

ЭКОНОМИКА СТРОИТЕЛЬСТВА И ОПЕРАЦИЙ С НЕДВИЖИМОСТЬЮ

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REVIEW OF METHODOLOGIES FOR APARTMENT MANAGEMENT COMPANY PERFORMANCE EVALUATION: PROBLEMS AND SHORTCOMINGS

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Importance: ensuring a high level of comfort of urban environment in the large urban agglomerations of the Russian Federation depends on the organization of housing and public utilities management at the local (municipal) level. Apartment building management companies performance evaluation through the feedback system is considered to be the result of the activities. It allows to determine a degree of consumer confidence to receiving housing and public utilities services, loyalty and support of the government based on the apartment building management companies efficiency criteria. *Purpose:* the research of practical application of methods and approaches to apartment building management companies performance evaluation, defining the apartment building management companies rating and the effectiveness of the municipal management. *Research design:* to reveal the existing problems and gaps federal legislative documents, aimed at improving the level of comfort of urban environment, raising the quality of housing and public utilities services, as well as the regulatory legal acts of the specific constituent entities of the Russian Federation, defining approaches, indicators and criteria of apartment building management companies performance evaluation, have been studied in the paper. The role of the apartment building management companies performance evaluation in the implementation of the strategic plans by the public authorities and the solving the current problems by different supervisory bodies, management companies, housing and utilities services consumers and apartment building management companies while creating consumer rankings of apartment building management companies is also defined.

However, the apartment building management companies performance evaluation and forming the rankings lack the holistic approach. *Results:* the study revealed that, the apartment building management companies performance evaluation lack the holistic approach. Formation of apartment building management companies rankings does not reflect the reality of the industry and takes the indicators of the apartment building technical condition only in a fragmentary manner, while these rankings are not universal and are geared towards serving the major housing and utilities services stakeholders' interest. The paper proposes the need to review and to universalize the criteria-based approaches to performance evaluation of apartment building management companies as well as to enshrine them in legislation, to process the data using the digital twin technology, to integrate the evaluation results into smart cities development programmes and to publish this information on the official portals of housing and public utilities services, executive authorities, apartment building management companies.

Keywords: apartment building management, apartment building management company performance evaluation, housing and public utilities services, comfortable urban environment, housing and public utilities services stakeholders, consumer rankings of housing and public utilities services.

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Introduction

Currently, some major issues related to low level of comfort of urban environment remain unresolved in most large agglomerations of Russian Federation. The existing situation, in our view, is characterized by the following items: operational technical housing and utilities infrastructure, but with a high degree of the deterioration; ecological problems related to urban dwellers vital activity and serving the industries; changing of approach to housing management. In this context, organizing proper management of housing and utilities at the local (municipal) level is acquiring particular importance, resulting in apartment management company performance evaluation through a feedback process.

The introduction of the Housing Code of the Russian Federation in 2004 substantially changed the management system of the housing stock in general and apartment blocks in particular. However, the problem of effective management and improving the level of comfort of urban environment still remain to be fully resolved. Besides, the management process of apartment building is a constant source of social tension due to the fact that owners of units in apartment blocks face the difficulty of choosing and changing a form of apartment building management whether it is choosing an apartment management company or moving to another, etc.

In that regard, it is worth noting that the issues of strategic development,

organization of management and assessment of housing and public utilities activities are popular within the scientific community. In particular, Komissarova L.A. [8] studies the experience of the European countries in public housing management, while Ufimtseva E.V., Volochkova I.V., Danilova V.N., Shadeiko N.R., Podoprigora U.V., Seliverstov A.A. [9] take a comprehensive approach to form a group of indicators for evaluation of development in terms of urban infrastructure. Gorpolskaya E.I. [6] in her studies focuses on evaluation of the efficiency of managing apartment buildings, while Shpack A.S. [11] embraces a systematic approach to assessment of the state of apartment blocks. Kalinina N.M., Hrapova E.V., Kulik N.A., Taratuta S.V. [7] take advantage of universal comparative ranking assessment of management companies in their studies. The studies have identified, that the methodologies for management companies performance evaluation take a fragmented approach and they lack transparency of information reflecting the reality regarding management companies and technical condition of apartment buildings. This is due mainly to different purposes and ranking assessment users and the absence of a unified methodical approach.

In line with the above, to enhance awareness among the main stakeholders [10] concerning the quality of the work carried out by the apartment management companies and to motivate the apartment management companies themselves to discharge their responsibilities better it is necessary to determine criteria for evaluating apartment management companies performance, which could take into account the interests of the main stakeholders, take a unified methodical approach to evaluating apartment management companies performance, be included in legislation (for example in the process of amending the Law «On self-regulated organizations» in Housing and Public Utilities № 315-ФЗ от 01.01.2010 г.) [3].

All the above defined the purpose of the paper: to analyze the current method and approaches to ranking assessment of apartment building management companies, to identify the major problems and shortcomings, to propose solutions to the problems.

Methods and results

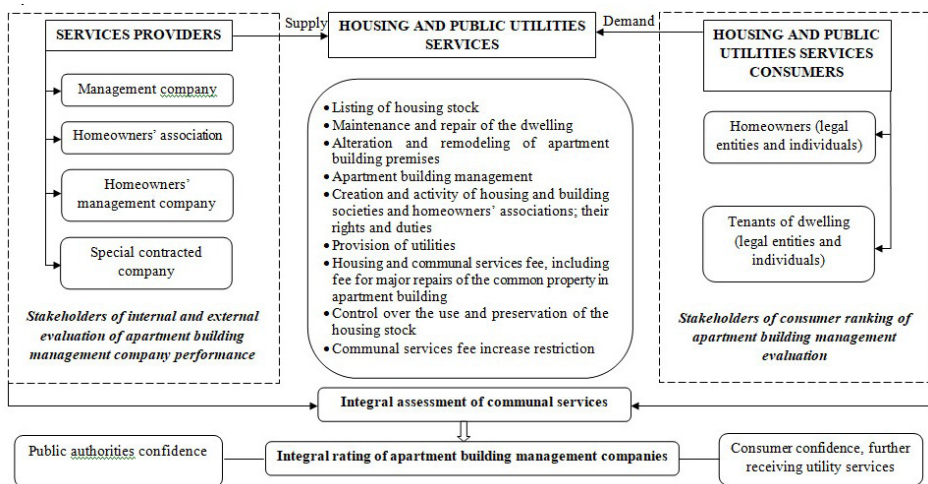
The housing and public utilities system reform process dates back to 1991. The Law «On the Fundamental Principles of the Federal Housing policy» № 4218-1, adopted on December 24, 1992 [1] marked the process of instituting a modern housing and public utilities system in the Russian Federation. Since the signing the Government decree of the Russian Federation of 17.11.2001 №797 «On the subprogramme of Reform and Modernization of the Housing and Communal complex of the Russian Federation», Federal target housing programme for the period 2002-2010¹ [15] maintaining the competition at all levels became the important part in housing and public services system updating.

¹ The Government decree of the Russian Federation of 17.11.2001 №797 «On the subprogramme of Reform and Modernization of the Housing and Communal complex of the Russian Federation», Federal target housing programme for the period 2002-2010 (as amended on 21.10.2004). Available at: <http://www.consultant.ru>.

The adopted Housing Code came into force by the Federal Law of December 29, 2004 № 189-ФЗ [2] gives the owner an opportunity to choose independently the form of apartment building management conducted by: the proprietors, by the homeowners' association, by a housing cooperative or by other special consumer cooperative, by an apartment building management company.

Besides, this law entails changing the status of housing and utilities enterprises to management companies as well as entering the housing and utilities services market, organizing the forms on equal terms with governmental companies to prevent the monopolization among the suppliers of goods and services. The most widespread form of management of apartment building in the Russian Federation is by management companies, which determine the quality of the services provided and consequently – the comfort of living in the area, that correlates to the Spatial Development Strategy of the Russian Federation for the period up to 2025 [4]. In its turn, apartment building management efficiency is determined on the basis of consumer ranking that influences the assessment of municipal governance quality.

In our view, effective assessment system of a management company activity should be directed to meet the main housing and utilities services stakeholders' needs and expectations (pic. 1), be transparent, informative and understandable to every consumer.



Pic. 1. Stakeholders of apartment building management company performance evaluation [compiled by the authors]

It should be mentioned, that in practice a choice of the subject of the evaluation and the evaluation criteria depends on who is an initiator of creating a public ranking of management companies: local government body, government body of the constituent entity, public association of housing services consumers, non-commercial partnership of management organizations. The objectives, that any initiator is pursuing, should be taken into account. The main initiators of

creating a public ranking of management companies and their objectives are presented in Table 1.

Table 1

Initiators of creating a public ranking of management companies
[compiled by the authors]

Initiators of a public ranking	Objectives of a ranking
State corporation «Assistance fund for Housing and Public Utilities reforms»	<ul style="list-style-type: none"> – assistance for housing infrastructure development in the Russian Federation (programme development etc.) – countering corruption in the housing and public utilities sector – improving the level of comfort of urban environment
Sectoral Ministries of government bodies of the Russian Federation	<ul style="list-style-type: none"> – creating housing infrastructure development in the Russian Federation programmes – formation of tariff policy of the Russian Federation – creating national regulatory documents in the housing and public utilities sector; evaluation of the quality of services – improving the level of comfort of urban environment
Government body of the constituent entity of the Russian Federation	<ul style="list-style-type: none"> – creating housing infrastructure development of constituent entities in the Russian Federation programmes – formation of tariff policy of constituent entities in the Russian Federation – development of regional regulatory instruments in housing and public utilities sector; evaluation of the quality of services – improving the level of comfort of urban environment
Local government body/ city administration	<ul style="list-style-type: none"> – development of regional regulatory instruments in housing and public utilities sector – formation of tariff policy of local government body – creating a database of management companies in the housing services market – improving the level of comfort of urban environment
State Inspections for Housing	<ul style="list-style-type: none"> – determination of the direction of changes in housing and public utilities sector – responding to citizen complaints – improving the level of comfort of urban environment
Public associations of housing and utilities services consumers (unit owners, renters)	<ul style="list-style-type: none"> – improving the level of comfort of urban environment – maintaining and improving the quality of housing and public utilities services
Major utility providers	<ul style="list-style-type: none"> – creating a tool of influencing the market development and competition – improving the level of comfort of urban environment
Apartment building management companies	<ul style="list-style-type: none"> – developing competitiveness and stability in the market – improving the level of comfort of urban environment
Associations of apartment building representatives	<ul style="list-style-type: none"> – working out the joint statements to improve legal normative instruments – improving the level of comfort of urban environment

The survey reveals, that the major initiators of apartment building management companies performance evaluation share a common goal – improving the level of comfort of urban environment and the quality of housing and utility services consequently.

Currently, there is quite a number of methodologies for management companies performance evaluation. For instance, Institute of Urban Economics has developed a methodology for management companies performance evaluation, which is increasingly targeted at housing and utilities services consumers, but, however, the methodology is not integral and doesn't take into account interests of the major stakeholders. It should also be noted, that several regions, administrative centers of constituent territories of the Russian Federation (Moscow, Perm, Saratov, Tula, Ekaterinburg, Omsk, Novosibirsk, Moscow region, Novgorod region, Khabarovsk territory etc.) in particular, have developed their own methodologies. Consumer rankings are made regularly on the basis of evaluation results. In the paper the main methodologies for apartment management companies performance evaluation are considered. The results are presented in Table 2.

Table 2

Criteria and indicators of apartment management companies performance evaluation (consumer ranking) in accordance with different methodologies [compiled by the authors]²

Methodologist	Criteria	Number of indicators	Score
State corporation «Assistance fund for Housing and Public Utilities reforms» [2]	1. Range of activities	4	max score 18
	2. Financial stability	4	max score 16
	3. Efficiency	7	max score 26
	4. Reputation	5	max score 16
	5. Transparency	4	max score 24
	Total	24	100

² Performance evaluation methodology for apartment building management companies, homeowners' associations, housing cooperatives and other specialized consumer cooperatives. Available at: <https://fondgkh.ru/news/na-sayte-fonda-zhkh-razmeshhena-metodika-2>.

Continuation of the table 2

Methodologist	Criteria	Number of indicators	Score
Fund «Institute of Urban Economics» ^[3]	1. Reliability of the information provided by the management companies	4	max score 5
	2. Management companies service and performance assessment	3	max score 5
	3. Assessment of cooperation between management companies and consumers	5	max score 5
	4. Accessibility of information on services and works	1	max score 5
	Total	13	max 100
Inspection Office for Housing (Moscow) ^[4]	1. Level of public satisfaction with management company performance	2	Score each criterion 0-100
	2. Management companies reliability level	1	
	3. Level of disruption in management companies performance	3	
	Total	6	
Ministry of Housing and Communal Services of Moscow region ^[5]	1. Providing public dispatching service through the single dispatcher service portal	1	max score 40
	2. Management companies performance evaluation by the president of the association of apartment building through voting at electronic resource	4	max score 20
	3. Reviewing citizens' appeals concerning violations revealed through inspections of State Inspection Office for Housing (communal services fees, overcharging, disclosure of the information on management companies functioning)	1	max score 30
	4. General meeting of the owners via electronic resources	1	max score 20
	5. Servicing of in-house gas equipment	1	max score 80
	6. Brining the apartment blocks entrances into line with standards dynamics, with funds of management company	1	max score 30
	Total	9	max 290

³ RosKvartal® — internet service №1 for management companies. Available at: <https://roskvartal.ru/deyatelnost-uk/7620-sadis-pyat-ocenka-dlya-upravlyayuschih-kompaniy>.

⁴ Performance evaluation methodology for forming rating of apartment building management companies in Moscow. The order of the State Inspection Office for Housing (Moscow) №342 from 23.11.2015. Available at: https://www.mos.ru/upload/documents/files/1383/prikaz_mozhilinspekt-sii_ot_23112015_342_ob_utverzhenii_metodiki_otsenki_deyatelnosti_i_formirovaniya_reytinga_organizatsiy_osushchestvlyayushchikh_upravlenie_mnogokvartirnymi_domami.pdf.

⁵ Regulations on efficiency evaluation of organizations involved in the management of housing stock on the territory of the Moscow region: Approved by the order of the Ministry of Housing and Public Utilities from April 6, 2021 № 153-PB. Available at: <https://docs.cntd.ru/document/608805167?marker=6520IM>.

Continuation of the table 2

Methodologist	Criteria	Number of indicators	Score
State Housing Inspection and Licensing Control Committee (Novgorod region) [6]	1. A number of inspections conducted by the Committee concerning unsatisfactory performance by management company		Calculation for every 1000 sq.m of total housing area under the administration of the certain management company
	2. A number of violations detected		
	3. A number of administrative liability facts		
	4. A number of issued orders		
	5. A number of issued orders non-performance facts		
	6. A number of facts of impeding legitimate activities of supervisory authority officials		
	Total		
Non-profit organization «Assistance fund of homeowners' association"(Perm) [7]	1. Ensuring the proper condition of apartment building	6	Yes/No
	2. Business management sustainability	2	
	3. Effectiveness of economic management	6	
	4. Level of interaction with consumers	10	
	5. Focusing on apartment building management development	4	
	Total	28	0,00-1,00
Methodology for apartment building management companies performance evaluation (Omsk) [7]	1. Information transparency of the management company	5	max score 20
	2. High quality customer service	4	max score 25
	3. Assessment of financial state of management companies	4	max score 35
	4. Additional criteria	2	max score 20
	Total	19	max score 100

⁶ Regulations on performance evaluation rating system of organizations involved in the management of apartment buildings on the territory of the Novgorod region: Approved by the order of the State Housing Supervision and Licensing Control Committee №63 from 12.02.2018. Available at: <https://www.ngi-53.ru/tinybrowser/files/reyting-uk/polozhenie-o-reytinge.pdf>.

⁷ Official website of non-profit organization «Assistance Fund to homeowners' associations in Perm». Available at: <http://www.csiconsulting.ru/tsg/>

Methodologist	Criteria	Number of indicators	Score
Methodology for apartment building management companies performance evaluation (Saratov) ^[8]	1. Apartment building management companies performance evaluation criteria	7	Significance index 0,25
	2. House area maintaining criteria	4	Significance index 0,20
	3. Quality of service criteria	4	Significance index 0,20
	4. Financial and economic activity of a management company criteria	3	Significance index 0,15
	5. Training of Management company staff evaluation criteria	4	Significance index 0,10
	6. Management quality criteria	2	Significance index 0,10
	Total	24	1,00
Methodology for apartment building management companies performance evaluation (Tula region) ^[9]	1. Sustainability of development of a management company	8	max score 15/-5
	2. Fulfillment of obligations for maintenance of common household property evaluation criteria	9	0-15
	3. Transparency of information, interaction with the owners and supervisory authority	6	0-15
	Total	22	

The conducted analysis of the methodologies applied for apartment management company performance evaluation in a number of constituent entities of the Russian Federation (Table 2) revealed the following trends:

- the absence of a unified set of criteria for the evaluation;
- the certain constituent entity can employ a number of methodologies for management companies performance evaluation, that can be different and quite confusing for the stakeholders;
- most methodologies fail to include the technical status and apartment building upgrading indicators, that have to define the main characteristics of a management company. However, it is evident, that the apartment buildings of the 2000s construction have better technical specifications than the apartment buildings of the 1950-1985s;

⁸ Methodical recommendations on apartment building management companies performance evaluation (Saratov). Available at: <https://saratovmer.ru/zhkhsfera/UMD>.

⁹ On approval of the methodology for efficiency evaluation of organizations involved in the management of apartment buildings on the territory of the Tula region [electronic resource]: Approved by the order of the State Inspection Office for Housing of the Tula region of 18.05. 2020 года № 27. Available at: <https://docs.cntd.ru/document/570777292>.

- if the authors of the ranking include some certain parameters of the technical status of an apartment building, the management companies that maintain servicing of new apartment buildings or rather new ones get to the top of the rankings, while the management companies that maintain servicing of old apartment buildings fail to take the top positions (with exception of the management companies that maintain servicing of old apartment buildings falling under regional municipal programmes of reconstruction and renovation of housing stock);
- lack of objectivity and complexity concerning apartment building management companies performance evaluation bearing in mind the interests of the main housing and public utilities services stakeholders.

From the foregoing, it may be concluded that the approaches to apartment building management companies performance evaluation should be reviewed. Management company efficiency should be based on the criteria understandable for housing and public utilities services stakeholders, while these criteria are to serve as a stimulus for management companies effectiveness. Management companies activity must be transparent and efficient with the reports on it being available at housing and public utilities official portal. Processing the results of apartment building management companies performance evaluation is advisable to conduct using digital twin technology, integrated into smart city development programme [5].

Conclusions

The conducted research, in our view, requires to form a public methodology for management company reliability rating with a unified set of indicators. Providing a legislative framework for a complex apartment building management performance evaluation could contribute to the strategy for development of the entire housing and public utilities industry of the Russian Federation. Management company reliability rating could be the integrated indicator for the effective management of the apartment buildings and would contribute to improving the level of comfort of the urban environment. It would be beneficial to divide all the indicators into qualitative and quantitative including obligatory accounting of the technical status of the apartment building. Rating data should be placed at the geographic information system resource with access by the owners of the housing units and residential tenants. In our view, the implementing of the unified methodology in the all constituent entities of the Russian Federation will provide business and all levels of government with the comprehensible setting and accomplishing of the objectives aimed to create a comfortable environment for living and activity of the residents in the subordinated territory.

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АНАЛИЗ МЕТОДИК ОЦЕНКИ ЭФФЕКТИВНОСТИ УПРАВЛЯЮЩИХ КОМПАНИЙ МНОГОКВАРТИРНЫМИ ДОМАМИ: ПРОБЛЕМЫ И НЕДОСТАТКИ

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Предмет: обеспечение высокого уровня комфортности городской среды в крупных городских агломерациях РФ зависит от организации управления жилищно-коммунальным хозяйством (ЖКХ) на местном (муниципальном) уровне. Результатом их деятельности является оценка эффективности управляющих организаций многоквартирного дома (УО МКД) через систему обратной связи. Которая позволяет определить степень доверия потребителей в получении услуг ЖКХ, лояльность и поддержку государства на основе показателей эффективности УО МКД. *Цель:* исследование практического применения подходов и методов оценки эффективности управляющих организаций многоквартирными домами (УО МКД), определяющих рейтинги УО МКД, результативность муниципального управления. *Дизайн исследования:* для выявления проблем и недостатков изучены федеральные законодательные документы, отражающие направления повышения уровня комфортности городской среды, качество услуг ЖКХ, нормативно-правовые акты отдельных субъектов РФ, определяющих подходы, показатели, критерии оценки эффективности УО МКД. Определена роль оценки эффективности УО МКД для реализации стратегических планов государственными органами власти и решения текущих задач различными, в т.ч. надзорными ведомствами, УО, потребителями услуг ЖКХ, самими УО МКД для составления потребительского рейтинга УО МКД. Однако при оценке эффективности УО МКД и составлении рейтингов отсутствует комплексный подход к оценке. *Результаты:* по результатам проведенного исследования выявлено, что отсутствует комплексный подход к оценке эффективности. Формирование рейтингов УО МКД не отражает реального положения дел в отрасли, в том числе фрагментарно учитываются показатели технического состояния МКД, рейтинги не носят универсального характера и направлены на отражение интересов основных стейкхолдеров рынка жилищно-коммунальных услуг. Предложена необходимость пересмо-

тра и универсализация подходов критериальной оценки эффективности УО МКД, закрепление ее на законодательном уровне, обработка данных оценки на основе цифровых двойников, интеграция результатов оценки в программы развития умных городов, а также публичное размещение полученной информации на официальных порталах ЖКХ, органов исполнительной власти, УО МКД.

Ключевые слова: управление многоквартирным домом, оценка эффективности управляющей организации многоквартирным домом, услуги ЖКХ, комфортная городская среда, стейкхолдеры услуг ЖКХ, потребительский рейтинг услуг ЖКХ.

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