildings. The former owners were sent a letter of introduction, which was followed-up by a telephone call.

At this time, no definite meeting has been set up with these people. A tentative meeting was set up with the former owner of 730-736 High Street, Newark, N.J. for around the first of March. In contacting the previous owner of 738-744 High Street, Newark, N. J., we found that the couple who owned the building had turned their business over to their son, and the matter was referred to him. We are now waiting to hear from him.

The first lead in respect to ownership of 717-725 High Street, Newark, N. J. and 90-98 Spruce Street, Newark, N. J., was the results of a meeting with Mr. Curtis Way. Mr. Way directed the Research Committee, to a Mr. Dyson. Mr. Dyson is a part of the Managing Agency for the present owners who have just purchased the buildings; and is in the process of rehabilitating them.

Mr. Dyson referred us to a Mr. Cohen, the attorney involved in the business transactions of the purchase of these buildings.

Many attempts have been made in trying to contact, and to meet with Mr. Cohen. The appointment that was finally scheduled was broken by Mr. Cohen. The committee has tried to contact him on numerous occasions, but has been unsuccessful.

Plans have been made to go to the Tax Assessors Office this week and gather information on taxes for these buildings.

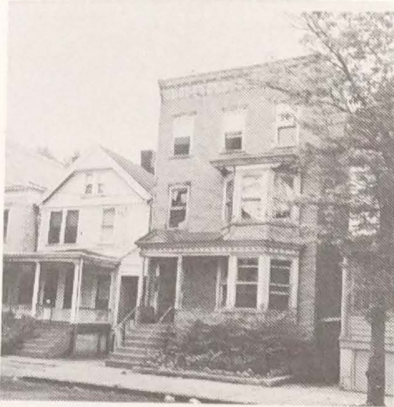
CITIZENS

REPRESENTATIVES

GOVERNMENT

GUILTY BY DEFAULT

NORTH WARD



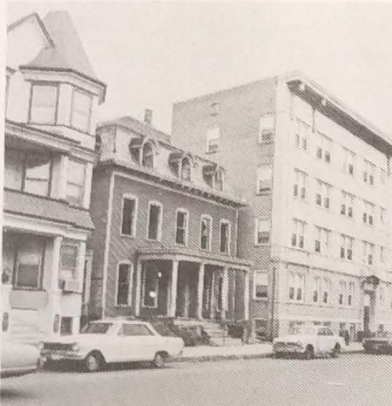
SOUTH WARD



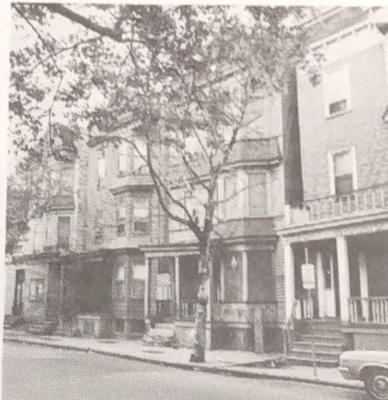
EAST WARD



WEST WARD



CENTRAL WARD



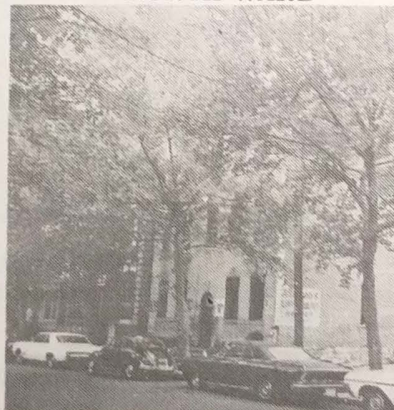
WEST WARD



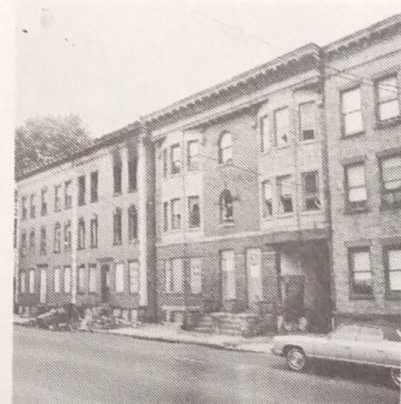
EAST WARD



NORTH WARD

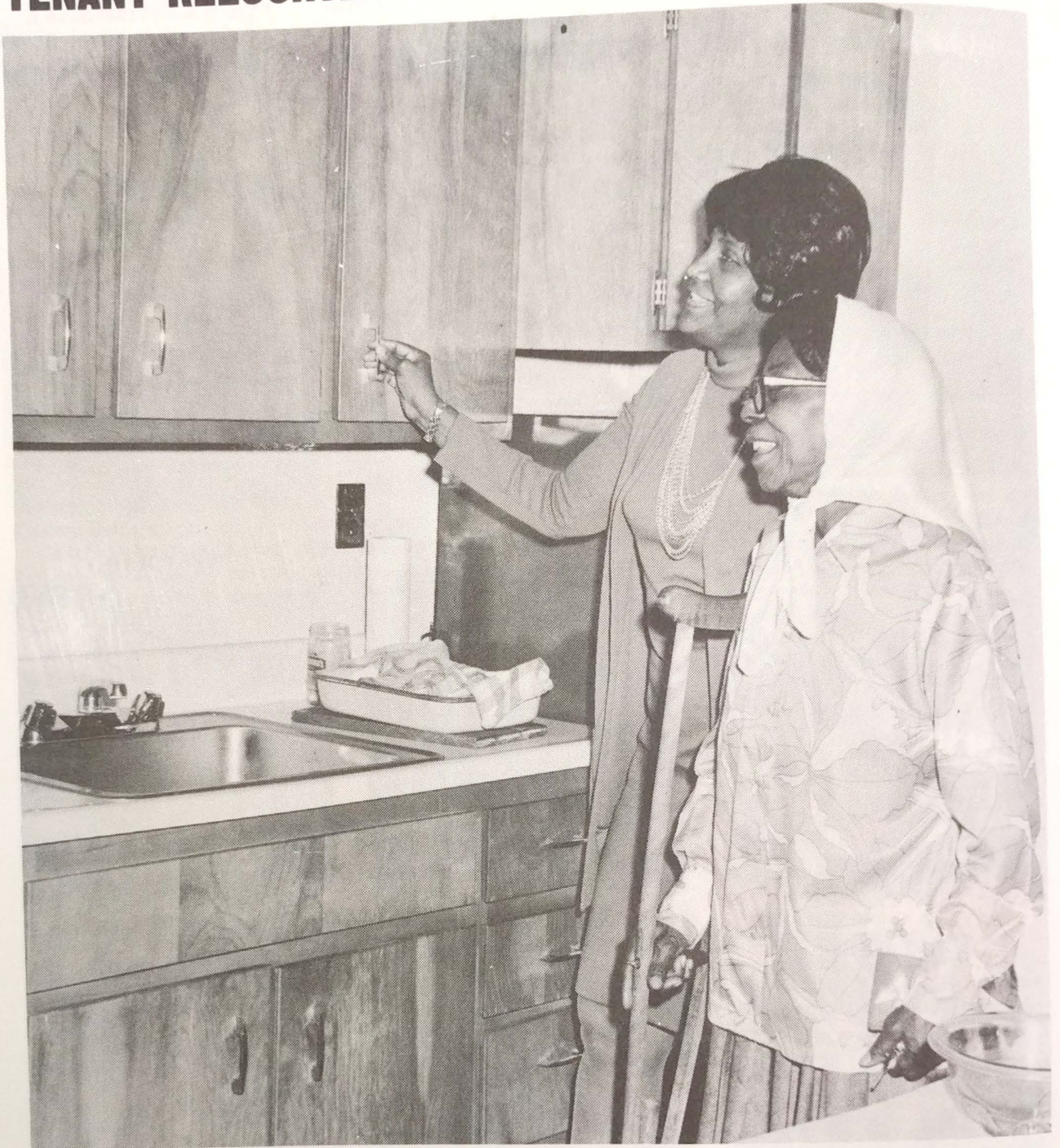


CENTRAL WARD



**"THERE ARE PEOPLE WHO WILL STEAL THE DIRT FROM UNDER YOUR FEET.
THAT IS EXPECTED OF THEM FOR THEY ARE BAD PEOPLE.
BUT THE GOOD PEOPLE WHO
STAND BY AND LET THEM DO IT, ARE REALLY THE BAD PEOPLE."**

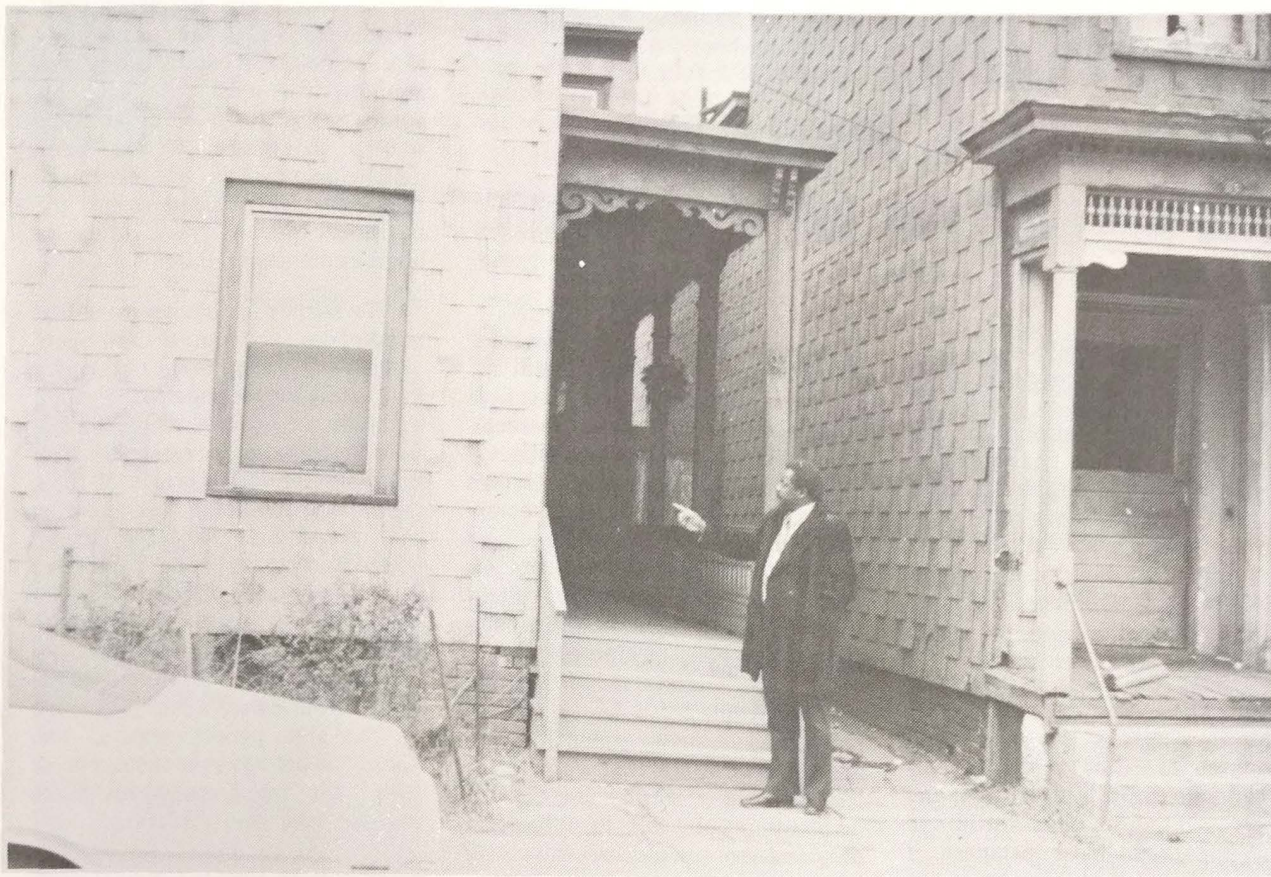
TENANT RELOCATED IN MODERN HOME



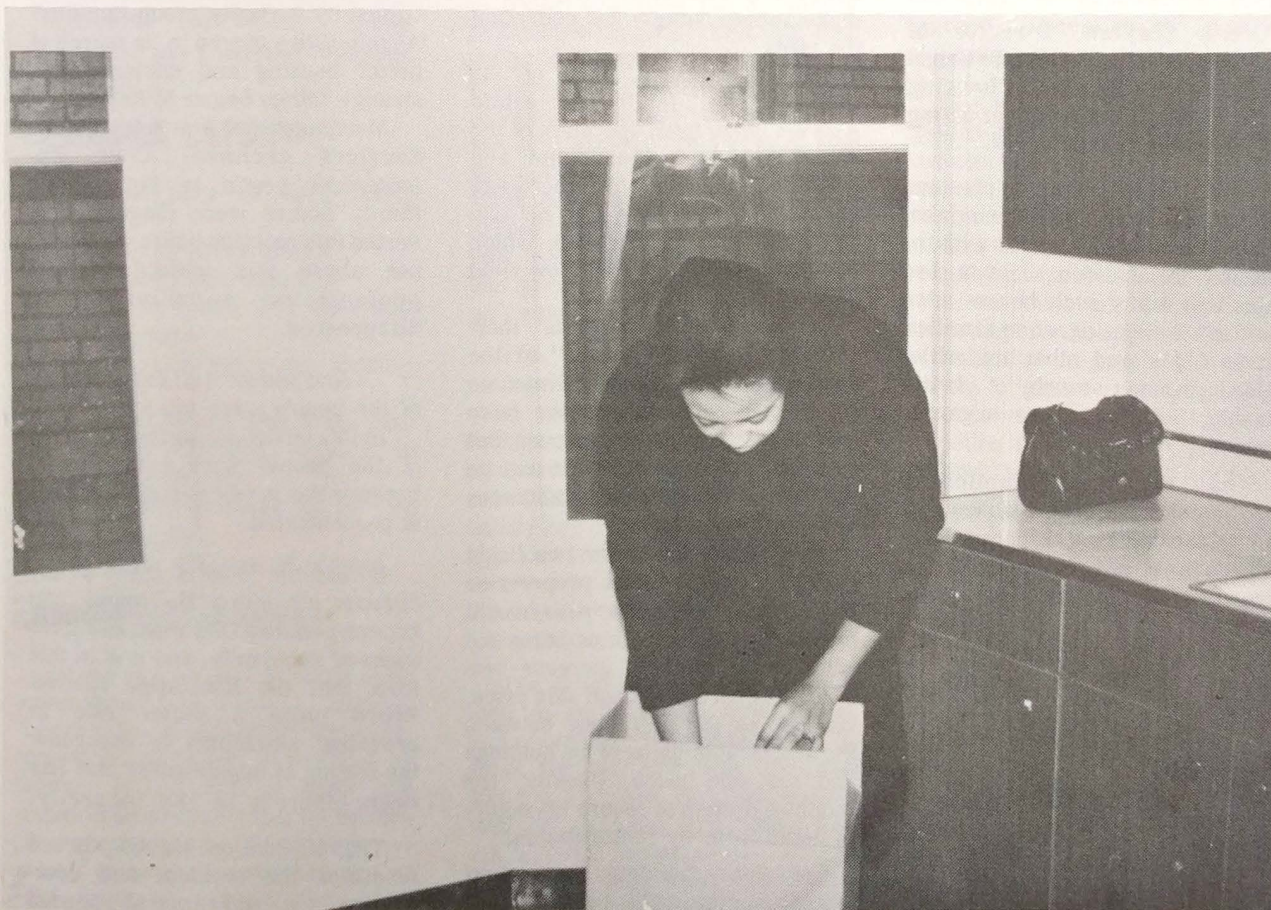
Remay Pearce, Relocation Review Assistant shares a moment of joy with newly relocated tenant Mrs. Pauline Williams as she points to modern kitchen cabinet in apartment at Kretchner Homes.

Mrs. Pauline Williams, a Senior Citizen, 75 years of age. She was previously on Site Tenant, but was later relocated moving into a substandard apartment. When Mrs. Williams could no longer take the conditions of her apartment she got in touch with Mrs. Gloria Buggs of Family Services, who referred the case to the Administrator of the Relocation Review Board. The case was given to Mrs. Remey Pearce Senior Citizen Specialist.

Mrs. Pearce made a thorough investigation of the case. Many aspects of this case were documented in a 25 page report. It was learned that Mrs. Williams had filed an application with Tenant Selection. Mrs. Pearce informed Tenant Selection of the case and almost immediate action was taken. Now Mrs. Williams is comfortably living in a one room efficiency in Kretchner Homes for the Elderly.



John Taliaferro, Assistant Administrator of the Relocation Review Board ; inspecting conditions of a house on site following complaint by tenant Mrs. Parker.



After relocating Mrs. Parker seen unpacking in standard apartment provided by the Relocation Division of the Newark Housing Authority after the Relocation Review Board intervened in the case.

OVER FINANCING ABANDONMENT, PEOPLE AND THE RELOCATION REVIEW BOARD

The problems which face the Relocation Review Board are many and varied. It's staff is confronted daily with assisting families in need of welfare (Public Assistance); babysitting so that families in need of medical and dental assistance can keep previously made appointments or seek needed housing. In some instances they are freed to seek employment.

Perhaps the most serious and perplexing problem with which the Relocation Review Board is faced involved families who live in abandoned buildings and areas where abandoned buildings predominate. In most instances, it has been found, that these areas are inhabited by minority families of low income.

Glenn Clayton, Director of Housing for the National Urban League recently said, "housing abandonment is like a cancer eating away at the vitals of a city."

"The greatest victims of abandonment are the poor, we found that race and area has a lot to do with the decision to abandon. Just a few years ago many such houses were comfortably housing white families, but as black and other minorities moved in, in search of better housing, peculiar things began to occur."

What are the dynamics of abandonment? A recent survey has elicited the following responses from owners and management firms regarding the reasons for abandonment:

1. Inability to pay taxes.
2. Rent strikes due to lack of services.
3. Welfare cutbacks in rent allocations.
4. Destructive tenants.
5. Over-financing.
6. Fires.
7. Bad areas.
8. Economically unfeasible to rent.
9. Taxes not proportionate to rent roll.
10. Bad management.

Amazingly of all the reasons stated above, the one cited as playing a major role in connection with abandonment and in rem proceedings was over-financing.

Fires played a surprising role, due in part to the cost of refinancing rehabilitation of the property.

The destructing nature of tenants, contrary to popular belief, played a minor role in the abandonment of inner-city property.

The other areas noted, though significant, played a lesser role to varying degrees toward the abandonment of buildings.

How does over-financing occur?

Many people fail to fully understand the complexities involved in making money in Real Estate, and assume that because an owner buys an apartment building he will make money simply by collecting the rents.

On the contrary, most of the return on multi-family real estate does not come from operation of the building, but rather from the capacity of an owner to remortgage his building. As a result he can recapture his amortization which may have limited his cash flow yield over a period of time.

It is not uncommon for mortgages to be "rolled over" at the original or even greater amounts periodically. As owner may have built up his equity in a parcel, but this is of no value unless it can be recaptured. Thus, in many instances over-financing occurs.

This leaves an owner two basic choices. He can sell the property or he can remortgage. If he sells he will have to pay capital gains taxes not only on the possible increase between purchase price and sale price, but also on the difference between the depreciated value of his holdings and the sale price. Usually, the landlord prefers to secure his equity in liquid form by remortgaging.

Conversely, buildings that are no longer collateralizable regardless of their location, suffer a loss of maintenance and repair and soon revert to the abandonment stockpile.

Buildings which have no potential to a landlord for capital gains or a landlord who must take back his equity in the form of a purchase money mortgage, it has been demonstrated, drain whatever cash flow can be secured from the building thereby producing an abandonment situation.

The survey further revealed that landlords who have had considerable exposure to the business of real estate for some period of years, and who are at least medium scale operators, who have held their buildings for long periods of time, and who are professionals, securing the bulk of their income from real estate, tend to be the best operators together with resident owners. The worst operators tend to be the absentee owners who secure minimum or none of their income from real estate. This group is joined by some of the solo parcel owners, who simply do not have the resources, or who have buildings which make maintenance very difficult.

How is it that not many years ago, many of the houses now termed abandoned were comfortably occupied by majority group families? As minorities moved in, in search of better housing and environments, strange things began to happen.

Mortgages became unavailable. Services declined; Code Enforcement began to lag; Single family homes were illegally converted into rooming houses and land-use abuse was winked at and professional superintendents disappeared.

... And admit it all the problems of the people were totally ignored.

In this environment the problems of the people were compounded, because this is where human failure is concentrated.

Before the lives of many of the citizens inhabiting the slums can take on meaning they must lose their sense of anonymity, and it is in this area that the Relocation Review Board plays a major role in providing assistance to overcome the feeling of hopelessness that has been inherent in the innercity.

The Relocation Review Board identifies the problem and coordinates the delivery of needed services through a multiplicity of agencies, if required, to meet the needs of the family.

PRODUCING AN ABANDON SITUATION



Shown here is an overcrowded three family house, listing nine bedrooms for twenty seven people at 327 Littleton Avenue, Newark.

LANDLORD REPORT

- a. Plumber once or twice every month
- b. Electrician every month
- c. Carpenter every month
- d. A \$262.00 Water Bill minimum \$90.00 quarter
- e. Constant repairs on Broken Windows
- f. Oil Bill minimum \$850.00 per year
- g. Constant Furnace repairs on Modern Furnace
- h. Repeatedly cleaning up rubbish in backyard
- i. Uncall for chipping of plaster.

OVERCROWDEDNESS

There are ties and patterns to be considered that have a definite bearing on maintaining an overcrowded apartment. A landlord or agency in the light of some are considered a villain when he refuses to overcrowd an "apartment for rent" or to accept children unless the parents accept the total responsibility of their children's action in writing by rental

agreement. A landlord or rental agency accepts a tenant for rent or lease with a 3 plus 2 family size which requires three bedrooms, but when he comes back in three months collecting rent or for maintenance purposes and find a family size of 6 plus 2. What can he do? or what should he do?

The man who moves to the city from the south, Puerto Rico, or the old country has to break away from the old culture, religious, or sentimental pattern that makes him responsible for helping any relative or friend who is a homey or who chances by. This custom, of course, has its positive aspects; but it is also a very crushing thing. There are people in the ghetto this day that receive very good salaries but remain poor because they help to support many relatives and a easy hit for friends. "Am I my brothers keeper?" The answer is yes, but once a man breaks away from this culture pattern which tends to hold back anyone who moves ahead, he has to guard against becoming to materialistic and tend to ignore the needs of others.

There is a need for a "family adjustment agency" that will deal with this aspect as one of the problems. Soon with the new concept of welfare, welfare reform or shall we say "subsidy" this kind of help such as relatives and friends being a leach could well be served by the proper referrals to existing agencies. We must centralize and utilize our present existing agencies and add what is missing.

This is the positive—negative push-pull of working in the urban cities while the combined agencies help the new urban dwellers to break away from cultural and sentimental ties that crush his initiative and nullify any progress he might make, it is also seeking to give him a new sense of solidarity in an environment of disorientation and alienation.

The Neighborhood Church must lead in establishing, maintaining, and operating "family agencies" to serve the spiritual help that goes along with urban survival. It may well be accepted that "man does not live on bread alone" and all meaningful help must come from within, all, (the meaningful part) cannot come from agencies or Washington.

Money alone changes nothing, that really means something to an individual. "If everyone had a million dollars, that would not serve our urban problem, because who is going to serve? By the same token, if everyone was given a million dollars a six o'clock in the morning he would have a few billionaires by sun-down. Then we would have to feed and find employment for those ex-millionaires. So let's stick to the practical, "To give alms to a needy person is commendable. To give of yourself is still more worthy and admirable, but to give to others so that they may become independent and self sufficient is the highest form of all charities."

Nothing meaningful really can happen in a modern urban center until the people there do it for themselves. If they want housing, community facilities, better schools, or sewers they must do it themselves, through the political process by balancing the vote, or by having the vote to install their own. They must be taught that they are somebody and that their one vote does count. To get moving the urban subjected people must overcome a mentality of dependence deeply ingrained because of long exploitation.

The multiple agencies and the Neighborhood Church work is that of conscientization, which not only makes the urban subjected society dweller aware of his plight but also enables him to see that he can do something about it. He can seek solutions which are the product of reflecting upon the signs of the times in the light of the gospel. It is vital to create "grass roots political structures in these subjected societies to insure that the people control their own destiny.

VANDALISM

In most cases property owners of today have worked for a life time and invested all of their savings to become a proud and happy property owner. Therefore it is most disturbing to have someone come along and completely or partially destroy their investment.

It is not always the guy who might walk in off the street. In many cases, it has been the tenants who are living on the property, but have no pride and respect for their shelter, or for the other man's property. If he is poor and cannot see any hope he may consider the property as symbols of the establishment.

When vandalism occurs, it is just a lost to the owner or an added expense, and there is no way he can be compensated for this. So the owner becomes bitter and emotional.

Recently Dr. Max Redmond; Prominent Psychiatrist and Educator wrote an article in the "National Enquirer Newspaper" here are some of the excerpts from his article on "Emotional Problems."

The effects of vandalism can reach far beyond the mere destruction of property.

A person whose property has been vandlized can develop serious emotional problems. He will react differently than he did before the incident.

His thinking on social questions and his community attitudes will be changed.

He will no longer have the same degree of trust in people.

His attitudes toward law enforcement, crime and criminals and our system of justice will be affected.

He will usually become more severe and conservative on the matter of law enforcement.

The destruction of home or other personal property is usually viewed by the victim as a personal attack upon him.

Since your home is your own creation, vandlism is an attack upon you, possessions are an extension of your personality.

A person who has experienced an act of vandalism to his home or other possessions usually goes through four stages of reaction.

The immediate effect is shock. The psychological reaction is accompanied with a physical reaction.

You may find it hard to breathe. You may faint. You may become nauseated and vomit.

The second stage is anger. You may affect your judgement. You may become anti-social. You could even develop paranoia and believe the whole world is against you.

At this time, you may also develop such physical symptoms as severe headache and intestinal problems.

Anger can continue into the third stage, bringing fear and depression.

Your anti-social attitude and paranois may become so strong that you will change your previous living habits. You may, in this stage, refuse to leave home at night or for extended periods unless someone is guarding the area.

The final stage is bitterness. Bitterness can cause you to turn against people and you may prefer animals to people. Distrust marks all your dealings with others, especially with strangers or members of minority groups.

If vandalism's traumatic effects have been especially severe, you can develop an ulcer or some psychosomatic illness.

Although it is not easy, the only way to minimize the damage vandalism can cause to your personality and health is to attempt to be objective about what has taken place.

Almost everyone will experience the first stage—shock. But the second, third and forth stages can be controlled.

The victim of vandalism should attempt to understand that—with rare exceptions—the attack was not a personal one.

It could have been mere chance that his property was selected. Or he may have been selected only because he represents a certain class, a certain income or occupation.

The victim must accept that he was the victim of circumstances rather than of personal animosity.

Reasonable precautions should be taken to insure that vandlism does not occur again, but they should not be carried to absurd lengths.

A simple precaution such as asking the police to keep an eye on your property as they patrol your area, or possibly buying and keeping a watchdog on the premises should be reasonable steps to take. Secure

locks on windows and doors would also be reasonable.

But installing an electrified fence, or in some other way making your home a walled fortress, would be extreme lengths to take and would, in reality, lessen your true emotional security and peace of mind.

Letting your life style and habits be dictated by an act of vandalism is foolish and an act of emotional immaturity almost equal to that of the vandal.

You must be responsible enough to be able to cope with the irresponsibility of others.

The greatest victims of abandonment are the poor, the black, and non-white minorities. Some people say that is because the low incomes of minority group families can't support rents high enough to provide building services and pay real estate taxes.

PEGULIAR THINGS OCCUR

But we found that race has a lot to do with the decision to abandon. Just a few years ago, many such houses were comfortably housing white families, but as blacks and other minorities moved in, in search of better housing, peculiar things began to occur.

Conventional mortgages became difficult, if not impossible, to obtain, public services often declined, experienced teachers left the schools, hostile land uses were permitted to intrude into residential areas, one-family houses were illegally converted into rooming houses, and building inspectors were lax in compeilling landlords to keep their properties up to code standard.

Perhaps the most fascinating aspect of this scenario is the fact that no one person is "responsible" for the end product. Property owners in abandoned neighborhoods are typically small-scale, un-professional entrepreneurs; not large-scale slumlords. Their ability to positively affect neighborhood conditions is minimal.

In the main, they rely on external forces to sustain the value of their property. If bankers choose to "redecline" an area the property if in need of refinancing is helpless. If the schools deteriorate, thus speeding out-migration of families with the resources to flee, there is nothing he can do to reverse the downward spiral.

SOCIETY MUST ACCOUNT

In sum, it is society or the community at large that must ac-

count for the conditions leading to abandonment. The landlord plays but a few solo bars in a well orchestrated symphony of prejudice and bigotry.

While most of the nation's abandoned housing is located in our central cities it is clear that the process of abandonment is one that does no respect boundaries. Black and Spanish-speaking households must be able to move freely in a metropolitan housing market

unencumbered by racial restriction. If they are not, the cancer of abandonment could even reach as far as the suburbs.

It has become increasingly clear that the phenomenon of abandonment is a result of "racial economic", a sort of self-fulfilling prophecy. Perhaps this phenomenon tells us in the most graphic and expensive of terms just how much Americans are willing to pay to indulge their prejudices.

WHO IS THE LOSER MORTGAGOR? MORTGAGEE? THERE IS NO COMPREHENSIVE VANDALISM INSURANCE



Vandalism amounts to destruction of property, including plumbing and electrical fixtures.

LACK OF MOTIVATION SEEN AS CAUSE OF FRUSTRATION

The desire to crowd up with family and friends because of fear of being alone and of mere survival, failure to organize and create grass roots political structure in order to initiate the neighborhood facilities needed, and lack of city services and the need for a healthy environment can be overcome by using the existing political system to funnel the services and their share of revenue where it is most needed. This will be the mechanism to shift from the subjected to the affluent society.

In any subjected society where there is progress, the people have seen what is possible for them to achieve where they work together and learn all the new skills of achievement. This is the beginning of their liberation. For it gives them a new sense of dignity and of their own power. It is then and only then that they can begin to see the outline of a talked about new society based on the premise that all men are brothers regardless of race, creed, national origin, or color and dedicated not to rest until all of the citizens of that particular urban center are included in the affluent society and are included in the benefits now opened only to a few.

MANAGEMENT, PEOPLE PROGRAMS AND THE RELOCATION REVIEW BOARD

In recent years Governmental agencies have become quite concerned with the role of management as it relates to the default rate of federally-insured housing developments. Particularly those developments designed to meet the housing needs of low income families.

Traditionally, the management role has been limited to rent-up and rent collections, and maintaining that delicate balance between rental income and operating expense which would assure that the debt and service could be met.

Unfortunately, in many instances, such a balance could not be maintained and as a result default resulted. HUD, in its most recent Insured Project Management guide states, "In the social and economic climate now prevalent in so many parts of our nation management of low-income housing will be forced to concern itself with how tenants are an essential ingredient in a project."

"The three inseparable and equal ingredients," it continues, "are personal, physical and financial considerations."

"People who have lived in a variety of individual sub-standard dwellings will not automatically become model tenants simply because they have moved into a new project."

"Management," it continues, "must have a basic understanding that the most important and most difficult problems will be people problems, not those more traditionally associated with property management."

"If the three problems which have plagued low-income housing—such as, non-payment of rent, management and destruction of property—are to be brought under control, then tenants who have never previously done so, must feel that they live in homes and in a neighborhood in which they can take pride."

PEOPLE PROGRAMS AND THE RELOCATION REVIEW BOARD

The Relocation Review Board is quite aware of the need for people programs, having served to mediate hundreds of complaints between landlords and tenants arising from the very same problems previously noted.

The Relocation Review Board has taken a close look at these problems and has reached the following conclusions:

Management of inner-city property as one normally views it involves the performance of duties which in effect maximize profits while providing a minimum of services, and/or merely the collection of rents and the filing of the necessary forms.

Such management, not being a part of the community and not relating to the needs of the community do not, or are unwilling to respond to tenant needs. As a result we have the Pruitt-Igoe situation in St. Louis and the Baber Village situation in Maryland. These are the end result.

The functions of a management company should be broadened. In addition to providing the normal fiscal data it should be responsible for coordinating the delivery of services to the tenants of buildings which it manages.

This could be accomplished through the use of entities similar to Relocation Review Board and its staff of Urban Field Specialists on a contract basis.

As an example of how this would function follows:

For instance, a tenant fails to pay their rent for a given time, and the grace period passes without any response. The management company notifies the Relocation Review Board and the case is assigned to one of its Urban Field Specialists. The Urban Field Specialist immediately visits the family and makes a determination as to the tenants failure to remit his rent for this particular month.

In this example, let us suppose that upon visiting the Urban Field Specialist finds that a major illness had befallen a member of the family and all available resources had been used to meet this emergency medical expense.

The Urban Field Specialist would determine the extent of the financial disaster to the family; assist in securing any additional services such as babysitting and work with the family to assist in their recovery from this temporary disaster. In addition to referring the family to other resources.

The example given, is meant to be only descriptive in nature, but it is the type of situation which is dealt with on a day-to-day basis by the Relocation Review Board.

Experience has shown that in many instances the failure of a family to meet rent payments may be indicative of other more pressing problems within a family, however good intentions on the part of the tenant must appear in the reading.

Additionally, families with so-called disruptive children may be indicative of problems other than those which can be passed off by merely attributing it to the "willful destruction of property."

Perhaps, the model for management may be found at the Douglas Harrison apartments in Newark, N. J. Located in an area in which there are some 4,000 units of subsidized housing. It stands as a unique example of cooperation between management and the tenants.

In an effort to determine why Douglas Harrison management appears to be successful in the midst of many problems, we interviewed Mr. William W. Lechner, Assistant General Manager, Northern New Jersey Real Estate Investment Office of the Prudential Insurance Company of America, and Mr. Ronald Scott, Manager of Douglas Harrison Apartments.

They informed us the Douglas Harrison Apartments were built in 1932. These are 755 units located in the center of the ghetto. The owners and managers must feel they have an obligation to the community. It is a must that the management has a good rapport with the foreman and janitors because they are maintaining the up-keep of the units. It is the obligation of the manager to keep an accurate record of complaints in his possession so he can do a follow-up on the janitors to see that the complaints have been satisfied. It is a standard procedure to give the units a thorough inspection once a month. An exterminator is contracted to them immediately. Whenever a family size increases see that they are moved to another apartment to meet the needs for the family size. Give tenants special privileges, such as older persons being relocated on lower floors, moving tenants from back apartments to front apartment if possible. The tenants are made aware if their complaints are not satisfied with the manager on the premises, they can go a step further and bring them to the Prudential office, of Mr. Lechner. He will meet with tenant and manager to hear both sides and if the tenant has a valid complaint (in some cases this has occurred), the General Manager will have to respond to the tenant. There are times when tenants are delinquent with their rents however most times something is worked out and before the month is over the rent is paid. You are dealing with human beings and they should be treated as such.

Applications are taken and placed in chronological order, then a letter is sent to their place of employment, and their creditors for references. The Douglas Harrison has established this system from the time they were built, and each manager has to follow these guidelines or he is replaced.

Thirty Five Years of Good Management in Heart of Newark's Central Ward



Viewing section of Douglass-Harrison Apts., cor. Spruce and Somerset Streets looking south.



Viewing section of Douglass-Harrison Apts., cor. Spruce and Barclay Streets looking south.

STAFF MEETING AT (NORTH JERSEY REAL ESTATE INVESTMENT CORP.)

North Jersey Real Estate Investments
744 Broad Street
Newark, New Jersey
May 5, 1972

THE MEETING WAS WITH MR. RONALD SCOTT, MANAGER OF THE DOUGLAS HARRISON APARTMENTS, MR. WILLIAM M. LECHNER, ASSISTANT GENERAL MANAGER OF THE OFFICE, MR. TERRY RICHARDSON AND THE STAFF OF THE RELOCATION REVIEW BOARD AND MR. DONALD HAREWOOD.

Mr. Richardson: First he explained the purpose and services of the Review Board and how it was originated. He then stated he and many others admired the management of Douglas-Harrison Apartments. The appointment was made to have Prudential Management explain their forty years of management success. Mr. William M. Lechner, Assistant General Manager of the apartments regarding tenants, said, in many cases parents who have raised and educated their families moved out turning their apartments over to their children. Mr. Donald E. Harewood, Executive Director of the Newark Housing Council, stated: He was knowledgeable about apartments in other cities that were supposed to have been owned by Prudential Insurance Company, but had not been as successful as the Douglas-Harrison Apartments and had to go out of business completely. Mr. Lechner explained that the Prudential only owned the Douglas-Harrison Apartments to his knowledge, stating; it is a possibility they are holding mortgages for others. The Northern New Jersey Investment office covers from northern New Jersey to the borders of Rockland. He said they were previous owners of the Chelsea Apartment, but had sold them. Mr. Lechner stated he has only been the manager of this office for four years, during this time they have made no profit on these apartments because the maintenance costs have been great and it does exceed the monies they receive in rents. The project is actually a social commitment to the community. The Douglas-Harrison Apartments were built in 1932 for low income houses, the first increase in rents were last year which was \$2.50 per room. The previous rent was \$22.50 per room. Mr. Richardson asked: How do you maintain low rent with no subsidy? Mr. Lechner stated: Prudential feels they have a obligation to the community and these apartments are one of the social obligations. There is a possibility of another increase in the next six months.

Mr. Richardson: stated he knew for a fact years ago they use to lock the doors at 10 o'clock at night, and no one could get in and out of the buildings. When people would complain of rats, the maintenance men would go into the walls with rat poison and correct this. Mr. Lechner explained they had recently put all new locks on the doors, they have placed security guards in the building, however all of the tenants are not satisfied with this, he stated 60% is and 40% is not. He feels that there should be a happy medium between tenants and management, tenants must cooperate and management must cooperate. They have complaints from the janitors about the tenants, and they have complaints from the tenants about the janitors. He recalls there were three cases where he had to meet with the tenants and the manager, and on these three cases the tenants were right and he had to agree with them. He does not like going against the manager but in these cases he had to. Recently he met with the Tenant Association and they asked for armed guards but the Prudential would not consent to this because it might lead to something serious. As far as the rat and pest, they have an exterminator who comes in every month under contract, and if there is any complaints a form is made out and taken to the manager's office and he gives this to the exterminator right away and he comes back out to take care of the matter.

Mr. Scott who is the manager of the Douglas Harrison apartments, stated there was a system that has been used since the apartments were built, which has been followed by each manager. There is a form that the tenants use which has questions such as the type of service, the number of apartment, date, time filled out. He has a copy he keeps, gives a copy to the foremen, and the foremen delegates this work out to the workers, in a day or two he will then call the foremen in to see if these complaints have been taken care of, so there is a continuous follow-up all the time. Mr. Scott stated cleanliness is a paramount factor and the janitors are the key figure to this. He systemize and control the janitors. When they are informed of a leak, the janitor do a complete trace to see where this leak is coming from and if it is necessary for them to break a wall they do this and take care of it. The wall is then fixed and repainted. Mr. Scott feels that he has all the assistance he needs at his finger tips all he has to do is make a phone call. However they cannot pay for all of these services out of the rents they collect. Being a large institution there are legal and technical advisors at his disposal that would not be under normal circumstances.

Mr. Richardson: asked if they had problems with dispossession of tenants because of cleanliness, window breaking, and throwing garbage out of windows? Mr. Scott stated they have dispossessed some tenants, but few. If there is any kind of problems with the tenants, he is informed by the janitors, he will write the tenants a letter or go over to their apartment and talk with them. It is a possibility the problem will be solved. There are 755 units and he could not possibly visit all of them so he depends on the janitors.

Mr. Lechner feels that if public housing was kept up the people would be more cooperative. He feels that the Stella Wright Homes are too densely populated and the up-keep is poor. Mr. Richardson: stated maybe the problem is that there should be more managers instead of assistant managers, he feels that the amount of units that one manager has is too much.

Mr. Harewood: asked if there were any vacancies at this time? Mr. Scott stated no there is not and they always have a long waiting list. Mr. Harewood asked what are their procedures for taking applications and screening. Mr. Scott: stated the applications are taken and place in chronological order, they send out letters for credit references also a letter to the employer, as far as personal reference is concerned, they have found this to be useless. If a family has resided at an address for over three years they will write to the previous landlord. When he took over management 8 months ago, he called all the people who had previously applied to come in and make out new applications. Mr. Harewood asked if there were any families getting rent supplement? Mr. Scott: stated there were families who were getting assistance.

Mr. Richardson: asked what are their policies on children? Mr. Scott: stated he has no reservations about children. He tries to place a family in an adequate apartment according to the space that is needed for the family. One person will get two rooms, if a family grows he will move them to make sure that they have enough room. If a family wants to live on the front instead of the back, he will try to accomodate them to this. If a couple, or person is older and wants to move to a lower floor, he will try to make this move. The presidents of the Tenants Association are Mr. Hodges and Mr. Thompson and he has met with them twice to get an understanding as to what the tenants want and have a friendly relationship. Just recently he had complaints from the tenants about the basketball court that the city installed across the street in the park, so he informed them he could do nothing about it they would have to take this matter to city hall. Mr. Hodges has in the past gotten people who live in the apartments to go over and keep the park clean. Mr. Richardson asked if the janitors cleaned the middle of the streets? Mr. Scott: They do not and he felt this was too much of a job for the janitors. Mr. Richardson: felt that this is not too much and some one will have to start and he felt it would be good idea for them to do so. He asked Mr. Scott to give this some thought, however, Mr. Lechner: stated that the Union would probably be against this also the men would feel that this is not part of their job. The janitors are unionized, but they are not under Civil Service. Mr. Richardson stated he had spoken to the Mayor about having men come out other than garbage day just to sweep the streets and pick up paper. Mr. Lechner stated last week he asked some men to trim some bushes they informed him to get a gardner because this was not a part of their job. Thus far they have had no problems with the Union, but their main problem is getting good help.

Mr. Scott: stated they got most of their complaints the first of the month, the first 15 days when the rent is being paid. Once a month there is an inspection done on all of the apartments, if something is found wrong such as broken windows, leaks, etc, they are fixed immediately. As far as the appliances such as stoves, refrigerators, they replace them when they get a complaint from the tenants. At present they have a supply of 6 or 7 on hand. Mr. Lechner stated they are ordering all new screens made out of heavy duty aluminum and should last longer.

Mr. Richardson: requested Mr. Scott to send him more information on his system of management, and the relationship he has with the tenants.

DOUGLAS-HARRISON MANAGEMENT CITED FOR GOOD SUPERVISION



Terry Richardson, Administrator of the Relocation Review Board Presents Plaque to Mr. William W. Lechner, the Assistant General Manager of N.J.R.I. and Mr. Ronald Scott, Manager of the Douglas Harrison Apartments.

from left to right: Gerald Johnson-Versie Slaughter-Luevert Walker-John Taliaferro-William W. Lechner-Ronald Scott-Terry Richardson-Remay Pearce-Evelyn Richardson

Better Tenant - Landlord Relationship Seen in New Approach in Management

SENSITIVE MANAGEMENT PROJECTED

The time is now for having firm management that is sensitive to the needs of the tenants and the daily nourishment of the property. This is the only kind of management that can and will survive under the pseudo action and the new psychic order (the age of aquarius). A prerequisite to any and all renting by the agent or management is a rental contract protecting tenant, landlord, and property. Guidelines for each must be spelled out in signed agreement.

THE ABUSE OF AUTHORITY

Citizens now have concluded that authoritative powers is only sensitive to their demands and not their desires or the moral right and wrong philosophy. Prior to the new order or the Civil Rights Movement the authoritative powers of our country were abused. Civic, political financial and industrial economical changes were inevitable. Industrial changes implies social changes.

The civil disorder came in five stages: (1) Freedom rides (2) Demonstrations (3) Riots (4) Confrontations (5) Negotiations.

Following the latter the air of maintaining status quo or as some aggressive politicians would say, the air of law and order has faded from the scene. (The natives are restless) and thus began the renaissance the new order, citizens participation and planning their own destiny.

The landlord has been portrayed as a vaillain since the Biblical days and consequently his investment has been accepted by the tenant with hate to the third degree and unfortunately most owners and agents did live up to the villain's image, the abuse of authority in most cases and the lack of sensitivity was obvious, it is almost impossible for them to adjust to the new order. We can cry loud "Property Rights" and "Your Rights" end where mine begins, but the highest court in the land will remind you by ruling against you that this is the new order.

A tenant can be a wolf in sheep clothes with no conception as to

where his rights end and the landlord's begin. He may be the man of the house who has been abused by a previous landlord or the tenant may be a woman welfare recipient with five children, who have had bad experiences several times, so the landlord becomes the establishment. The resentment for the landlord is equal to that of the case worker and the agent does not help the situation for most of them are un-trained for this new peoples order, consequently they are not sensitive and the psychological effect is chaos.

To read or hear from the media that it is legal to hold your rent money because the landlord fail to make repairs is grossly misunderstood by many tenants. They see that money going for other needy expenses. The Relocation Review Board has stopped many rent strikes by simply meeting with the tenants and explaining that (1) They must pay rent (2) That if they must strike they must first organize and set up a trust account (3) If rent is not paid to the agent then it must be paid to the Tenant Association (4) That monies paid for repairs must be documented with receipts and cancelled checks.

In most cases the Relocation Review Board would go to the owner with excerpts from the minutes of the meetings with the tenants and a agreement for better service and understanding would be the results. We of the Relocation Review Board are confident that the twains will meet when the landlord and tenant realize a truth, that basically people are good by nature.

THE NEW ATTITUDE OF THE COURT

There has been a difference of opinion between landlord and tenants since the beginning of rental. Who is right or who is wrong is finally getting world wide attention. Tenants has always had a feeling of neglect, but were afraid to speak out for fear of being dispossessed. Their complaints were

held inside until they could no longer take the pressure.

Their unrest surfaced spectacularly nearly ten years ago among the worst-off of tenants, the poor in Harlem who staged rent strikes in 1963 and 1964 that got nationwide attention. By late 1970 the Urban Research Corp. reported that middle-and upper-income apartment residents financially secure and politically astute, were joining the movement in great numbers and accounting for nearly half the organized tenant activity.

To be sure, rent payers haven't got landlords on the run, not yet. Quit paying rent to make your landlord shape up and the most likely outcome still is that you will be thrown out into the street. The threat of a rent increase still hangs over every tenant's head, though blunted somewhat at the moment where Phase 2 rent controls apply.

The previous laws used for tenants are obsolete, these leases are a kind of overkill giving landlords protection they do not need. So from this tenants have come up with laws they want to abide by and feel that both sides are being given a fair shake.

Nevertheless, the tenant movement is getting visible results. Landlords are taking lessons in how to live with organized activist tenants. Dozens of state legislatures and local governments are weighing various "tenants' rights" proposals. The National Conference of Commissioners on Uniform State Laws is drafting a model code for tenant-landlord relationship—scheduled for final consideration in San Francisco this summer—that could put tenants in a better legal position than they ever had.

Here are some of the obligations drawn up by the American Bar Foundation Research Project for landlord and tenants relationship?

The landlord must:

1. Supply and maintain a dwelling unit that complies with building and housing codes.

2. Keep areas under his control clean.

3. Keep the dwelling unit in good condition.

4. Maintain electric and plumbing facilities in working order.

5. In apartment buildings supply trash cans and trash removal services.

6. In apartment buildings supply heat and hot water.

The tenant must:

1. Comply with any duties placed on him by building and housing codes.

2. Keep his part of the premises clean.

3. Take out the garbage.

4. Keep plumbing facilities clean.

5. Avoid waste and insure that no one else he permits on the premises commits waste.

6. Use plumbing and electrical fixtures properly.

It has been discovered for the first time that hardly anybody loves a landlord. As a result, landlords have been getting a lot of "how to be a nicer person" advice lately, emphasizing such tips as "try to see what's wrong before a tenant tells you about it," "handle complaints promptly," "don't assume that everything is the tenant's fault," "don't raise the rent without explaining why first."

Tenant-landlord animus is, of course, an ancient tradition. The two classes simply have different interests, the landlord in operating his property so as to earn a satisfactory return on his capital, the tenant in maintaining a home that fulfills his most cherished aspirations.

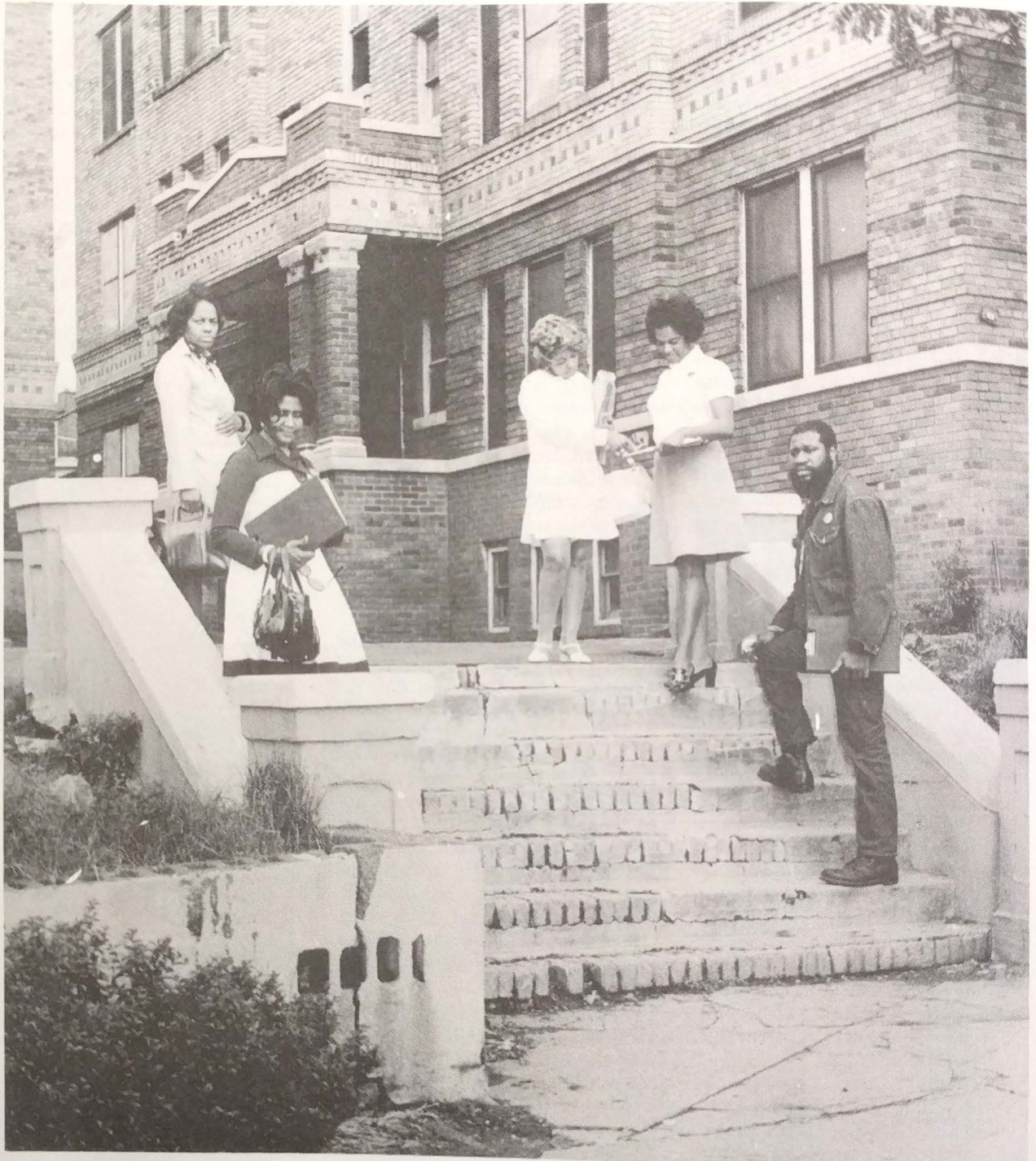
Because their interests differ, the two seldom see their mutual situation in the same light.

All of these seem to make sense and would be great for both parties if they were applied and enforced by both. This method should begin when the tenant first file an application for an apartment and an agreement of this kind should be drawn up and signed by both parties and also recorded in a legal matter. If problems are unresolved the court should step in immediately and fine the landlord if he is at fault or the tenants if they are at fault.

At present the only nationwide organization is the National Tenants Organization which has won some noteworthy cases in behalf of low income tenants. These tenants are mostly black in public housing. Through this organization public housing leases have been rewritten. HUD's policy now recommends tenant representation on the boards of local public housing authorities.

With tenants awareness now, chances are they will get what they want.

Relocation Review Board Staff Members About To Make Initial Survey For "Project Rehab"



**Left to Right: Evelyn Richardson, Remy Pearce,
Versie Slaughter, Luevert Walker, and
Gerald Johnson, Relocation Review Assistants.**

Following is Report From Review Board to Governor William Cahill, Dated April 29, 1970

The relocation activities in Newark's Medical School and adjacent project sites are proceeding with all deliberate speed. This makes it possible to talk about the process, policies, and requirements of relocation as it affects the project residents, and about some of the unique tools developed by the Medical School Agreement to implement the process of relocation in Newark.

It was understood and agreed that suitable homes for all of the people in these related relocation sites, namely, low incomes and large families would be impossible to find in the normal rental market. Matters other than housing were involved and much attention was given to these areas. However, the actual problem of finding adequate housing was paramount.

The following provided solutions:

A. PROJECT #75, State Funded - Supplement to 75 large families for down payment toward purchase of homes, with those families in the medical school site having first priority . . . Project #75, which was funded through the Department of Community Affairs and has proved unsatisfactory. There were approximately 80 referrals. To date of this writing their representative agency have placed only 21 large families, 30 of which are on the medical site and 24 related emergencies off site. Failure to provide placements for these families must be explained.

B. RENT SUPPLEMENT:

The State Rent Supplement provided by D.C.A. and arranged by D.I.A. through the Essex County Welfare Board has been satisfactory to date. No other comment is necessary.

C. LEASED HOUSING:

Since the sponsoring agency for this project is the Department of Urban Development, H.U.D., this subject will not be discussed in this report, however the program have not proven to be a workable program. A change in guidelines may be the answer.

D. MOBILE HOMES:

A related problem to the Medical School relocation is the fact that fifteen years of relocation in Newark has been like a game of checkers. Each move (relocation and redevelopment) has been made in small steps. Consequently, there was always another move. The dilemma is that 3,000 families being relocated from the medical site with no simultaneous redevelopment, has caused the

game to come to a halt. This dilemma leads us to other techniques that would rectify this problem.

Mobile homes have been under close study by the Newark Housing Authority, the Relocation Review Board, and the Newark Housing Council for some time. A feasibility study, visits to dealers, and conferences with consultants was one of the reasons that prompted the Newark Housing Authority to submit a proposal to H.U.D. for approximately 88 units including a reasonable number converted to four and five bedroom units for large families. The proposal was accepted and 48 units are on order as the first part of the program. As of the date of this writing Newark has no mobile homes, but still have large families who must be relocated.

ACKNOWLEDGEMENTS

U.S. Department of Housing and Urban Development The Newark Housing Authority The Relocation Review Board

The Relocation Review Board members and the entire staff are grateful to the Newark Housing Authority for their cooperation, and contribution in the organization and development of the first successful Relocation Review Board in the country. As was agreed in the Medical School Agreement which cites H.U.D. as the last recourse for settling grievances, the Review Board to this date has never had to use this course of action. The grievance mechanism used have relieved the Newark Housing Authority Relocation Division of community embarrassment and has saved the tenant from undue anxiety. It is proper to state at this time that at a Training Seminar in Rockville, Maryland, May 1971 "Relocation and Community Development" sponsored by H.U.D., Community Development Administration, Community Planning and Management Administration, conducted by the firms of Marshall, Kaplan, Gans, and Kahn and Harbridge House, brought out that the Newark Housing Authority's Relocation Division was second to none in Relocation and Administration.

The Director of the Relocation Division of the Newark Housing Authority, Mr. Hugh R. Hill who sat in on the Medical School Agreement negotiation as a Newark Housing Authority representative along with the former Director of the Newark Housing Authority Mr. Louis Danzig, felt the need of a Review Board. They agreed and worked with the community negotiating team to that end. Mr. Joseph Sivolella, who succeeded Mr. Louis Danzig worked amicably with the Review Board and was a Newark Housing Authority representative at the confrontation that created the Community Proposal. Mr. Robert Knotte, Director of Personnel, played a tremendous role as liaison between H.U.D. and the Review Board

to see that the Board was stabilized as a third party contract sub-agency.

To the staff of the Newark Housing Authority Relocation Division who from the beginning considered the field workers of the Relocation Review Board as spies, have come to rely upon and appreciate the Board. They now work with the Board so that grievances and problems are worked out in an organized and professional manner.

The Relocation Review Board recognizes something much more than our indispensability to others, we also remember their indispensability to us.

Recognizing H.U.D. a super agency of many departments we must acknowledge that through its large staff and under the leadership of Secretary George Romney they are sensitive to the problems that faces the citizens they serve. The move to comply and create review mechanism wherever displacement is taking place is a giant step in recognizing citizens rights.

In January 1971, Secretary Romney ordered the suspension of the Section 235 then existing Housing Program. The City of Newark suffered a hardship from the suspension due to a urban renewal site with ten large families who were scheduled for clearance to make ready for immediate construction. The Section 236 Program was the only method that would be used at that time. On March 30, 1971, the Administrator of the Relocation Review Board wrote to Secretary Romney apprising him the suspension would work an extreme hardship on the ten large size families and the deterioration of their facilities.

An immediate reply came from Eugene A. Gullede, then Assistant Secretary-Commissioner who directed us to the H.U.D.-F.H.A. Housing Counselor's office in Newark. The situation was taken

care of. Again we say that H.U.D. as federal agency is sensitive to the needs of the citizens.