

Extra
file

SUMMARIES AND FINDINGS,
CONFERENCE OF REGIONAL PROJECT SERVICES SUPERVISORS,

November 19-22, 1942

National Housing Agency
U. S. FEDERAL PUBLIC HOUSING AUTHORITY.
" (Management Standards Division)
Washington, D. C.

OFFICE OF HOUSING
MANAGEMENT-TRAINING

DECEMBER, 1942

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A G E N D A

THURSDAY, NOVEMBER 19

12:30-1:30	Lunch Hour - Individual Conferences	
1:30-3:15	Commissioner's Conference Room	
Conference Opening	Lee F. Johnson, Assistant Commissioner for Project Management, FPHA	1:30-1:45
Conference Objectives	H. L. Whito	1:45-2:00
Conference Plan	H. Halbig	2:00-2:15
Program Development		
General Policy	C. Jones R. Manca, H. Halbig	
Discussion	C. Jones	2:45-3:15
3:30-5:00	Commissioner's Conference Room	
Agency Relations	E. Case	3:30-3:35
Office of Defense Health and Welfare Services		3:35-5:00
Interpretation of Agency Relations	Dean Snyder, Director of Program Operations	3:35-3:50
Recreation	Mark A. McCloskey, Director of Recreation	3:50-4:00
General Discussion Period	Helen Rowe, Technical Adviser of Industrial Recreation, participating	4:00-4:30
Children's Services	James Brunot, Director of Day Care Section and Community Organization	4:30-4:45
Discussion		4:45-5:00
5:00-6:00	Pre-dinner Hour -- Individual Conferences	
6:00-7:30	Dinner Hour -- Individual Conferences	

THURSDAY, NOVEMBER 19 (continued)

7:30-9:30 Hamilton Room

FPHA Organization for Accomplishing Objectives

- | | |
|---------------------------------------|---------------------------|
| 1. Management Standards Division | G. O'B. Bailey, Dir., |
| 2. Central Office Project Services) | Management Standards Div. |
| 3. Regional Office Project Services) | |
| 4. Relationships with other FPHA) | H. L. White |
| Divisions, Sections and Offices | |

FRIDAY, NOVEMBER 20

8:00-9:00 Breakfast Hour -- Individual Conferences

9:00-10:45 Commissioner's Conference Room

Education, Recreation and Children's
Services Programs

9:00-10:45

Open Discussion C. Jones

Topics for discussion to be chosen by
the group.

11:00-12:30 Commissioner's Conference Room

Facility Operation and Maintenance - Federal Works Agency

WPA Children's Services Dr. Grace Langdon, Chief
of the Child Protection Program

War Public Services W. de St. Aubins, Director,
Project Division,
War Public Services

12:30-1:30 Lunch Hour -- Individual Conferences

1:30-3:15 Commissioner's Conference Room

Address Herbert Emmerich,
Commissioner, FPHA

Children's Centers Facilities and Equipment

Functional Design)	Mrs. Rose Alschuler,	2:00-2:20
of Facilities)	Consultant	
Equipment)		

Space Standards	E. Buff	2:20-2:30
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FRIDAY, NOVEMBER 20 (continued)

Tenant Activity Facilities and Equipment	E. Buff, S. Friend	2:30-3:05
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Functional Design Space Standards Specifications	Clarence Hatzfeld, WPA Consultant	3:05-3:15
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3:30-5:00 Commissioner's Conference Room

Procedure for Obtaining Facilities and Equipment

Procurement of Furnishings and Equipment for Project Services Facilities	Richard Going, Acting Director, of Procurement Division	3:30-4:15
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Priorities in Relation to the Construction of Project Services Facilities and the Procurement of Equipment	Harry Stiles, Chief Priorities Section, FPHA	4:15-4:55
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5:00-6:00 Pre-Dinner Hour -- Individual Conferences

6:00-7:00 Dinner Hour -- Individual Conferences

7:30-8:30

Eating Facilities and Equipment	Rhodes Burket
	Technical Division
Functional Design	Frank Wagner
Space Standards	
Specifications	

8:30-9:30 Hamilton Room

Health and Sanitation - R. Britten presiding

Introduction (outline of administrative organization, functions, and principles in reference to cooperative program with USPHS on federal and regional - district levels)

R. Britten

Organization and Functions of State and Local Official Health Agencies

Joseph Mountin,
Asst. Surgeon
General, States
Relations Div.

FRIDAY, NOVEMBER 20 (continued)

Responsibility of the Project Services
Adviser with Respect to Problems of
Sanitation

M. A. Pond

Implementation of Addendum #5: Site
Selection and Site Improvement

M. A. Pond

SATURDAY, NOVEMBER 21

8:00-9:00 Breakfast Hour -- Individual Conferences

9:00-10:45 Hamilton Room

Health and Sanitation -- R. Britten presiding

FPHA Infirmaries

1. Description and Standards
2. Setting up the Infirmary and
Supervising Program
 - a. Responsibilities of USPHS
 - b. Responsibilities of FPHA

R. Britten

Dr. J. Chisolm

Dr. J. Chisolm

H. Becker

Public Health Clinics for FPHA Projects
Standards

H. Britten

Kinds and Functions of Clinics

Desirable for Different Size Projects

Dr. J. Chisolm

Arrangements for Operation of Public

Health Clinic Space

H. Becker

11:00-12:30 Hamilton Room

Health and Sanitation - Dr. Carl E. Rico, Senior
Surgeon, Chief, Community
Medical and Dental Care
Section, States' Relations
Div., USPHS, presiding

Problems of Medical Care in War Housing Areas -

H. Becker

1. Responsibility of local housing managers
2. Determination of need
3. Suggested methods for meeting needs
4. Principles of sound prepayment plans

Implementation of FPHA Health and Sanitation
Program and Follow-up Requests to the
Central Office

H. Becker

SATURDAY, NOVEMBER 21 (continued)

12:30-1:30 Lunch Hour -- Individual Conferences

1:30-3:15

Workshop Period

Committee Meetings on:

1. Reporting and Evaluation
Chairman, Ruth Manca
John Jessup, Region I
Harold Crawford, Region VII
Charles Black
Janet Roe
Dorothy Arnold
Randolph Huus
2. Local Project Services
Personnel
Chairman, Helen Halbig
Eri Hulbert, Region VI
Arthur Kirkpatrick, Region X
Charles Stern, Personnel Div.
Beatrice Kramer, " "
H. L. White
B. Ellodge
Esther Marcuson
3. Training for Project Services
Chairman, C. Jones
Eleanor Daley, Office of
Management Training
Cook Glassgold, Region II
Betty Miller, Region IV
4. Health Education
Chairman, Harry Bocker
Mary Nan Gamble, Region VIII
Dr. Derryberry, U. S. Public
Health Service
Earle Pritchard, Region IX
J. Braucher
5. Dormitory Space
Chairman, F. Wagner
Marguerite Meeks, Region III
Elston Wagner, Region V
E. Buff
6. Substitute Playground Equipment
Chairman, A. Robbins
F. Wagner
Marguerite Meeks, Region III
Elston Wagner, Region V
E. Buff

SATURDAY, NOVEMBER 21 (continued).

3:30-5:00 Hamilton Room

Tenant Maintenance R. Huss
 C. Guild

Bases of Tenant Maintenance
Policies in War Housing R. Huss 3:30-3:40

Policies and Application
Related to War Conditions R. Huss 3:40-4:00

Discussion R. Huss
 C. Guild 4:00-4:10

Policy, Application to Specific Tenant Maintenance Responsibilities R. Huss 4:40-5:00
 C. Guild

5:00-6:00 Pre-Dinner Hour -- Individual Conferences

6:00- Regional Supervisors

What'll it be? The evening is yours.

Time prior to 10:30 a.m. Sunday, Nov. 22 -- Individual Conferences

SUNDAY, NOVEMBER 22

10:30-11:30 Hamilton Room

Workshop Findings

Presentation of Reports
Discussion of Reports

11:30-2:00 Dinner Hour -- Individual Conferences

2:00-3:30 Hamilton Room

Unfinished Business

Program to be sponsored, planned and conducted by
the Steering Committee

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CONFERENCE PLANNING

The Conference of Regional Project Services Supervisors, which was held in Washington, D. C., November 19-22, 1942, was initiated and conducted by the Project Services Section. Responsibility for the organization, operation and evaluation of this conference was delegated to the Education-Recreation Unit. This Unit established a Planning Committee composed of representatives from each Unit in the Section and a representative from the Office of Management Training.

The Planning Committee selected the program materials and developed the conference schedule. Each unit organized its own material and developed its plan or presentation or treatment.

A Steering Committee was established on the first day of the conference to provide a daily evaluation of the program and to determine the need for any necessary adjustments. The Committee's membership was as follows: Mr. Cook Glassgold, Region II, Chairman; Mrs. Marguerite Meeks, Region III; Mrs. Betty Miller, Region IV; Miss Eleanor Dalcy, Office of Management Training; and Mr. Clayton C. Jones, ex-officio member representing the Planning Committee.

CONFERENCE PARTICIPANTS

The Project Services Supervisor in each of the ten regions attended the conference together with a representative from the Office of Management Training. Mr. Lionel Scott, Director of Tenant Relations of Wartime Housing, Ltd., Toronto, Canada, was a conference guest.

All members of the Project Services Section of the Central Office, including one of the consultants to the Section were in attendance at one or more sessions.

Excerpts from an Address
by
Herbert Emmerich, Commissioner
Federal Public Housing Authority
at the
Conference of Regional Project Services Supervisors
Washington, D. C., November 20, 1942

"Project Services is the second front of housing..... if not the roof of the community Our job, and the job of Project Services is to strike that nice balance between what is essential and what is not essential. There are a great many things that are more necessary in a war community than in a permanent community because war public housing is located away from existing facilities where there are no recreational and educational facilities available to the people.

"The group is variegated - we are not housing a group of people within a city, we are housing in-migrants typically today, and there are all kinds of problems in group education and recreation for which facilities are needed. In one sense, where we have less means to work with, we also have more demands for the kind of services that Project Services represents. I regard it a very important service in connection with the war effort. Housing is connected with production. Because housing is so greatly related to the war, and since shelter and the character of workers' surroundings and home activities affect the speed at which they produce today, there is no single endeavor so closely related as what Project Services is doing. In terms of either the long-term or emergency program, educational, recreational, self-help and child care facilities and programs are just as important as shelter.

"If we can have a program which cares for their children, more women will enter industry. If the war community is managed in a manner which provides for the recreational needs of workers, and if there are stores and other community facilities so that housekeeping is not too onerous, we have more content men and women working at our industrial machines. To me, that is the true picture."

Summary of an Address

by

LEE F. JOHNSON

Assistant Commissioner
for Project Management

Welcoming the Regional Project Services Supervisors in an opening address, Mr. Johnson pointed out that the Conference had been called for the purpose of exchanging experiences and ideas, to discuss mutual problems and perhaps reach some "down-to-earth answers". He stated that the actual work of making the Project Services program a success falls upon the Regional Office. This responsibility he stressed as being especially heavy because of the importance of Project Services in solving war health and leisure time problems. The necessarily crowded living conditions in dormitories make them epidemic breeders unless preventive measures are taken. In family projects there are the considerations and problems related to the care of children of working mothers.

Mr. Johnson stated that the job is a cooperative one among Central, Regional and local staffs; that although the Central Office formulates policy, procedure and standards, these will not continue to meet the need without constant evaluation by the Regions.

In closing, Mr. Johnson again pointed to the importance of Project Services in meeting war needs: ".....because you're dealing constantly with the human equation, which is the end product of our war job. We can't use the slide-rule on that one. It is your job to help keep war workers healthy, contented, and in their places on the assembly lines."

SUMMARY OF SESSIONS PERTAINING TO EDUCATION, RECREATION,
CHILDREN'S SERVICES AND SELF-HELP GROUP PROGRAMS

Interpretation of the Policy of the FPHA as Related
to the Development of Local Project Services Programs

FPHA policy with respect to the development of local Project Services programs was briefly stated as follows:

Part I - To provide tenant activity, health and children's center facilities in a project when such facilities are not adequate in the vicinity of the project and to provide certain types of basic equipment for these facilities.

Part II - To bring about the development of programs and services to meet the health, welfare, education, recreation, child care, and self-help group needs of tenants.

In the light of this policy, Management's responsibility was defined to include:

1. Responsibilities for the provision of facilities and equipment:
 - a. Secure them in accordance with standards.
 - b. Convert dwelling units when necessary.
 - c. Secure alterations and betterments.
2. Responsibilities in connection with the development of programs and services.

The mutual responsibilities of Management and outside program agencies in connection with the development of programs and services was set forth as follows:

Housing

1. Over-all control of project facilities
2. Determination of program needs
3. Development of tenant initiative
4. Utilization of community resources outside the project
5. Administrative supervision of programs carried on in project facilities
6. Evaluation of program in accordance with tenant needs and FPHA policy

Program Agencies

1. Technical advice and consultation
2. Technical supervision
3. Leadership personnel
4. Materials and supplies
5. Maintenance in some cases

Education, Recreation and Children's Services Programs

This session was conducted as an open discussion period and the following topics were selected:

1. Activities most important in terms of war needs for each type of project.
2. Organization and types of programs for dormitory projects.
3. Application and development of tenant initiative and effort.
4. Planning, organizing, and conducting volunteer training programs.
5. Programs for the care of children of working mothers.
6. Financing project services programs.

Points 1 and 2 were discussed at some length; point 6 was partially discussed; the remainder were not reached.

The Regional Project Services Supervisors pointed to the need for consideration of the following points in their discussion:

1. Activities most important in terms of war needs in family and dormitory projects.
 - a. Tenants are largely in-migrant workers - need for orientation.
 1. Need to break down barrier between in-migrants and members of the existing community.
 2. Need to assist tenants to get acquainted among themselves - different geographical, racial and educational backgrounds.

Suggested solutions

1. Pre-occupancy planning to assist the community to appreciate and understand the problems of the in-migrant workers.
2. Work toward securing the community's cooperation, through their own initiative, in assisting the in-migrants to become oriented.

- b. Suggested types of programs in terms of war needs
 - 1. Activity needs and desires have not altered basically from those of pre-war days. The change is merely in emphasis and degree.
 - 2. Dormitories show a need for an organizational type of leadership.
 - 3. Need to keep constant watch and plan for changes in terms of age and types of war workers.
 - 4. Library, writing, reading, team sports and mass social activity spaces important in dormitories.

II. Financing Project Services Programs

- a. The allowance for expendable materials must be reconsidered and changed to fit the needs of different types of war projects.
- b. The "Community Activities" Account should be broken down into its component parts, salaries to be placed as a "Project Services Salary" account under "Management Salaries" and Expendable Materials to be placed as an "Other Project Services Expense" account under "Other Management Expenses".

SUMMARY OF SESSIONS PERTAINING TO AGENCY RELATIONS

Agreements and Working Relations with Federal Agencies

The Statement of Agreement between the Office of Defense, Health and Welfare Services and the Federal Public Housing Authority, dated October 2, 1942, was discussed. (Note: See Memorandum of October 7, 1942 to All Regional Directors).

A. An explanation of the cooperation necessary during following stages was presented:

- a. Survey of need
- b. Site selection
- c. Project planning
- d. Submission of applications for preference ratings for project facilities. (Note: See Memorandum of November 30, 1942)
- e. Provision of leadership and services in various fields, such as children's services and recreation.

Although there is no formal statement of agreement with the Federal Works Agency, a working relationship exists. Representatives of the FWA explained the following:

A. The steps necessary in processing War Public Services Applications for Contributions for Maintenance and Operation of School Services as Set Forth in Federal Works Agency War Public Services Letter No. 1. (Note: See Memorandum of September 23, 1942).

B. The steps necessary in processing of War Public Services Applications for Contributions for Maintenance and Operation (exclusive of school services) as Set Forth in Federal Works Agency War Public Services Letters Nos. 2, 3 and 4. (Note: See Memorandum of November 14, 1942).

The problem of children's services was discussed by representatives of the WPA who set forth the procedure involved in obtaining services for the day care centers.

Discussion by Conference Group

The discussion periods following the presentations brought out these highlights:

1. The importance to Federal Public Housing Authority Project Services Advisers of working closely with Regional Directors of Office of Defense, Health and Welfare Service in all stages, was emphasized.

2. The necessity for anticipating need of leadership in day care centers and community buildings was pointed out. Regional Project Services Supervisors were urged to plan far enough in advance to meet this need through cooperation with Work Projects Administration Field Representatives, Federal Works Agency Regional War Public Services Advisers and Office of Defense, Health and Welfare Services Regional Directors.

3. Therefore, the Regional Project Services Supervisors were requested to inform local housing authorities that they should apply to the appropriate city or county department when leadership in or maintenance of project facilities is required.

The Federal Works Agency stated that in its opinion a city or county department is the approved and preferred applicant for Maintenance and Operation Contributions from the Lanham Act appropriation.

SUMMARY OF SESSIONS PERTAINING TO FACILITIES AND EQUIPMENT

Tenant Activities Facilities and Equipment

The policy of the FPHA to provide facilities and equipment in accordance with standards where not otherwise available in the community was reiterated. It was pointed out that standards have been developed for Family Dwelling units (permanent, demountable and temporary) and Dormitory projects. It was announced that outdoor facilities and equipment layout plans will be prepared, if the Regional Project Services Supervisors request such plans for guidance purposes. Standards have been prepared in conjunction with WPB requirements, and it is important that requests for tenant activity facilities and equipment be submitted in accordance with these approved standards. In planning the layout of outdoor facilities and equipment, the services of Clarence Hatzfeld, WPA Consultant, could probably be obtained upon request.

Procurement of Furnishings

It was reported by Mr. Richard Going, Acting Director of Procurement Division, that it would be necessary to plan for long-range requirements, number of projects, size of buildings, etc., far enough in advance so that the equipment, which is to be centrally procured, could be purchased in sufficient quantities. This is necessary if the Procurement Division is going to be of any real service in obtaining equipment at a satisfactory discount. If the Regional Project Services Advisers do this, they will find the Procurement Division most cooperative.

Priorities

Mr. Harry Stiles, Chief of Priorities Section, reported that the WPB has approved standards for Management and Maintenance space, tenant activity buildings, morale buildings, cafeterias, and infirmaries (Note: subsequent to the Conference, standards for commercial facilities and day care centers have been approved).

In order to keep faith with the agreement of FPHA and WPB it was emphasized that there must be strict adherence to standard plans, space requirements and equipment specifications. All applications should be specific as to the number of units, types of projects, etc. Any peculiar situations, such as a project facility to serve more than one project, should be explained in detail in order to avoid all possibility of misinterpretation by WPB.

It was stated that new procedures for preparing and submitting applications for preference ratings for project facilities were being established. (See LD-600-I-1-1 issued subsequent to the conference). These applications are to be forwarded directly to the Priorities Section for transmittal to WPB. With reference to other Management Items one of two forms is to be used: Form PD 408-A for items not exceeding \$25 (Note: since increased to \$100) in value per unit, or for items omitted from initial requests - as an interim form, and Form PD 408-B for quarterly requirements. These last two forms for Management Items are submitted to Mr. Rutherford Skagerberg of the Management Division for approval before they are forwarded to the Priorities Section for transmittal to WPB. If previous applications for preference ratings for project facilities have been rejected by the WPB, they should be re-submitted according to the new procedures.

Cafeteria - Equipment and Facilities

Mr. George Poppard, Procurement Division Consultant, reported that every effort is being exerted to give as quick service as possible in procuring equipment for cafeterias. Some standard equipment will take from 120 to 140 days. Items have been located and tagged for housing in different parts of the country.

Day Care Centers

Mrs. Rose Alschuler discussed the National Commission for Young Children's plans and specifications for day care centers proposed for war housing projects. She stressed that these plans had been developed in the light of construction costs and to secure operating economy within a unified building which would facilitate teaching efficiency.

Also stressing the importance of maintaining accepted standards for health and pre-school education, Mrs. Alschuler outlined the plans to include indoor activity space allowing 35 sq. ft. per child and a Central Service Section, containing (1) a combined entry and waiting room; (2) a teachers' office with adjoining staff toilet; (3) isolation room; (4) kitchen; (5) heating space; (6) central storage room.

The outdoor space should be directly accessible to each play room and toilet facilities, for the purpose of teacher control, health and safety.

It was later pointed out that standard plans are being developed which will incorporate the conservation of critical materials without destroying the essential features of the day care center plan presented by Mrs. Alschuler. This has been found possible through restudy and redesign of the space required, thereby eliminating all unessential corridor space and other features not absolutely necessary for functional operation.

SUMMARY OF SESSIONS PERTAINING TO HEALTH AND SANITATION

Relationship between FPMA and Health Agencies

Dr. Carl E. Rice, Chief of Community Medical and Dental Services, United States Public Health Service, talked briefly about the extent and scope of the relations between Regional FPMA and District USPHS offices. It was pointed out that the close cooperative working arrangement should be continued. Dr. Joseph W. Mountin, Assistant Surgeon General, in charge of the States' Relations Division, emphasized the importance of utilizing local and state health agencies and promoting an extension of their services into war housing. Dr. Mountin urged the Regional Project Services Supervisors to report all cases wherein they needed help to the Central Office so that the problems might be attacked on the Federal level as well as on the regional level.

Roundtable Discussions

An informal roundtable discussion was conducted by members of the Health and Sanitation Unit which related to infirmaries, location of physicians and dentists in war housing projects, and operation of public health clinic space. All of the material covered has been submitted to the field in the form of general memoranda or standards released by the Technical Division, a list of which is contained in the Conference Workbook.

Summary of Significant Points Brought out in Discussions

1. Lack of information in the Regions as to standards for infirmaries and other health facilities.
2. Lack of information in the Regions as to how equipment and supplies for infirmaries are to be purchased.
3. Lack of information in the Central Office as to when infirmaries are to be ready to open.
4. Widespread interest among Project Services Advisers on the provision of health services to war housing tenants.
5. Importance of review by Project Services Advisers of statements issued in the Central Office on their responsibilities and methods of procedure to make health services available.
6. Importance of coordination of the activities of Project Services Advisers with those of planners and management advisers.
7. Importance of frequent contact between Central Office and field staffs.

SUMMARY OF SESSION PERTAINING TO TENANT MAINTENANCE

1. Basic Policy: Tenant maintenance is expected in all war housing development, excepting dormitory structures. This involves the same degree of care of tenant lawns and dwelling units as is assumed by tenants renting similar types of dwellings privately. It was brought out that tenant maintenance is important as a policy for all public housing, and in saving upkeep expenditures and the time of maintenance men. Also, there is a recreative benefit to the tenants, as in care of lawns and gardens. Tenant maintenance activities may be extended, by tenant initiative, as in the group development and care of play areas, park areas, and additional services which management cannot provide.

2. Factors Affecting Tenant Maintenance Policies in War Housing Developments: The degree of tenant maintenance will vary according to the type of structure. It will be greatest in row-houses, with little or none in dormitories. Payment of prevailing rents is a factor which should be taken into account and the attitudes and expectations of tenants considered. The former tenant maintenance habits and interests (interests evident among such groups as those who have rented or owned houses, skilled mechanics, rural and small town workers, and military personnel) can be used to set the standard for the entire project. War work conditions, such as long working hours, night and day shifts, husband and wife working, may make special considerations necessary. Those conditions do not mean that management should take over tenant maintenance responsibilities but rather that such tenants make their own arrangements for having tenant maintenance work done, which they cannot do themselves.

3. Tenant Groups: Tenant Associations and other tenant groups can be valuable in improving tenant maintenance, in securing tenant viewpoints, in developing a community spirit, as educational media, in promoting vegetable and flower gardens, and in assisting cooperative group activities for tenant needs, such as playgrounds, parks, and picnic areas.

4. Education is essential in the development of tenant maintenance programs, but should be determined by the specific needs of the project. The emphasis should be on aiding tenants to do good tenant maintenance work, rather than overburdening them with regulations. A simple and direct method of presenting tenant responsibilities for maintenance is advised; for example, short letters from the management, kitchen cards, tenant hand-books, and tenant newspaper articles.

5. Applications to specific tenant maintenance responsibilities include: (a) tenant care of own yards and planting, (b) tenant aid in disposal of garbage, rubbish and ashes, (c) cleaning of dwelling unit interiors, community laundries, social rooms (stairhall cleaning by tenants a matter for local determination), (d) pest control in dwelling units. Tenant painting is not an expected service in war housing; individual tenants wishing to redecorate can be given necessary supplies and instructions by management.

Summary of Points Developed in the Discussion Period

1. Most important phase of tenant maintenance involves tenant relationships, group organization work, and employment of educational, instructional, and cooperative techniques. The time has come to more actively implement tenant maintenance along these lines.

2. Attention was called to the excellent work some maintenance men do in furthering tenant maintenance. Their cooperation and understanding of tenant maintenance is highly important. The Tenant Maintenance Unit is interested in education and training of maintenance men in specific tenant maintenance activities. The training of maintenance men for their responsibilities in carrying out a management-tenant pest control program is one phase now being studied.

3. The question of tenant maintenance of dormitory apartments, and of lounge space on each floor of these dormitory apartments was brought up. Aside from the usual care of the dwelling unit, none of the basic tenant responsibilities expected would apply in dormitory apartments. It is doubtful if tenant maintenance of lounge space is feasible, under dormitory conditions. The inclusion of this type of tenant maintenance among expected services is not a matter of policy. Rather it is a matter for local determination where such needs arise and can be solved in this way.

4. An incident was cited of a private housing development offering more complete maintenance service for war workers than FEHA developments. The circumstances cited were exceptional. The basic policy as outlined is both fair and customary.

5. An ingenious plan which the Boy Scouts in one development used for mowing tenant lawns was mentioned. An example of this type is important in establishing responsibility for tenant care of their own yards in war housing, since if tenants do not wish to do this work, they can hire it done for a reasonable charge.

SUMMARY OF SESSION PERTAINING TO WPHA ORGANIZATION FOR ACCOMPLISHING PROJECT SERVICES OBJECTIVES

Mr. George O'B. Bailey, Director of the Division of Management Standards, explained the organization and responsibilities of the Division. The organization of the Project Services Section and problems of Regional Project Services staff organization were presented by Howard L. White, Chief of the Project Services Section. Following these presentations a roundtable discussion of regional problems was conducted.

Summaries of Miscellaneous Roundtable Discussions

Preparation of Memoranda

It was suggested that future memoranda of the Central Office be prepared as concisely as possible and that a duplicate copy be marked for the Regional Project Services Advisor. The recommendations will be taken under consideration in connection with all future communications.

System of Notifying Project Services Advisors of New Materials

Due to the variances in Regional mail distribution, it was recommended that the Central Office inform the Regional Advisors regularly of pertinent material which has been issued. Two plans were proposed for consideration, (1) direct distribution by memoranda to the Advisors at the time material is released; or (2) preparation at monthly intervals of check list of the materials issued, such list to be forwarded to the Advisors for reference purposes.

Procedure in Absence of Specific Policies and Standards

Frequently, Project Services Advisors were called upon to make decisions upon a moment's notice without benefit of stated policy procedures or standards and without time to refer the matter to the Central Office for determination. Question was raised as to the best manner for meeting such situations. It was felt by the Central Office that in the absence of specific policies and standards, the exercise of individual professional judgment and decision is permissible within the broad expression of present policy on the provision of essential project facilities and services. However, where approved standards, policies and procedures are available, it is to be expected that the Project Services Advisor will adhere to them.

Directive on Preparation of Priority Application for Project Facilities

It was suggested that a directive be issued by the Central Office wherein Regional Project Services Advisors would be designated as responsible for the preparation of priority applications for project facilities.

Under the new procedures established by the FPPI in collaboration with WPB and ODHSWS, the Project Services Adviser is designated as the person responsible in the Region for the preparation of the material. A memorandum dated November 30 on the subject of procedure to be followed in preparing and submitting applications for preference ratings for project facilities and LD-600-1-1-1 (revised November 12, 1942) have been released since the conference.

Plant Domination

Numerous cases were cited of plant domination over war housing projects. The condition prevailed in varying degrees in all of the Regions and was the most outstanding problem confronting the Regional Supervisors. The following steps were recommended as a possible means of approaching the subject:

1. A survey be made by a recognized authority
 - a. Each region to be visited and problem areas investigated.
 - b. Project Services Adviser to cooperate in selection of areas, arrangement of interviews, etc., to expedite study.

2. Report on findings be submitted to the Commissioner. It was recommended further that the study should be made as soon as possible and that Louis Wirth should conduct the investigation.

Central Laundry Facilities

Several instances were noted of projects so far removed from commercial laundry services that it was essential to include central laundry facilities on the project site. Insofar as trailer projects were concerned, such facilities were already a part of standard development plans.

It was recommended that the Central Office take the necessary steps toward having similar facilities included for all other types of projects where these facilities were found to be essential.

Movies

The need was expressed for procedures regarding the showing of movies, with particular reference to operation of projectors by union labor. The Central Office advised that the entire subject was under consideration and that complete details, including suggestions for the procurement and distribution of films, would be forwarded to the Regions in the near future.

Procedure Needed where Development Accounts of Existing Projects are not Available.

Considerable difficulty was being experienced in the procurement of supplemental funds for existing projects where prior development records were not available in the Regional Offices. It was recommended that this matter be discussed with the Projects Division with a view to establishing necessary procedures and instructions to take care of instances of this nature.

Deletion or Reduction of Project Facilities on Dormitory Developments

Reference was made to the necessity, due primarily to site limitations, for deletion or reduction of space standards relative to the provision of project facilities on dormitory developments. It was suggested to the Central Office that it bring to the attention of the General Project Planners the need for adaptation of policy and standards to meet specific cases.

Request for Omission or Reduction of Facilities

In connection with that provision of the development orders wherein requests for omission or reduction of facilities shall be approved by the Assistant Commissioner for Project Management, the Project Services Supervisors stated that there was indecision in the regions as to whether the responsibility for obtaining approval was that of the Project Services Advisor or the Project Planner or the Regional Director proper. It was recommended that this point be clarified through specific designation of responsibility.

Dormitory Apartments

Because of the hybrid nature of dormitory apartments, it was felt that special treatment should be given this type of project in all data released by the Central Office. The Central Office readily acknowledged the differences between this and other types of projects and concurred in the suggestion that closer attention be given to future materials in order to cover in sufficient detail the special needs of this type of housing.

Personnel and Budget Needs of Regional Offices

The need was expressed by the Regional Supervisors for material to serve as a general framework for the determination of regional personnel requirements and budget estimates. It was recommended that the matter be discussed by the Central Office with the Personnel and Budget Divisions.

REPORTS OF WORKSHOP COMMITTEES

Reporting and Evaluating

Members of the Committee

Miss Ruth Manca, Chairman
Miss Dorothy Arnold
Miss Janet Roe
Mrs. Lillian Howard

Mr. Charles Lee Black
Mr. Harold Crawford, Region VII
Mr. Randolph Huus
Mr. John Jessup, Region I

1. Inasmuch as pre-determined standards are essential in evaluating any program on both regional and local levels, and inasmuch as standards for the facilities and equipment phases of these programs are now available, it is recommended that the Central Office prepare as speedily as possible standards for the evaluation of program.
2. a. It is the feeling of the committee that in general the suggested check list for the evaluation of a project, as shown on page 64*, meets a need which has been felt by at least some Project Services Advisers in the field. It is the opinion of the committee that it is impossible at this time to determine whether the list as presented here adequately serves the purposes for which it was intended. It is therefore recommended that this check list, with the addition of the question indicated below, be tried out by the Project Services Advisers for a designated period of time and that each region send in recommendations regarding its value or suggested changes based upon experience in the field.

b. It is recommended that the following question be inserted on the check list under Section I, as question 4b:

Is there a wholesale working relationship between tenants and management?

3. It is recommended by the committee that the Central Office develop a suggested form to be used by the local manager to report the status of his project services program to the Regional Office and also a form for recapping such information in the Regional Office.
4. The question of a report form to be used by the Regional Project Services Advisers for sending information quarterly to the Central Office was discussed. It is the opinion of the Committee that the suggested form, as shown on pages 56-63*, is too lengthy to be practical. Sections I, II, III, V, VI and VII were felt to be more or less

acceptable, but certain specific problems in connection with Section IV were raised. The main problem centers around the difficulty of determining a method for adequately reporting the various phases of a region-wide program. It is the consensus of opinion that no generalized statements regarding the status of programs in the region as a whole can be made since each individual project within the region presents an individual problem. The committee will welcome further discussion from the group and recommendations regarding methods of resolving this difficulty.

Subsequent Statements and Recommendations of the Conference Group

The report as a whole was accepted by the group and the following comments and recommendations were made:

1. That it is necessary to develop an adequate method of evaluating Project Services programs and recording these evaluations not only for use by the Regional and Central Offices of FPHL, but also in order to have available such information as may be desired by agencies such as the War Manpower Commission, the Office of Defense Health and Welfare Services and other organizations interested in the problems of the field.
2. That since the purpose of the quarterly report of Regional Project Services Sections is to show trends and problems and areas for further study rather than to provide a statistical analysis, the outline for Section IV could be used. It was recommended that the form be given an immediate field trial before final acceptance.
3. That in some instances local managers would appreciate an opportunity to assist in the type of evaluation of their project that is called for in Section VII of the suggested quarterly report form. It was suggested that in these cases the managers be asked to cooperate in the preparation of this study.
4. Regional Project Services Supervisors agreed to submit to the Central Office, within the next two weeks, their suggestions for a revision of the 839 form, as well as suggestions for a method of recapitulating, by region, the data secured.

Local Project Services Personnel

Members of the Committee:

Miss Helen Halbig, Chairman
Charles Stern, Dir., Personnel Div.
Miss Beatrice Kramer, Personnel Div.
Miss Esther Marcuson

Eri Hulbert, Region VI
A. Kirkpatrick, Region X
Howard White
Mrs. Betty Elledge

1. It was agreed by the Committee that there is a great need of standards for local managers and project services advisers as follows:
 - A. For both direct and local housing authority managed projects.
 - B. For family and dormitory projects
 - C. Functions and responsibilities
 - D. Qualifications and salary schedules
 - E. Number of project services personnel in relation to the size of the project.
2. It was agreed that unless Regional Project Services Advisers are given tools as outlined above, the project services program will break down at the local level.
3. The problem was posed concerning what can be done on smaller projects when the project size does not warrant a full-time project services adviser. How can the problem be handled when leasing and occupancy functions are combined with project services functions?

Recommendations of the Committee

For direct operated projects, the following recommendations were made in terms of requirements.

On Local Housing Authority projects, it was felt the same needs exist; therefore, although standards may be recommended only, every effort should be made to explain and stress the need for adherence to personnel requirements.

1. Mr. Stern stated that a committee has already been set up to work on local management personnel problems. Mr. Bailey is Chairman, Mr. Schroer is the Management representative, and also represented are the Budget Division, Administrative Planning and Personnel. It is recommended that the Project Services Section develop and submit its recommendations on the above points to Mr. Bailey or Mr. Schroer for consideration by the Committee.
2. It is recommended that Regional Project Services Supervisors prepare Form 525, Position Description, for all Project Services Advisers on directly operated projects. Further, that they assist in preparing the same form for managers and any other local personnel responsible for any project services functions. Mr. Stern stated that the Personnel Division desires and requests this.
3. It is recommended that a common denominator be established to cover family, dormitory and dormitory apartment projects to be used in determining the number of local project services personnel desirable on different sized projects.
4. The committee presents for further consideration the following:
 - a. That projects under 300 to 350 units will not have a full-time project services adviser.
 - b. Projects from 300-350 to 500-600 have one full-time project services advisers.
 - c. Projects from 500-600 to 1000 units have two full-time project services advisers.
 - d. Where there is a local housing authority, that projects over 1000 units have a full-time project services supervisor on the local housing authority staff and that each project under its jurisdiction then follow the above scale.
5. In view of the fact that leasing and occupancy functions are extremely heavy at the time of initial occupancy and that thereafter that function is not as heavy as the project services workload, it is recommended that where project size does not permit a full-time leasing and occupancy person and a full-time project services person, that project services advisers be hired for continued employment in the project and that leasing and occupancy specialists be hired for the period necessary for initial occupancy. During that time, the project services adviser could become indoctrinated in leasing and occupancy functions for use during annual re-examination. Along

these lines, Mr. Stern recommends that the Regional Office carry a staff of well-trained leasing and occupancy specialists to be assigned to new projects for purposes of supervising initial occupancy. The recommendation received full concurrence by the committee.

6. It is recommended that basic functions for project services advisers be the same for all types of projects, but that certain options be emphasized in the job descriptions of project services personnel for different types of projects. Mr. Stern and Miss Kramer explained that this is extremely desirable and that the Civil Service Commission is heartily in accord with it and generally will pass such job descriptions.
7. Mr. Stern stated that salary schedules can and must be the same all over the country for directly operated projects. The question of salaries for local housing authority projects was not resolved. However, the Personnel Division hopes to be able to send out representatives to assist and instruct local housing authorities in good personnel practices.

Subsequent Statements and Recommendations by the Conference Group

Mr. Cook Glassgold explained a procedure recently used in Region II. In certain areas where there is a concentration of small, directly operated projects, a project services adviser has been employed to supervise a number of developments.

Mrs. Miller, Region IV, pointed out that such an arrangement would not solve the local project services personnel problem in the south for the following reasons:

1. The south is political and practically all small communities have local housing authorities
2. Local housing authorities would not cooperate in such a plan because of local differences. Each local housing authority would demand that the traveling project services adviser be a member of its community.

It was recommended that a plan similar to that outlined by Mr. Glassgold be considered in terms of recommending it for those localities where Regional Project Services Advisers find it desirable.

Regional Project Services Training

Members of the Committee:

Clayton C. Jones, Chairman
Cook Glassgold, Region II

Betty Miller, Region IV
Eleanor Daley

The Project Services Supervisor being responsible for the efficient operation of his program, through his own activities and those of his staff, should be aware of the need for consistent improvement in the performance of his staff and should evaluate the abilities, shortcomings and potentialities of the staff members, and call upon the Management Training Adviser to assist in overcoming these shortcomings, developing those potentialities, and increasing the effectiveness of the application of the skills his staff already possesses.

In fulfilling this responsibility along all aspects of project services, including administrative, technical, etc., the following methods are recommended:

1. Observation and evaluation by the Project Services Supervisor of the staff members in the office environment.
2. Observation and evaluation by the Project Services Supervisor of the staff members in the field environment.

Prior to the above evaluations, the Project Services Supervisor should proceed as follows with his staff:

1. Request the Management Training Adviser to orient the new staff members to the philosophy, history and operation of FPFA.
 - a. To orient the new staff members to the Regional Office, its procedures and operation
2. Request the Management Training Adviser to familiarize the new staff members with all bulletins, standards and policies related to project services.

The Project Services Supervisor must assume the responsibility himself of informing in detail his new staff members as to the purpose, intention, objectives and programs of project services.

The question of personality is, as we recognize, an extremely important one. We all realize that each of us, as well as our staff members, have certain personality limitations which, under proper guidance, may possibly be improved and thus

make us more effective in our work. In this area the Management Training Adviser can be of assistance by calling in a third objective party, skilled and trained in problems of personality, who may, by presenting his subject in an indirect fashion, effect a change for the better. Also, in the realm of skills we may find that some of our staff members have certain lacks. The Management Training Adviser, if informed, may be able to organize training classes under professional instruction to fill these lacks. As, for example, a staff member may be unfamiliar with blueprint reading. The Management Training Adviser may organize a brief course under a professional instructor, or arrange for personal instruction by a member of the Technical Section.

The Regional Project Services Supervisor must do the following:

1. Give a clear-cut statement on the functions, responsibilities and duties of each staff member. Where necessary, this should be in written form.
2. Acquaint his staff members with all the important agencies in his Region.
3. Acquaint his staff members with the attitudes, points of view, and special prejudices of all the Regional employees with whom he is likely to come in contact.
4. Acquaint his staff members with the personalities, attitudes and points of view of key people in housing and allied fields in the Region.
5. Acquaint his staff members with the political backgrounds in certain areas.
6. Describe the character and the methods of operation of local housing authorities; also, the attitudes and philosophies of local housing authority staffs, and the character of housing managers of directly managed projects.
7. Describe in detail special difficult housing situations in given projects.
8. Indicate and describe concrete instances in which special devices or special methods of handling people and situations have been effective.

9. Teach staff members how to recognize project services problems.

10. Advise staff members where to get information and materials.

11. Stimulate the staff members for self-improvement.

Subsequent Statements and Recommendations by Conference Group

The above report of the workshop committee was accepted by the conference group as a whole and the following comments were made in the discussion which followed:

1. That time did not permit the committee to work out recommendations for the complete job of training of Project Services Advisers on both the regional and local levels. The work accomplished by the committee represents an outline of some of the procedures and objectives of a regional Project Services staff.
2. The conference group indicated a need for the following materials:
 - a. Suggested media for developing programs to meet the training needs of regional Project Services Advisers.
 - b. An outline of procedures and objectives for a program to meet the training needs of local Project Services Advisers.

Health Education

Members of the Committee:

Harry Becker, Chairman
Mary Nan Gamble, Region VIII
Earle Pritchard, Region IX

Jane Braucher
Mrs. Alschuler
C. M. Derryberry
Rollo Britten

The following health education objectives and principles were developed by the workshop committee:

Health Education Objectives

1. Acquaint the tenant with the social services in the community - health, education and welfare, including such resources as public health clinics, special and general; hospitals; location of physicians; child care school facilities; day nurseries; churches.
2. Guide the tenant in selection of medical service.
3. To promote protective measures against communicable diseases, including particularly immunization and vaccination.
4. To develop an understanding of hygiene practices
5. To promote environmental sanitation
6. To instruct tenants relative to home safety.

General Principles Relative to the Implementation of Health Education Programs:

1. It is the responsibility of regional project services advisers to promote health education programs.
2. Programs should be developed under the auspices of appropriate official tax-supported agencies.
3. Health Education programs should be regarded as a part of the total community organization plan.
4. The need for health education programs must be interpreted to Management Advisers, local housing authorities and housing managers.

Comments

The Central Office is going to work with Dr. Derryberry, USPHS, in the matter of getting some definite health education materials, policies, and procedures to the field. A statement of what the USPHS can do to assist will also be provided. We feel that health education is a part of the larger problem of community organization.

Substitute Playground Equipment

Members of the Committee:

A. D. Robbins, Chairman
Frank Wagner

Marguerite Meeks, Region III
Elston Wagner, Region V
Ernest Buff

On the subject of recreation equipment, it was pointed out that there has been a virtual stoppage in the manufacture of recreation equipment since November 3, 1942. The use of substitute materials (non-critical materials) was discussed. It was agreed, generally, that safety demanded that specification standards be protected. It was stated that there was no fire or accident insurance on direct managed projects, except where use involved governmental function. The death of a child in Brownville, Texas, as a result of collapse of a homemade swing was pointed out. It was stressed that care and supervision are especially important in the case of equipment for children, particularly during the first weeks of initial use, and that all homemade equipment that is now in projects and which is dangerous should be removed.

It was agreed that in our use of substitute materials and equipment we ought to stop short of equipment that is potentially dangerous. Specifically, the use of substitute materials was ruled out on swings, climbing structures and teeter-totters and was regarded as questionable on slides.

The question of substitutes for equipment was discussed briefly. It was pointed out that the substitution of programs requiring no equipment, the substitution of effective leadership, and the substitution of different items of equipment from those normally used (for example, big log as low-balance beam, the "Dodger", a small hut, fireplaces) might "fill the bill".

It was recommended that a study be made to determine the relative value of the various items of traditional playground equipment in terms of child development, program use, basic safety, etc.

It was generally agreed that these factors were of importance in our program at this time and that a technical handbook predicated on the above considerations would be extremely valuable.

FOLLOW-UP ASSIGNMENTS RESULTING FROM CONFERENCE DISCUSSIONS

Suggested Action to be taken and Materials to be Prepared by Central Office and Regional Project Services Supervisors

I. Central Office

A. Suggested Action

1. Continue study of regional recommendations for backlog of facilities on projects below standard (Regional Circular 7.7).
2. Advise Regions concerning procedure, information for 501's, priority applications. Assist in processing recommendations for facilities.
3. Arrange for coordinated action between Management, Technical, Project Planning and Procurement, with respect to (a) management standards and recommendations, (b) technical planning, (c) approval of project construction, (d) procurement of equipment, and (e) priorities.
4. Continue to investigate the availability of CCC and WPA camp structures for use as tenant activity buildings. (Possibility for use on trailer projects).
5. Discussion with the Projects Division regarding the procedure for processing 501's where Development Accounts of existing projects are not available.
6. The initiation of a study on plant domination.
7. The necessary steps for including essential laundry facilities on war housing projects.
8. Discussion with Central Office Project Planners of the need for adaptation of policy and standards to meet specific cases in which it is necessary to delete or reduce space standards relative to the provision of project facilities on dormitory developments.
9. Clarification of responsibility for requesting omission or reduction of facilities.
10. Discussion with Personnel and Budget Divisions regarding regional staff requirements.
11. Discussion with Personnel Division relative to sending instructions to regional Personnel staffs on development of Form 525 by Regional Project Services Advisers.

12. Initiation of action toward the revision of present budget classification and fiscal allowances for project programs.

12. Request suggestions from Regional Project Services Advisers regarding types of information and materials desired for exchange.

B. Materials

1. Suggested media for developing programs to meet the training needs of Regional Project Services Advisers as outlined in the Workshop.

2. Training material for Project Services personnel on the local level.

3. Standards for local Project Services personnel with respect to functions, responsibilities, qualifications, salary schedules, and number of persons in relation to size of project.

4. Standards for the evaluation of programs.

5. Copies of the "Check List for Evaluation of a Local Project Program" to be used for a field trial.

6. A suggested form to replace the 839 form.

7. A suggested form for summarizing the information obtained from reports of local managers.

8. Copies of the "Tentative Outline for Regional Reports from Project Services Advisers" to be used for a field trial.

9. Procedures regarding the showing of movies, and procurement and distribution of films.

10. Handbook describing substitute equipment and substitutes for equipment.

11. A resume of existing material issued subsequent to January 1, 1942, which relates directly or indirectly to any phase of the Project Services program.

12. Statement developing health education possibilities along the lines of the general objectives and principles outlined in the workshop on this subject. (To be based on further study in the Central Office).

13. List of names of individuals in the various states that Dr. Derryberry felt could be of use to the Project Services Advisers in developing health education programs in their regions.

14. A series of pamphlets on health subjects in their relation to housing for use as background information.

15. Criteria for judging pre-payment plans for medical care.

16. Statement on proposed methods of meeting the problem of operation of infirmaries, with copies of any information thereon sent to the District Directors of the Public Health Service.

17. Procedures to be followed relative to purchase of equipment and supplies for infirmaries.

18. Standards on health facilities for war housing projects.

19. Statement on meeting health problems in isolated areas and job responsibilities of Project Services Advisers in the health field.

20. List of materials from Health and Sanitation Unit now in the Regional Offices.

21. A revision of and addition to tenants' services in the disposal of rubbish, garbage, and ashes.

22. A study of tenant cleaning of stairhalls, community laundries, and social rooms as a revision of the Local Authority Manual.

23. A study of tenant care of grounds and planting.

24. A detailed study of savings to project budgets through tenant maintenance. (Examples from the field for further analysis will be most welcome).

25. Materials on the education and training of the management staff and of tenants in tenant maintenance problems. Attention to be given to the part of tenant groups. (Examples of the actual participation of such groups in the tenant maintenance activities will be most welcome).

26. The collection of data and information on tenant safety.

27. Standards for Project Services Facilities. Temporary War Housing Projects (Family Dwellings, Dormitories and Dormitory Apartments), July, 1942. Health Facilities for Temporary War Housing. Day Care Centers for War Housing.

28. Working drawings for: (1) Project Services Buildings and Outdoor Facilities for Dormitories, (2) Kitchen and Cafeteria for 50 to 100 Persons, and (3) Day Care Centers. Layout Plans for all Size Units.

29. Equipment layout plans for: (1) Project Services Buildings and Dormitories, (2) Infirmaries (November, 1942), and (3) Kitchens and Cafeterias (November, 1942).

30. Procedures for Procurement of Project Services Facilities and Equipment. Memorandum of Indoor and Outdoor Community Equipment for Family Dwelling War Housing Projects.

31. Development of standards and layout plans for tenant activity facilities: indoor and outdoor (family dwellings, dormitories, trailers), and day care centers.

32. Preparation of specifications and information on color schemes and patterns, and other guides for decorating community buildings. (Drapes, rugs, stage curtains, tormentors, scenery, color schemes, paint, furniture covering, pictures.)

II. Regional Project Services Advisers

A. Materials

1. Recommendations and suggested changes, after field trial, for the "Check List for Evaluating a Local Project".

2. A trial quarterly report of regional programs following the tentative outline, together with recommendations and suggestions for modifying the outline.

3. Suggestions for a revision of the 839 form. Due December 7.

4. Suggestions for a method of recording summaries of data secured from reports of local managers. Due December 7.

5. Examples of items of equipment using substitute material and illustrations of substitutes for equipment to be used in a handbook. These materials should be forwarded as soon as possible.

6. Suggestions for materials to be included in an "exchange of information" among regions.

7. Estimated dates on which infirmaries, now under construction, will be ready to open. A form was submitted for this purpose. (These statements had been received from four regions by December 3. Attention is called to the fact that infirmaries must have equipment and supplies on hand before they can be regarded as ready to open).

8. List of four or five questions raised by local housing managers or by tenants (i.e., not simply by the Project Services Advisers themselves) in the field of health. This list was requested by Dr. Carl E. Rice of the Public Health Service, the request being endorsed by the Health and Sanitation Unit.

9. Request copies of publications, plans, standards, specifications and procedure memoranda which are lacking and which are not available in the Regional Offices.

STEERING COMMITTEE'S COMMENTS AND RECOMMENDATIONS
ON THE CONFERENCE OF REGIONAL PROJECT SERVICES SUPERVISORS

With the picture of housing changing so rapidly and, in certain aspects, so fundamentally, the Steering Committee composed of Regional Project Services Supervisors feels that conferences such as this are essential for clarification. The Regional Project Services Supervisors are unanimous in the opinion that they are returning to the field better equipped to carry out their programs.

The Committee wishes to compliment the Central Office on the general over-all organization of the Conference and presentation of material. The Committee feels that the agenda was very intelligently planned, the Conference notebooks well organized, and exhibit materials conveniently displayed for reference. The Committee, of course, recognizes that a tremendous amount of ground had to be covered, and therefore understood why the Conference had to work under considerable pressure. It wishes, however, to make this observation: that precious as time may be for all of the people in the field, they nevertheless would have preferred to have remained on another day, or perhaps two, in order to do justice to all the subjects discussed.

Had the Central Office been able to distribute the Conference notebooks to the field prior to the Conference meeting, it would have, we feel, facilitated matters. The Committee, however, recognizes that although the Central Office may have considered doing so, it was not able to by reason of the fact that the Regional Project Services Supervisors were derelict in responding to the memorandum issued by the Central Office requesting suggestions and proposals for the Conference.

It is a reflection upon the splendid organization of this Conference that during its course the Steering Committee proposed only two alterations to the program. These two alterations were provoked by situations in the field with which the Central Office could, under no circumstance, have been familiar except by direct information from the Regional Project Services Supervisors. However, as matters transpired, the condensation of one section of the program and the elimination of another was handled with dispatch by the individuals involved, despite the short notice. In our opinion, only one session failed to achieve the high degree of excellence that characterized the Conference as a whole. The session dealing with restaurant facilities involved the use of an outside speaker who repeated a number of points which had been covered previously.

The Committee was particularly pleased with the opportunity to work in small groups during the workshop periods, the outcome of which we consider extremely valuable. We recommend that at future conferences even greater emphasis be placed upon these workshop periods.

The Committee wishes to refer specifically to the evidence, throughout the Conference, of the intelligent direction given by Clayton Jones.

Needless to say, the Regional Project Services Supervisors feel a special obligation to Howard White. Aside from his vision and insight that gave the Conference its broad perspectives, his active participation in the sessions, the precision of his attitude on policies and the innumerable illuminating details he brought to bear on the discussions, all contributed toward clarifying problems of basic importance.

The Steering Committee also wishes to register its approval of the efficient way in which all the minor details of arrangement, personal comfort, seating, and other comfortable niceties contributed to the easy conduct of the Conference. Particularly helpful was the graciousness and efficiency with which the clerical staff throughout the Central Office gave service to the Regional people in connection with such time-consuming things as ticket arrangements, making of appointments, telephone calls, and courteous and generous disposal of their time for the preparation of memoranda, typewritten materials, dictation and other essential services of this nature, without which a great hardship would have been experienced.

The Regional people appreciate having been asked to participate intimately in the program's organization, and valued the opportunity of working along, through its Steering Committee, with the Conference leaders in keeping urgent matters to the fore and eliminating the non-essentials. The Regional people were also aware and appreciative of the assistance given the organization and conduct of the Conference by the Management Training Section, and felt its aid particularly in the workshop session on "Training for Project Services".

The following recommendations, directly related to the planning and mechanics of the Conference, are to be made:

1. More generous discussion periods should hereafter be provided.
2. As noted above, more time allowed for workshop periods.
3. Greater use in technical demonstrations of large-sized charts.

4. Organized luncheon periods - this suggested in order to assure prompt resumption of afternoon sessions.
5. A longer unfinished business session at the end of the Conference should be provided.

Certain general recommendations develop as a result of the Conference:

1. The Regional people would like to see groups of Central Office staff come into the Regions more frequently and stay for longer periods of time.
2. It is also suggested that from time to time small sectional Regional conferences can be called, at which perhaps two or three Project Services Supervisors can meet with certain designated members of the Central Office staff.
3. Some of the Regional people feel it desirable for arrangements to be made, if possible, for visits among Regional people themselves, either accompanied or not, as circumstances warrant, by a member of the Central Office staff.
4. The Steering Committee has been instructed by the Regional Project Services Supervisors to recommend a date for the next conference. It proposes a period in the last two weeks of February and trusts that the Central Office will give this suggestion serious consideration.

The Regional Project Services Supervisors now recognize without question the basic importance of conferences such as this, and are certain in the future to participate in the organizational stages of such conferences by sending in, well in advance, suggestions, proposals, descriptive material, and reports.

The Steering Committee wishes to conclude this report by again reiterating its appreciation of this opportunity to discuss frankly - and in some cases thoroughly - problems of mutual interest and concern.

Note: Although Miss Eleanor Daley, of the Office of Management Training, was a member of the Conference Steering Committee, and Mr. Clayton C. Jones was a member ex-officio, neither participated in the session at which this evaluation was developed.

EVALUATION OF THE CONFERENCE
OF REGIONAL PROJECT SERVICES SUPERVISORS
November 19-22, 1942
Submitted by the Planning Committee

Objectives

The following objectives were set up prior to the Conference by the Planning Committee:

1. To inform Regional Project Services Supervisors of new and revised policy, procedures and standards for all types of projects.
2. To provide an opportunity for discussion and interpretation of war policy, procedures and standards already released or in the process of development.
3. To provide an opportunity for Regional Supervisors to discuss with the Central Office problems encountered in the field.
4. To receive the recommendations of Regional Project Services Supervisors regarding needed policy, procedures and standards.

Limiting Factors

Certain factors, which the Committee could not control and which were recognized at the outset as limitations, determined to some extent the degree to which the conference objectives could be achieved. These factors included:

1. The necessity of limiting the Conference to three and one-half days.
2. The considerable variation in amount of FPFA experience accumulated by regional conferees which necessarily affected the scope of materials to be covered.
3. The lack of suggestions from all but a few of the regional offices regarding topics for discussion and appropriate workshop problems in time for use in conference planning.

Evaluation and Recommendations

It is the opinion of the Committee that, in general, the objectives of the Conference were achieved. It is felt that the Conference participants contributed considerably toward this end in that they worked well together, kept discussions

objective and pointed remarks to subjects under consideration. The workshop groups made a valuable contribution and their reports contained specific recommendations which clearly outlined the next steps to be taken toward final solution of the problems presented.

The Steering Committee accepted its responsibilities willingly, became active immediately, and continued to serve its purposes throughout the Conference and during a post-conference evaluation session.

The pattern of conference organization - that of cooperative planning by all unit heads under the direction of the general chairman - is considered to have been very successful. The Committee suggests that this general method be used in developing future conferences. Although it is agreed that both the program and the mechanics of the Conference were, in general, well handled, the Committee makes the following recommendations with respect to certain details:

1. That the memorandum to the regions announcing the conference and requesting suggestions regarding discussion topics and workshop problems establish a deadline for submitting the requested materials.

2. That if it is again necessary to restrict the duration of the conference, that the content be carefully selected to include only those subjects which seem to be of utmost importance rather than attempting to do the whole job. It is felt that this is desirable in order to leave the program more flexible and to provide open periods for the consideration of such subjects as Regional Project Services Supervisors and others feel essential as the conference progresses without having to eliminate any of the sessions originally scheduled.

3. An alternative method of arranging the time schedule is also recommended: that subjects to be covered be listed without a definite time schedule being arranged and that the opening session be devoted to the selection by the group of the amount of time to be devoted to each.

4. That more detailed and specific planning be carried on with the individuals designated as chairmen of each session prior to the opening of the conference. This planning should involve a greater consideration of the best methods of presenting the materials to be covered, i.e., the procedure to be followed at the close of each session with respect to turning the meeting back to the conference chairman rather than declaring it adjourned; the use of outside speakers and the matter of providing information to such speakers relative to the time allotted, the specific subjects to be covered, the acoustics of the room, etc.

5. That more workshop periods be provided and that more time be allotted to the presentation and discussion of workshop reports.

6. That the use of outside speakers be restricted to only those instances in which the material presented by them cannot be digested by Central Office personnel for presentation in a shorter period of time and that speakers be carefully instructed as indicated in point four above.

7. That greater use be made of panel and roundtable discussion methods when possible.

8. That large charts and other illustrative materials be utilized wherever possible in presenting material.

9. That a record be made of all questions which are brought up for discussion and postponed until a later session, and that these be presented to the Steering Committee for inclusion in the unfinished business session if they still remain unanswered.

10. That consideration be given to the following mechanical details:

a. That more time be allowed for lunch periods and that information regarding location, hours of service, and prices of nearby restaurants be provided.

b. That all speakers be notified at the beginning of the session regarding the method of indicating the expiration of their allotted time.

c. That verbatim accounts of the proceedings of the conference be taken, if possible, to be used later as reference for developing the conference summary. If this procedure is not possible, it is suggested that someone be designated to take complete notes for each session and to summarize these notes for the record on the same day. It is possible that the use of both these methods would aid in assuring an accurate record for reference.

d. That more adequate facilities be provided for workshop sessions.

e. That if place cards are used, both sides should carry the names of conference participants.

f. That every effort be made to use only one conference meeting place.

g. That instructions regarding the acoustics be given to all conference participants at the beginning of sessions in the hope that every one participating in discussions will speak loudly enough to be heard in all parts of the room.

The Committee also wishes to make the following recommendations for future conferences to Regional Project Services Supervisors:

1. That suggestions for the content of the conference program be submitted well in advance of the conference dates.
2. That every effort be made by regional conferees to arrive in the conference city in time to attend the opening session.
3. That when room reservations are to be made the Planning Committee be notified of the day and approximate hour of the conferee's arrival.

CITY _____

Project Name: _____

Approved _____

Project
Number _____

NUMBER OF UNITS				Total	Total	RENTS		Maximum	
Rooms	Perh.	Dem.	Temp.	Units	Rooms	Gross	Army	Income Limits	
per	Flats	Dapt.	Trs.			Shelter	Navy	From	To
D.U.	R.H.	Port.				From	To		
1									
2									
2 1/2									
3 1/2									
4 1/2									
5 1/2									
6 1/2									
Reg.									
Exc.									
Total									

UTILITIES
in Rent _____No. and Size D.U.
for Commun. Fac. _____Commun. Fac. and
Activities _____

Refrigeration: _____ Heating: _____ Cooking: _____ Hot Water: _____

Construction _____

Source of
Funds _____Award of
Contract _____Development
Cost _____Agreement-Payment
in lieu of Taxes _____MGMT. RESOLUTIONS
or Programs Approved _____Amendments to
Resolutions _____Budgets
Approved
Dates and
Purposes _____

Amount of Allotment - \$ _____

Initial
Occupancy _____95% -
Occupied _____End Initial
Oper. Period _____

Date Bonds _____

Int. Rate _____

Max. Contribution _____

Fiscal Year
Begins _____Occupancy
Notice _____Effective
Date _____

Agency Contract _____

Lease Agreement - From _____

To _____

Approved _____

Special Equipment _____

REMARKS _____

PERSONNEL

Enter
on Duty

NAME

POSITION

SALARY

REMARKS

[illegible]

UTILITY RATES

Gas

Electricity

Water

Special Contract Provision		

Check List on Projects prior to 95% Occupancy

Date Approved _____

Amount

Est. Average Cost of Operation:

Rents Approved:

Utilities Negotiated: Yes - No:

Water

Gas

Electricity

Management Program

Personnel Chart

Allotment of Funds (Admin.)

Allotment of Funds (M&M Equip.)

Alotment of Funds (Commun. Equip.)

Auto: Type Make Year

No. of Units Released for
Occupancy (Date)

A11

REMARKS:

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