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A REPORT FROM THE URBAN INSTITUTE

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Measuring Airport Noise

Sophisticated national standard needed for planning, damage suits

The roar of airplanes taking off and landing near populated areas increasingly concerns environmentalists as well as residents who live within earshot of the din. The courts have awarded damages to some property owners as compensation for airport noise, most notably in California where the Los Angeles Airport is reportedly spending $300 million to purchase some 2,000 homes which are adversely affected by airport noise.

Robert L. Spaeth has been conducting research for The Urban Institute to better define measures of airport noise and their legitimate uses, and to assess current methods for determining the amount of damages to be awarded to residents who suffer from the noise.

The best current measure of airport noise annoyance, Spaeth believes, is the Noise Exposure Forecast (NEF). As he points out in the Winter issue of *City* magazine, the Federal Aviation Agency proposed adoption of NEF as a national standard but then backed away from that action, a decision he considers unfortunate. He describes NEF in the following manner:

NEF is a composite measure, the components being: the decibel level of aircraft noise, the frequency spectrum of the noise, the time-duration of each flight, and the day-night distribtuion of take-offs and landings. Values of NEF are usually plotted on a map of the airport vicinity; lines connecting points of equal NEF are called "noise contours."

Living within NEF 50 contour or higher is almost unbearable, whereas most people would find a home in the NEF 25 contour acceptably quiet. Although Spaeth concedes that NEF has been misused, he thinks such misuse can be corrected. Examples of uses that are questionable—and proposed modifications—include the following:

—NEF has been used on occasion to establish absolute critical thresholds of annoyance. One California judge held that landowners in the NEF 40 contour should be "entitled to recover damages" (although he ruled that the amount of damages should be based on detailed appraisals). Because people's noise tolerance varies, Spaeth urges that NEF provide general guidelines, not invariable rules, in condemnation suits.

—NEF has been used to divide the area around an airport into three distinct NEF zones (above 40, 30 to 40, and below 30) with housing in these zones rated, respectively, totally unacceptable, partly acceptable, and acceptable. Insofar as this has triggered demands that airport authorities purchase all land inside the NEF 40 contour, Spaeth finds the three-zone distinction unwarranted. He recommends, instead, a five-zone differentiation (used in England) that gives policy makers and land users a wider range of reasonable options.

In general, Spaeth objects to actions based on rigid or overly legalistic reliance on NEF numbers, preferring instead that the numbers be considered in ways that can be tempered with judgment. He argues that complete abandonment of NEF leaves decision makers and environmentalists without a useful tool for reducing noise problems at existing airports, and for planning future airports with a minimum of cost and annoyance to surrounding communities.

In an article in the *Appraisal Journal*, Spaeth analyzes methods of estimating damages caused by airport noise. He detects weaknesses in the particular method used by a U.S. District Court in Connecticut to calculate the amount of property value depreciation due to noise from the nearby New Haven airport. Seven property owners were awarded a total of $18,400 in this case.

To estimate damages in this case, the court used a so-called "factor formula" relying on three measurements from each property in question to the runway and to glide angles used by incoming and outgoing planes. *(Continued on page 7)*

Cities' Financial Choices

Predictive capability among goals of detailed, complex analyses

In trying to reverse urban decline, an excellent case is often made for expanding particular city services. But what other services will have to be cut back? What new taxes will be imposed? Meanwhile, can we look for a general expansion or contraction of revenues? Will expenditures rise or fall in relation to these revenues?

An Urban Institute study is attempting to deal with such questions in a unique simultaneous framework and thereby help unravel the complex fiscal behavior of central cities.

Harvey Galper, Claudia Scott, and Hartojo Wignjowijoto are working with data for 10 large cities, exploring how municipal expenditure and revenue policies are related to numerous social, economic, demographic, and environmental factors. Their hypothesis is that the ability to predict future spending patterns requires statistical explanations of how past expenditures were related to the age, race, income and other characteristics of the local citizenry.

Among the major considerations the researchers are taking into account are the following:

—Federal and state grants to munici-

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Cities' Financial Choices

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palities. Fiscal studies commonly lump all grants together as simple additions to revenue. This fails to distinguish the varied conditions attached to grants and the different local responses such conditions generate. Many grants mandate, through a range of prescribed matching ratios, that cities may qualify for funds only by expending certain portions of their locally raised revenues for the same purposes. Grants without these matching requirements or other preconditions have a distinctly different fiscal impact.

—*Local choice.* Cities are frequently assumed to be essentially free of constraints in tapping their tax resources and in devising spending policies. The Institute researchers believe, however, that the metropolitan environment may present significant restrictions. The competition of affluent suburbs presses the central cities both to hold down taxes and to increase the quality or amount of public services.

—*Regional differences.* Serious distortions in city fiscal studies of a national scope may occur from using the dollar as a constant measure of service costs. This study will adjust for regional differences in dealing with individual city prices and wage rates.

—*Tax base effects.* Because of the heavy reliance of local government on property taxes, attempts will be made to chart the consequences of changes in the market values of commercial and residential properties on revenue and expenditure patterns.

Equations for these intricate factors are being estimated statistically. They will then be used in a computer model for simulations and predictions. Projections, for instance, may show the budgetary effects of changes in revenue sharing and other grant programs. The model also can be used to explore the effect of direct federal financing of services such as welfare. The intent of this work is to understand more fully the budgetary choices confronting the nation's central cities and to examine the consequences of alternative policies on these choices. An important by-product will be the assembly of an extensive city data bank. □

Nation Begins Weighing Impact of Revenue Sharing

How funds spent, and with what results, to be scrutinized

There is a tendency, natural enough, after passage of a new governmental program as massive as the five-year $30-billion revenue-sharing act to heave a sigh of relief and say, "That's that!"

The controversies that accompanied the long debate over the legislation, however, do not suddenly grind to a halt. A number of forces—including prevailing social and economic conditions and the ways in which revenue sharing is handled—will determine whether revenue sharing to state and local governments is to be expanded, contracted, or restricted in the coming years. How these unearmarked funds are used will be a major determinant of the future of revenue sharing.

No sooner had President Nixon signed the legislation than localities began deciding how to spend their grants. Many municipalities favor city halls; others sewer and water facilities. Still others intend to use the money for such diverse ends as mass transit subsidies, tennis courts, open space for recreation, and scenic preservation. Property tax reduction is planned in many states and localities. Because federal aid for social services was held in check, some state and local spokesmen urge that revenue-sharing funds fill this breach.

If localities are guided by earlier promises that the new grants would bring property tax relief, some members of Congress are likely to observe: "If cities can simply take federal funds and put local funds back in their pockets, where is the 'severe fiscal crisis' they described?" To the extent that localities invest the money in facilities and services, other members of Congress are certain to keep a sharp lookout for waste or "misguided" priorities.

Considering the uncertainty of a new program, some local officials express reluctance to tie revenue sharing to major on-going programs. If the resources are curtailed, localities might have to cut services or raise local taxes. Yet too much "incidental" or "one-shot" spending might hasten the very things that are feared—the tightening and earmarking of revenue-sharing money.

The President has assigned the Advisory Commission on Intergovernmental Relations the difficult task of tracking revenue sharing; this wise decision places the monitoring task in competent and logical hands. What are the uses and impacts of the new program? How does a revenue-sharing approach compare with the more traditional direct grants for specific federally-determined purposes? How do the public benefits compare with those that would accompany federal tax reduction?

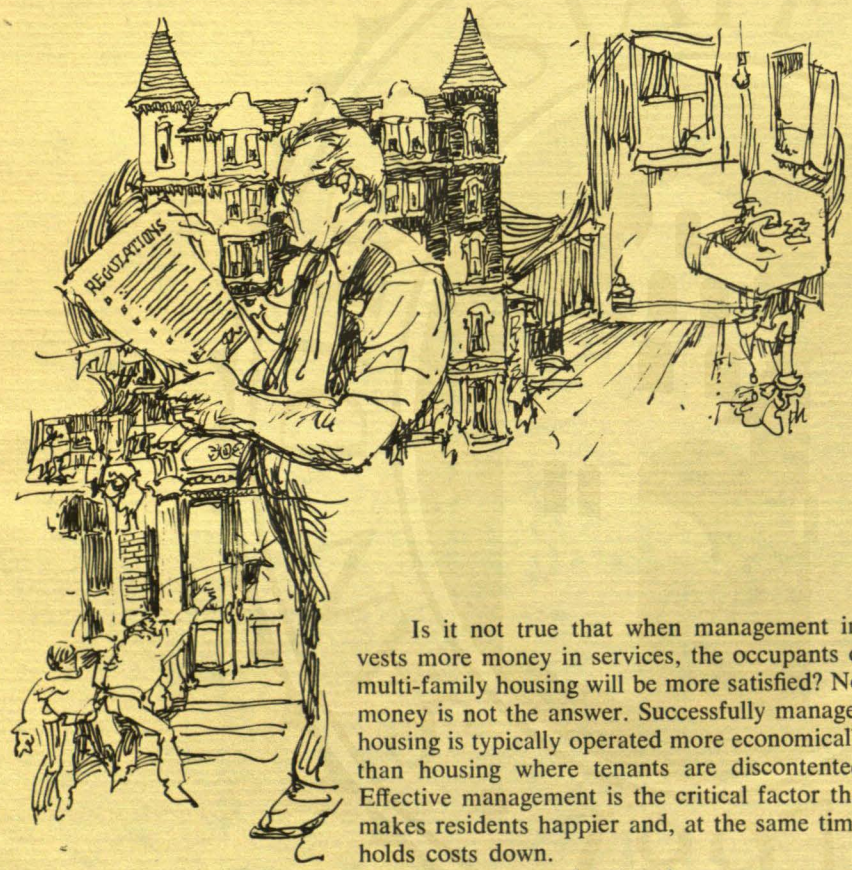
Such questions are especially difficult to answer because of the fungibility of resources. That is, public expenditures from revenue sharing easily get mixed with those from other federal, state, and local funds. Whatever the handicaps, the attempt to understand a large new government program is as vital as it is rare. Government can achieve a more rational level only when, instead of relying on reviews that are impressionistic, self-serving or demagogic, it calls for systematic assessments of its own actions.

Recent Commerce Department findings indicate that state and local governments, in general, are enjoying annual budget surpluses totaling almost $15 billion. This will be noticed by Congress as it wrestles with big federal deficits. But more than money is at stake in revenue sharing. At issue is a growing political conviction that decentralization is needed to counteract excessive governmental concentration in Washington. How this issue is resolved may shape American urban government for years to come.

William Gorham

Multi-Family Housing:

Keys to Good Management



Examining the human equation in good housing operations

Is it not true that when management invests more money in services, the occupants of multi-family housing will be more satisfied? No, money is not the answer. Successfully managed housing is typically operated more economically than housing where tenants are discontented. Effective management is the critical factor that makes residents happier and, at the same time, holds costs down.

Is it not true that housing managers must choose between strict, highly disciplined adherence to rules, on the one hand, or responsiveness to the special, personal needs of individual families? No. On the contrary, successful housing management requires a blend of several approaches including *both* firmness and responsiveness.

These are among the findings of The Urban Institute's research into housing management. The focus to date has been on apartments for low- and moderate-income families in an urban environment.

Before discussing the results of this research and their possible applications, some explanation should be given to the still somewhat unfamiliar term, *housing management.*

HOUSING MANAGEMENT CONCERNS the human equation of housing—how the various people involved in housing interact to provide housing services in the context of residential buildings and grounds and the surrounding environment. These people include the owners, hired managers, and maintenance staffs, the individuals and families who occupy the apartment units, and the government officials who create or carry out policies affecting housing.

This human side of the housing question has always existed. In the United States for most of the past half century, however, attention was concentrated on the physical defects—the unsafe and unsanitary conditions that typified slum housing: No plumbing or inadequate water and toilet facilities . . . breeding places of rats and roaches . . . poorly lighted and ventilated quarters . . . damp, cold, or overheated rooms . . . dangerous stairways. . . .

The list of housing ills is well known, and fairly intense public action has been directed on these physical defects for several decades. Slum clearance and urban renewal programs were launched. Public housing was built in various forms—low rise, high rise, and projects for the elderly.

The physical job is far from finished, but many of the worst structural defects of the nation's housing stock have been removed or repaired, and some of the most stringent shortages of decent housing are being alleviated.

Yet housing for the urban poor remains a serious issue. Many apartments, many neighborhoods, and many large sections of cities, although essentially sound from a structural viewpoint, are becoming blighted and undesirable. A somewhat new phenomenon, at least in its present proportions, is the wholesale abandonment of housing by owners.

To find the reasons and the possible remedies for such problems, one turns to the subject of human behavior. This is what housing management is all about, and why it is no longer a matter for the back burner.

WORKING UNDER MORTON L. ISLER, the director of the Institute's housing studies, a team of social scientists headed by Robert Sadacca has been studying the manifold inter-

actions underlying housing management. A recently completed Institute housing management study conducted by Margaret Drury attempted to answer two main questions:

—Does the form of ownership lead to differences in the quality of management?

—What specific characteristics of management lead to success?

The multi-family housing investigated did *not* include public housing projects. Rather, the three major ownership types that are insured by the Federal Housing Administration and subsidized by the Department of Housing and Urban Development through below-market mortgage interest were studied. To assure maximum comparability, the housing projects considered were limited to those with at least 35 units in buildings of no more than four stories.

No iron rule links successful management to particular forms of ownership

The three ownership types are as follows:

—*Limited distribution.* The sponsor is a private developer or investment company. In exchange for a 90 percent mortgage, the sponsor agrees that, on his 10 percent share of the original capital investment, profits or returns will be no higher than 6 percent.

—*Nonprofit.* The sponsor, typically a church group, labor union, or volunteer service group, receives mortgage financing to cover 100 percent of the development cost. The sponsor may receive no return or profit above operating costs.

—*Cooperative.* Also benefitted by 100 percent mortgage financing, a cooperative is owned by the occupants. Each household has one share in the ownership. This entitles the family to occupy one housing unit and to have a voice in the management of the entire development.

About half of these three kinds of developments (fitting the height and size limitations cited earlier) were found to be located in 10 regions. For study purposes, the Institute selected two of each type from each region, providing a sample of 60 developments, 20 of each type, spread geographically around the country.

A random sample of households was selected for interviewing at each development, the number varying with the number of housing units but totaling 1,004 households in all. Managers in each development also were interviewed. Observations about the development were made on site. Finally, HUD files were used to obtain information on income, expenditures, vacancies, turnover rates, rent levels, five-year profit and loss analysis, and physical features of the developments.

The household survey questionnaire (361 questions) required from 50 to 80 minutes to complete. The management survey (444 questions) required two-and-a-half to three-and-a-half hours per interview. About 85 questions asked of the heads of households and the managers were identical.

The major findings related to the question of ownership form may be summarized fairly simply:

—*The form of ownership, alone, does not predetermine how well housing will be managed.*

—*Nevertheless, some ownership forms seem more conducive to certain good management practices. Cooperatives and nonprofits most frequently revealed effective management. Limited distribution developments made the least impressive showing.*

Within each ownership type, it should be stressed, large variations occur. Thus, while cooperatives *on the average* give evidence of more effective management than limited distribution projects, some cooperatives would have to be judged low according to the various criteria used. Similarly, some of the profit-making projects rated high.

Much recent opinion about how to improve housing has stressed ownership form. This work puts that theory in perspective, showing a moderate correlation but no iron rule associating sure success with one form or sure failure with another. The most significant finding, therefore, is the following:

—*The way housing is managed is the key to the success of any particular project.*

WHAT, then, are the management principles that are most consistently associated with successful housing?

Before giving the answer, the meaning of successful housing should be clarified. It includes *financial achievement*—that is, providing a high level of housing services for the money. It includes *occupant satisfaction* as measured by their stated opinions and as revealed by their behavior. And it includes the *physical condition* of the property—that is, the units and development as a whole are being maintained and not allowed to deteriorate.

Using these measures of success, four major principles of good housing management have been identified:

ONE—Firmness in enforcing rules. This implies that the rules must be made known and enforced consistently and strongly. Examples of housing rules are: requirements that rent be paid on time; that pets, if allowed, must be cared for in certain ways; and that apartment units have no more than a fixed limit of occupants.

TWO—Responsiveness to residents' needs. This means, first of all, that maintenance requests are dealt with promptly and satisfactorily. It also includes flexibility. For instance, although there may be stringent rules against delinquency in rent payments, good management recognizes when illnesses or other emergencies require a deviation or exception from the rule.

THREE—Occupant responsibility. This does not necessarily mean that residents must take charge of the general operation of a housing project. It does mean that they should take an active role in making the project a better place to live. They should assume responsibility for keeping their units well kept and become interested and effective in furthering community and neighborhood development.

FOUR—Owner participation. In the best run projects, the operation and major decisions are not simply turned over to a management firm. The owner himself often is observed getting involved in some of the important phases of operation.

Analysis revealed that these good management principles are most effective, not in isolation, but when all four are blended together. For example, strictness in enforcing rules is much more effective when coupled with responsiveness to resident's needs.

Just as the good management principles appear together, so do the measures of housing success. The better the management is, the *higher* will be the degree of occupant satisfaction, the *better* the cleanliness and maintenance of the grounds and buildings, and the *lower* the expenses. The total management expense per unit per month averaged $29.15 in the high performance projects, $41.27 in the medium category, and $53.53 in the projects rated poorest.

"The conclusion from this," according to Isler, "is that you cannot buy your way to good management."

This point, important as it is, should not be twisted. It does *not* mean that good management follows as a consequence of a low level of investment in housing services. And it does *not* mean that, since money is not the key, minimum costs may be ignored; on the contrary, even the best management, faced with insufficient funds to meet basic occupant requirements, would probably fail.

As noted in a recent issue of the *Housing Affairs Letter*, "(These) discoveries made in recent studies by The Urban Institute may keep good projects good, turn bad projects around, and affect the quality of multi-family life for years to come."

Those are big orders, and they remain to be proven. But the next steps of the Institute's housing program are aimed at determining how far the results to date may be used in these directions. Several phases are underway:

If multi-family housing is poorly run, manager can't "buy his way" out of trouble

Training managers. Many managers of private housing, according to the researchers who have spoken with them, express considerable uncertainty about how they can best function. One of the first efforts, therefore, is to translate the Institute's research findings into nontechnical language that is readily usable by housing managers themselves. This finished material is anticipated early in 1973.

A related project is work with the new National Center for Housing Management in Washington that was set up by a presidential executive order in 1972 for the major purposes of recruiting, training and placing of housing managers, and promoting enlightened management practices which protect both the interests of residents and owners.

Peggy W. Spohn on the Institute housing staff is assisting the center in developing a curriculum that would be used in training programs for housing managers.

Public housing. There are too many differences between the kinds of publicly-assisted private housing that have been studied and public housing to assume that the same conclusions necessarily apply. Public housing clients are chosen differently, the federal and local governments apply different rules and requirements, the neighborhood environment often is dissimilar, and the financing arrangements are

not the same. Therefore the public housing aspects of the Institute's management studies take several forms.

—Survey. Surveys have been designed by Suzanne Silverman and other members of the housing staff to test whether the non-public housing findings are applicable. A review has begun of 120 public housing authorities. At least 40 of these will be examined intensively over a two-to-three-year period.

Future management research aimed at improving public and private sector housing

—Expense formulas. Paying for public housing has become a major problem. The old formula in which operating expenses were met with rent payments has been changed. Poor people's maximum rents have been set at 25 percent of their income. Federal operating subsidies to help local authorities meet their expenses have been rising. How to control this funding without encouraging poor management or drastically lowering occupant services is among the problems on which the Institute is assisting HUD.

—Special evaluation. HUD is funding the activities of 13 housing authorities to enable them to make major alterations in their management structure. During the next two years the Institute's measures of housing management will be adapted for an evaluation of the management changes made. Particular emphasis will be placed on identifying management improvements which can be transferred to other authorities.

—Future planning. Because management characteristics involve certain physical aspects of housing design, attempts will be made to use the Institute findings in the development of new projects. Considerations of how a public housing project is to be managed should affect certain aspects of how buildings are designed as well as the overall layout of projects.

IN the future the Institute will attempt to extend its research from the management of public and federally-assisted housing to private sector housing. In their earlier study, Drury, Sadacca and Isler found that, just by knowing how a project rated on the four major management principles, they could predict with over 80 percent accuracy whether that project would be in a high, medium or low performance group. The long-term research aim is to be able to help all public and private housing operate at a high performance level. □

Local Transportation Quality

System for measuring how well citizen needs are being met

Until the goals of a public service have been defined carefully enough to permit their measurement, attempts to improve that service are likely to be a hit-or-miss affair. The state and local government research project of The Urban Institute has been addressing itself to this matter, developing definitional-measurement tools to help officials responsible for providing public services. The latest effort along these lines deals with local transportation, following two earlier projects devoted to local recreation and solid waste collection services.

Richard E. Winnie and Harry P. Hatry of the Institute staff take note of the substantial amount of statistics already obtained about local transportation. Nevertheless, a community may tabulate its miles of paved streets and highways, its number of public transit vehicles and their passenger capacity, its off-street parking spaces, the peak and off-peak traffic volume on major arteries, and the number of highway maintenance man-hours—and still not know whether the local transportation services are adequately meeting the needs of its citizens.

Systematic ways to assess local transportation services are suggested in the recent Institute publication, *Measuring the Effectiveness of Local Government Services: Transportation.* The proposed approach includes the following steps:

—Identifying a general set of citizen-oriented objectives to be achieved by local transportation activities. Individual communities may modify these to suit special circumstances.

—Defining one or more measures of effectiveness that will indicate how well each of the objectives is being attained. Twelve such measures are described in detail.

—Collecting the data for each of the measures. Attention is given to data collection requirements that are practical and inexpensive, relying whenever possible on data sources that already are generally available. (The suggested data collection procedures are offered tentatively, pend-

ing an opportunity to subject them to substantial field tests.)

—Tabulating the data in meaningful ways. The researchers underscore the need to obtain data that will portray (1) the service performance in the entire city or county, (2) the quality of transportation for different neighborhoods, and (3) the quality of transportation for various segments of the population such as old and young, rich and poor, and the handicapped.

—Analyzing the measures periodically for their implications on local transportation budgeting and policy making.

Without a systematic assessment program of this sort, communities may be ignoring the transportation needs of certain groups of people. Winnie and Hatry are particularly concerned that citizens who depend entirely or frequently on public transportation are often neglected in local planning.

Once the effectiveness measures are applied regularly, useful comparisons may be made to check whether the community is progressing over time, and whether different sectors of the community are being given equitable service. Findings from the measurements also are intended to help officials pinpoint the most serious transportation problems at a given time. □

About the Institute: The Urban Institute is a nongovernmental, nonprofit research organization established in 1968 to study problems of the nation's communities. It cooperates with federal agencies, states, cities, associations of public officials, the academic community and other researchers.

About Search: A bimonthly that supplements and summarizes many of the reports, papers, reprints, seminars and other communications of the Institute. Research findings and opinions, representing a broad range of interpretations, reflect the views of particular authors and are offered as an independent, nonpartisan educational service. Editor, Walter Rybeck. For publication lists and other information, write: B. J. Stiles, Director of Publications.

Measuring Airport Noise

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Spaeth has detected a serious mathematical flaw in this formula: namely, that two parcels of land subjected to equal levels of airport noise could show different losses of value. Even if this defect were corrected, the formula fails to take account of other important aspects of noise disturbance, such as the frequency of take-offs and landings or the type of aircraft in use.

Because the factor formula was relied upon in the precedent-setting 1971 New Haven case, the importance of Spaeth's finding is apparent. Although this research does not spell out an alternative formula, Spaeth has defined the characteristics of an improved formula. Instead of relying only on distance factors, it should include the more sophisticated acoustical and psychological measures of noise, such as the components incorporated in the Noise Exposure Forecast.

Federal adoption of NEF as a national standard would, in Spaeth's opinion, go far to create some clear ways of dealing with the growing disturbance from airport noise. □

Ethnic Minorities Project

Facts to be gathered about variety of American groups

Thomas Sowell, director of The Urban Institute's newly launched Ethnic Minorities Research Project, is convinced that "shaky assumptions with little if any basis in fact" explain why many of the nation's racial policies and programs have had limited success.

"One example is that generalizations are made about the family structure of black Americans, supposedly caused by their slave background," Sowell explains. "Yet the West Indians, who also were enslaved, have a very different family structure and culture. Why?"

The new research project will examine not only blacks but about a dozen ethnic minorities to seek more reliable insights. Among the project's early aims are the following:

—Development of a bank of statistical and historical information on ethnic groups.

—Analysis of income and expenditure patterns to measure the economic status of various minorities and the economic climate in which they function.

—Investigation of educational opportunity, with attention to the validity of testing devices and to the revived debate over heredity and environment.

According to Sowell, who has taught economics at the University of California at Los Angeles, Brandeis, Cornell, and Howard universities, the new project intends to develop a set of findings that can be drawn upon by others of varying viewpoints who are studying and developing programs for minority groups. □

New Trustees, Staff Positions

Vernon E. Jordan, Jr., executive director of the National Urban League, and Herbert Scarf, professor of economics at Yale University, have been elected to The Urban Institute board of trustees, Chairman Arjay Miller announced after the fall meeting.

Jordan, a lawyer, headed the Voter Education Project for the Southern Regional Council between 1964 and 1968, conducting a massive registration drive that added 2 million black voters to the election rolls. He served previously as executive director of the United Negro College Fund, as field director for the NAACP in his native Georgia, and as consultant to the Office of Economic Opportunity.

Scarf, author of many books and articles on mathematics, econometrics, and economics, was formerly an associate professor at Stanford and visiting professor at Cambridge, England, and at the University of Rome. He has served as a consultant to RAND, TEMPO and the Defense Department, and as director of the Cowles Foundation for Research at Yale.

The board of trustees also named Worth Bateman and Robert Harris of the Institute staff as senior vice-president and vice-president respectively. Bateman has been vice-president for operations and

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New Trustees, Staff Positions

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director of research since 1969. He was formerly deputy assistant secretary for program analysis in the Department of Health, Education and Welfare. Before joining the Institute in 1971, Harris was executive director of the President's Commission on Income Maintenance Programs and deputy administrator of New York City's Health Services Administration. □

Selected Institute Publications

Housing Management: A Progress Report, by Morton L. Isler, Margaret Drury and Clay Wellborn (S112-27), 106pp. / **Housing Management: A Second Progress Report,** by Robert Sadacca, Morton L. Isler and Margaret Drury (S209-1), 124pp. / **Ownership Form and Management Success in Private, Publicly-Assisted Housing,** by Robert Sadacca, Margaret Drury and Morton L. Isler (S209-3), 50pp. / **Management Performance in Multi-Family Housing Developments,** by Robert Sadacca and Morton L. Isler (S209-4), 47pp. / **A Model of Central City Fiscal Behavior,** by Harvey Galper et al (S506-2), 25pp. / **Measuring the Effectiveness of Local Government Services: Transportation,** by Richard E. Winnie and Harry P. Hatry (SURI-16000), 75pp., $1.95 / **Measuring the Cost of Airport Noise: Formulas and Pitfalls,** by Robert L. Spaeth (SURI-10077), 8pp., 50¢, reprint from the *Appraisal Journal* / **What Is Revenue Sharing?** by Charles J. Goetz (SURI-13000), 96-pp., $1.95 / **Forecasting Local Government Spending,** by Claudia DeVita Scott (SURI-50010), 160pp., $4.95 / **Public Prices for Public Products,** by Selma J. Mushkin, editor (SURI-90009), 460pp., $6.50 paperback, $10.50 hard cover / **Operating Costs in Public Housing: A Financial Crisis,** by Frank deLeeuw (SURI-30001), 63pp., $1.50 / **New Towns In-Town: Why a Federal Program Failed,** by Martha Derthick (SURI-70006), 128pp., $2.95.

Please allow four to six weeks for receipt of publication orders. If delivery by first class or air mail is preferred, please indicate on the order; charges for additional postage will be billed to the customer. □

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