

Resident Satisfaction Survey

Metropolitan Toronto Housing Authority

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Executive Summary

This report details the results of the Survey of MTHA Resident Satisfaction, which was mailed to 9,000 MTHA residents in Fall, 1999. A response rate of 29.2% was achieved, with 2,630 completed surveys being returned.

Method: This survey was conducted to determine resident satisfaction with how good a job MTHA does overall, the quality of service, maintenance, safety, community services, and communications in particular, as well as assessing patterns of resident satisfaction across MTHA's directly and privately managed sites, especially those recently placed under private management.

Generally, the survey closely followed the methodology applied for a comparable survey which was conducted in early 1998. As an attitudinal study, the survey represents perceived performance, and it is noted that the survey should be complemented by additional objective (likely observational) measures of performance, such as measure of the brightness of lighting, measured response time to tenant requests, etc., to provide a complete profile of MTHA performance.

Overall Results: A high majority (79.2%) of respondents rated MTHA overall as good-to-excellent which suggests a high level of satisfaction with MTHA. This rating was down slightly from a rating of 81% good-to-excellent given in 1998, but still up from 1996, when tenant ratings were much lower. This decline was not seen as significant, but perhaps as a cautionary signal to MTHA.

The specific aspects of housing that respondents rated most highly included: lighting in common areas; the convenience of hours for using the laundry room; the politeness of repair staff when they come to fix a problem; lighting of outdoor areas; and keeping your personal information private.

The specific aspects of housing that respondents rated least highly included: explaining the transfer policy; getting your input on community/recreation programs; how free your building is from pests; handling requests for transfers; and the cleanliness of the elevators.

Additionally, in the area of communications, it was found that a substantial minority of respondents (34%) did not know who to call at MTHA if they had a problem. This suggests that, in some MTHA properties, there is significant potential for improvement in communication to tenants.

Private Versus Direct Management: As regards satisfaction by type of management, residents' satisfaction varied noticeably by type of management. Units which were privately managed in 1998 were higher in tenant satisfaction than units directly managed by MTHA, both early in 1998 and in late 1999.

This suggests that "lessons to be learned" from the "old" private management are still to be applied to direct management units and to "new" private management units. Interestingly, the shift to increased private management did not result in the increased resident satisfaction that might have been suggested. Two groups of "new" private management units fared poorly in comparison to "old" private management and one group of units exhibited noticeably lower resident satisfaction than either "old" private management units, or direct management units.

Conclusions: The above findings, detailed within, suggest that MTHA has been successful in managing its housing generally, but should closely monitor some particular aspects of housing as well as monitoring the new Private Management properties which, it appears, have not been as successful as the old Private Management properties, using resident satisfaction as an evaluation criterion. In the future, it will be important for MTHA to ensure that best practices are shared across the different management groups.

1. Introduction

The Survey of Metropolitan Toronto Housing Authority (MTHA) Resident Satisfaction was undertaken in Fall, 1999 with a random sample of 9,000 MTHA residents. The 1999 questionnaire was the same as the one used in the 1998 MTHA Resident Survey, except for changes in the questions asking about improvements over time, which asked about "the last year" in 1999, as opposed to "the last 2 years" in 1998. A particular focus of this survey was to assess patterns of resident satisfaction across MTHA's directly and privately managed units, with a particular focus on those units which had recently been placed under private management.

Method: The questionnaire was mailed to selected households in a package which included a postage-paid return envelope for residents to return completed questionnaires to the survey office. A reminder postcard was mailed two weeks after the initial mailing to encourage non-respondents to complete and return their questionnaires. Also, a poster was displayed in MTHA properties advertising the survey. No individual identifiers were placed on the questionnaires, so that anonymity could be ensured. A difference between the surveys was that while the 1998 surveys were addressed to the tenant by name, the 1999 surveys were addressed to "the Tenant" at each unit address. A telephone number was provided so that tenants who had questions about the survey could phone and talk to a member of the survey team.

Questionnaire: The questionnaire focused on resident satisfaction across a number of dimensions, including:

- How good a job MTHA does overall;
- The quality of service provided by housing staff;
- Levels of indoor and outdoor maintenance;
- The quality of safety provided by MTHA;
- The quality of community and recreation services; and
- Communications with MTHA.

Response Patterns: A response rate of 29.2% was achieved, with some 2,630 responses received. Residents evidenced a high level of interest in the survey, with many phone calls received at the Survey Office either asking questions and/or requesting that another questionnaire be mailed because it had been thrown out or lost. Even so, the overall response rate was somewhat lower than that of the previous survey.

2. Thinking About Residential Satisfaction

Considering Resident Satisfaction: It is useful to recapitulate the theoretical framework regarding residential satisfaction which was previously outlined in the 1998 survey report. Many housing studies -- particularly past studies of satisfaction with government assisted housing -- have found that most residents are satisfied with their housing. Similar findings are evidenced here.

In general, this should not be surprising for MTHA, or for any bodies which operate assisted housing. All levels of government have made considerable investments in Canada's assisted housing programs. Individuals and families with low incomes are generally unable to access affordable housing. For these households, the provision of assisted housing eases the difficulties of finding affordable housing, or indeed of finding any housing, in cases where individuals experience housing emergencies caused by such events as eviction or family breakdowns. The social benefits to households are extraordinary. As well, housing organizations generally strive to deliver their services within a managed quality control framework. Therefore, barring a surprise, such as a survey result which shows low resident satisfaction for a particular housing authority at a given point in time, what is the purpose of collecting resident satisfaction ratings?

The purpose of gathering such survey data, aside from telling managers if they are generally "on track", should be strategic. Resident satisfaction surveys should provide information for housing managers to indicate if there are problem areas in their housing portfolios, or if there are specific areas in need of particular efforts to improve quality or performance -- for example, is a particular portion of the portfolio showing progress or decline?.

As well, it is noted that tenant satisfaction data should ideally be combined with other objective indicators of management performance. Thus, the following survey results are presented with a caution that for optimum results in housing management, overall positive findings should be seen as representing only one part of the picture. More important, in many ways, are the findings which identify areas where residents are least satisfied. Such findings point to areas to be targeted for *continued quality improvement* for the housing management organization and also to identify areas of potential concern. This is because where performance in a specific area is less satisfactory, this may signal the potential for greater problems in the future, or increased remedial costs in the future, if problems are not dealt with in a timely fashion. ***The implication is that action on survey results should be a key part of the continuous quality improvement process.***

Sub-Group Responses: It should also be noted that the portion of survey respondents who indicate that they are less satisfied with their housing, and a further group of non-respondents who they may represent, may have a special difficulty responding to surveys. It is clear to the researchers that a substantial number of MTHA residents have difficulty dealing with bureaucracies and/or have difficulties with language. These difficulties are not directly examined in this survey, but represent important concerns for the quality of life of MTHA communities. These concerns became apparent to the consultants through the significant number of telephone calls that were received at the Survey Office.

Presentation of Results: Results are presented in five main sections:

- Overall Results: examining resident satisfaction across such varied areas as staff, indoor and outdoor maintenance, etc.;
- Areas of Excellence: examining those performance areas which residents rated most highly;
- Areas of Concern: where residents indicated lower ratings of satisfaction. These are the areas where MTHA may wish to focus future policy and program efforts to improve service;
- Topic-by-Topic Assessments: where resident assessments examined a range of performance indicators for MTHA (e.g. topic areas such as outdoor and indoor maintenance, safety, etc.); as well as examining respondent comments;
- Other Topics: such as resident interest in communications and participation; and
- Variations in Resident Satisfaction by Portfolio (MTHA direct management versus various groups of units under private management), and year (1998, 1999).

Most statistics in Sections 3 to 6, for example, involve the presentation of the percentage of residents indicating the responses good-to-excellent, as opposed to “fair” or “poor”, in rating MTHA performance.¹ ***In the analysis, we have noted tenant satisfaction rates of less than 65% to indicate areas of concern or dissatisfaction, and ratings of 80% or more as indicating a high level of satisfaction. Satisfaction ratings of individual items of 66% to 79% were seen as indicating moderate satisfaction.***

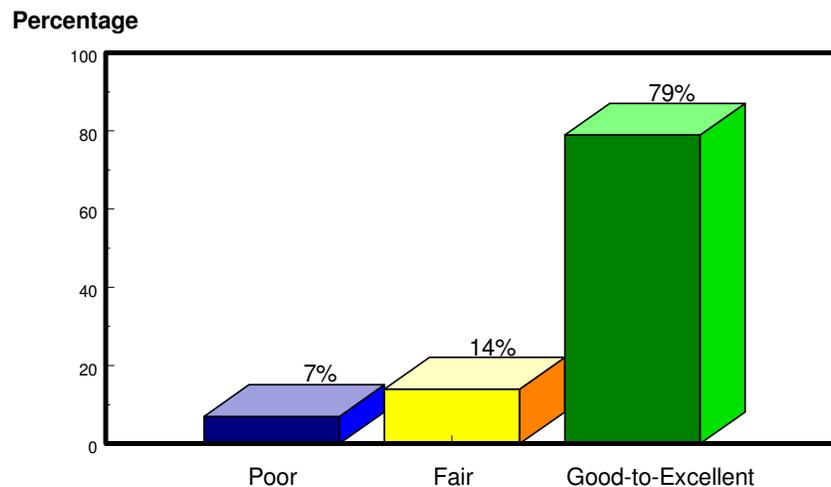
¹ See survey questionnaire instructions for an explanation of the numeric ratings.

3. Overall Satisfaction of MTHA Residents

Overall, a clear majority of residents surveyed reported high levels of satisfaction with most aspects of MTHA housing overall.

Key Statistics: Overall, 79.2% of respondents rated MTHA as good-to-excellent. This rating suggests generally a positive view towards MTHA -- generally a high level of overall satisfaction. This rating was 81% in 1998, and was estimated to be 72% in 1996, suggesting a slight drop in satisfaction in 1999 relative to 1998, but still a better performance than was estimated for 1996. In Section 8 of this report we will discuss these variations and whether or not the 1998-99 change should be regarded as significant.

Display 1
Overall Resident Ratings of MTHA
(percentage rating MTHA as Poor, Fair or Good-to-Excellent)



4. Resident Assessments of Excellence

Key Statistics: The specific aspects of housing which were most highly rated by residents represent the areas of which MTHA management and staff should be most proud. As can be seen in Display 2, these areas of strong performance relate mostly to features such as lighting in common areas, rules and general administration such as hours of access to laundry, politeness of staff, protection of privacy, lighting in outdoor and parking areas, and outdoor maintenance.

Display 2

Areas of Excellence in MTHA Percent Rating MTHA as Good-Excellent

(Performance Areas rated positively by 80% or more of residents)
(Numbers after each item indicate the location of the question in the survey)

	% Good-to Excellent
Lighting in common areas of your building (Q.15(b))	89.1%
The convenience of hours for using the laundry room (Q.11(b))	86.9
Politeness of repair staff when they come to fix problem (Q.10(d))	84.7
Lighting of outdoor areas (Q.15(c))	84.4
Keeping your personal information private (Q.5(g))	83.2
Grounds maintenance in the winter (Q.12(b))	81.7
Politeness of staff who take calls about maintenance problems (Q.9(b))	81.2
Lighting of parking areas (Q.15(d))	81.1

Areas of Strength: Administrative and rules features which were most highly rated included laundry room hours (86.9% rated good-to-excellent), along with how MTHA keeps personal information private (83.2% rated good-to-excellent).

Lighting was rated as highly satisfactory overall, with the specific ratings for each of the three specific areas of lighting which were identified in the survey (common areas of buildings, outdoor areas and parking areas) rated as good-to-excellent by 89.1%, 84.4% and 81.1% respectively. In the same vein, outdoor grounds maintenance in the summer was also rated highly (81.7% rated good-to-excellent).

Staff politeness was rated very positively by MTHA residents with politeness of repair staff when they came to fix a problem (84.7% rated good-to-excellent), and politeness of staff who take maintenance calls (81.2% rated good-to-excellent), obtaining the highest rating among survey respondents.

These areas of strength were very similar to those noted in previous surveys in 1996 and 1998.

These results suggest that, overall, these specific areas of MTHA housing (administration and rules, repair staff performance, and physical features such as lighting and outdoor maintenance) are operating at a high level and should not be considered as areas requiring new initiatives or quality improvement in the immediate future.

5. Resident Areas of Concern/Dissatisfaction

Key Statistics: Residents were not equally satisfied with all aspects of MTHA housing. A number of areas received less favourable ratings which suggests that performance in these areas may need to be assessed in more detail by the administration of MTHA. Many of the aspects which received lower ratings deal with the most challenging areas of housing management such as managing difficult people, or dealing with pests. Other areas, however, such as those having to do with the timeliness of services and communications between MTHA and their residents, may represent areas where MTHA could more easily and readily improve performance to provide higher levels of resident satisfaction.

Display 3

Areas of Resident Concern/Dissatisfaction Percentage rating MTHA as Good-to-Excellent

(topics rated positively by less than 65% of residents, from lowest to highest %)
(Numbers after each item indicate the location of the question in the survey)

	% Good-to-Excellent
Explaining the transfer policy (Q.18(f))	54.6%
Getting your input on community/recreation programs (Q.18(e))	55.1
How free your building is from pests (Q.11(c))	55.5
Handling requests for transfers (Q.18(g))	57.0
The cleanliness of the elevators (Q.11(d))	57.2
Acting quickly on your requests (Q.5(e))	59.0
Telling you about services (health clinics, social services) (Q.18(b))	59.0
Providing quality recreation facilities for residents (Q.18(c))	59.4
Dealing with residents who cause problems for others (Q.2(f))	59.4
Telling you how to get budget advice if you need it (Q.5(i))	61.5
Doing things about your concerns (Q.2(c))	61.5
How good staff are at getting back to you (Q.14(g))	61.9
How well the elevators work (Q.11(e))	62.6
How good are staff at doing repairs when they said they would (Q.10(b))	62.7
How good are staff at fixing the problem on the first visit (Q.10(c))	63.2

5.1 Resident Concerns Focused on Specific Issues

Some specific tenant concerns included: Transfer Policy: In administrative areas, low satisfaction was evidenced for *explaining the transfer policy* (54.6% rated good-to-excellent), and *handling requests for transfers* (57% rated good-to-excellent). These findings suggest that MTHA could do more to assist residents with this particular aspect of housing, and that tenants see these as important issues. Pests: *How free the building is from pests* was an area rated low by residents (55.5% rated good-to-excellent).² Elevators: Residents gave lower positive ratings to *the cleanliness of elevators* (57.2% rated good-to-excellent), and *how well elevators work* (62.6%).

Staff Response: Another area where there was a lower positive rating was responsiveness to repairs. *How good are staff at doing repairs when they said they would* received only 62.7% positive rating, and *how good are staff at fixing the problem on the first visit* received a 63.2% positive rating.

Communications: Communications generally was also an area where residents expressed a number of concerns, both about communications from MTHA and about providing input to MTHA. *Getting resident input on community recreation programs* was not rated highly (55.2% rated good-to-excellent). Ratings were not high in a number of other areas such as: *telling you about services* (59% rated good-to-excellent); *dealing with residents who cause problems* (59.4% rated good-to-excellent); *actually doing things about your concerns* (61.5% rated good-to-excellent); *telling you how to get budget advice* (61.5% rated good-to-excellent); and *how good staff are at getting back to you* (61.9% rated good-to-excellent).³

These results point to specific problem areas which should be considered for improvement (transfer policy, pests, elevators), and the broader area of communications, explanations and timing of responses. These concerns are very similar to concerns expressed by tenants in previous surveys, suggesting that key improvements have not been made in the past two years, at least as seen by tenants.

² It should be noted however that when asked how many times survey respondents had asked for pest control service, a majority had never had to ask (54.7%) for such service. This suggests that while there may be a perception that pests are a serious problem, only a minority of residents are affected.

³ Timeliness as an issue was also suggested by higher ratings for other timing indicators: for Doing the repairs when they said they would residents indicated a 62.7% rating of good-to-excellent, and residents rated fixing the problem on the first visit as 63.2%.

6. Assessments of Specific Performance Topics

Residents rated many of the performance management areas examined as neither areas of excellence nor major problems or concerns. A wide range of housing aspects were rated as good-to-excellent by between 65% to 79% of respondents.

6.1 Satisfaction With MTHA Performance Overall

Key Statistics on MTHA Performance Overall: Residents gave moderate ratings to communications and related aspects of MTHA, with most ratings falling into the 59% to 77% range. In this area, residents gave higher marks to communications, participation and overall housing quality, but gave less satisfied ratings to MTHA actually doing things about resident concerns, for example, dealing with problem residents.

Display 4

Resident Assessments of Communications and Overall Action Performance by Topic (Ranked from Highest to Lowest)

	% Good-to-Excellent
How good a job does MTHA do regarding:	
Overall performance	79.2%
Telling residents what they need to know about MTHA	77.5
Letting residents have a say in their community	77.1
Overall quality of housing at MTHA	76.3
Making it easy to reach someone who can help you	70.4
Making sure there is parking for residents guests	70.0
Listening to your concerns	69.9
Doing things about your concerns	61.5
Dealing with residents who cause problems for others	59.4

What Residents had to say About MTHA Performance Overall: We also examined comments by residents, as well as statistics. Comments regarding MTHA varied a great deal but were mainly about dissatisfaction with private management companies, lack of communication by MTHA as regards rent increases, and so on.

Resident Assessments of Private Management: Generally, residents who specifically expressed dissatisfaction with the management of their building were concerned with the way the private management company was running their building, and many of these respondents asked that MTHA return as the management company. All residents who complained in the survey about the privatized management companies lived in the newly-privatized MTHA buildings.

Information on Rent Increases: Many respondents also commented that MTHA did not sufficiently inform residents on rent increases and how they are calculated.

6.2 Assessments of the Property Management Office

Statistical Perspectives: Residents reported a wide variation in satisfaction regarding specific aspects of property management office performance from a low of 59% good-to-excellent ratings for acting quickly on requests to a high of 83% good-to-excellent ratings for keeping personal information private. This data suggests that MTHA may want to review its response time policy, standards and performance.

Display 5

Resident Assessments of Performance of the Property Management Office

(Sub-items Ranked from Highest to Lowest Satisfaction)

	% Good-to Excellent
Overall <u>quality of service</u> you get from office staff	70.7%
How good a job does the office (staff) do of:	
Keeping your personal information private	83.2
Treating you with respect	76.4
Enforcing rules of your community	72.6
Keeping you informed of things that affect you	71.9
Being easy to reach during office hours	70.3
Being helpful with solutions to your problems	66.8
Making it easy to get a visitor parking pass	66.2
Having convenient office hours	65.5
Telling you how to get budget advice if you need it	61.5
Acting quickly on your requests	59.0

Resident Comments About the Property Management Office: There were three main areas of concern expressed by respondents in this category: (1) acting quickly on repairs; (2) being treated with respect by property management office staff; and (3) convenience of office hours.

As can be seen in Display 5, *acting quickly on requests* was the lowest satisfaction rating for the property management office, and *having convenient office hours* was the third lowest. These findings suggest that there is naturally room for improvement in the area of tenant-landlord liaison and communication in MTHA. Note, however, that not all residents were negative in these views, a finding suggesting that some areas are better managed than others. As will be seen in Section 9 of this report, variations are notable depending upon whether management is direct MTHA or "old" or "new" private management.

6.3 Assessments of Maintenance Inside the Home

Key Statistics: Overall, residents indicated general satisfaction with maintenance inside their homes (although no aspects of inside maintenance received extremely high ratings of satisfaction). As in prior resident surveys, *freedom from pests* remained the single most prominent issue. Most ratings otherwise indicated moderate satisfaction. This would suggest that generally, most tenants are happy with maintenance in the home.

Display 6

Resident Assessments of Performance Indicators Regarding Maintenance in the Home (Ranked from Highest to Lowest Satisfaction)

	% Good-to Excellent
Overall quality of maintenance inside your home:	66.7%
How would you rate the following aspects of your home:	
How well the appliances work (fridge, stove, etc.)	77.6
How well the plumbing works (sinks, toilets)	77.2
How warm it is in the winter	74.2
The condition of the kitchen cabinets	74.2
Overall maintenance of the inside of your home	71.0
How free your home is from pests	68.0

What Residents had to say about Maintenance in the Home: Aside from pests, in this area there did not seem to be any single aspect of home maintenance that respondents were particularly happy or unhappy with. The aspects that were mentioned most often were the age of appliances and plumbing fixtures, and problems with heating and water.

6.4 Resident Assessments of Repair Staff

Key Statistics Perspectives: Residents rated the politeness of staff very highly but were much less satisfied with staff doing repairs when they said they would, and fixing the repairs on the first visit. This suggests that MTHA may want to review its communications with residents regarding repairs so that reasons for delays in repairs are understood.

Display 7

Resident Assessments of Performance of Repair Staff

(Ranked from Highest to Lowest Satisfaction)

	% Good-to Excellent
Ratings regarding repair staff:	
Politeness of staff who take calls for maintenance problems	81.2%
The quality of repairs done by staff	75.7
The quality of repairs that are done by outside contractors	72.3
How easy it is to reach staff for a maintenance problem	71.5
How good repair staff are at:	
Being polite when they come to fix problems	84.7
Explaining when repairs can't be done right away	66.8
Fixing the problem on the first visit	63.2
Doing repairs when they said they would	62.7

Resident Comments About Repair Staff: The aspect of repairs that tenants complained about most often was in the length of time it takes to respond to a problem. This is also emphasized in Display 7 where *doing repairs when they said they would*, and *fixing the problem on the first visit* received the lowest ratings. Also, there were almost no complaints about the *politeness of repair staff when they come to fix problems*, and this is also borne out in the high rating this aspect received in Display 7.

This would suggest that the property management offices are not clearly communicating the time needed to perform repairs and maintenance in a clear and/or accurate way to tenants.

As a result, tenants may be too optimistic in their belief that repairs and maintenance can be made in a matter of days, when it actually takes a few weeks or a few months to complete repairs and maintenance.

Perhaps posting a schedule showing the length of time between the office receiving a complaint and the repair actually being completed, and the reason(s) for this delay would aid the goal of transparent communications.

6.5 Resident Assessments of Maintenance in the Building

Key Statistics: Residents reported wide variations in their satisfaction with their building ranging from 56% good-to-excellent rating for how free the building is from pests to 87% good-to-excellent rating for the convenience of laundry room hours. Cleanliness of the elevators (57% rated good-to-excellent) was also rated poorly, giving the impression that maintenance in common areas may be an issue for concern in some buildings.

Display 8

Resident Assessments of Performance Indicators Regarding Maintenance in The Building (Ranked from Highest to Lowest Satisfaction)

	% Good-to-Excellent
The overall quality of maintenance in common areas:	66.2%
The convenience of hours for using the laundry room	86.9
How well the elevators work	62.6
The cleanliness of the elevators	57.2
How free your building is from pests	55.5

Resident Comments About Maintenance in the Building: The aspect of building maintenance that most respondents commented on was that elevators either did not work properly and/or they were not kept clean, and were not maintained properly on weekends. Also, there were many complaints about lobbies and laundry rooms not being maintained or kept clean. These comments echoed the statistical ratings in Display 8 which indicates a fairly low rating for overall quality of maintenance in common areas.

After elevators, the next most common complaints were regarding pests. These comments, along with the low statistical rating (55.5%) in Display 8, would suggest a better program is much needed for pest control in certain MTHA properties.

6.6 Resident Assessments of Maintenance Outdoors

Key Statistics: Outdoor maintenance was rated more highly than building maintenance by residents with the *overall quality of outdoor maintenance* rated as good-to-excellent by 79% of residents. Aspects of outdoor maintenance that were rated lower than 75% good-to-excellent included *children's play areas* (73%), and *ground maintenance in the winter* (73%).

Display 9

Resident Assessments of Performance Indicators Regarding Maintenance Outdoors

(Ranked from Highest to Lowest Satisfaction)

	% Good-to Excellent
Overall quality of outdoor maintenance:	79.4%
Grounds maintenance <u>in the summer</u> (grass, flowers)	81.7
Repairs to the outside of the building	78.9
Grounds maintenance <u>in the winter</u> (snow removal, etc.)	73.0
Maintenance of children's play areas	72.9

Resident Comments About Maintenance Outdoors: Based on the number of comments on outdoor maintenance, this area is much less of a concern to tenants than other aspects of MTHA maintenance. Indeed, tenant ratings approached a high level of satisfaction in most of these topic areas.

One concern that arose slightly more than the others was the treatment and maintenance of garbage and garbage containers, and the next highest concern was snow removal in the winter. Generally, it would seem, tenants are pleased with MTHA's outdoor maintenance program.

6.7 Resident Assessments of MTHA Safety and Security

Key Statistics: Residents rated a number of aspects of community safety and security very highly, such as *lighting in common areas* (89%) and *lighting in outdoor areas* (84%). On the other hand, some aspects were rated poorly such as *how good staff are at getting back to you* (62%) and *how well MTHA involves residents in security planning* (66%). Again, given these findings, MTHA may wish to review its communications with residents and ways in which safety and security concerns are addressed.

Display 10

Resident Assessments of Performance Indicators Regarding MTHA Community Safety & Security (Ranked from Highest to Lowest Satisfaction)

	% Good-to Excellent
The safety of your MTHA community:	70.5%
Lighting in the common areas of your building	89.1
Lighting of outdoor areas	84.4
Lighting of parking areas	81.1
Politeness of staff who take calls about security problems	77.8
How easy it is to reach MTHA to ask for security help	76.2
The overall quality of security MTHA provides	75.2
The work MTHA does to make your community safe	74.2
How well security staff deal with problems you call about	73.9
Having security officers patrol the community often enough	65.8
How well MTHA involves residents in security planning (neighbourhood watch, etc.)	65.6
How good staff are at getting back to you	61.9

Resident Comments About Safety and Security: Based on the number of opinions expressed by respondents on this facet of their housing, it would seem that safety and security is the major concern of residents of MTHA. Many respondents felt that security staff were not diligent enough in making the buildings and surrounding areas safe from drug dealers.

Many residents also felt that security staff did not make themselves visible enough by patrolling 24 hours a day, seven days a week, and many noted that there were no security staff patrolling at all after midnight. These comments echo the findings in Display 10 where *having security officers patrol the community often enough* got a fairly low Good-to-Excellent rating of 65.8%.

These data and comments underline the fact that safety and security would seem to be a major problem in some MTHA properties, in spite of excellence in lighting. Specific safety concerns tenants mentioned were: no surveillance cameras in lobbies and other high-traffic areas (elevators, hallways); and locks and intercom not working.

6.8 Resident Assessments of Community/Recreation Services

Key Statistics: Residents were least satisfied with *opportunities for input on community recreation programs* (55%), although the general overall rating of *satisfaction with community/recreation services* was relatively good at 77%. Also, residents were less satisfied with *how well MTHA provides information about services such as health clinics and social services* (59%). MTHA may want to review these processes in light of these findings.

Display 11
Resident Assessments of Performance Indicators
Regarding Community/Recreation Services
(Ranked from Highest to Lowest Satisfaction)

	% Good-to-Excellent
Overall quality of community recreation services at MTHA:	77.3%
The helpfulness of MTHA's Community Services Staff	74.3
The helpfulness of MTHA's Recreation Services Workers	73.9
The job MTHA does of making sure that you have someone to talk to when you have a problem	70.5
Providing quality recreation programs for children	68.6
Telling you about recreation services	68.0
Providing quality recreation facilities for residents	59.4
Telling you about services (health clinics, social services)	59.0
Getting your input on community/recreation programs	55.1

Resident Comments About Community and Recreation Services: Many respondents commented that there were not enough community/recreation programs available for youth, adults and seniors. Some of them felt that if these programs were available, in a safe environment, it would help to alleviate some of the crime and drug use in the neighbourhood by providing an outlet for teens to "keep out of trouble".

6.9 Resident Assessments of Transfer Policy

Key Statistics and comments: One area of MTHA that received many complaints was the transfer policy. Respondents complained that they had waited years for a transfer. Others commented that they would like the transfer policy explained to them. As can be seen in Display 12, it would seem that the transfer policy is not being communicated and handled effectively.

Display 12
Resident Assessments of Transfer Policy

	% Good-to Excellent
Handling requests for transfers	57.0%
Explaining the transfer policy	54.6

7. Other Topics: Communication/Participation

Communication: The survey asked a number of questions about communication and participation. Question 19, for example, asked if residents knew who to call when they had a problem. While most residents (66%) answered that they did know who to call, a substantial minority did not (34%).

Residents indicated that their main contacts were usually with the community/property management office (38.5%), followed by security (29.4%) and 24 hour maintenance (16.3%).

Residents indicated that they wanted MTHA to ask them about four priority areas:

- repairs/maintenance inside the home (46.8%);
- what residents have opinions on and care about generally (29.3%);
- security (27.4%); and
- repairs/maintenance outside the building (22%).

Participation: Most residents (69%) indicated they would attend resident meetings if they were held.

These results regarding points of contact and tenant input are consistent with earlier results noted and suggest that there is significant potential to improve the way in which MTHA communicates with its residents.

Display 13

Aspects of Communications/Participation in MTHA

(results for 1999, percentage indicating various responses)

If you need to talk to MTHA about a problem you have as a resident, do you know who to call? (Q.19)

66.3% Yes
33.7 No

Who do you usually call when you have a problem? (Q.20)

29.4% Security
16.3 24-hour emergency maintenance
7.7 MTHA head office
38.5 Community/Property management office
3.5 Other
4.6 Don't Know

Which of the following (if any) would you like MTHA to ask you about? (Q.21)

9.9% Don't want MTHA to ask me about anything
27.4 Security
21.9 Repairs/maintenance outside the building
46.8 Repairs/maintenance inside my home
29.3 Opinions/what we care about
19.1 Community Services
9.3 Other
16.0 Don't Know

Would you attend resident meetings, if they were available? (Q.22)

69.0% Yes
31.0 No

8. Satisfaction by Direct Versus Private Management and Changes Between 1998-99

A General Analysis of Management Groups: A key purpose of the 1999 resident satisfaction survey was to examine variations in resident satisfaction by management regime: comparing MTHA direct management to private management.

Background: This issue was deemed to be important in two ways: first, the 1998 resident survey indicated that residents under private management reported somewhat higher levels of satisfaction than tenants under direct management (about 12 points on a total satisfaction scale of which could vary by 272 points, or about 4% higher on this scale); second, MTHA shifted an additional 4,400 units to private management in 1998-99.

Method: To consider as precise a comparison as possible, direct management and private management were measured, (both old and new management), along with a breakdown by private operator. This was done by creating analysis variables which were based on communities under each type of management. The variables were as follows, where presence in the category was coded "1" and not being present was coded "0":

- DIRECT: direct MTHA management in 1999;
- OLDPRIV: old private management;
- NEWPRIV(A): newly private; and
- NEWPRIV(B): newly private.

Additional variables were created to represent the total score for resident satisfaction for each of 8 areas of tenant satisfaction. These variables were the extent to which residents rated the following as "excellent" or not: Overall performance of MTHA (how good a job); The property management office; Maintenance in your home; Repair staff (accessibility, politeness, quality of work); Maintenance in your building; Maintenance outdoors; Safety (safety lighting, performance of security staff etc.) and Community and recreation services.

Statistical Treatment: Using these variables, it was possible to test the correlation between management regime and each of the 8 areas of tenant satisfaction examined in the survey. The directions of these correlations are shown in Display 14 below. All correlations were extremely modest, none greater than .12, but clearly show that in 1999, old private management rated somewhat higher than direct MTHA management in all 8 indicators.

Display 14

Correlations of Satisfaction with Management Type

(shows whether the statistic for Pearson's r was positive (POS) or negative (NEG) or not significant (NS) at P<.05)

Aspect of Tenant Satisfaction	<u>DIRECT</u>	<u>OLD PRIV</u>	<u>NEW PRIV(A)</u>	<u>NEW PRIV(B)</u>
Overall performance of MTHA	NEG	POS	POS	NEG
Property management office	NEG	POS	POS	NEG
Maintenance in your home	NS	POS	NS	NEG
Repair staff	NS	POS	POS	NEG
Maintenance in your building	NEG	POS	NS	NS
Maintenance outdoors	NEG	POS	NS	NS
Safety	NS	POS	NS	NEG
Community and recreation services	NS	POS	POS	NEG

More interestingly, the analysis shows that, the above findings notwithstanding, private management per-se is not, in every instance, correlated with greater resident satisfaction. As the above illustrates:

Highest levels of resident satisfaction are seen for:

OLDPRIV: Old private management, followed by

NEWPRIV(A): Newly private, followed by

DIRECT: MTHA direct management, followed by

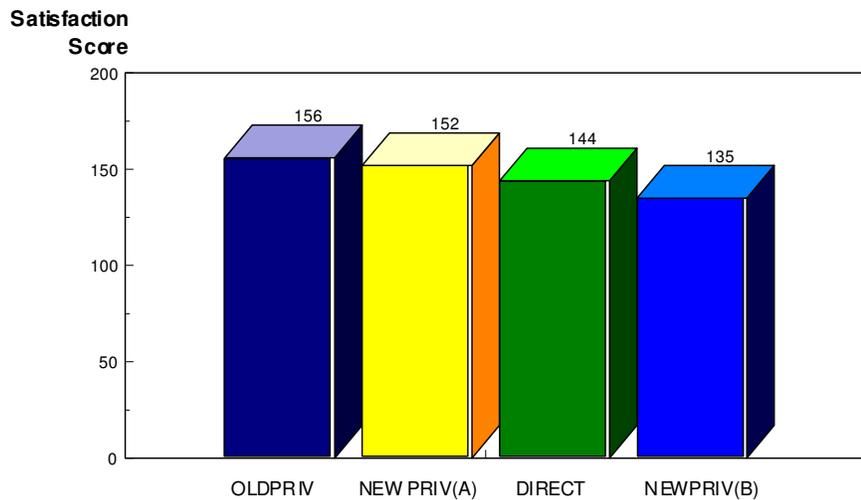
NEWPRIV(B): Newly private.

See Display 15 (next page) for a graphic presentation.

These results were found to be consistent under a variety of analysis approaches, including application of multi-variate analyses controlling for extraneous factors such as length of time resident in MTHA, number of children in the household, or building type.

Display 15

Total Satisfaction Scores by Type of Management



Discussion: These results show the same pattern as in 1998, with private management, as it existed then, remaining (apparently) somewhat more effective than MTHA direct management. Clearly what we have termed "old private management" has some handle on effectiveness, which MTHA DIRECT could learn from. NEWPRIV(A) is relatively successful, as far as tenant satisfaction is concerned, perhaps because of employing the same management strategies which had been developed by OLDPRIV, although NEWPRIV(A) was not as successful as OLDPRIV. NEWPRIV(B) evidences no advantages whatsoever, however as residents in these buildings report being the least satisfied with management of all groups surveyed.

Minimizing Risks: These results might point to a need for new management structures to "settle in", and learn to apply their management strategy to the MTHA portfolio, in a way that will satisfy residents. Following this theory, the NEWPRIV(A) units might be expected to come up to par over time. Equally, NEWPRIV(B) could also improve over time. However, it is also possible that these results are early warnings of a situation which may not improve. To avoid this risk, MTHA will want to examine these results closely, to determine their foundation, and also to apply a rigorous monitoring strategy, for example, comparing tenant subjective assessments to objective performance indicators.

Need for specialized assessments of best practices:⁴ In 1998, we suggested that it would be important for MTHA to examine what the private management group was doing right, to try to draw lessons or best practices which it could apply in its own direct management. If this has been done, it would appear that such efforts have not been appropriately targeted. Clearly what we have tagged as "old private management" is still doing something "right", and MTHA needs to learn from it. Also, the lessons which can be learned from this successful private management need to be applied to all of the other portfolios.

Keeping the community tuned in: One curious feature the researchers noticed in the 1999 survey was the misperception of many -- but not all tenants -- in private management that they had been "abandoned" by MTHA -- that, in fact, the housing was no longer MTHA housing, but rather something quite different. To illustrate, when the survey was mailed, many asked "why this survey, we are no longer under MTHA". This may be reflective of the different ways in which the private property management companies relate to tenants, but may be a problem for MTHA, if tenants feel they have lost their ability to hold private managers accountable through MTHA. Surveys may be one way that MTHA can improve these linkages, but MTHA should be looking at other ways to strengthen and refine its linkages with residents.

Discussion: This situation of uneven management performance could call for continuing monitoring, including further tenant surveys in the future. Such surveys might be considered within a model that would aim at ensuring higher response rates.

Changes Over Years, 1996-98-99: Noting some changes revealed by the historic series of surveys, we posed the question as to whether the changes noted (particularly the decline in satisfaction in 1999) had significant implications for MTHA.

Several aspects of these changes should be considered. First, overall change in tenant ratings of good-to-excellence appear to be relatively minor between 1998 and 1999. A 2% decline may not be important in the long run, and could be just a "blip" in the longer term analysis (if, for example, tenant satisfaction increases again in 2001 or 2002).

⁴ Note that by "best practices" we mean not only activities, but also such things as staff attitudes, organizational culture, etc. which may affect the way services are provided to tenants.

While we can only speculate on this, the decline noted here in tenant satisfaction would be a serious concern if it continued with a 2% drop in each of the next several years. Overall, therefore these results should be seen as a bit of a "wake-up" call for MTHA -- a signal to do something to trigger needed improvements. This is particularly a matter of concern, given the many areas of property management in which tenants have identified need for improvements.

Display 16
Changes Over 1996-98-99 and Other
Ratings by Management Type

Indicators	<u>DIRECT</u>	<u>OLD PRIV</u>	<u>NEW PRIV(A)</u>	<u>NEW PRIV(B)</u>
Ratings of MTHA overall:				
<u>Good-to-Excellent</u> in 1996*	[-----all units----- 72%	[-----all units-----]
<u>Good-to-Excellent</u> in 1998	[-----all units----- 81%	[-----all units-----]
<u>Good-to-Excellent</u> in 1999	[-----all units----- 79%	[-----all units-----]
<u>Satisfaction</u> ** in 1998 (% good+)	146.4	159.5		
<u>Satisfaction</u> in 1999 (% good+)	144.0	156.0	152.0	135.0
<u>Improvements</u> *** in 1998	11.1	11.6		
<u>Improvements</u> in 1999	10.7	11.0	11.2	10.4

* Measured in Question 1 of the survey.

** Measured by a total satisfaction score for 69 satisfaction items in the survey.

*** Measure by totals for Question 28, where 5 indicators of improvement are totalled.

Other changes, by management type point us towards other particular conclusions. One conclusion may be that the 2% drop can be attributed to external factors (e.g. the state of the economy, social outlooks etc.). This may be suggested by the fact that both direct and private units evidenced declines in 1998-99. Indeed, these changes (in a total satisfaction score) showed a 3-point decline for OLDPRIV units, as compared to a 2.4 point decline for directly managed units and both also evidenced slightly reduced improvement scores in 1999.

Among all of these over-time comparisons, the most important differences appear still to be between the different management portfolios. These findings further underline our conclusions about the importance of comparison of practices in these different housing regimes to identify improved practices and operations in the future.

9. Conclusions

These findings suggest that MTHA has been relatively successful in managing its housing in many areas, but suggest a need to review aspects of its operations, and to improve sharing of best practices across management types, to provide residents with the quality and level of service which they would like to receive from their housing provider. Continued and perhaps more intensive monitoring of Direct and Private Management would also appear to be essential.

**Appendix A:
Statistical Results**

DISPLAY 1
 OVERALL VIEW OF METRO TORONTO HOUSING AUTHORITY (MTHA)

PERCENTAGE

Q.1 RATING OF MTHA OVERALL		
POOR		7.0%
NEUTRAL		13.8%
GOOD/EXCELLENT		79.2%
Q.2 HOW EASY IT IS TO REACH SOMEONE AT MTHA WHO CAN HELP YOU		
POOR		13.6%
NEUTRAL		16.0%
GOOD/EXCELLENT		70.4%
LISTENING TO YOUR CONCERNS		
POOR		14.3%
NEUTRAL		15.8%
GOOD/EXCELLENT		69.9%
DOING THINGS ABOUT YOUR CONCERNS		
POOR		17.8%
NEUTRAL		20.8%
GOOD/EXCELLENT		61.5%
LETTING RESIDENTS HAVE A SAY IN THEIR COMMUNITY		
POOR		9.8%
NEUTRAL		13.0%
GOOD/EXCELLENT		77.1%
TELLING RESIDENTS WHAT THEY NEED TO KNOW ABOUT MTHA		
POOR		8.6%
NEUTRAL		13.8%
GOOD/EXCELLENT		77.5%
DEALING WITH RESIDENTS WHO CAUSE PROBLEMS FOR OTHERS		
POOR		21.8%
NEUTRAL		18.8%
GOOD/EXCELLENT		59.4%
MAKING PARKING SPACES AVAILABLE TO RESIDENTS AND GUESTS		
POOR		16.0%
NEUTRAL		14.0%
GOOD/EXCELLENT		70.0%
Q.3 OVERALL RATING OF THE QUALITY OF MTHA HOUSING		
POOR		10.2%
NEUTRAL		13.5%
GOOD/EXCELLENT		76.3%

DISPLAY 2
RESIDENT ASSESSMENTS OF THE PROPERTY MANAGEMENT OFFICE

	PERCENTAGE
<hr/>	
Q.4 RATING OF QUALITY OF SERVICE BY MTHA STAFF	
POOR	14.3%
NEUTRAL	15.0%
GOOD/EXCELLENT	70.7%
Q.5 RATING OF OFFICE STAFF RE: TREATING YOU WITH RESPECT	
POOR	10.8%
NEUTRAL	12.8%
GOOD/EXCELLENT	76.4%
CONVENIENCE OF OFFICE HOURS	
POOR	15.9%
NEUTRAL	18.6%
GOOD/EXCELLENT	65.5%
BEING EASY TO REACH DURING OFFICE HOURS	
POOR	14.7%
NEUTRAL	15.1%
GOOD/EXCELLENT	70.3%
BEING HELPFUL WITH SOLUTIONS TO YOUR PROBLEMS	
POOR	16.0%
NEUTRAL	17.2%
GOOD/EXCELLENT	66.8%
ACTING QUICKLY ON YOUR REQUESTS	
POOR	21.3%
NEUTRAL	19.7%
GOOD/EXCELLENT	59.0%
KEEPING YOU INFORMED OF THINGS THAT AFFECT YOU	
POOR	12.6%
NEUTRAL	15.5%
GOOD/EXCELLENT	71.9%
KEEPING YOUR PERSONAL INFORMATION PRIVATE	
POOR	8.2%
NEUTRAL	8.5%
GOOD/EXCELLENT	83.2%
ENFORCING RULES OF YOUR COMMUNITY	
POOR	13.3%
NEUTRAL	14.1%
GOOD/EXCELLENT	72.6%
TELLING YOU HOW TO GET BUDGET ADVICE IF NEEDED	
POOR	22.4%
NEUTRAL	16.1%
GOOD/EXCELLENT	61.5%
EASE OF OBTAINING VISITOR PARKING PASS	
POOR	18.6%
NEUTRAL	15.2%
GOOD/EXCELLENT	66.2%

DISPLAY 3
RESIDENT ASSESSMENTS OF MAINTENANCE IN THEIR HOME

	PERCENTAGE
<hr/>	
Q.6 RATING OF QUALITY OF MAINTENANCE FOR INSIDE YOUR HOME	
POOR	16.9%
NEUTRAL	16.4%
GOOD/EXCELLENT	66.7%
Q.7 RATING OF HOW WELL THE APPLIANCES WORK	
POOR	9.1%
NEUTRAL	13.3%
GOOD/EXCELLENT	77.6%
HOW FREE YOUR HOME IS FROM PESTS	
POOR	15.8%
NEUTRAL	16.2%
GOOD/EXCELLENT	68.0%
HOW WARM IT IS IN THE WINTER	
POOR	12.6%
NEUTRAL	13.2%
GOOD/EXCELLENT	74.2%
HOW WELL THE PLUMBING WORKS (SINKS, TOILETS)	
POOR	10.0%
NEUTRAL	12.8%
GOOD/EXCELLENT	77.2%
THE CONDITION OF KITCHEN CABINETS	
POOR	13.2%
NEUTRAL	12.6%
GOOD/EXCELLENT	74.2%

DISPLAY 4
RESIDENT ASSESSMENTS OF REPAIR STAFF

	PERCENTAGE
<hr/>	
Q.9 RATING RE: EASE OF REACHING MAINTENANCE STAFF	
POOR	12.7%
NEUTRAL	15.8%
GOOD/EXCELLENT	71.5%
HOW POLITE STAFF ARE WHO TAKE YOUR CALLS	
POOR	7.5%
NEUTRAL	11.3%
GOOD/EXCELLENT	81.2%
THE QUALITY OF REPAIRS DONE BY STAFF	
POOR	10.5%
NEUTRAL	13.8%
GOOD/EXCELLENT	75.7%
THE QUALITY OF REPAIRS DONE BY OUTSIDE CONTRACTORS	
POOR	12.2%
NEUTRAL	15.5%
GOOD/EXCELLENT	72.3%
Q.10 RATING OF HOW REPAIR STAFF EXPLAIN REPAIR DELAYS	
POOR	14.6%
NEUTRAL	18.6%
GOOD/EXCELLENT	66.8%
DOING THE REPAIRS WHEN THEY SAID THEY WOULD	
POOR	18.9%
NEUTRAL	18.4%
GOOD/EXCELLENT	62.7%
FIXING THE PROBLEM ON THE FIRST VISIT	
POOR	19.2%
NEUTRAL	17.6%
GOOD/EXCELLENT	63.2%
POLITENESS WHEN FIXING THE PROBLEM	
POOR	6.1%
NEUTRAL	9.2%
GOOD/EXCELLENT	84.7%

DISPLAY 5
RESIDENT ASSESSMENTS OF MAINTENANCE OF
COMMON AREAS IN YOUR BUILDING

PERCENTAGE

Q.11 RATING OF QUALITY OF MAINTENANCE IN LOBBIES ETC.	
POOR	18.0%
NEUTRAL	15.8%
GOOD/EXCELLENT	66.2%
CONVENIENCE OF LAUNDRY ROOM HOURS	
POOR	6.4%
NEUTRAL	6.8%
GOOD/EXCELLENT	86.9%
HOW FREE YOUR APARTMENT BUILDING IS FROM PESTS	
POOR	23.8%
NEUTRAL	20.7%
GOOD/EXCELLENT	55.5%
THE CLEANLINESS OF THE ELEVATORS	
POOR	25.3%
NEUTRAL	17.5%
GOOD/EXCELLENT	57.2%
HOW WELL THE ELEVATORS WORK	
POOR	19.9%
NEUTRAL	17.4%
GOOD/EXCELLENT	62.6%

DISPLAY 6
RESIDENT ASSESSMENTS OF MAINTENANCE OUTDOORS

	PERCENTAGE
Q.12 RATING OF QUALITY OF REPAIRS TO OUTSIDE OF BUILDING	
POOR	9.1%
NEUTRAL	12.1%
GOOD/EXCELLENT	78.9%
GROUNDS MAINTENANCE IN THE SUMMER (GRASS, FLOWERS)	
POOR	7.5%
NEUTRAL	10.8%
GOOD/EXCELLENT	81.7%
GROUNDS MAINTENANCE IN THE WINTER (SNOW REMOVAL, ETC.)	
POOR	11.6%
NEUTRAL	15.5%
GOOD/EXCELLENT	73.0%
MAINTENANCE OF CHILDREN'S PLAY AREAS	
POOR	13.8%
NEUTRAL	13.3%
GOOD/EXCELLENT	72.9%
Q.13 RATING OF OVERALL QUALITY OF OUTDOOR MAINTENANCE	
POOR	7.7%
NEUTRAL	12.9%
GOOD/EXCELLENT	79.4%

DISPLAY 7
RESIDENT ASSESSMENTS OF SAFETY

	PERCENTAGE
<hr/>	
Q.14 RATING OF SAFETY OF YOUR MTHA COMMUNITY	
POOR	13.0%
NEUTRAL	16.5%
GOOD/EXCELLENT	70.5%
 THE WORK MTHA DOES TO MAKE YOUR COMMUNITY SAFE	
POOR	10.6%
NEUTRAL	15.2%
GOOD/EXCELLENT	74.2%
 MTHA INVOLVEMENT WITH RESIDENTS IN SECURITY PLANNING	
POOR	16.3%
NEUTRAL	18.1%
GOOD/EXCELLENT	65.6%
 EASE OF REACHING SOMEONE AT MTHA FOR SECURITY HELP	
POOR	9.9%
NEUTRAL	13.8%
GOOD/EXCELLENT	76.2%
 POLITENESS OF STAFF WHEN TAKING YOUR CALLS RE SECURITY	
POOR	8.6%
NEUTRAL	13.5%
GOOD/EXCELLENT	77.8%
 HOW WELL SECURITY STAFF DEAL WITH YOUR CALLS	
POOR	11.2%
NEUTRAL	14.9%
GOOD/EXCELLENT	73.9%
 RATINGS OF HOW WELL STAFF EXPLAIN WHAT HAPPENDED	
POOR	19.5%
NEUTRAL	18.7%
GOOD/EXCELLENT	61.9%
 OVERALL QUALITY OF MTHA SECURITY	
POOR	10.6%
NEUTRAL	14.2%
GOOD/EXCELLENT	75.2%
 Q.15 RATING OF: FREQUENCY OF SECURITY PATROLS	
POOR	15.7%
NEUTRAL	18.4%
GOOD/EXCELLENT	65.8%
 LIGHTING IN COMMON AREAS OF YOUR BUILDING	
POOR	3.8%
NEUTRAL	7.1%
GOOD/EXCELLENT	89.1%
 LIGHTING OF OUTDOOR AREAS	
POOR	6.0%
NEUTRAL	9.6%
GOOD/EXCELLENT	84.4%
 LIGHTING IN PARKING AREAS	
POOR	6.6%
NEUTRAL	12.4%
GOOD/EXCELLENT	81.1%

DISPLAY 8
RESIDENT ASSESSMENTS OF COMMUNITY AND RECREATION SERVICES

		PERCENTAGE
Q.16	RATING OF QUALITY OF COMMUNITY/RECREATION SERVICES	
	POOR	10.5%
	NEUTRAL	12.2%
	GOOD/EXCELLENT	77.3%
Q.17	RATING OF STAFF AVAILABILITY TO TALK TO ABOUT PROBLEMS	
	POOR	13.5%
	NEUTRAL	16.0%
	GOOD/EXCELLENT	70.5%
	THE HELPFULNESS OF MTHA COMMUNITY SERVICES STAFF	
	POOR	10.8%
	NEUTRAL	14.9%
	GOOD/EXCELLENT	74.3%
	THE HELPFULNESS OF MTHA RECREATION SERVICES WORKERS	
	POOR	13.2%
	NEUTRAL	12.9%
	GOOD/EXCELLENT	73.9%
Q.18	RATING OF MTHA'S: INFORMING RESIDENTS ABOUT RECREATION SERV.	
	POOR	16.2%
	NEUTRAL	15.9%
	GOOD/EXCELLENT	68.0%
	INFORMING RESIDENTS ABOUT HEALTH/SOCIAL SERVICES/AGENCIES	
	POOR	21.0%
	NEUTRAL	20.0%
	GOOD/EXCELLENT	59.0%
	PROVIDING RESIDENTS WITH QUALITY RECREATION FACILITIES	
	POOR	21.4%
	NEUTRAL	19.2%
	GOOD/EXCELLENT	59.4%
	PROVIDING QUALITY RECREATION PROGRAMS FOR CHILDREN	
	POOR	16.6%
	NEUTRAL	14.8%
	GOOD/EXCELLENT	68.6%
	OBTAINING RESIDENT INPUT AS TO PROGRAMS THEY'D LIKE TO HAVE	
	POOR	23.1%
	NEUTRAL	21.8%
	GOOD/EXCELLENT	55.1%
	EXPLAINING TRANSFER POLICY	
	POOR	25.1%
	NEUTRAL	20.2%
	GOOD/EXCELLENT	54.6%
	HANDLING OF REQUESTS FOR TRANSFERS	
	POOR	24.8%
	NEUTRAL	18.2%
	GOOD/EXCELLENT	57.0%

DISPLAY 9
RESIDENT VIEWS OF COMMUNICATION WITH MTHA

Q.19 DO RESIDENTS KNOW WHO TO CALL AT MTHA IF THEY HAVE A PROBLEM	
YES	PERCENTAGE 66.6%
NO	32.7%
Q.20 WHO RESIDENTS USUALLY CALL WHEN THEY HAVE A PROBLEM	
SECURITY	29.4%
24 HOUR EMERGENCY MAINTENANCE	16.3%
MTHA HEAD OFFICE	7.7%
COMMUNITY/PROPERTY MANAGEMENT OFFICE	38.5%
OTHER	3.5%
DON'T KNOW	4.5%
	.1%
Q.21 WHAT RESIDENTS WOULD LIKE MTHA TO ASK THEM ABOUT	
DON'T WANT MTHA TO ASK ME ABOUT ANYTHING	9.9%
SECURITY	27.4%
REPAIRS/MAINTENANCE OUTSIDE THE BUILDING	21.9%
REPAIRS/MAINTENANCE INSIDE MY HOME	46.8%
OPINIONS/WHAT WE CARE ABOUT	29.3%
COMMUNITY SERVICES	19.1%
OTHER	9.3%
DON'T KNOW	16.0%
Q.22 WOULD YOU ATTEND RESIDENTS MEETING IF THEY WERE HELD	
YES	69.0%
NO	31.0%

DISPLAY 10
RESIDENT USE OF SERVICES

		PERCENTAGE
Q.27 # OF TIMES IN LAST YEAR YOU HAVE ASKED FOR:		
MAINTENANCE SERVICES	NEVER	9.0%
	ONE TIME	20.8%
	2 TO 5 TIMES	53.1%
	MORE THAN 5 TIMES	17.2%
SECURITY SERVICE	NEVER	43.6%
	ONE TIME	23.8%
	2 TO 5 TIMES	23.6%
	MORE THAN 5 TIMES	9.0%
PEST CONTROL SERVICE	NEVER	54.7%
	ONE TIME	25.5%
	2 TO 5 TIMES	16.0%
	MORE THAN 5 TIMES	3.9%

DISPLAY 11
RESIDENT CHARACTERISTICS

	PERCENTAGE
Q.23 LENGTH OF TIME LIVED IN MTHA HOUSING	
LESS THAN 6 MONTHS	3.3%
6 MONTHS TO 5 YEARS	31.1%
6 YEARS TO 10 YEARS	25.6%
MORE THAN 10 YEARS	40.0%
Q.24 TYPE OF HOUSING YOU LIVE IN	
HOUSE	2.8%
TOWNHOUSE	19.5%
DUPLEX	1.3%
TRIPLEX	.5%
APARTMENT WITHOUT ELEVATOR	9.4%
APARTMENT WITH ELEVATOR	66.4%
Q.25 # OF PEOPLE WHO LIVE IN YOUR HOUSEHOLD	
ONE ADULT	36.2%
ONE ADULT WITH CHILD (REN)	30.4%
TWO OR MORE ADULTS	13.8%
TWO OR MORE ADULTS WITH CHILD (REN)	18.2%
OTHER	1.4%
Q.26 # OF CHILDREN WHO LIVE IN YOUR HOUSEHOLD	
NO CHILD AT ALL	2.0%
	.0%
ONE CHILD	31.0%
TWO CHILDREN	34.6%
THREE CHILDREN	20.7%
FOUR AND MORE CHILDREN	11.7%

DISPLAY 12
RESIDENT VIEWS OF CHANGE IN THE PAST 2 YEARS

Q.28 RATING OF MTHA NOW AS COMPARED TO 2 YEARS AGO		PERCENTAGE
QUALITY OF SERVICE	WORSE	16.9%
	SAME	46.7%
	BETTER	36.5%
MAINTENANCE IN HOME	WORSE	18.8%
	SAME	52.7%
	BETTER	28.5%
MAINTENANCE IN BUILDING	WORSE	18.5%
	SAME	39.0%
	BETTER	42.5%
SAFETY AND SECURITY	WORSE	15.5%
	SAME	42.9%
	BETTER	41.7%
COMMUNITY/REC SERVICES	WORSE	16.4%
	SAME	55.9%
	BETTER	27.7%