

THE REHABILITATION OF  
BRADLEY PARK AND MT. OLIVE MANOR:

A PROPOSAL

by

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INTRODUCTION

America is experiencing an acute shortage of housing for the last four decades. To deal with this housing menace, the government started giving assistance for the construction and rehabilitation of the housing units. All assistance has been channeled through five programs: low-rent public housing and rent supplements directed towards low-income families, mortgage assistance, rental assistance, and subsidized loans for rural and small-town borrowers directed toward lower-income families.

Bradley Park and Mt. Olive Manor (BP/MOM) are two multi-family projects constructed under such federally-assisted programs. Due to lack of management capabilities and socio-economic environment governing the context of the project, BP/MOM defaulted a few years after its completion and became a property of the Department of Housing and Urban Development (HUD). This study is an analysis of the history of BP/MOM leading to the current situation and possible financial/managerial alternatives which could ameliorate this and other similarly troubled projects into positive neighborhood communities of low-to-moderate-income families.

This report was prepared by a study group consisting of two graduate students at the University of Illinois.<sup>1</sup> To achieve the objectives put forward by the study, the group utilized the class discussions and the invaluable assistance of the guest speakers of wide and diverse backgrounds. Also, library resources and available literature surveys have been used to provide much of the background and statistical information for the project.

The paper initially discusses the background of Bradley Park and Mt. Olive Manor. Recommended disposition proposal of BP/MOM is followed by various financial and managerial alternatives. Finally, the study group's recommendations for an overall solution is presented. An appendix (A) made up of charts, maps, and statistics is also provided to put the study in perspective.

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<sup>1</sup> Mohamad Vaghei and Lavanga Shah are graduate students in the Department of Civil Engineering at the University of Illinois at Urbana-Champaign.

## BACKGROUND

### Situation Analysis

Bradley Park and Mt. Olive Manor are two existing apartment complexes independent owned, located on the north side of Champaign-Illinois. *the appraiser* Site plans shows their location in Champaign.

Bradley Park is a 98-unit mixed townhouse/low-rise complex constructed in 1971 under Section 236 of the National Housing Act (NHA). *developed by* It is at the corner of Bradley Avenue on the north, Gulf Central Railroad tracks on the west, Eureka Street on the south, and Fifth Street on the east. It consists of two-story townhouses and three-story walk-up buildings. It was built by a non-profit organization composed of a group of churches for low-and moderate-income people.

Mt. Olive Manor is a 72-unit low-rise apartment complex constructed in 1972 under Section 221(d)-3 of the National Housing Act. It was developed by the non-profit Mt. Olive Baptist Church for the use of low-income families. It consists of six three-story walk-up buildings with twelve apartments in each.

Both apartment complexes are *currently sub-subsidized* under Section 8 of the NHA in which the renters pay 30% of their income as rent and the difference between this amount and the going market rent is paid by the federal government.

### Present Site Conditions

Bradley Park and Mt. Olive Manor provide basic facilities such as laundry facilities, <sup>location near</sup> good public transportation, and off-street parking. Only Bradley Park provides air-conditioning and carpeting. Both projects lack close access to shopping areas. Due to the lack of private transportation by the tenants, shopping presents a serious problem in their day-to-day life.

At present, due to the lack of maintenance and proper management (the reasons for which are thoroughly discussed following this section) the property has deteriorated--the paved areas have <sup>deteriorated</sup> all been broken, landscaping has been totally spoiled, and the exterior of the building <sup>s</sup> have been seriously damaged. Windows are broken, and currently some of them have been boarded up to prevent the growing vandalism in the area from damaging the buildings even more. Heating and air-conditioning systems have not been maintained properly and are not <sup>always</sup> in working order. Mt. Olive Manor <sup>s</sup> is not in any better condition. All but one of the buildings <sup>was</sup> in this project have been vacated and vandalized, <sup>within a year of opening</sup>

One of the main problem areas of the project has been the <sup>the</sup> sewer system which up to this day remains unresolved. From all apparent information and facts obtained by the study group, it is evident that during the initial construction stages of the project, adequate attention was not given to the design and execution of the plumbing (sewage) system. Sewage lines do not have the required slope, resulting in the constraint backup of the sewage into the units. It is obvious that the problem of sewage is a pretext to any long-term solution to this project

and needs immediate attention. Physical problems are not the only ones associated with this project. Socio-economic conditions of the whole area in which Bradley Park is located also contribute to the current situation; these will be discussed next.

The unemployment in this area is at its peak and the highest in the Champaign-Urbana area. This has naturally led to a higher crime rate which has been officially quoted by the Champaign Police Department. The unsecure lock system on the doors of the complex does not add to the safety of the building either. The area is habited by low-income, uneducated minorities and large-size families. This condition has created an unfavorable impression on the residents of Champaign which abstains from inhabiting or investing in the area, thereby restricting the economic development and social desegregation of the area.

In contrast to its unfavorable environment, the area also offers adequate recreation facilities like Wesley Park, Douglas Park, religious and health facilities like churches and Burnham Hospital, which is a major health care facility in the area.

Moreover, BP/MOM is the only major apartment complex in the area, therefore it has very good potential demandwise after it is restored to comply with Building Code requirements.

#### Reasons for Default

Both Bradley Park and Mt. Olive Manor suffered financial problems soon after construction. Inadequate management and operation led to the default of Bradley Park in 1976 and

BRADLEY PARK AND  
MT. OLIVE MANOR

PHYSICAL

PRESENT SITE CONDITIONS

SOCIOECON

DETERIORATION

SEWAGE

VANDALISM

POVERTY

UNEMPLOYMENT

CRIME

*SECURED - late!*

Mt. Olive Manor in 1977. Moreover, the other causes which led to its default are as follows:

1. Untimely mortgage payments
2. Inability to enforce a rent-collection policy and penalties for not paying *it* in time
3. Inadequate resident selection process
4. Improper maintenance program
5. Lack of a good relationship between tenants and management
6. Inefficiency of the management team.

*2. untimely & unenforced property tax payments over 1 year.*

Due to the above conditions, the property was ultimately defaulted; the project was transferred in HUD's name. After the transfer, the resident manager was removed, which made the conditions go from bad to worst.

*to*

In order to *trim* slim its housing inventory, *now* HUD is trying to sell Bradley Park and Mt. Olive Manor to private owners.

Study Group's Proposal for  
the disposal of the project by HUD

The present HUD proposal is to improve the project to standard levels and then sell it on an open-bid market. HUD's proposal is to improve the sewer system by installation of a 600-gallon flush tank on the roof of each building and flush the system periodically. By a comparison of the Benefit/Cost ratio over the long-term of this alternative and a second alternative, namely the installation of a totally new sewer system, the study group concluded that the first alternative is far inferior as well as economically disadvantageous. In the following paragraphs the study group proposes its recommendation for the disposal of this property.

The study group's contact with the potential buyers of the project reveals their tendency toward complete overtake of the project without any HUD rehab of the sewage system. This is due to the experience and technical know-how of the prospective buyers which will eventually reduce the cost to them and provide a better incentive for investment. The study group also recommends that the idea of an open-bid process is not beneficial to the project because it is possible that the low bidder without an understanding of the area and not enough expertise in low-income housing rehabilitation, will eventually dump the project and the objectives of this plan will not be achieved. Among the private developers who have shown an interest in a negotiated bid proposal is McCormack & Baron, a St. Louis-based developer.

McCormack & Baron has a past track record of acquisition and successful management of similar low-to-moderate-income

feel  
can  
complete  
task  
cheaper  
better  
from  
bid  
1. better  
supervision  
2. better  
screening  
etc

most active



more  
lower  
the  
purchase  
price  
more  
up

(NO 4)

*Appeal other projects*

housing projects. The study group recommends to HUD to open a negotiated bid with McCormack & Baron. Acceptance of any private firm by HUD must be subject to detailed information supplied by the bidding firm about the management scheme that any such firm would adopt for the Bradley Park project. More will be said about management techniques of such projects in the following pages.

## FINANCING ALTERNATIVES

Once the project has been acquired by a private developer, the study group recommends the following alternatives for financing the project.

Financing required is for the extensive rehab of the buildings, including the long-term solution to the sewage problem and general improvements of the area. The alternatives mentioned in this report are not the only ones that might be available; also, these alternatives could be used simultaneously to provide funds for the whole or part of the financing needed. It is assumed that any private developer will furnish up to 15 to 20% of the money needed for rehabilitation of the project, and that Section 8 of RHA provisions will create a favorable situation for developers who can then charge fair market rents with no difficulty.

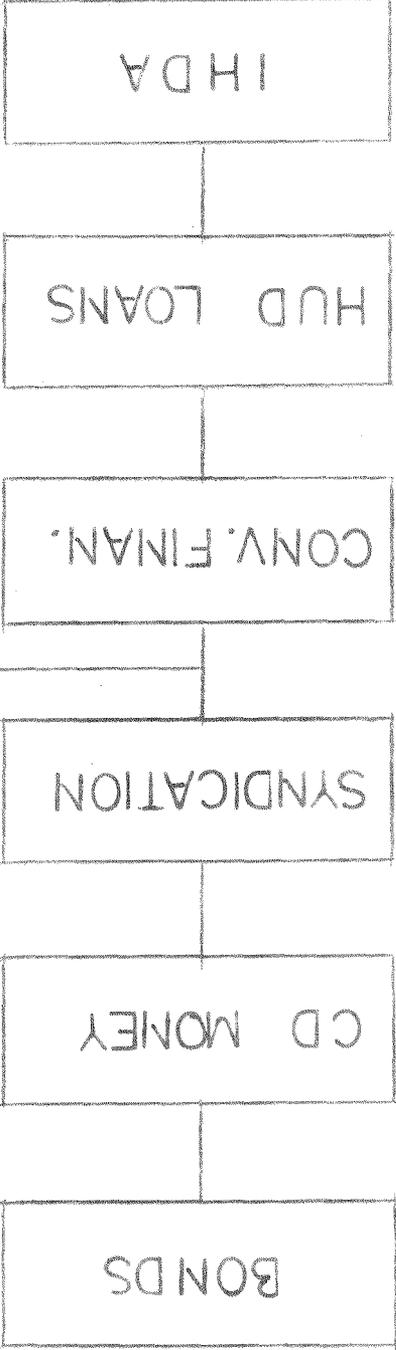
### Some Financing Alternatives

1. Bonds: The City of Champaign could issue tax-<sup>E</sup>3xempt bonds to private investors. This would help the city to make available low-interest money to the owner of the project.
2. CD Money (Community Development Block Grant Money): The owner could apply for CD money. Although the availability of CD money is very limited, private developers could enter into a partnership with the City of Champaign and get their interest in this project and thus help themselves financially. *for budget*



BRADLEY PARK AND  
MT. OLIVE MANOR

FINANCING ALTERNATIVES



← reverse upside down

MANAGEMENT PROPOSAL

American Friends Service Committee

The American Friends Service Committee, which is a Chicago-based non-profit organization and is involved in the provision of access to land and housing for low-income families in both rural and urban areas, has been one of a number of organizations which have made <sup>inquiries about</sup> proposals <sup>in the past.</sup> on acquisition and management of the Bradley Park and Mt. Olive apartments.

After considerable analysis of all <sup>the</sup> different proposals submitted and possible other alternatives, the study group (Mohamad Vaghei and Lavanya Shah) has decided that the American Friends Service Committee's proposal is more compatible with the spirit of the particular situation at hand. The main goal of the AFSC is to own and operate Mt. Olive and Bradley Park Apartments for low- and moderate-income families in a maner that is affordable by the tenants, and socially responsive to their needs; economically viable for the owner, and contributes to the stability of the community as a whole. It is very important that the AFSC understands that good management and a strong relationship between tenants and management are the key to meeting the goals mentioned above, and to the long-term success of any low-income multi-unit project like Mt. Olive and Bradley Park Apartments. It is important as part of this study to reflect upon AFSC's proposal for management of this project and signify its strong points and possible weak spots.

It must be said that the recommendation of this study in this section pertains specifically to management techniques of the proposal, and final approval of any proposal by HUD might be decided more in terms of purchase conditions and financial benefits to HUD. However, the recommendations in this report could be adopted by any organization which would eventually take over the project.

#### Management and Tenant Participation Plan

There are three major channels through which the objectives of the AFSC will be accomplished. These are: an ownership plan, a management plan, and a tenant participation plan. AFSC's ownership plan will be discussed under the financing section of this report. Management and tenant participation, however, are in the opinion of the study group the soul of any proposal for Bradley Park Project and the key to its success and possible application to similar projects. Therefore, these will be discussed here. *just*

Since the failure of any multi-residential project in an underprivileged area of any city is due more to socio-economic characteristics of the occupants, the issue of social assistance becomes a crucial necessity for any such projects. The conditions at the Bradley Park & Mt. Olive Manor are no different. AFSC, through their studies, *show* studied that there is a need for social services, social programs and a social service director on a full-time basis. It is important to *realize* know that it is the economic versus the social effectiveness of any program that overlaps to achieve positive physical-economic success.

Historically, the problem with these types of projects (low and moderate income) has been the inability to address human <sup>needs</sup> problems. It is not sufficient just to provide a physical structure, ~~but~~ additional effort is needed to provide a wide spectrum of services to solve problems related to unsanitary conditions, high collection losses, lack of respect for property, and the installing of pride in home. From the current conditions of the project, it appears that previous owners provided little <sup>help in</sup> effort to deal with the needs of the resident or to provide human services <sup>for a</sup> to the residents. Of course one fact must be taken into consideration, that the very high human density at Bradley Park makes it difficult to address social issues <sup>that</sup> because it is a basic physical deficiency; but this doesn't justify the lack of attention exercised by the previous owners. AFSC believes that good results can be achieved through preparing residents with counseling and direct social services to bring about the confidence and repport which will improve the rent collection, sanitary conditions, and improve one's interest and respect for where one lives. AFSC in their attempt to achieve their goal feel a need to seek funds and/or use project funds for social services programs in the belief that it has a direct effect on the physical and economic viability of the project.

Taking into consideration the location of the property, it is believed that by coordination with the Resident Manager and the Social Service Director contacts can be made with various local and federal social service, health and educational agencies to assist through their outreach programs. In their attempt to

use all the available local help, AFSC expects to establish an on-going relationship with the University of Illinois School of Social Sciences to provide guidance in structuring the resident service programs. There will also be formed a tenant council (which will be discussed later), which will assist the Social Service Director by providing voluntary help in carrying out functions such as coaching of youth activities, auxiliary security activities, emergency senior citizens assistance, newsletters, etc....

The American Friends Service Committee forsee the daily activities of the Social Service Program to include the following items.

(a) A comprehensive program for senior citizens' check cashing, shopping, medical assistance, counseling on rights, and obtaining benefits, and some leisure activities. This item, although it might seem very surface oriented, it is extremely important, because senior citizens in the low-income sector along with little children and teenagers, <sup>have</sup> and special attention to ~~their~~ needs and provision of a safe and relaxing environment is a necessity for them.

(b) Youth clubs activities, Scouts, FFA, gymnastics, etc. This activity is just as important. Participation of youths in different social and sports clubs prevents them ~~from~~ from being attracted to other unwanted activities that are characteristic of low-income areas of towns.

(c) A Counselor to assist with family problems. Most of the poverty existing in the U.S. today has social <sup>as well as</sup> basis ~~after~~ economics. <sup>Problems</sup>

~~In low-income families, family problems are worse than any other sector, or at least it hurts them the most.~~ <sup>most serious</sup> ~~Therefore having someone there to help you is a big asset to any multi-family project.~~ <sup>have the greatest negative impact on</sup> <sup>support services</sup>

(d) After school tutoring. This, just like other youth activities, prevents the youth from wandering around in the streets and also helps them to be more successful in their studies at school.

(e) Meals-on-wheels program for senior citizens where required.

(f) Consumer educational programs.

(g) Emergency Family Services.

Items e, f, and g are also very good services that can be provided by the Service committee. Obviously their exact <sup>management</sup> contributions were not outlined in the AFSC's preliminary proposal.

<sup>4</sup> AFSC also plans to establish, along with the tenant council, several annual community events such as tenant service week and Community Fair and Community Picnic and Awards days which would all help give this project a sense of a community within a community, and hopefully with the surrounding areas benefiting from the effects of such program on them and advancing toward becoming better communities.

The Study Group <sup>evaluation, considered</sup> ~~decided~~ <sup>consider</sup> that AFSC did not take the whole context of this project under consideration. Obviously, from the maps provided with this study, this project is located within a larger low-income community in which an island of prosperity

cannot be expected to survive over the longrun. AFSC ~~of course~~ cannot be blamed and their plan has to be commended, because they have financial problems, and dealing with local officials in dealing with the problems is not easy. It is, however, hoped that this project will exemplify solution-making to this typical problem, and that other private or non-private developers will follow in taking up other similar projects in this area.

The American Friend Service Committee plans to phase in the implementation of their plan using the following priority list. First of all, a Social Service Director will be hired; secondly, lines of communication between tenants and management will be established; thirdly, work will be done to strengthen the existing tenant council. Establishing contact with local resources, involvement of tenants in planning activities, publication of a newsletter, determining the needs of senior citizen residents, and establishment of youth counseling centers, etc... will follow in the order mentioned above. AFSC plans to finance all these activities, including the staff salaries, out of project operating funds.

In their attempt to demonstrate how a management agent's capabilities, expertise and knowledge can be enhanced by well thought out training and development, coupled with on-the-site technical assistance, AFSC had also proposed the following provisions:

1. New leases developed at the University of California of Berkeley will be used. The study group did not exactly understand the reason for this provision. Apparently there had

*unclear  
acknowled*

been weaknesses in the current lease form. It is important, however, that any kind of lease that is provided takes tenants rights fully into consideration and would not be anything similar to most other landlords in Urbana-Champaign area imposed on students and other groups.

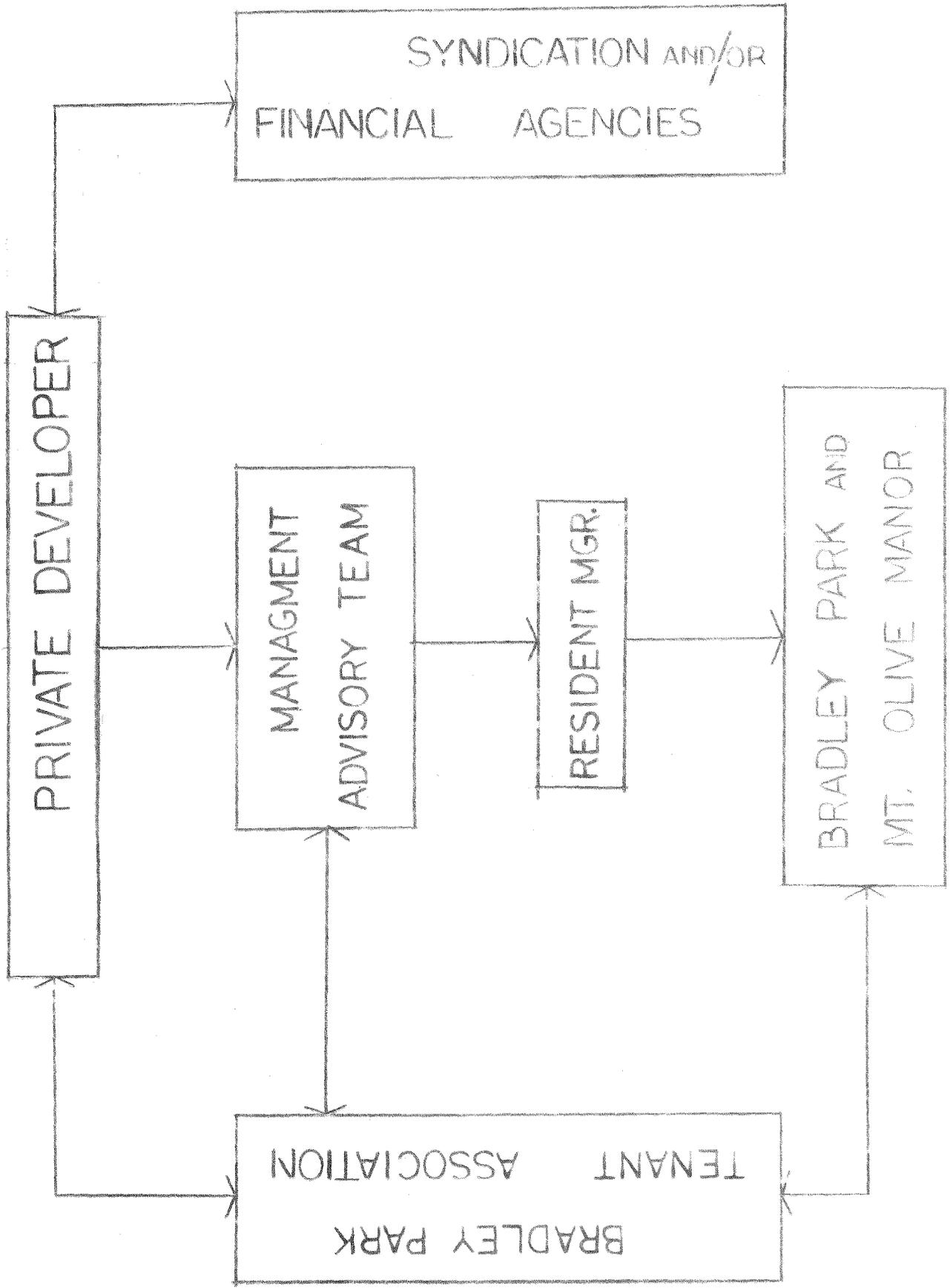
2. An on-line computerized management information and reporting system will be installed using a direct-access terminal to be located at Bradley Park Apartments: The data system will accommodate all the data necessary to effectively serve as a planning, monitoring, evaluative and reporting tool. Obviously the existence of a computer seems to be an integral part of any operation these days, although a computer can enhance the handling of information on the project, our study group concluded that its use is not an absolute necessity and it is a luxury the AFSC has but it is not essential to a general program to acquire the project.

3. Implementation of a tenant selection/tenant characteristic system would aid in selecting new tenants for the project, designed in accordance with criteria aimed at reducing the social pathology of the project: This item, in the opinion of the study group, is the most sensitive item in AFSC's management demonstration program. Tenant selection is a sensitive issue in that it must be made sure that wrong criteria are never entered in the program. The basic danger to the system is that over time, selection might be based on economic capability and tenants' income level, rather than other issues. The study group concluded that this item must not be given primary

importance because any selection system would eventually be prejudiced toward some groups of people and this is not the objective of any such project.

4. Development of planned maintenance programs will include an automated preventive maintenance distribution system, an inventory control system, and cost control charge-back system: These systems coupled with normal maintenance practices have a potential for realizing far-reaching benefits and better utilization of resources. The item is a necessity for the long-term upkeep of the project and must absolutely be implemented in the best possible way.

5. The project will be monitored by a management-by-objective system which will establish goals for the Resident Manager and monitor his performance in achieving those goals. The areas addressed by the system will include, but not be limited to, (a) financial condition, (b) management/maintenance, (c) quantity and quality of service delivery, (d) resident participation, and (e) standards of performance. Keeping an eye on the Resident Manager -- monitoring his work and giving him direction -- is very important and keeps the project from falling apart. Most failures in projects of this type are because sympathetic groups set up systems but do not follow-up on them to see how they perform, and do the necessary correcting. This will help maintain a live management system which will dynamically perform as the needs of the project vary.



## CONCLUSION

Deteriorating conditions at Bradley Park and Mt. Olive Manor have had a great deal of negative effect on the nearby communities and the City of Champaign in general. Citizens are also raising their voice against the government to take immediate action to improve the sub-standard conditions of the project. HUD's solution to the problems of the project, including the sewage problem, is not a long-term solution and would add to the cost--and therefore the price of the project for its disposal.

### Recommendation

The study group feels that HUD should dispose of the project immediately through a negotiated-bid contract with private developers of proven background and expertise, and leave the solution of the sewage problem to the buyers. This recommendation obliges HUD to think and act as fast as possible to relieve the citizens of the project from their "second class" status.

The study group as a result recommends a time-table provided with this report with critical activities designated. This schedule will point out an exact start and finish date for each activity, and a critical path. The activities on critical path if delayed would delay the whole project. The Critical Resource Allocation Method (CRAM), a project management computer software, has been used by the study group

to schedule the project. (The detail outputs are provided in Appendix B.)

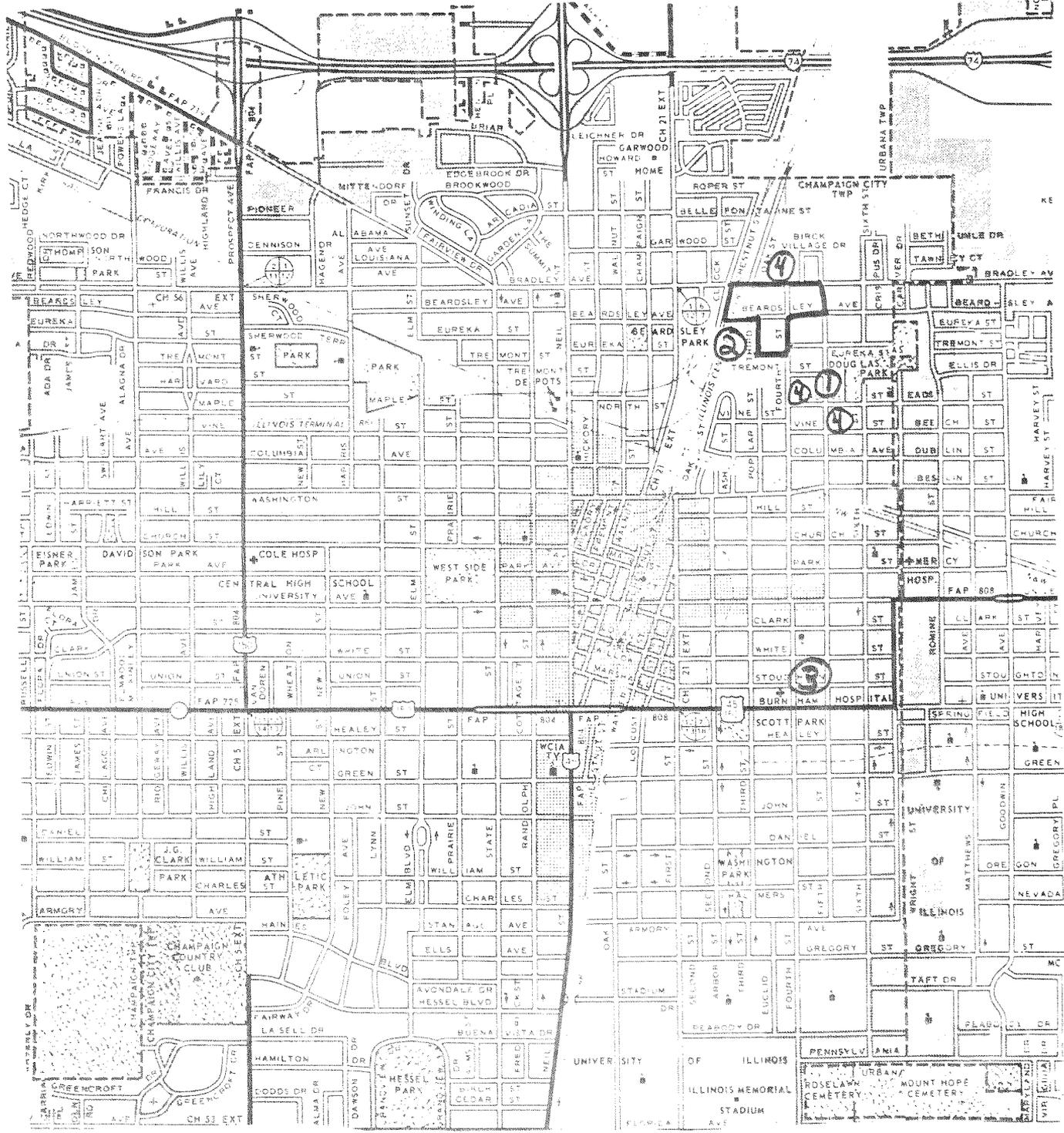
The problem is an obvious one and there is no reason for delays, so the study group hopes that some kind of strict schedule such as the one provided with this report is adopted and adhered to until the project is back on its feet.

B

APPENDIX A

# EXHIBIT A

## SITE LOCATION



1. DOUGLAS PARK
2. WESLEY PARK
3. BURNHAM HOSPITAL
4. VARIOUS CHURCHES

**Condition of Occupied Housing Units in the United States,  
1950, 1960, and 1966**

Condition	1950		1960		1966	
	Millions of units	Percent of total	Millions of units	Percent of total	Millions of units	Percent of total
<b>Census Bureau classification</b>						
Sound or deteriorating	39.1	90.9	50.7	95.7	58.5	96.4
Sound	39.1 <sup>a</sup>	90.9 <sup>a</sup>	43.8	82.6	52.2	86.1
With all plumbing facilities	27.7	64.5	40.4	76.2	n.a.	n.a.
Lacking one or more plumbing facilities	11.4	26.4	3.4	6.4	n.a.	n.a.
Deteriorating	n.a.	n.a.	6.9	13.1	6.3	10.3
Dilapidated	3.9	9.1	2.3	4.3	2.2	3.6
Total	43.0	100.0	53.0	100.0	60.6	100.0
<b>HUD classification</b>						
Standard <sup>b</sup>	27.7	64.5	44.5	84.0	n.a.	n.a.
Substandard <sup>c</sup>	15.3	35.5	8.5	16.0	n.a.	n.a.

Sources: For 1950, U.S. Bureau of the Census, *Measuring the Quality of Housing: An Appraisal of Census Statistics and Methods*, Working Paper 25 (1967), p. 16; for 1960, U.S. Department of Housing and Urban Development (HUD), *1969 HUD Statistical Yearbook* (1970), p. 354; for 1966, Bureau of the Census, *Survey of Economic Opportunity*, spring 1967, unpublished tabulations. Figures are rounded and may not add to totals.

n.a. Not available.

a. Includes deteriorating units.

b. Includes nondilapidated units with hot water and other plumbing facilities.

c. Includes all dilapidated units and nondilapidated units without hot water or other plumbing facilities.

15. Bureau of the Census, *Measuring the Quality of Housing*, p. 20.

**Occupants per Room and Plumbing Shortages in U.S. Housing,  
1940, 1950, 1960, and 1970**

In percent

Measure	1940	1950	1960			1970	
			Total	White	Non- white	Total	Negro
<b>Occupants per room in housing unit</b>							
0.75 or less	54.9	60.1	65.3	67.0	49.4	72.4	58.9
0.76-1.00	24.9	24.1	23.1	23.2	22.3	19.4	21.1
1.01-1.50	11.3	9.6	7.9	7.3	14.3	6.0	12.4
1.51 or more	9.0	6.2	3.6	2.5	14.1	2.2	7.5
Units without private toilet	40.3	28.6	13.2	11.6	30.6 <sup>a</sup>	5.0	12.2
Units without running water or hot running water	n.a.	29.9	12.8	10.6	34.8 <sup>a</sup>	4.8	13.8
Units without private bath or shower	43.8	30.7	14.8	12.7	35.8 <sup>a</sup>	5.8	14.4

Sources: For 1940, 1950, and 1960, Bureau of the Census, *U.S. Census of Housing: 1960*, Vol. 1, *States and Small Areas, United States Summary*, Final Report HC(1)-1 (1963), Tables J, O, P, 3, 6, 24, 25, pp. xxix, xxxvi, xxxviii, 1-4, 1-22, 1-213, 1-217; for 1970, Bureau of the Census, *U.S. Census of Housing: 1970. General Housing Characteristics*, Final Report HC(1)-A1, *United States Summary* (1971), Tables 3, 4, 8, 9, pp. 1-16, 1-22, 1-41, 1-47. Percentages are rounded and may not add to 100.

n.a. Not available.

a. Data based on occupied units only.

HOUSING ASSISTANCE PLAN - TABLE I. SURVEY OF HOUSING CONDITIONS

A. HOUSING STATUS AND CONDITION OF ALL HOUSING UNITS IN THE COMMUNITY

STATUS AND CONDITION OF ALL HOUSING UNITS	YEAR OF ESTIMATE	NUMBER OF HOUSING UNITS				TOTAL	SUBTOTAL SUITABLE FOR REHABILITATION*	TOTAL	SUBTOTAL SUITABLE FOR REHABILITATION*	TOTAL	SUBTOTAL SUITABLE FOR REHABILITATION*		
		ALL UNITS		OWNER								RENTER	
		TOTAL (b)	SUBTOTAL SUITABLE FOR REHABILITATION* (c)	TOTAL (d)	SUBTOTAL SUITABLE FOR REHABILITATION* (e)							TOTAL (f)	SUBTOTAL SUITABLE FOR REHABILITATION* (g)
1. Occupied Units - Total	1976	21,077	698	10,781	83	10,276	615	10,276	615	615			
a. Substandard	1976	1,003	698	110	83	893	615	893	615	615			
b. Standard and All Other (line 1 minus line 1a)	1976	20,074	--	10,671	---	9,403	---	9,403	---	---			
2. Vacant Available Units - Total	1975	405	56	195	1	210	55	210	55	55			
a. Substandard	1975	65	56	10	1	55	55	55	55	55			
b. Standard and All Other (line 2 minus line 2a)	1975	340	--	185	---	155	---	155	---	---			
3. Housing Stock Available - Total (sum of lines 1 and 2)	1976	21,482	754	10,976	84	10,506	670	10,506	670	670			
4. Vacancy Rate (line 2 ÷ 3)	1976	1.9%	7.4%	1.8%	1.2%	2.0%	8.2%	2.0%	8.2%	8.2%			

1. NAME OF APPLICANT: City of Champaign

2. APPLICATION/GRANT NUMBER: B-77-11C-17-0005

3.  ORIGINAL  AMENDMENT DATE: 1970, 1972, 1975, 1976

4. PROGRAM YEAR: FROM: 6/6/77 TO: 6/5/78

5. DATE OF HOUSING SURVEY: 1970, 1972, 1975, 1976

\* Units "Suitable for Rehabilitation" must be included as a subtotal if the applicant is proposing a rehabilitation program on Table III, Goals for Lower Income Housing Assistance.

B. DEFINITIONS, DATA SOURCES, AND METHODS (Attach additional pages)

1. Definition of "substandard" used.
2. Definition of "suitable for rehabilitation" used.
3. Data sources and methods used.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

HOUSING ASSISTANCE PLAN - TABLE II. HOUSING ASSISTANCE NEEDS OF LOWER INCOME HOUSEHOLDS

<p>1. NAME OF APPLICANT  City of Champaign</p>	<p>2. APPLICATION/GRANT NUMBER   <table border="1" style="width:100%; text-align: center;"> <tr> <td>B</td><td>-</td><td>7</td><td>7</td><td>-</td><td>M</td><td>C</td><td>-</td><td>1</td><td>7</td><td>-</td><td>0</td><td>0</td><td>0</td><td>5</td> </tr> </table> </p>	B	-	7	7	-	M	C	-	1	7	-	0	0	0	5	<p>3. <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> AMENDMENT, DATE:</p>
B	-	7	7	-	M	C	-	1	7	-	0	0	0	5			
<p>4. PROGRAM YEAR  FROM: 6/6/77 TO: 6/5/78</p>		<p>5. DATE OF HOUSING SURVEY(S) USED  1970, 1972, 1975, 1976</p>															

STATUS OF HOUSEHOLDS REQUIRING ASSISTANCE	NUMBER OF HOUSEHOLDS											
	ALL HOUSEHOLDS				ALL FEMALE-HEADED HOUSEHOLDS				ALL MINORITY HOUSEHOLDS			
	TOTAL	ELDERLY OR HANDICAPPED (1-2 persons)	FAMILY (1 or less persons)	LARGE FAMILY (5 or more persons)	TOTAL	ELDERLY OR HANDICAPPED (1-2 persons)	FAMILY (1 or less persons)	LARGE FAMILY (5 or more persons)	TOTAL	ELDERLY OR HANDICAPPED (1-2 persons)	FAMILY (1 or less persons)	LARGE FAMILY (5 or more persons)
(a)	(b-1)	(b-2)	(b-3)	(c-1)	(c-2)	(c-3)	(c-4)	(d-1)	(d-2)	(d-3)	(d-4)	
1. A. OWNER HOUSEHOLDS (Excluding displaces)	271	160	56	55	134	39	95	0	95	40	20	35
2. B. RENTER HOUSEHOLDS (Excluding displaces)	2455	566	1776	113	137	12	125	0	576	96	405	75
3. C. HOUSEHOLDS EXPECTED TO BE DISPLACED IN PROGRAM YEAR (Sum of lines C1 and C2)	0	0	0	0	0	0	0	0	0	0	0	0
4. 1. Owners	0	0	0	0	0	0	0	0	0	0	0	0
5. 2. Renters	0	0	0	0	0	0	0	0	0	0	0	0
6. D. ADDITIONAL FAMILIES EXPECTED TO RESIDE IN COMMUNITY (Sum of lines D1 and D2)	596	95	477	24								
7. 1. As a result of planned employment	115	18	92	5								
8. 2. Already employed in locality	481	77	385	19								
9. E. TOTAL HOUSING ASSISTANCE NEEDS (Sum of lines A, B, C, and D)	3322	821	2309	192								
10. Percent of Total	100%	25 %	69 %	6 %								

F. DATA SOURCES AND METHODS (Attach additional pages)

HOUSING ASSISTANCE PLAN - TABLE II. HOUSING ASSISTANCE NEEDS OF LOWER INCOME HOUSEHOLDS

1. NAME OF APPLICANT City of Champaign	2. APPLICATION GRANT NUMBER B - 7 7 - M C - 1 7 - 0 0 0 5	3. <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> AMENDMENT, DATE: 4. PROGRAM YEAR FROM: 6/6/77 TO: 6/5/78
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STATUS OF HOUSEHOLDS REQUIRING ASSISTANCE	PROVIDE DATE FOR EACH CATEGORY OF MINORITY HOUSEHOLD, AS APPROPRIATE											
	(Check appropriate box)				(Check appropriate box)				(Check appropriate box)			
	TOTAL	ELDERLY OR HANDICAPPED (1-2 persons)	FAMILY (4 or less persons)	LARGE FAMILY (5 or more persons)	TOTAL	ELDERLY OR HANDICAPPED (1-2 persons)	FAMILY (4 or less persons)	LARGE FAMILY (5 or more persons)	TOTAL	ELDERLY OR HANDICAPPED (1-2 persons)	FAMILY (4 or less persons)	LARGE FAMILY (5 or more persons)
(a)	(e-1)	(e-2)	(e-4)	(e-5)	(f-1)	(f-2)	(f-3)	(f-4)	(g-1)	(g-2)	(g-3)	(g-4)
1. A. OWNER HOUSEHOLDS (excluding displaces) - Total	95	40	20	35								
2. B. RENTER HOUSEHOLDS (excluding displaces) - Total	576	96	405	75								
3. C. HOUSEHOLDS EXPECTED TO BE DISPLACED IN PROGRAM YEAR (Sum of lines 1 and 2)	0	0	0	0								
4. Owners	0	0	0	0								
5. Renters	0	0	0	0								
D. TOTAL (Sum of lines A, B, and C)	71	36	25	0								

APPENDIX B

PROJECT2 (04/28/83)

100 TITLE "REHAB OF 8P-MDM"  
200 START 1 JUNE 1983  
300 OPERATIONS  
400 1 5 "START UP" 2  
500 2 10 "SELECTION PROCESS" 3  
600 3 13 "NEGO. WITH PARTY " 4  
700 4 3 "FINALIZE DEAL" 5  
800 5 20 "TITLE TRANSFER" 6 7  
900 6 14 "SITE RECONNAISSANCE" 9  
1000 7 5 "RES. FINANTIAL ALT." 8  
1100 8 3 "APPROVE FINANCING" 9  
1200 9 2 "MOVE TO SITE" 10 11 12  
1300 10 60 "FIX SEWER" 13  
1400 11 60 "REHAB COMPLEX" 13  
1500 12 15 "HIRE SOCIAL DIR." 13  
1600 13 30 "FORM TENANTS ASSO." 14  
1700 14 30 "SET MANAGE. TEAM" 15  
1800 15 14 "INI.LANDSC" 16  
1900 16 4 "MOVE OUT" 17  
2000 17 14 "FINISH LANDSC" 18  
2100 18 9 "START OPERATION"  
2300 SOLVE  
2400 CALENDAR  
2500 BAR CHART  
2600 EST CALENDAR  
2700 END

C A L E N D A R     R E P O R T  
 FROM JUN 1, 1983 TO APR 20, 1984 - SORTED BY SEQ  
 REHAB OF BP-MDM                      CUTOFF: APR 28, 1983                      REPORT: APR 28, 1983

DEPT: NUMBER	DESCRIPTION	PLN DUR	EARLIEST START	FINISH	LATEST START	FINISH	TOTAL FLOAT
*	1 START UP	5	1 JUN83	7 JUN83	1 JUN83	7 JUN83	0
*	2 SELECTION PROCESS	10	8 JUN83	21 JUN83	8 JUN83	21 JUN83	0
*	3 NEGO. WITH PARTY	13	22 JUN83	11 JUL83	22 JUN83	11 JUL83	0
*	4 FINALIZE DEAL	3	12 JUL83	14 JUL83	12 JUL83	14 JUL83	0
*	5 TITLE TRANSFER	20	15 JUL83	11 AUG83	15 JUL83	11 AUG83	0
*	6 SITE RECONNAISSANCE	14	12 AUG83	31 AUG83	12 AUG83	31 AUG83	0
	7 RES. FINANTIAL ALT.	5	12 AUG83	18 AUG83	22 AUG83	26 AUG83	6
	8 APPROVE FINANCING	3	19 AUG83	23 AUG83	29 AUG83	31 AUG83	6
*	9 MOVE TO SITE	2	1 SEP83	2 SEP83	1 SEP83	2 SEP83	0
*	10 FIX SEWER	60	6 SEP83	29 NOV83	6 SEP83	29 NOV83	0
*	11 REHAB COMPLEX	60	6 SEP83	29 NOV83	6 SEP83	29 NOV83	0
	12 HIRE SOCIAL DIR.	15	6 SEP83	26 SEP83	8 NOV83	29 NOV83	45
*	13 FORM TENANTS ASSO.	30	30 NOV83	12 JAN84	30 NOV83	12 JAN84	0
*	14 SET MANAGE. TEAM	30	13 JAN84	23 FEB84	13 JAN84	23 FEB84	0
*	15 INI. LANDSC	14	24 FEB84	14 MAR84	24 FEB84	14 MAR84	0
*	16 MOVE OUT	4	15 MAR84	20 MAR84	15 MAR84	20 MAR84	0
*	17 FINISH LANDSC	14	21 MAR84	9 APR84	21 MAR84	9 APR84	0
*	18 START OPERATION	9	10 APR84	20 APR84	10 APR84	20 APR84	0







B A R      C H A R T

REHAB OF BP-MOM      FROM JUN 1, 1983 TO APR 20, 1984 - SORTED BY SEQ  
 CUTOFF: APR 28, 1983      REPORT: APR 28, 1983

DEPT:      APRIL 1984

OPERATION NUM DESCRIPTION	TOTAL FLOAT	MTWTF	MTWTF	MTWTF	MTWTF	MTWTF	M
		1111111111	2222222223				
		1234567890	1234567890	1234567890	1234567890	1234567890	
* 17 FINISH LANDSC	0	XXXXX	X	.	.	.	.
* 18 START OPERATION	0	.	.XXXX	XXXXX	.	.	.

C A L E N D A R      R E P O R T  
 FROM JUN 1, 1983 TO APR 20, 1984 - SORTED BY EST  
 REHAB OF BP-MOM      CUTOFF: APR 28, 1983      REPORT: APR 28, 1983

DEPT: NUMBER	DESCRIPTION	PLN DUR	EARLIEST START	FINISH	LATEST START	FINISH	TOTAL FLOAT
*	1 START UP	5	1 JUN83	7 JUN83	1 JUN83	7 JUN83	0
*	2 SELECTION PROCESS	10	8 JUN83	21 JUN83	8 JUN83	21 JUN83	0
*	3 NEGO. WITH PARTY	13	22 JUN83	11 JUL83	22 JUN83	11 JUL83	0
*	4 FINALIZE DEAL	3	12 JUL83	14 JUL83	12 JUL83	14 JUL83	0
*	5 TITLE TRANSFER	20	15 JUL83	11 AUG83	15 JUL83	11 AUG83	0
*	6 SITE RECONNAISSANCE	14	12 AUG83	31 AUG83	12 AUG83	31 AUG83	0
	7 RES. FINANTIAL ALT.	5	12 AUG83	18 AUG83	22 AUG83	26 AUG83	6
	8 APPROVE FINANCING	3	19 AUG83	23 AUG83	29 AUG83	31 AUG83	6
*	9 MOVE TO SITE	2	1 SEP83	2 SEP83	1 SEP83	2 SEP83	0
*	10 FIX SEWER	60	6 SEP83	29 NOV83	6 SEP83	29 NOV83	0
*	11 REHAB COMPLEX	60	6 SEP83	29 NOV83	6 SEP83	29 NOV83	0
	12 HIRE SOCIAL DIR.	15	6 SEP83	26 SEP83	8 NOV83	29 NOV83	45
*	13 FORM TENANTS ASSO.	30	30 NOV83	12 JAN84	30 NOV83	12 JAN84	0
*	14 SET MANAGE. TEAM	30	13 JAN84	23 FEB84	13 JAN84	23 FEB84	0
*	15 INI. LANDSC	14	24 FEB84	14 MAR84	24 FEB84	14 MAR84	0
*	16 MOVE OUT	4	15 MAR84	20 MAR84	15 MAR84	20 MAR84	0
*	17 FINISH LANDSC	14	21 MAR84	9 APR84	21 MAR84	9 APR84	0
*	18 START OPERATION	9	10 APR84	20 APR84	10 APR84	20 APR84	0