Partner Satisfaction

WITH HUD's Performance

2010 Survey Results and Trends Since 2005 ●●●●●●●●●●●●●●●●●●●●●

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

2010 SURVEY RESULTS AND TRENDS SINCE 2005

PREPARED FOR

U.S. Department of Housing and Urban Development

Office of Policy Development and Research

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FOREWORD

Achieving the U.S. Department of Housing and Urban Development's (HUD's) mission to provide quality, affordable homes located in strong, sustainable, inclusive communities requires a strong partner network. HUD works through various partner groups such as local governments, public housing agencies, and owners of multifamily housing to deliver housing and community-related services to the American people.

This 2010 partner satisfaction survey replicates surveys conducted in 2001 and 2005 for the purposes of evaluating HUD's performance. Spokespersons from the following ten partner groups were surveyed to assess their satisfaction with HUD in connection with the programs they operate:

- Community Development Departments

- Mayors/local Chief Elected Officials (CEOs)

- Public Housing Agencies (PHAs)

- Fair Housing Assistance Programs (FHAPs)

- Fair Housing Initiatives Programs (FHIPs)

- FHA-Approved Single Family Mortgage Lenders

- Owners of Sections 202/811 Multifamily Properties

- Owners of HUD-insured Multifamily Properties

- Owners of HUD-assisted Multifamily Properties

- Housing Partnership Network (HPN)-Affiliated Non-Profit Organizations

Overall partner satisfaction with HUD is reasonably high but there are distinct partner-relationship issues and trends that suggest there remains room for improvement. Considering a range of aspects of HUD-partner relationships, there has been:

- a modest decline in satisfaction on the part of community development directors and mayors/CEOs;

- a modest improvement in satisfaction on the part of multifamily owners, and a

- more substantial improvement in satisfaction on the part of FHAP agency and PHA directors.

The PHA change is noteworthy and reflects a consistent decade-long trend: in 2001, PHAs stood out as being one of the most dissatisfied groups. While housing agencies still tend to be relatively less satisfied than community development, mayoral/CEO and FHAP partners, the gap among partner groups has narrowed.

In addition to asking about general levels of satisfaction, the surveys covered partners' views of specific management issues and initiatives – feedback that will help "transform the way HUD does business." HUD's FY 2010-2015 Strategic Plan pledges that the Department will be "a flexible, reliable problem solver and source of innovation for our partners." The results of these surveys will undoubtedly energize the Department's thinking about how to strengthen the delivery of our programs and how to assist the American public in a timely, caring, and cost-effective manner.

Raphael W. Bostic, Ph.D.
Assistant Secretary for Policy
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EXECUTIVE SUMMARY

Consistent with the outcome measurement requirements of the Government Performance and Results Act (GPRA) of 1993, the U.S. Department of Housing and Urban Development (HUD) has sponsored several waves of third-party confidential surveys of its key program implementation partners—intermediaries that deliver HUD's programs to end customers. The surveys assessed partner satisfaction with HUD's performance, considered integral to enhancing agency accountability, improving program delivery, and ensuring quality customer service. Conducted in 2001, 2005, and 2010, the surveys covered many different aspects of HUD-partner relationships. Complete results of the 2001 and 2005 surveys are posted on HUD's HUDUSER website. This report covers the 2010 surveys.

THE 2010 SURVEYS

The most recent wave of HUD Partner Surveys consists of samples and, in some instances, the entire universe of the following groups: local community development departments; Public Housing Agencies (PHAs); Fair Housing Assistance Program (FHAP) agencies; Fair Housing Initiatives Program (FHIP) organizations; non-profit housing organizations affiliated with the Housing Partnership Network (HPN); mayors or other local chief elected officials (CEOs); owners of Section 202/811, HUD-insured (unsubsidized), and HUD-assisted (subsidized) multifamily rental properties; and FHA-approved single family mortgage lenders.

A random sample of 10,770 HUD partners was drawn from a universe of 22,348 entities (Exhibit 1). From that sample, 7,202 respondents completed surveys administered in partner group clusters that began in late 2009 and ended in late 2010. The high overall response rate (67 percent) and the fact that it exceeded 80 percent for six of the partner groups lend confidence that respondents are representative of the universe of surveyed HUD partners.

REPORT CONTENTS

The surveys inquired about partner satisfaction with important aspects of HUD-partner relationships and interactions, the usefulness of various HUD training and technical assistance mechanisms, and the effectiveness of different electronic communications media. Separate surveys were done for each partner group but many of the same core questions were asked of all groups. Many questions were replicas of those asked in previous HUD Partner Surveys to enable comparisons over time. This report presents the results of responses to the core common questions. Separate reports and data binders highlight partner responses to questions that were relevant and unique to each group.

SURVEY HIGHLIGHTS

Key observations to emerge from the 2010 surveys involve variations in partner satisfaction levels, inter-group comparisons, distinctive perspectives, and changes over time.

Satisfaction levels.

While partner satisfaction with HUD was reasonably high with respect to many aspects of HUD-partner relationships, it was relatively lower for some aspects than for others. As examples, there were higher rates of partner satisfaction with HUD's programs than with the way HUD administered those programs, and, there tended to be lower rates of satisfaction with the timeliness of HUD information and decision-making, the clarity of HUD rules, and the time commitment needed to comply with HUD reporting requirements than with the quality of information received from HUD or the extent to which HUD employees were judged to have the knowledge, skills, and ability to do their work. Finally, partners who perceived HUD's role as primarily supportive, or equally supportive and regulatory, tended to be more satisfied than those who perceived HUD's role as primarily regulatory.

Inter-group comparisons.

Some partner groups tended to be comparatively more satisfied than others with HUD. In general, satisfaction levels were relatively higher for community development directors, mayors/CEOs, and FHAP directors than for HUD-insured and HUD-assisted multifamily owners and HPN-affiliated non-profit housing organizations. FHIP and PHA directors, Section 202/811 owners, and single family lenders often fell between these two clusters, but that varied by issue.

Distinctive perspectives.

Depending on their situations and experiences, particular partner groups stood out in some instances as being relatively more or less satisfied than most other groups with respect to specific aspects of their relationship with HUD. For example:

- Most groups perceived HUD's relationship with them to be equally supporting and regulating, or mainly regulating. While only a small fraction perceived HUD as primarily supporting them, a relatively large proportion of FHIP directors saw HUD in this role.

- Most partner groups were relatively dissatisfied with the time commitment needed to comply with HUD reporting requirements, yet FHAP agency directors and single family lenders were relatively satisfied with this aspect of their relationship with HUD.

- Most partner groups were only modestly satisfied with the clarity of the HUD rules and requirements applying to them, yet FHAP agency directors were relatively satisfied with this aspect of their HUD relationship.

- Most partner groups were relatively satisfied with their ability to reach the people at HUD whom they needed to contact, yet single family lenders were quite dissatisfied with this aspect of their interactions with HUD.

Changes over time.

Some changes in partner satisfaction with HUD have occurred since 2005. Considering a range of aspects of HUD-partner relationships, there has been a modest decline in satisfaction on the part of community development directors and mayors/CEOs, a modest improvement in multifamily owner satisfaction (more often HUD-insured owners but, in some cases, HUD-assisted or Section 202/811 owners), and a more substantial improvement in FHAP agency and PHA director satisfaction. The PHA change is noteworthy and reflects a consistent, decade-long trend: in 2001, when partner surveys were first conducted, PHAs stood out as being one of the most dissatisfied groups. While they still tend to be relatively less satisfied than community development, mayoral/CEO, and FHAP partners, the gap among partner groups has narrowed—given the improvement in satisfaction among PHA directors and the decline in satisfaction among community development directors and mayors/CEOs.

PART 1: MEASUREMENT AND TRACKING OF PARTNER SATISFACTION WITH HUD

The U.S. Department of Housing and Urban Development (HUD) wants its key implementation partners—intermediaries that deliver the Department's programs to its end customers—to be satisfied with HUD's performance, operations, and programs. Indeed, HUD strives to improve partner satisfaction in order to enhance agency accountability, program delivery, and customer service.[1] The idea is that when those who deliver HUD's programs receive quality service from HUD, end-customers in turn receive better service. Inasmuch as HUD's partners are its link to most of its end customers, the nature and quality of the relationships between HUD and its partners can have considerable consequence for achievement of the Department's mission.

The Government Performance and Results Act of 1993 (GPRA) calls on federal agencies to set government performance standards and measure progress toward meeting them.[2] As part of HUD's performance assessment, partner satisfaction is measured and tracked through a series of surveys. This report summarizes the most recent HUD partner-satisfaction survey results.

HUD Works With and Through Multiple Partner Groups to Serve its End Customers

HUD is a large, complex federal agency that operates in multiple policy arenas. It administers an array of programs extending across the housing, fair housing, and community and economic development spectrum. Consequently, the Department has numerous types of end-customers—that is, clients, recipients, or program beneficiaries.[3] To serve them, it generally works through intermediaries, referred to as partners, to carry out its mission. Partner

groups include non-profit organizations, for-profit businesses, state and local government officials and agencies, tribes, lenders, brokers, and developers.[4] Each group has its own perspective, point of reference, and experiences. The connections among such groups, and with HUD, are multifaceted.

As intermediaries between HUD and its end-customers, HUD's partners share an interest with HUD in providing services and benefits to them. HUD generally provides funds to its partners for their use or redistribution, and aids and supports them in other ways such as capacity building and technical assistance provision. HUD's partners may also have different or independent interests from HUD's end-customers (or at least from some of them), however, and HUD's various partners may have interests that differ one from another.

> We have an excellent partnership relationship with field staff. They are knowledgeable and competent and consistently make every effort to respond to our concerns.
> —*FHAP Director, 2005*
>
> A lot of time could be saved if HUD would stop pretending there is a partnership. The fact is that HUD dictates and FHAPs and FHIPs carry out the orders. Partners consult, deliberate, and agree jointly. HUD does not do this.
> —*FHAP Director, 2005*

Because HUD is the "senior" partner responsible for serving multiple end-customer groups with differing and conflicting needs and perspectives, HUD is often in the position of balancing interests. And, as steward of federal resources and administrator of federal programs, HUD is also responsible for regulating, monitoring, evaluating, and sometimes taking adverse actions against its partners. It has previously been shown that such potentially contradictory roles in which HUD is both "helper" and "enforcer" can spawn complex, conflicted relationships and inconsistent perspectives—as illustrated in the quotations on this page from two HUD partners who were surveyed in 2005 (described and cited above). It follows, therefore, that partners' assessments of the quality of their partnerships with HUD may reflect such contradictions.

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1   *Annual Performance Plan: Fiscal Year 2009,* U.S. Department of Housing and Urban Development, February 2008, pp.103–104.

2   P.L. 103-62.

3   Ultimate or end customers are provided assistance, services, or benefits of various kinds. They include a wide range of people such as those who have Federal Housing Administration (FHA) home mortgage insurance, file housing discrimination complaints, reside in public housing or housing for people with disabilities, are recipients of business loans using Community Development Block Grants, receive homeless assistance services, rent private-market housing using Housing Choice Vouchers, and so on.

4   Examples of intermediaries are private owners of HUD-insured or HUD-assisted housing units, public agencies that own and manage public housing developments or administer housing vouchers, fair housing agencies that provide educational and adjudication services, and state and local government agencies and officials involved in community improvement.

HUD's FY 2010–2015 Strategic Plan Calls for Transforming the Way HUD Does Business

HUD's *Strategic Plan: FY 2010–2015* recognizes that HUD's success can be achieved only through strengthened partnerships among federal, state, and local entities across the public, non-profit, and private sectors. According to the *Plan*:

> These relationships must be based on mutual respect and recognition of the skills, knowledge, and perspective that each brings to the table. From this foundation, we envision a relationship that fosters collaboration and innovation in meeting the housing and community development needs of this country. For HUD, this means striking the right balance between our role as a policymaker and our roles as funder, capacity builder, and regulator. In short, we must know when and how to engage, and when to get out of the way.[5]

The *Plan* emphasizes five goals, one of which is to "transform the way HUD does business." Included among outcome measures for this goal are several that involve the perceptions of HUD's partners—such as increasing the percentage of those who are "satisfied" or "very satisfied" with the timeliness of decision-making at HUD and with the knowledge, skills, and ability of HUD employees.[6]

HUD Periodically Measures and Tracks Levels of Partner Satisfaction

Measuring the achievement of performance outcomes, such as the above, requires having a baseline and, if available, over-time trends against which to judge success. With respect to partner relationships, this capability exists because HUD previously sought feedback from its partners through two rounds of third-party surveys—conducted in both 2001[7] and 2005.[8]

The decision by HUD to sponsor confidential surveys conducted at arms-length from HUD was intended to ensure that the results would be honest, valid, and credible. HUD published the survey reports in 2001 and 2006.[9]

- **Baseline surveys—2001.** The 2001 survey asked eight key HUD partner groups to assess the Department's performance from their respective vantage points. Partners were randomly selected to provide feedback through formal surveys, and 2,244 of them participated. Survey responses were collected and analyzed independently.[10] The responses provided a snapshot of partner assessments at that point in time and a baseline against which to evaluate changes in partner satisfaction in subsequent years.

- **Followup surveys—2005.** To initially measure change in partner satisfaction after 2001, the 2005 surveys covered the same eight partner groups surveyed in 2001 and used a similar methodology to ensure comparability.[11] In all, 2,278 partners provided feedback.

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9   Martin D. Abravanel, Harry P. Hatry, and Christopher Hayes, *How's HUD Doing? Agency Performance as Judged by Its Partners,* U.S. Department of Housing and Urban Development, Office of Policy Development and Research, December 2001, pp. 3–4; and Martin D. Abravanel and Bohne G. Silber, *Partner Satisfaction with HUD's Performance: 2005 Survey Results and Trends Since 2001*, U.S. Department of Housing and Urban Development, Office of Policy Development and Research, March 2006, pp. 2–3.

10 Abravanel, Hatry, and Hayes, 2001.

11 Abravanel and Silber, 2006.

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5   http://www.hud.gov/strategicplan, May 2010, p. 4.

6   Ibid, p. 41.

7   The Urban Institute (a non-partisan research organization located in Washington, D.C.) designed and analyzed the surveys administered by Aspen Systems Corporation (of Rockville, Maryland).

8   Silber & Associates (an independent survey research firm located in Clarksville, Maryland), conducted the surveys with design, analytic, and report writing support from the Urban Institute.

The partner groups included in the 2001 and 2005 surveys, selected by the Department to reflect a range of significant constituencies, consisted of the following groups:

Partner Group	Definition
Directors of Community Development Departments in cities and urban counties with an entitlement to Community Development Block Grant (CDBG) funds	Local* government agencies that engage in a wide variety of community and economic development activities, often in conjunction with HUD's CDBG and other programs. *Directors of state Community Development Departments were not surveyed.
Mayors or other local Chief Elected Officials (CEOs) of communities with populations of 50,000 or more	Mayors, town supervisors, council presidents, board of trustee presidents, boards of trustee chairpersons, boards of selectmen chairpersons, first selectmen, township commission presidents, and so on.
Directors of PHAs that own/manage 100 or more units of conventional public housing	Local public entities created through state-enabling legislation to administer HUD's public housing and Section 8 programs.
Directors of FHAP agencies	State and local government agencies that administer laws and ordinances consistent with federal fair housing laws.
Directors of non-profit housing organizations affiliated with the Housing Partnerships Network (HPN)	Independent non-profit organizations located across the nation that engage in a wide variety of housing-related activities such as development, lending, and housing provision; previously, the National Association of Housing Partnerships.
Owners of Section 202 or Section 811 multifamily housing properties	Housing with supportive services for elderly persons (Section 202) or persons with disabilities (Section 811).
Owners of HUD-insured (unsubsidized) multifamily housing properties	Properties with mortgages insured by HUD/FHA that have neither rental assistance nor mortgage interest subsidies. Owners represent a range of entities, including public agencies; non-profit, limited dividend, or cooperative organizations; and private developers and profit-motivated businesses.

Partner Group	Definition
Owners of HUD-assisted (subsidized) multifamily housing properties	Properties that are either insured under a HUD/FHA mortgage insurance program that includes a mortgage interest subsidy or provided with some form of HUD rental assistance. Owners may be for-profit businesses or non-profit organizations.

PHAs = Public Housing Agencies. FHAP = Fair Housing Assistance Program.

To assess change in partner satisfaction since 2005 and to examine current partner relationship issues, HUD sponsored a third round of surveys in 2010. Briefly reviewed below are key findings from the 2005 surveys, which serve as the most proximate comparison for the 2010 results. This review is followed by a discussion of the approach used for the 2010 surveys.

The 2005 Partner Surveys Revealed Considerable Partner Satisfaction With HUD but Also Significant Exceptions

The 2005 surveys covered partners' overall satisfaction with HUD as well as perceptions of their working and interpersonal relationships with HUD and its management and technological environment.

Overall partner satisfaction with HUD in 2005.

Core partner satisfaction with HUD in 2005, as well as with its programs and the way it administered them, was relatively high but varied by group. For example, 88 percent of community development department directors were satisfied compared with 62 percent of HUD-insured (unsubsidized) multifamily property owners. For all partner groups, the extent of satisfaction with HUD's programs somewhat exceeded partner evaluations of how well HUD ran the programs.

In a few instances, satisfaction levels in 2005 had improved since the baseline survey done in 2001. Especially noteworthy were PHA directors, because most were dissatisfied with HUD in 2001. In this partner group, the proportion reporting satisfaction rose from 44 to 65 percent between the two surveys.

Across all partner groups and in both 2001 and 2005, those who viewed HUD as mainly regulating them were more likely to be dissatisfied with the Department than were those who viewed HUD's role as providing primarily support or an equal combination of support and regulation.

Partner perceptions of their working and interpersonal relationships with HUD in 2005.

Compared with other groups, community development department directors and mayors tended to be the most satisfied with day-to-day relationships between HUD and its partners, including interactions with HUD staff, information exchanges related to the implementation of statutory requirements and HUD rules, and partner involvement in HUD monitoring and compliance activities. In contrast, multifamily owners, non-profit housing organization directors, and PHA directors tended to be the least satisfied.

In general, most partners expressed satisfaction with HUD staff responsiveness, capabilities, and ability to be reached. Multifamily housing owners were the least satisfied in these respects.

Partner groups differed, sometimes widely, with respect to their satisfaction with the quality and timeliness of information they received from HUD and with the quality and consistency of guidance that HUD delivered—with mayors and community development department directors tending to be the most satisfied, and non-profit housing organization directors, PHA directors, and HUD-insured multifamily owners tending to be the least. Consistently, however, the time commitment required for reporting to HUD and the clarity of HUD's rules and requirements were issues that generated very high levels of partner dissatisfaction across all groups—with almost one-half or more of partners in most groups expressing displeasure. For these issues, in particular, and for some others that differed from group to group, dissatisfaction levels were high in both a relative and absolute sense.

Partner perceptions of HUD's management and technological environment in 2005.

HUD's management objectives in 2005 included striving to be more market-based and customer friendly, instilling an ethic of competence and excellence in its employees, and emphasizing performance more than process. Very few HUD partners believed these objectives had been fully achieved, however, with community development department directors and mayors more likely to rate them as being accomplished and non-profit housing organization directors and HUD-insured owners less likely.

Of those expressing an opinion in 2005, most partners believed HUD's management controls and monitoring systems for decreasing fraud, waste and abuse had been effective—although many more said they were somewhat effective as opposed to very effective. Community development department directors and mayors were more likely than the other groups to describe HUD's management controls and monitoring systems as effective.

Although a sizable proportion of partners had not received training or technical assistance from HUD in 2005, those who had generally found it to be at least somewhat helpful. Electronic communications, particularly email, were rated by most partners as being effective tools, although multifamily (particularly HUD-insured) owners were less likely than others to have used electronic communications in their dealings with HUD.

The 2010 Round of Partner Surveys Expanded Partner Group Coverage, Assessed Changes Since 2005, and Examined Issues of Current Interest

In addition to surveying the same partner groups as surveyed in 2001 and 2005, the 2010 surveys expanded coverage to two additional groups and employed a methodology identical to the earlier surveys. Discussed below are the partner groups and topics that were covered, the instruments and procedures that were used, the survey response rates, and the types of people who responded to the surveys. (See also appendix A, Methodology.) Subsequent parts of this report present the findings of the 2010 surveys, including the following topics:

- Part 2: Basic partner satisfaction with HUD.

- Part 3: Partner perspectives regarding individual aspects of their interactions with HUD.

- Part 4: Partner perspectives regarding HUD's training, technical assistance, and communications mechanisms.

Partner groups surveyed in 2010.

In addition to the eight partner groups surveyed in 2005 (mentioned previously), the 2010 surveys added two new groups—surveying 10 partner groups in total.[12] The additional groups are as follows:

Partner Group	Definition
Directors of FHIP organizations	Fair housing and other non-profit organizations receiving funding from HUD to assist people believing they have been victims of housing discrimination—for processing housing discrimination complaints, conducting preliminary complaint investigations, and engaging in education and outreach activities involving housing discrimination.
Spokespersons for FHA-approved single family mortgage lending institutions	Entities (such as mortgage companies, banks, savings banks, savings and loan associations, credit unions, state or local government agencies, or public or state housing agencies) that are authorized, based on their approval type, to originate, underwrite, hold and/or service forward or reverse mortgages, manufactured home loans, or property improvement loans for which FHA insurance is provided.

FHIP = Fair Housing Initiatives Program. FHA = Federal Housing Administration.

12 Independent random samples were drawn of each partner group for each survey round (2001, 2005, and 2010); however, in 2010, the full universe of community development directors, mayors, and Public Housing Agency directors (as previously defined) was surveyed such that the results could be analyzed at the field office level. Such analysis is not a part of this report. In addition, given the small sizes of the FHAP, FHIP, and HPN-affiliated non-profit housing partner groups, the full universe was also surveyed in each instance.

2010 survey topics.

The 2010 surveys were designed to assess trends since 2005 with respect to selected indicators of partner satisfaction with HUD, trends since 2001 with respect to a smaller sub-set of indicators, and partner perspectives regarding issues of current interest.

- With respect to trends, key indicators of partner satisfaction that had been collected for the 2005 surveys were replicated in 2010.

- To develop questions regarding issues of current interest, the Urban Institute and Silber & Associates consulted with HUD program staff.

The survey items that ultimately constituted the questionnaires for the 2010 surveys (see appendix B) divide into four topic clusters—the first three of which are reported in this document. The fourth cluster consists of issues unique to each program area and is reported separately.[13] The four clusters are as follows:

1. Partner satisfaction with the HUD programs they deal with, the way HUD administers those programs, and overall performance.

2. Partner satisfaction with individual aspects of their interactions with HUD (including quality of guidance, information, decision-making, and rules) and HUD relationships (including their ratings of HUD personnel responsiveness, competence, and abilities).

3. Partner perspectives regarding HUD's training, technical assistance, and communications mechanisms.

4. Partner appraisals of selected program requirements, service provision, or organizational and management changes, which vary by program area and partner group.

13 *See Community Development Department Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder; Fair Housing Assistance Program (FHAPs) Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder; Fair Housing Initiatives Program (FHIP) Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder; Mayors' And Other Chief Elected Officials' Satisfaction with HUD's Performance: 2010 Survey Data Binder; Multifamily Housing Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder; Housing Partnerships Network (HPN)-Affiliated Non-Profit Housing Organization Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder; Public Housing Agency (PHA) Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder; and FHA-Approved Single Family Mortgage Lending Partners' Satisfaction with HUD's Performance: 2010 Survey Data Binder*—U.S. Department of Housing and Urban Development, Office of Policy Development and Research, May 2011.

Questionnaire development.

The survey instruments, reprinted in appendix B, contain a series of questions common to all partner groups and additional questions unique to each group's programmatic experiences with HUD. Common questions cover partners' evaluations of HUD's programs, program administration, and overall performance; the quality of service they received along a number of dimensions; and training mechanisms and communications media. Both the common and unique questions were closed-ended—with pre-established response categories such as "very satisfied," "somewhat satisfied, "somewhat dissatisfied," or "very dissatisfied." In addition, the survey permitted respondents to provide additional comments about HUD, in their own words, at the conclusion.[14]

2010 survey procedures.

The Urban Institute and Silber & Associates developed the survey procedures, selected the samples, and administered the surveys. As previously indicated, to ensure comparability the 2010 surveys replicated the methodology used for the 2001 and 2005 surveys. For most partner groups, HUD provided lists from which samples were randomly drawn or for surveying the entire partner universe.

The Urban Institute and Silber & Associates prepared the questionnaires with input from HUD program office staff. Silber & Associates administered the questionnaires in partner-group clusters beginning in late 2009 and ending December 2010.

Potential respondents were notified by advance letter that a questionnaire would be sent to them soliciting feedback regarding their experiences in working with HUD. The letter informed respondents that participation was voluntary and confidential—that is, that neither HUD nor others aside from the survey administration and analysis team would be able to associate their names, organizations, or communities with survey responses.[15]

Potential respondents were then sent questionnaires in the mail and asked to reply by return mail. Those not responding to the mailing or followup reminder notices were contacted by telephone and asked if they would prefer to respond to the paper-and-pencil survey by mail or fax, respond electronically and email the instrument back, or be surveyed over the telephone. After the surveys were completed and returned, Silber & Associates tabulated the results and the Urban Institute, in conjunction with Silber & Associates, analyzed the data and prepared this report.

Matched pairs of respondents: 2005 and 2010.

Although random samples of partners were drawn independently for the 2005 and 2010 surveys, in some instances the samples were large enough to result in a significant number of instances of the same entities being surveyed and responding in both years. This situation enabled the authors to match responses of such entities for the two time periods and examine, on an exploratory basis, organizational-level changes in partner satisfaction. Where such comparisons appear useful as an adjunct to the more standard presentation, they are presented in this report.

2010 survey response rates.

From a universe of 22,348 HUD partners across all ten surveyed groups, 10,770 were sent questionnaires and 7,203 were completed and returned.[16] Response rates varied across the groups, as shown in exhibit 1. For six groups, more than 80 percent of sampled partners responded. For the three multifamily owner groups, response rates ranged from 58 to 68 percent.[17] For FHA-approved single family lenders, the response rate was 51 percent.

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14 The proportion of respondents who chose to provide additional comments varied by group and ranged from 16 percent for Mayors/CEOs to 40 percent for FHIP organization directors. Comments often consisted of two or three sentences but some were considerably longer. Along with the high rate of response to the surveys, the large number of comments is also indicative of partner interest in being able to provide feedback to HUD, as was the case for the previous waves of HUD Partner Surveys.

15 Even so, some potential respondents were extremely wary of participating in the survey, contacting Silber & Associates for reassurance regarding confidentiality before agreeing to respond or provide candid answers; they expressed fear of retribution from HUD should they be identified and their responses disclosed. Some non-respondents, when contacted

by Silber & Associates, refused to participate under any circumstances out of concern for disclosure and several removed survey quality control numbers from the questionnaires to further protect their anonymity.

16 For quality control and duplicate-prevention purposes, identifying numbers were printed on each questionnaire. A small number of questionnaires were returned with the identification numbers removed by respondents. These were excluded from the dataset to ensure that, inadvertently, duplicate surveys from the same people, agencies, or organizations were not included. The numbers of such questionnaires are as follows: 1 for community development directors, 1 for mayors/CEOs, 5 for PHA directors, 10 for multifamily housing owners, and 1 for single family lenders.

17 In many instances, survey correspondence sent to multifamily owners was returned, "addressee unknown," and missing or inaccurate telephone numbers in HUD's database made contact with such entities not possible. If such cases are removed from the sampling frame for purposes of calculating a response rate for all multifamily housing partners, the multifamily owner adjusted response rate would be 71 percent.

Exhibit 1. Universe size, sample size, number of respondents, and response rate, by partner group

Partner Group	Universe Size	Sample Size	Number of Respondents	Response Rate
Community Development Departments	1,206	1,206	985	82%
Mayoral/CEO Offices	664	664	550	83%
PHAs	1,649	1,649	1,367	83%
FHAP Agencies	107	107	92	86%
FHIP Organizations	114	114	97	85%
HPN-Affiliated Non-profit Housing Organizations	95	95	86	91%
Multifamily Ownership Entities: Total	8,929*	4,852**	3,017	62%
Section 202/811	2,523	1,726	1,166	68%
HUD-insured (unsubsidized)	1,163	1,163	693	60%
HUD-assisted (subsidized)	4,419	1,913	1,117	58%
FHA-Approved Single Family Mortgage Lenders	9,584	2,083/ 1,971***	1,008	51%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network.
PHAs = Public Housing Agencies. FHA = Federal Housing Administration.

*Includes 824 owners of more than one property type.

**In addition to the 4,802 sampled owners of exclusively HUD-insured, HUD-assisted,

or Section 202/811 properties, a supplemental sample of 50 entities that owned more than one property type was drawn to allow for representation of all multifamily owners should there be a future need for consolidated analysis of multifamily owners. Data from these entities, however, are not analyzed or presented in this report.

***The original sample size consisted of 2,083 lending companies. Follow-on contact efforts determined that at least 112 of them had gone out of business between the date at which the sample frame was compiled and the end of the survey period. This situation reduced the sample size to, at most, 1,971 companies.

Achieving a high rate of response from the partner surveys is important. In conjunction with the sampling methods used, a high response rate provides confidence that respondents constitute a good representation of the various partner groups included in the surveys.

Types of survey respondents.

Questionnaires were sent to directors of local community development departments, PHAs, FHAP agencies, FHIP organizations, non-profit housing organizations, mayors or other local chief elected officials (CEOs),[18] owners of multifamily properties,[19] and FHA-approved single family lenders.

In survey correspondence and phone conversations with potential respondents, it was emphasized that the director, mayor, owner, or official spokesperson was the intended respondent. If, however, it was not possible for that person to respond, recipients were asked to direct the survey instrument (or phone interview) to someone who could speak authoritatively on behalf of that person.

In many instances the individuals to whom the survey was sent personally responded, as requested. But, in some cases, others responded on their behalf. The proportion of respondents who were directors, mayors or owners is shown in exhibit 2. At the high end, 9 of every 10 PHA directors personally responded to the surveys and, at the low end, only 15 percent of mayors/CEOs personally responded.

18 CEOs included town supervisors, council presidents, presidents of boards of trustees, chairpersons of boards of trustees, chairpersons of boards of selectmen, first selectmen, and township commission presidents. Many mayors/CEOs delegated responsibility for responding to the survey to others, including senior local government officials or employees.

19 Multifamily property owners included CEOs, managing general partners, presidents, chairpersons, principals, or organization directors—whoever could speak authoritatively for the entity. Some owners delegated responsibility for responding to the survey to others, including property managers and managing agents.

Exhibit 2. Types of survey respondents

Partner Group	Director/CEO/Owner/ Senior Officer	Other Persons	Total
Community Development Departments	36%	64%	100%
Mayors Offices	15%	85%	100%
PHAs	90%	10%	100%
FHAP Agencies	61%	39%	100%
FHIP Organizations	67%	33%	100%
HPN-Affiliated Non-profit Housing Organizations	51%	49%	100%
Multifamily Ownership Entities			
Section 202/811	33%	67%	100%
HUD-insured (unsubsidized)	50%	50%	100%
HUD-assisted (subsidized)	47%	53%	100%
FHA-Approved Single Family Mortgage Lenders	58%	42%	100%

FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network. PHAs = Public Housing Agencies. FHA = Federal Housing Administration.

Persons other than the director/mayor/owner who responded to the survey held a variety of positions. For example, speaking on behalf of agency and organization directors were sometimes deputy directors, senior officials, or agency/organization employees. Speaking on behalf of mayors were sometimes deputy mayors, chiefs of staff, senior assistants, members of mayors' immediate offices, departmental senior officials, or local government employees. And, speaking on behalf of multifamily property owners were sometimes company/ organization senior officials and property managers, among others.

PART 2: BASIC PARTNER SATISFACTION WITH HUD

Part 2 presents the results of the general satisfaction portion of the 2010 surveys. It covers partners' ratings of the HUD programs with which they deal, the way HUD runs those programs, and HUD's overall performance.[20] Responses are compared across 10 partner groups as well as to earlier data derived from the 2005 surveys where they are available. Also presented are partners' characterizations of the nature of their relationship with HUD—whether primarily supportive or regulatory—and the extent to which these characterizations are associated with overall partner satisfaction.

As indicated in Part 1, the survey instruments sent to partners contained primarily closed-ended questions, but also welcomed respondents' comments about HUD in their own words. A selection of such comments is provided in text boxes scattered throughout the report. Their purpose is to add detail, tone, and flavor to the frequency distributions and cross-tabulations of answers to the standardized, closed-ended questions.[21] The latter, however, must be relied upon to show the full range and distribution of opinion on any particular topic.

As in 2005, Most Partners Are Satisfied With HUD's Programs, Administration, and Performance; However, There Have Been Some Changes Since 2005

Early in the survey, HUD's partners were asked to rate the level of their satisfaction with both the HUD programs with which they dealt and the way HUD administered them. Near the conclusion of the survey, after being asked a series of questions about specific aspects of the Department's service to them, partners were asked to rate the Department's overall performance, "at present, taking everything into consideration." Answers to these questions are meant to provide core indications of partners' satisfaction with HUD.

Satisfaction with HUD's programs.

Exhibit 3 shows that a majority within each partner group expressed satisfaction with the HUD programs with which they dealt, although wide disparity exists across the groups.[22] The following observations derive from the exhibit.

- The percentage of partners satisfied with HUD's programs ranges from the high 80s (for community development and FHAP directors, mayors, and single family lenders) to the low 80s/high 70s (for Section 202/811 owners and PHA and FHIP directors), to the low 70s (for HUD-insured and HUD-assisted owners and HPN-affiliated non-profit housing partners).

- In general, partners were more likely to be somewhat, as opposed to very, satisfied with HUD's programs. On the other hand, a relatively large proportion of FHAP Directors (43 percent) said they were very satisfied with HUD's programs.

- Since 2005, there has been a statistically significant[23] 13-percentage-point improvement in PHA directors' satisfaction with HUD's programs, and a modest 4-percentage-point decline in community development directors' satisfaction.

The most noteworthy change from 2005 to 2010 involved improvement in PHA directors' satisfaction with HUD's programs. In fact, this reflects a consistent, decade-long trend. In 2001, 59 percent of PHA directors were satisfied with HUD's programs compared with 65 percent in 2005 and 78 percent in 2010 (see exhibit 4). Although the 78-percent satisfaction level for PHA directors is still below FHAP and community development directors, mayors, and Section 202/811 owners, it represents the largest increase observed among partner groups for the 10-year time span.

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20 In the bar charts presented throughout this report, those who answered "don't know" are not shown in the bars, although they are included in the denominator for calculating percentages (similar to previous HUD Partner survey results in 2001 and 2005). Hence, the values on the bars may not add to 100 percent—the difference being the proportion of such respondents. In contrast, those who skipped a question or answered "not applicable" are excluded from the denominators and the bar charts.

21 Complete verbatim responses for all respondents to the 2010 Partner surveys are presented in partner-specific data binders associated with this report.

22 Percentage distributions involving small-sized partner groups (such as FHAP agencies, FHIP organizations, and HPN-affiliated non-profit organizations) can be greatly swayed by only a few cases. Given the widely divergent sample sizes across the HUD partner groups, caution is suggested when comparing partner-group percentages with one another.

23 T-tests of proportions in independent samples were calculated to identify statistically significant differences between the 2005 and 2010 survey results. Only statistically significant differences (p ≤ .05) are highlighted in this report and also noted in the bar charts. Differences that are not statistically significant are likely to have occurred by chance.

Focusing on the sub-set of PHAs that were surveyed in both 2005 and 2010, organizational-level comparisons reveal that medium-sized agencies were more likely to change from being dissatisfied with HUD's programs in 2005 to becoming satisfied in 2010; 27 percent of medium-sized PHAs made this shift compared with 15 percent of large agencies and 10 percent of small ones (n = 331). The explanation for this finding is not apparent from the 2010 survey.

Finally, there was a statistically significant, decade-long improvement in satisfaction with HUD's programs on the part of HUD-assisted multifamily owners (albeit to a lesser degree than for PHAs), and a statistically significant decade-long decline in satisfaction on the part of Section 202/811 owners.

> Our most vital interactions with HUD deal with our implementation of new programs and the quest to refinance our properties. Unfortunately, many of our problems go unsolved and our paperwork gets hung up somewhere. Some of the regulations for the new programs contradict other HUD rules. If these programs were developed by the managers who deal daily with the properties, tenants, and paperwork, they could be much more effective and user friendly.
> *—Section 202/811 Owner*

> HUD has implemented too many programs in a short period of time. All have different rules, regs, and information systems.
> *—Community Development Department*

Exhibit 3. How satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?
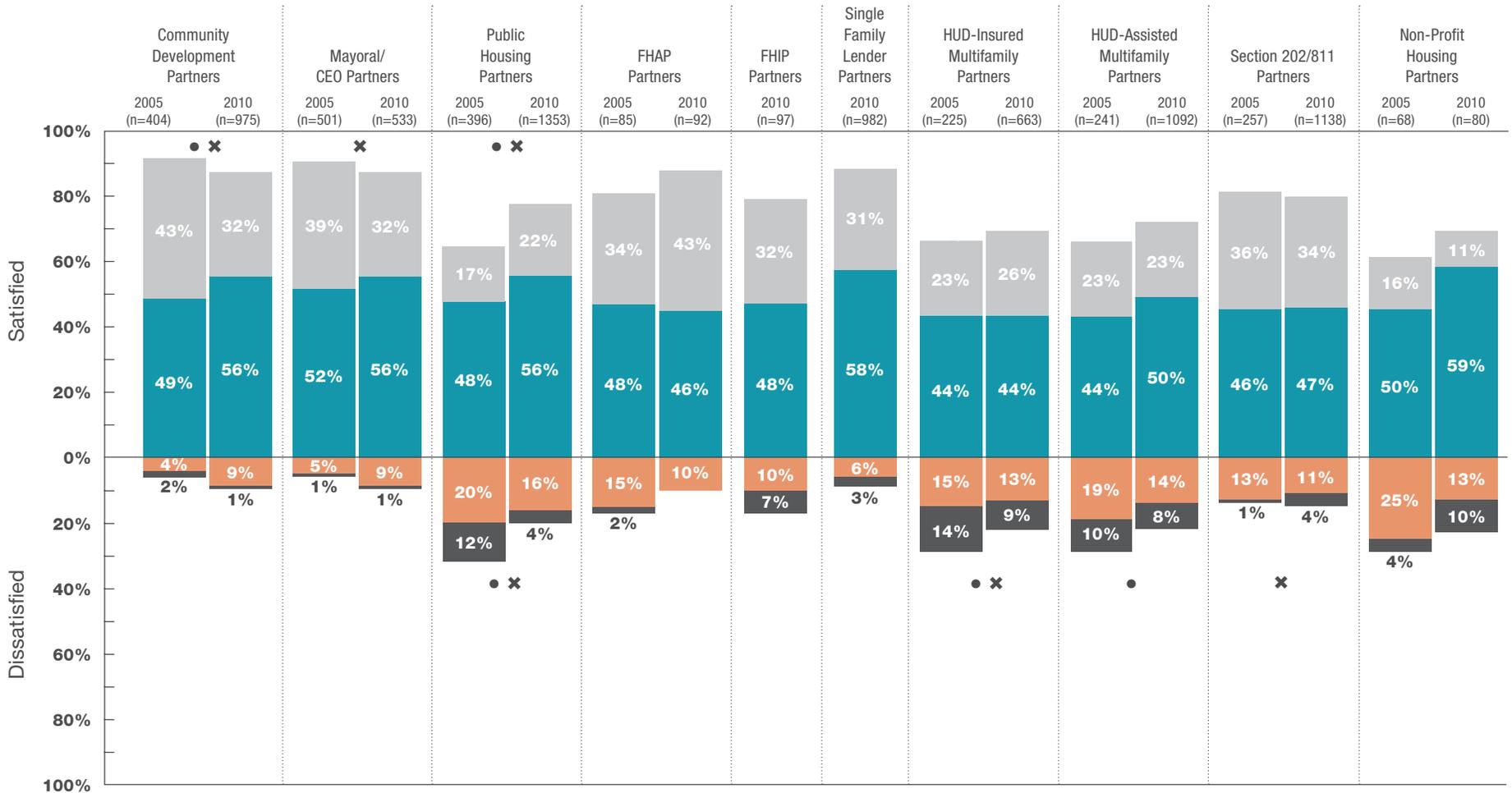
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

■ Very   ■ Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 4. Trends in satisfaction with HUD's programs: 2001, 2005, and 2010
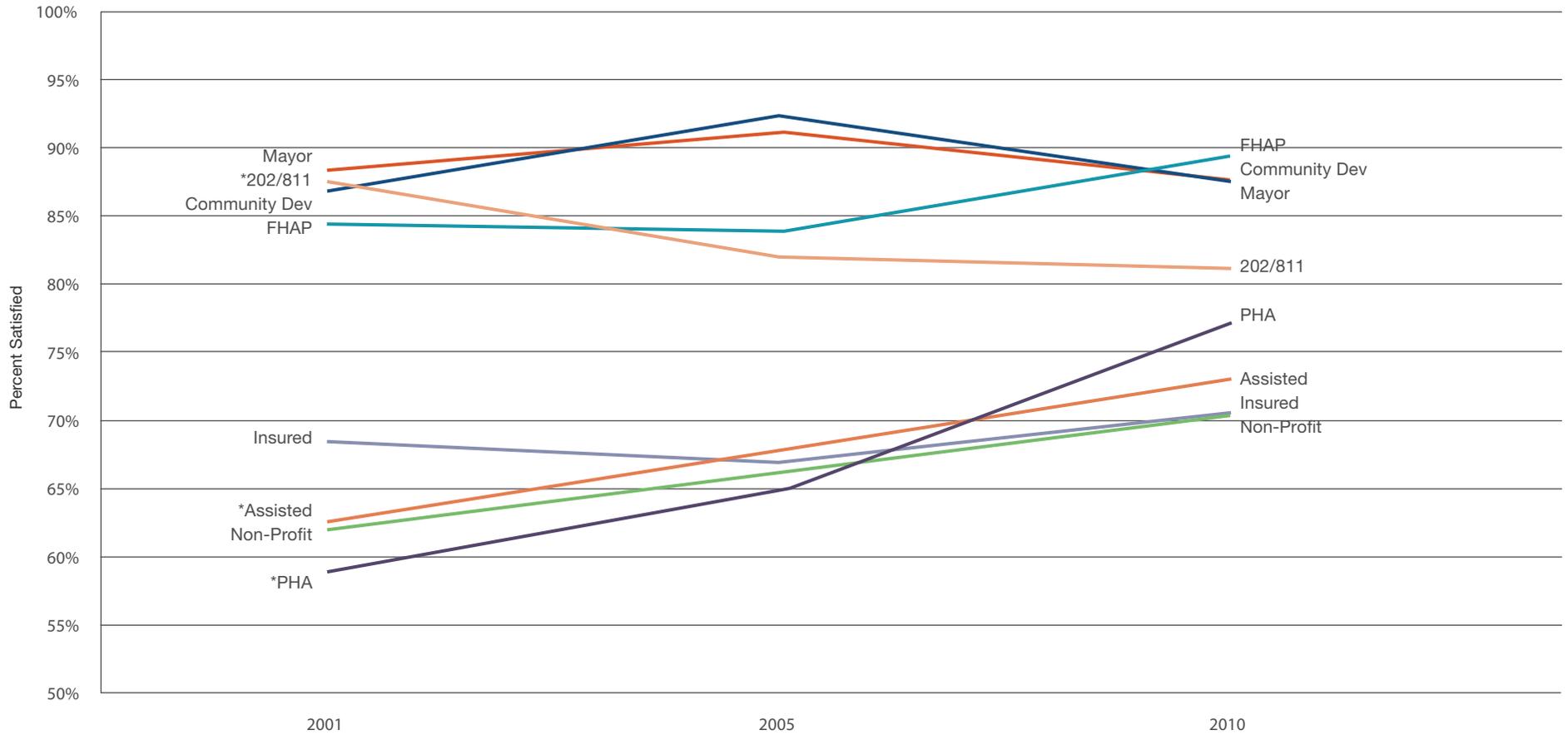
*Statistically significant difference between 2001 and 2010 results.

FHAP = Fair Housing Assistance Program. PHA = Public Housing Agency   .

Satisfaction with HUD's program administration.

Majorities of HUD partners expressed satisfaction with the way HUD administers its programs. However, compared to satisfaction with the programs themselves, a somewhat smaller percentage of each partner group expressed satisfaction with the way they are administered. Across all 10 partner groups, satisfaction with program administration is, on average, 13 percentage points lower than satisfaction with the programs (see exhibit 5).

Other observations with respect to HUD program administration are as follows:

- The percentage of HUD partners who expressed satisfaction with HUD program administration ranged from 78 to 83 percent (for FHAP and community development directors, mayors, and single family lenders) to 51 percent (for HPN-affiliated non-profit housing partners).

- Within each group, partners were more likely to be *somewhat*, as opposed to *very*, satisfied with the way HUD runs its programs.

- Since 2005 there has been a statistically significant improvement in satisfaction with the way HUD runs its programs on the part of FHAP directors (by 16 percentage points), PHA directors (by 10 percentage points), and HUD-assisted multifamily owners (by 9 percentage points). In contrast, a small but statistically significant decline in satisfaction occurred on the part of Section 202/811 multifamily owners (by 4 percentage points) among the *very* dissatisfied group.

> My biggest complaint is that for those of us who have multifamily properties, Public Housing, and the Section 8 Housing Choice Voucher Program … the rules should be more uniform. The forms should also be more uniform…. The 2 offices—Multifamily and Public and Indian Housing are in the same building,one floor apart, but they act like they don't know the other exists.
> *—Multifamily Owner*

> HUD used to be an excellent agency. With all the computer-based programs, they have lost all contact with the local PHAs. They no longer have a housing mission. They just fill out reports which we provide them with; no contact. They just respond to us if they receive a complaint. What happened to the partnership we were supposed to have had with HUD?
> *—Public Housing Agency*

> HUD employees are outstanding. They have been for the 30 plus years I've worked with these programs…. However, the performance on CDBG-R (the Stimulus) has been atrocious. Whoever was in charge of writing the regulations and the delay of getting the "stimulus" money out there must be released or reassigned. …Does the leadership in HUD have a clue as to why these programs exist? It is not to have regulations ad infinitum but to have impact assistance now!
> *—Community Development Department*

Changes in partners' assessments of HUD program administration over the last decade (2001 to 2010) are shown in exhibit 6. There has been a statistically significant decline in satisfaction among Section 202/811 owners and a statistically significant improvement in satisfaction among HUD-assisted owners, FHAP directors, community development directors, and PHA directors. Of these changes, the largest involves PHA directors, whose satisfaction level improved by 22 percentage points since 2001.

Exhibit 5. How satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs you deal with?
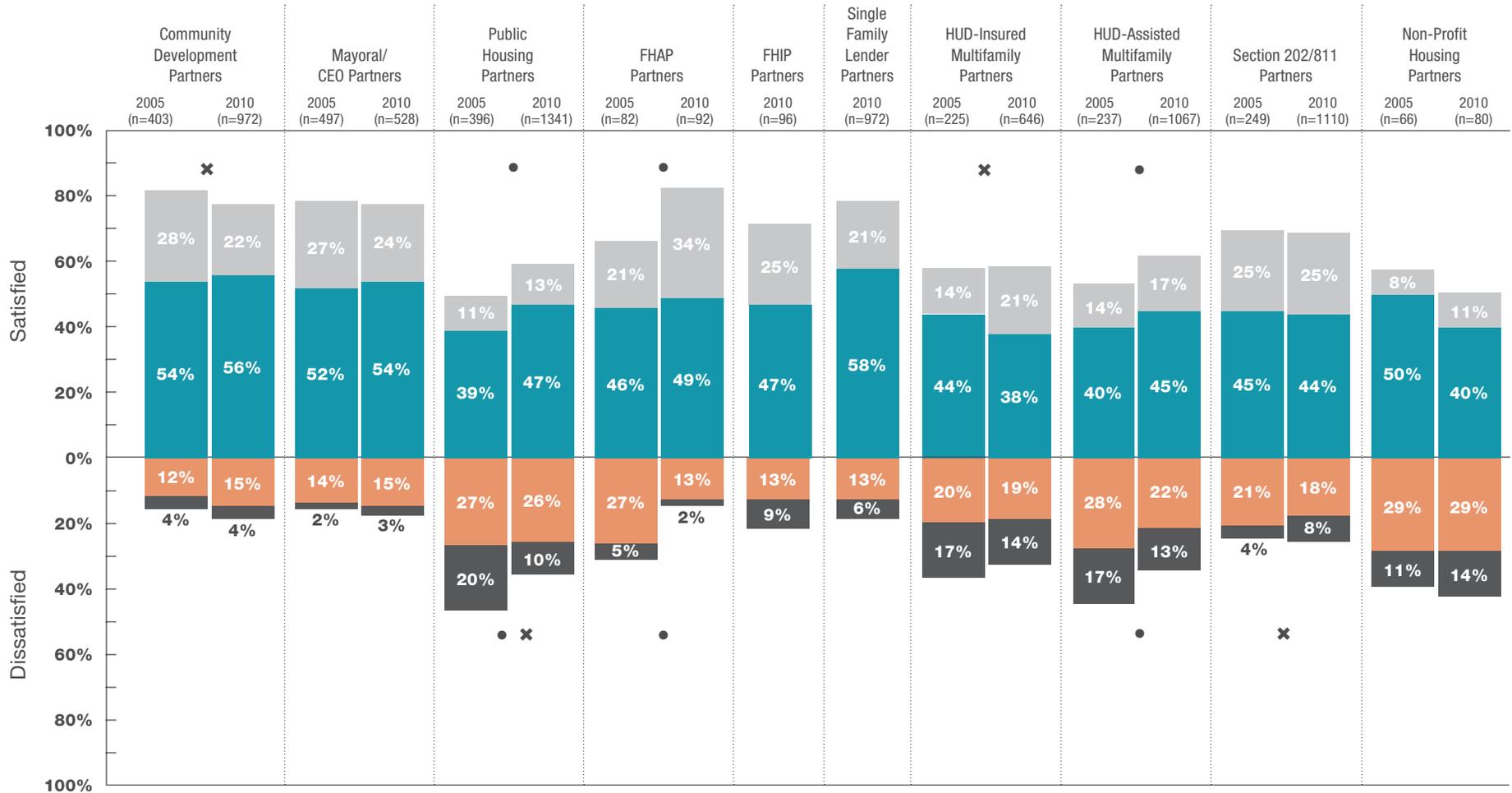
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Legend:
- Very (gray / dark gray)
- Somewhat (teal / orange)
- • Statistically significant change in overall satisfaction or dissatisfaction
- ✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 6. Trends in satisfaction with how HUD runs its programs: 2001, 2005, and 2010
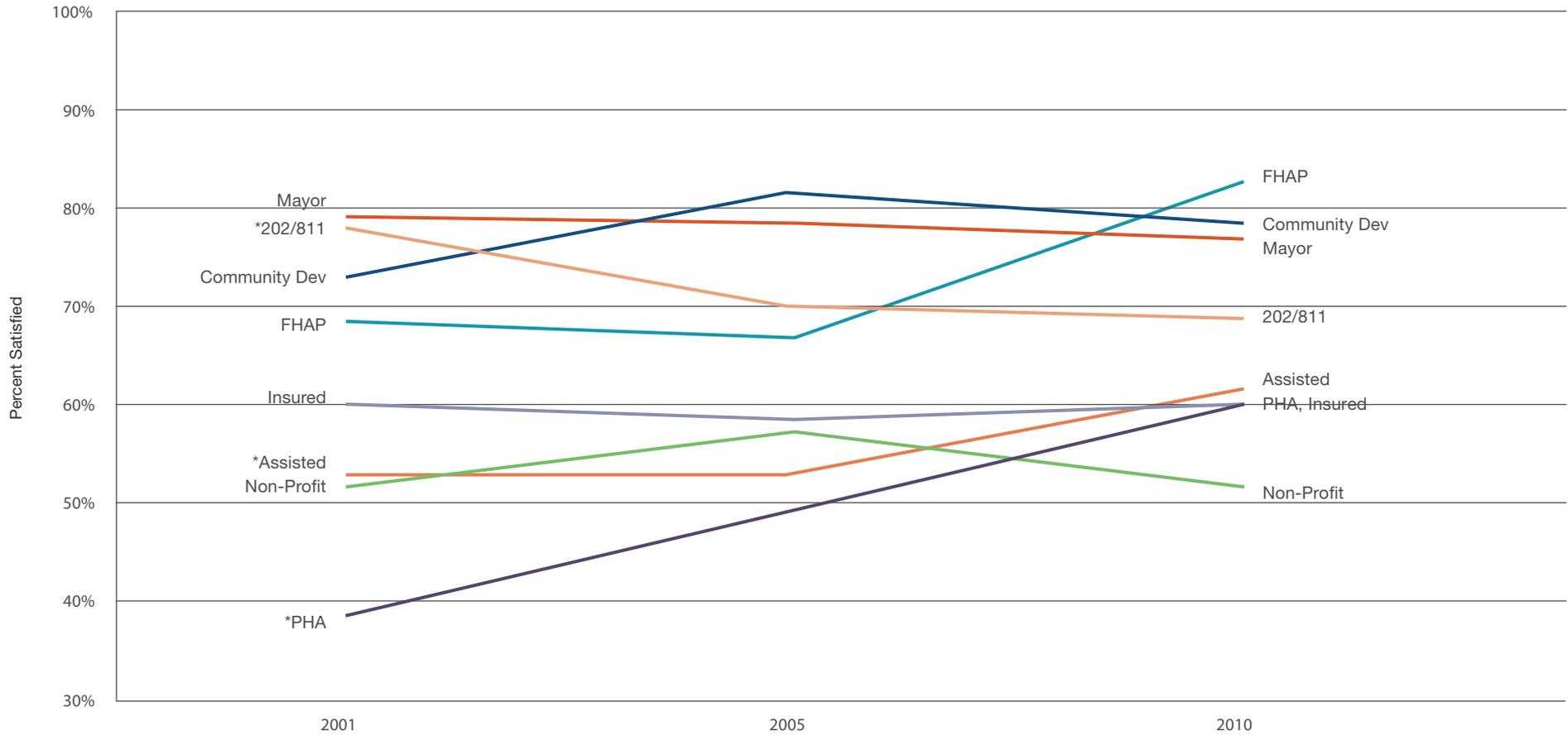
*Statistically significant difference between 2001 and 2010 results.

FHAP = Fair Housing Assistance Program. PHA = Public Housing Agency   .

Satisfaction with HUD's overall performance.

Exhibit 7 shows the level of overall partner satisfaction with HUD.[24] Put near the end of the survey, after respondents had considered a variety of aspects of their interactions with HUD, the question read, "*At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?*" It allowed partners to weigh and balance their range of interactions and experiences with HUD and to summarize them into a single, bottom-line rating. In doing so, a majority of HUD's partners expressed satisfaction with HUD's overall performance, as follows:

- Among partner groups, levels of overall satisfaction ranged from a high in the mid-80s (for FHAP directors, single family lenders, and mayors) to a low of 60 percent (for HPN-affiliated non-profit housing partners).

- Within all but one group, partners were more likely to be *somewhat*, as opposed to *very*, satisfied with HUD's overall performance. FHAP directors were the exception; 46 percent of them said they were *very* satisfied with HUD's overall performance compared with 40 percent who were *somewhat* satisfied.

- Since 2005 there has been a statistically significant improvement in satisfaction with HUD's overall performance on the part of PHA directors (by 9 percentage points) and HUD-assisted multifamily owners (by 7 percentage points), and a decline in satisfaction on the part of community development directors (by 9 percentage points).

  I have been interacting with HUD for 27 years. I am well pleased with HUD. All government departments could take lessons from HUD.
  —Multifamily Owner

Working with HUD is a test in endurance in the face of stupidity and insanity and is not a pleasant experience for anyone who appreciates an efficient and reasonable work ethic.
—Multifamily Owner

I appreciate the friendliness and expertise of the HUD personnel I deal with. I wish decisions could be handled quicker.
—Multifamily Owner

Over the past decade there has been consistent, statistically significant improvement in evaluations of HUD's overall performance on the part of HUD-assisted multifamily owners and PHA directors (see exhibit 8[25]). Of these changes, by far the largest involves PHA directors, who went from having the lowest level of satisfaction among partner groups in 2001 to a position that is only below FHAP directors, community development directors, and Section 202/811 multifamily owners in 2010. The change constitutes a 30-percentage-point improvement.

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25 An apparent linear decline in satisfaction on the part of HPN-affiliated non-profit housing organization satisfaction is not statistically significant (p ≤ .05).

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24 In 2005 mayors were not asked about HUD's overall performance but, instead, other questions, including: "*At present, taking everything into consideration, how satisfied or dissatisfied are you with the overall performance of the HUD field office with which your community generally deals?*" and, if they or their staff had dealt directly with an office or person at HUD headquarters in Washington, DC over the past 12 months. Those who responded in the affirmative were asked, "*How satisfied or dissatisfied have you been with your direct interactions with HUD headquarters in Washington, DC, over the past 12 months?*" Mayors were not asked these questions in 2010 but were asked about HUD's overall performance. For responses to the 2005 survey, see Abravanel and Silber, *op cit*., p. 19 (footnote 24).

Exhibit 7. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?
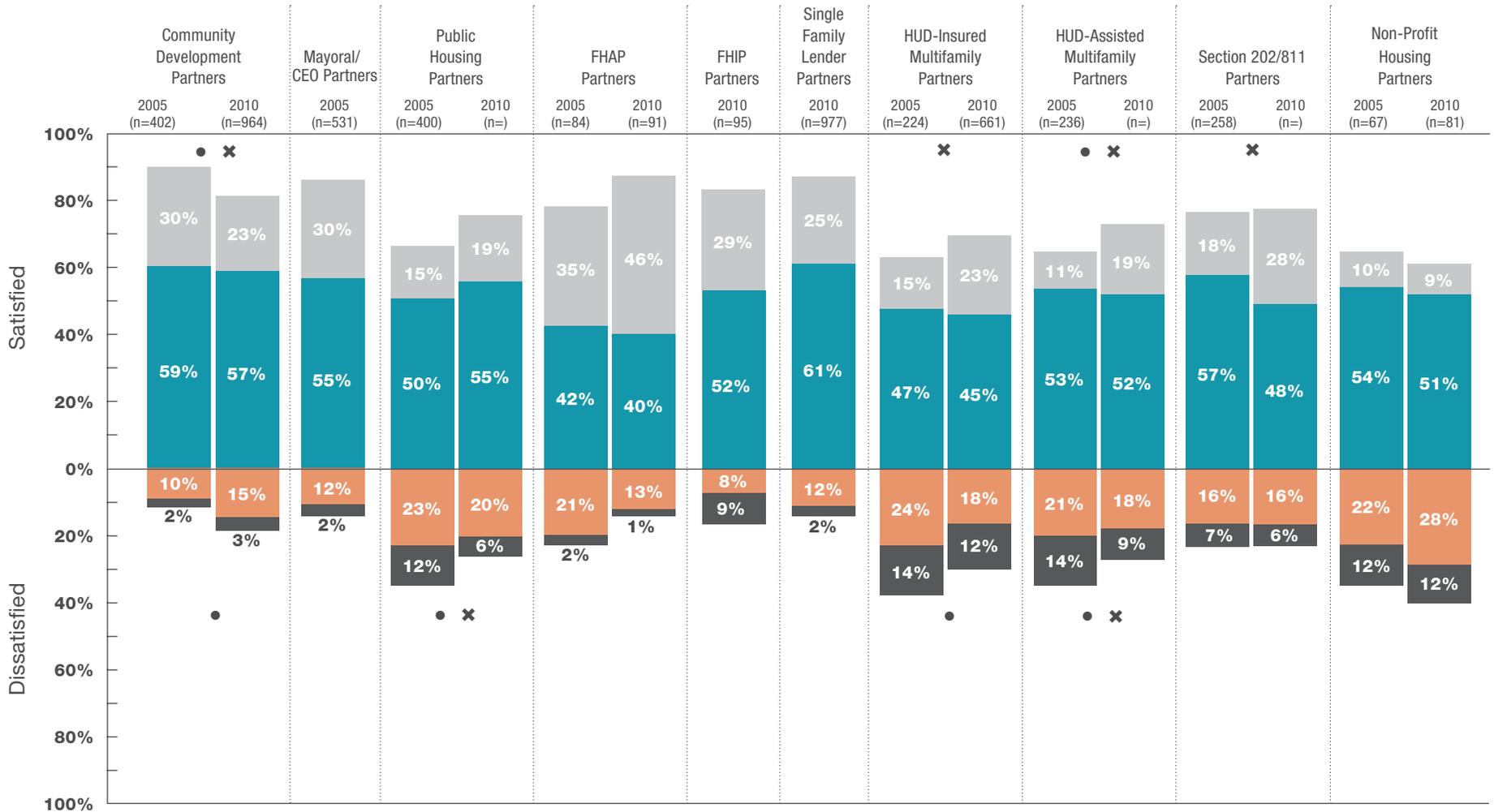
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.
*The wording of this question was different for mayors in 2005, precluding a comparison to 2010 results.

■ Very   ■ Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 8. Trends in satisfaction with HUD's overall performance: 2001, 2005, and 2010 (Mayors/CEOs were not asked this question in 2005 and are not included.)
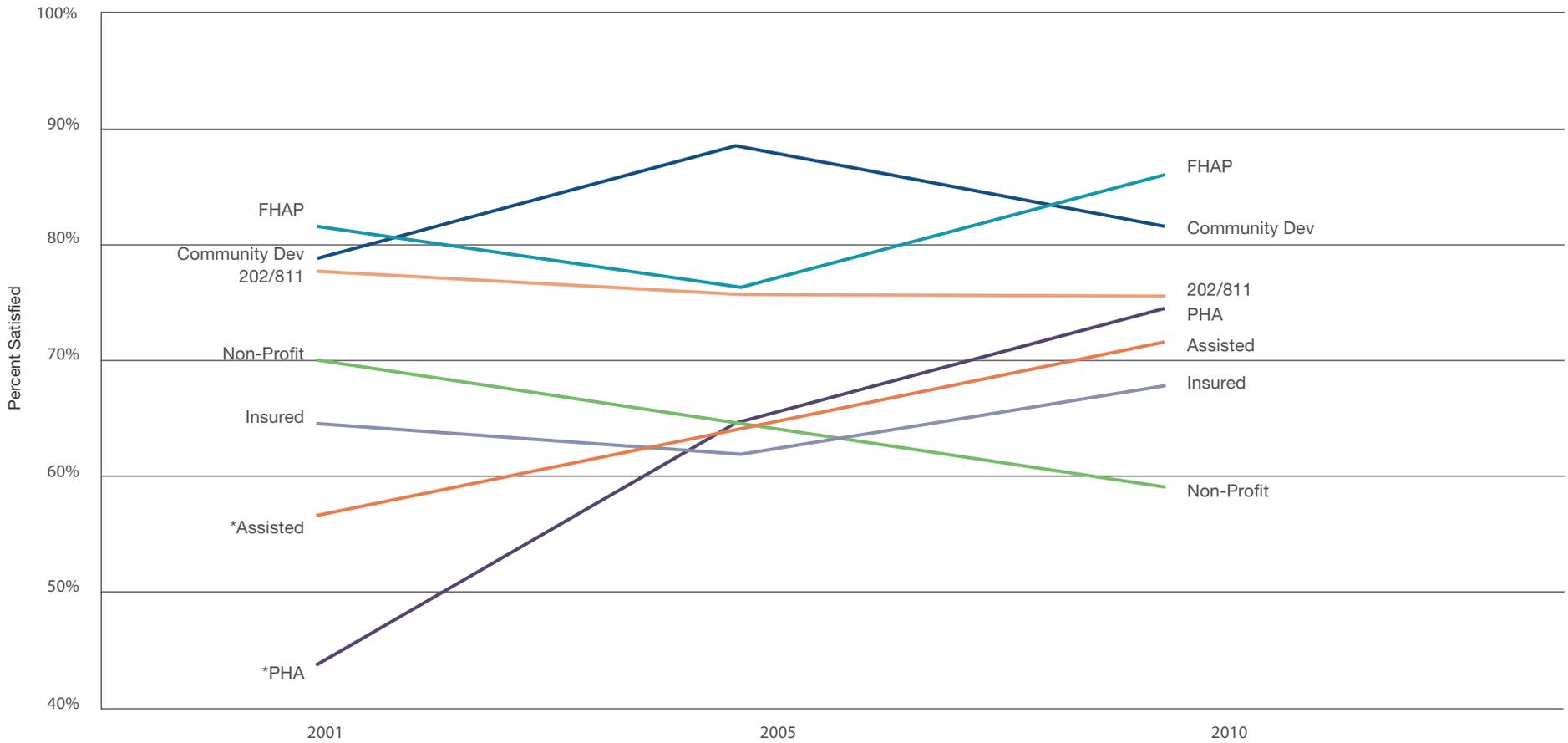
*Statistically significant difference between 2001 and 2010 results.

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. PHA = Public Housing Agency.

I've enjoyed working with HUD for over 22 years now—through good times and bad. I wouldn't want to work anywhere else, so that has to say something good about HUD. I even enjoy the challenge of all the changes over the years. I have griped a little at times, but overall I think HUD is doing a great job for my agency.
—*Public Housing Agency*

I am sure there are other inept bureaucracies in Washington, but it would be difficult to believe there is one worse than HUD. ... Abolish HUD!!
—*Public Housing Agency*

Summary: Some Partners Express Notably Higher Levels of Basic Satisfaction With HUD, Particularly Its Programs, Than Others

In prior HUD Partner Surveys, several groups stood out from the others in terms of high levels of basic satisfaction with HUD's programs, program administration, or overall performance. In 2005, for example, community development directors expressed high levels of satisfaction with each of these indicators; mayors/CEOs, FHAP directors, and Section 202/811 owners expressed high levels of satisfaction with HUD's programs.

By 2010, a small decline in satisfaction among community development directors and mayors/CEOs and improvements in satisfaction by other groups served to lessen the gap between groups that were most satisfied and least satisfied. The largest change involved improvement in PHA directors' satisfaction with HUD's programs, program administration, and overall performance. Even so, the same groups that were most satisfied with HUD in 2005 were also most satisfied in 2010—using an 80-percent standard for designating high levels of satisfaction (see exhibit 9). In addition, in 2010, FHAP agencies and single family lenders[26] were added to the 'most satisfied' cluster with respect to one or more of the basic satisfaction indicators.

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26 Single family lenders had not been surveyed in 2005.

Exhibit 9. Groups where 80 percent or more of partners indicate satisfaction with HUD programs, administration, or overall

Partner Group	Satisfaction With	Percent Satisfied
Community Development Directors	HUD's programs	88%
	Overall performance	80%
Mayors/CEOs*	HUD's programs	88%
FHAP Directors	HUD's programs	89%
	HUD program administration	93%
	Overall performance	86%
Single Family Lenders	HUD's programs	89%
	Overall performance	86%
Section 202/811 Owners	HUD's programs	80%

*Also, 89 percent of mayors were satisfied with the overall performance of the HUD field offices with which their communities dealt; and, of the 37 percent of mayors who indicated they had contact with HUD Headquarters, 82 percent indicated satisfaction with those interactions.

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.

Beyond questions put to all partner groups, mayors/CEOs and PHA directors were also asked about the quality of their current relationship with HUD. The vast majority of mayors/CEOs (95 percent) and PHA directors (95 percent) described their communities' and agencies' relations with HUD as being either "very good" or "good." And, 59 percent of PHA directors believed their relations with HUD had changed for the better "over the last several years," 9 percent thought relations had changed for the worse, and 29 percent observed no change. In particular, the observations of PHA directors are noteworthy in the context of the decade-long improvement in PHA satisfaction with HUD programs, satisfaction with program administration, and overall satisfaction.[27]

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27 When asked in 2005 if relations between their housing agencies and HUD had changed over the last several years, 49 percent of PHA directors said they had improved, 13 percent said they had worsened, 35 percent said they had not changed, and 3 percent did not know. When asked the same question in 2010, 59 percent said that they had improved, 9 percent said they had worsened, 29 percent said they had not changed, and 3 percent did not know—a 10-percentage-point improvement in the proportion responding that relations had improved.

While Most Partners Are Satisfied With HUD's Programs, Administration, and Overall Performance, Some Dissatisfaction Is Evident

As with previous HUD Partner Surveys, the question of whether HUD partner satisfaction ratings are good or bad, in an absolute sense, is important. And, apart from how ratings of particular items compare with one another and over time, how do they measure up to those observed in analogous situations—that is, where federal agencies work with partners to implement their programs or, for that matter, where any type of public or private entity operates with others to accomplish common business or organizational objectives?

As noted in the 2005 HUD Partner surveys report,[28] at least two factors should be considered in assessing whether HUD partner ratings are good or bad. The first involves understanding the meaning behind the ratings—that is, what underlies respondents' summary satisfaction or dissatisfaction judgments. That is important because partners' ratings may reflect a deeper, broader, or more complex picture than might be apparent from a simple satisfaction measure. Some might conclude, for instance, "I am satisfied with 'service x' considering the meager resources the provider had to work with," while others might say, "the resources that went into 'service x' are so meager I am very dissatisfied with them."

As also discussed in the 2005 HUD Partners survey report, a second consideration involves the application of a set of guidelines for judging the acceptability of satisfaction or dissatisfaction ratings. Unfortunately, there appear to be no standard partner service criteria to provide a point of reference. HUD has not established such criteria nor is there a broader literature covering partner satisfaction ratings in other agencies or similar settings to use as a benchmark.[29] Indeed, even the literature on customer service or employee satisfaction suggests no uniform criteria. Instead, those who study customer service or employee satisfaction tend to apply reasonable, common-sense rules of thumb when considering, for example, if dissatisfaction levels are unacceptably high.

Although assessment criteria vary, the underlying expectation appears to be that customer or employee satisfaction levels should be reasonably high, and dissatisfaction thresholds, therefore, quite low. This case is especially true in situations involving social service beneficiaries dealing with non-profit organizations, customers choosing to do business with certain establishments, or employees with a stake in relationships with their employers. Relatively high dissatisfaction levels are, therefore, likely to be indicative of problems requiring attention by senior management. Hence, those who assess customer or employee satisfaction often highlight dissatisfaction ratings that are above, say, 10, 15, or 20 percent—depending on the expectations and particular context involved.

Extrapolating from this practice, exhibit 10 identifies all instances in which 20 percent or more of the members of HUD's partner groups expressed dissatisfaction on one or more of the basic measures. Five of the 10 groups surveyed are in this category. Indeed, in the case of HPN-affiliated non-profit housing organizations, dissatisfaction levels regarding HUD program administration and overall performance were at least 40 percent. Applying reasonable criteria, then, all of the cases shown in the exhibit are noteworthy.

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28 Abravanel and Silber, *op. cit*., pp. 22–23.

29 In compliance with a 1993 Executive Order (Number 12862), HUD in 1994 outlined its customer and partner service standards but did not establish criteria for assessing service ratings. *Report on Customer Service Plans*, U.S. Department of Housing and Urban Development, Office of Policy Development and Research, September 1994.

MANY PARTNERS CHARACTERIZED THEIR RELATIONS WITH HUD POSITIVELY…

We also acknowledge the improved willingness to partner with lenders and to understand the impact of changes. As evidenced by this survey, HUD/FHA is demonstrating their openness to solicit feedback from lenders.
—Single Family Lender

We have a great working relationship with HUD staff in the regional office. I feel that they are very responsive to our questions and appreciate the partnership we've developed.
—FHAP Agency

…HOWEVER, SOME SAW THEIR "PARTNERSHIP" OTHERWISE:

In the past, HUD and I were partners in providing affordable housing to those individuals least able to afford it. Now-a-days, HUD is more like a dictator telling me how to run my properties and what I have to do to please them.
—Multifamily Owner

HUD needs to treat FHIP-funded agencies as partners and not as the enemy.
—FHIP Organization

HUD area office personnel need training in customer service. They do not respect PHA partners. They are vindictive. They only want to "catch" a PHA doing something wrong. They offer "little" or "no" technical assistance.
—Public Housing Agency

No sense of partnership with HUD field office. Relationship from the HUD field office is an "I gotcha" mentality. Absolutely no spirit of cooperation/partnership. The HUD field office is understaffed with new people—they do not know the community. Have a good responsive relationship with the DC office; would like to report directly to the DC office.
—Mayor's/CEO's Office

There has been a historic paternalistic treatment of non-profits at Headquarters.
—Non-Profit Organization

Over the past few years, HUD has transformed from an agency primarily interested in performance to one entirely dedicated to regulatory enforcement.
—Community Development Department

Exhibit 10. Groups where 20 percent or more of partners indicate dissatisfaction with HUD programs, administration, or overall

Partner Group	Dissatisfied With	Percent Dissatisfied
PHA Directors	HUD programs	20%
	HUD program administration	36%
	Overall performance	26%
HUD-insured Owners	HUD programs	22%
	HUD program administration	33%
	Overall performance	30%
HUD-assisted Owners	HUD's programs	22%
	HUD program administration	35%
	Overall performance	27%
Section 202/811 Owners	HUD's programs	26%
	Overall performance	22%
HPN-affiliated Non-profit Housing Organization Directors	HUD programs	23%
	HUD program administration	43%
	Overall performance	40%

HPN = Housing Partnerships Network. PHA = Public Housing Agency.

> Brain drain at HUD Central is evident. Work load is too much for area offices when staff is not replaced after retirement, etc. Most HUD staff are highly dedicated but stretched too thin. Too many rules—complication; too much bureaucracy.
> —*Public Housing Agency*

Because HUD Not Only Supports Its Partners in Accomplishing Program Objectives but Also Regulates Them, the Relationship Can Be Complicated

As discussed in reports on previous HUD Partner Surveys, a contextual factor serving both to frame partners' relationships with HUD and explain some of the variation in satisfaction with the agency is the perceived nature of HUD's role.[30] Indeed, many partners have a paradoxical relationship with HUD given that the agency simultaneously supports and regulates their programs. Support consists of HUD providing funding, technical assistance, and information. Regulation involves HUD establishing and promulgating rules, issuing guidance, assuring compliance, and doing assessments. This dual role can lead to contradictory expectations on the part of both HUD and its partners.

The fact that relationships between HUD and its partners may include both support and regulation is not unusual, but variation in the way these are blended across HUD's programs and partners (that is, which role is, or is perceived to be, dominant in any situation) makes a difference. Consistent with previous HUD Partner Surveys, the 2010 survey sought to understand how HUD's role with respect to its partners varies. Hence, survey respondents were asked if they mainly received support from HUD, were mainly regulated by HUD, or about equally experienced support and regulation.[31]

As would be expected, their answers reflect some mixture of objective reality and subjective perception. With respect to the former, real differences exist in

the extent of support versus regulation from program area to program area, and possibly from partner to partner within a program area.[32] Differences may also exist in partners' sense of the balance between support and regulation: two partners with an equivalent support-regulation mix may see their situations differently. Whether based on reality or perception, the extent to which partners consider themselves to be mainly regulated or mainly supported by HUD can have a powerful affect on the way they relate to and assess their relationship.[33]

> HUD is way too focused on regulating rather than innovating. HUD should be a proactive force for new principles and community development rather than a place that clings to regulatory power.
> —*Mayor's/CEO's Office*

> The director … in our field office … has been very hard to work with. He is very regulatory and does not help find resolution. Most of the answers I get are "I don't know" or "look it up." When we turn in any documentation or report we usually get a … 10-page response with things that need to be corrected. Some of those things are in the document just not the order he wants it in.
> —*Mayor's/CEO's Office*

Exhibit 11 displays partners' responses to the question of HUD's role in their relationship.[34] It shows substantial cross-group and within-group differences. Except FHIP organizations (where 46 percent of directors believe HUD mainly supports them), a relatively small proportion within

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30 The relationship between variations in HUD's role and partners' satisfaction with HUD was first observed in the 2001 HUD Partners surveys. See Abravanel *et al.*

31 Respondents were asked the following question: *HUD has several different responsibilities. On the one hand, it provides various forms of support (for example, funding, technical assistance, information) and, on the other hand, it has a regulatory responsibility (that is, it makes rules, assures compliance with those rules, does assessments). In your agency's/ business'/organization's/community's relationship with HUD, would you say HUD is (a) mainly providing support to you, (b) mainly regulating you, (c) about equally providing support and regulating you, (d) neither/something other, or (e) don't know?*

32 For example, community development departments receive annual grants and some multifamily owners receive monthly rental assistance payments from HUD and, in exchange, comply with HUD regulations pertaining to the use of, and reporting on, this support. In contrast, other multifamily owners receive a benefit (such as a lower interest rate, a higher loan-to-value ratio, or a non-recourse mortgage) only initially, at the time of loan closing. While such benefits carry on for the life of a mortgage, they may be perceived as one-time, front-end benefits in exchange for regulatory obligations (such as HUD monitoring and compliance reviews, building inspections, reporting requirements, and limitations on ownership options because of housing preservation requirements) that last for the duration of the mortgage—sometimes 40 years. HUD would consider those regulatory requirements integral to performance of its fiduciary responsibilities whereas, from the owners' perspective, they may be seen as adding further complexity to already complicated multifamily financing arrangements and operations in exchange for a benefit 'received' long ago.

33 Likewise, the federal agencies government-wide customer satisfaction survey, using the American Customer Satisfaction Index (ACSI), reported that "…satisfaction is highest among customer segments that receive a direct benefit from an agency and lowest for customer segments subject to regulation by agencies… ." University of Michigan Business School, *American Customer Satisfaction Index: Federal Agencies Government-wide Customer Satisfaction Report for the General Services Administration*. Washington, DC: December 1999.

34 For ease of comparison, partner groups are arrayed based on the frequency with which they see themselves as being "mainly regulated." In subsequent exhibits, however, partner groups are consistently arrayed, from left to right, as follows: community development departments, mayors/CEOs, PHAs, FHAP agencies, FHIP organizations, single family lenders, HUD-insured multifamily owners, HUD-assisted multifamily owners, Section 202/811 multifamily owners, and HPN-affiliated non-profit housing organizations.

each partner group (ranging from 7 percent for HUD-insured owners to 20 percent for FHAP agencies and FHA single family lenders) considered HUD's role to be primarily one of support. From one-third to two-thirds of the partners in each group considered HUD's role to be a mixture of support and regulation. And, the remainder in each group considered HUD's role to be mainly one of regulation. The latter ranges from 12 percent of FHAP agency partners to 50 percent of HUD-insured multifamily housing partners.

> We refer to HUD as our Overlords; that should tell you how helpful versus regulatory they are.
> —*Public Housing Agency*

> I used to view HUD staff as helpful partners. Now I view them as adversarial watchdogs who want to micromanage my operation. Level of regulations, reporting requirements, and red tape are not helpful.
> —*Public Housing Agency*

> I think that our HUD field office ... does an excellent job with us. I have nothing but wonderful things to say about the help and support we receive from our revitalization specialist, facilities manager, financial analyst, HUD director and acting director, as well as the computer person. They have helped our agency tremendously.
> —*Public Housing Agency*

> HUD has dual and perhaps conflicting duties of helping PHAs succeed and monitoring/ punishing; cannot be both friend and judge. Maybe these functions must be split; field office always a friend and IG, REAC always a monitor + inspector. The field office should be told that they will be rewarded if PHAs succeed, not if they ferret out waste and abuse. OIG should recognize this as field staff responsibility and not attack them for failing to find errors.
> —*Public Housing Agency*

As also observed in both the 2001 and 2005 HUD Partner surveys, these differences are associated with partners' assessments of HUD's performance.[35] Exhibit 12 combines those who considered HUD's role (with respect to their agency, business, community, or organization) to be mainly one of support with those who considered it to involve support and regulation in equal amounts.

35 Abravanel *et al.*, p. 19.

This grouping is contrasted with those who considered HUD's role to be mainly one of regulation. It shows that, within each partner group, those who perceived HUD's role as primarily involving regulation were also more likely to be dissatisfied with HUD's overall performance compared with those who saw HUD as either mainly supporting or equally regulating and supporting. In a few cases such differences in satisfaction are relatively small—that is, 7 percentage points in the case of FHAP agency partners and 10 percentage points in the case of HPN non-profit housing organization partners. But, for the eight other partner groups, the differences average 29 percentage points.

These differences resonate throughout the 2010 HUD Partners surveys. As a group, those who considered HUD's role to be mainly that of regulator were consistently more dissatisfied with HUD than were other HUD partners.[36]

> The responsiveness, competence, and quality of information received from our field office depends entirely on the rep. assigned to our community. We currently have a very responsive, helpful rep., but that hasn't always been the case. The good reps are much better at providing support and helping figure out ways to get projects done, while the poor reps tend to be more concerned with regulating, and producing monitoring findings.
> —*Community Development Department*

> The field offices are not as helpful as they could be. They are overbearing when it comes to regulations. They could provide more guidance if they weren't trying to be auditors all the time.
> —*Community Development Department*

36 Such findings are reported in a series of separate, partner-specific data binders prepared in conjunction with this report.

Exhibit 11. HUD has several different responsibilities. On one hand, it provides various forms of support (for example, funding, technical assistance, information) and, on the other, it has a regulatory responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your agency's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

	Mainly regulating	About equally providing support and regulating	Mainly providing support
FHAP Agency Partners (n=92)	12%	67%	20%
FHIP (n=96)	13%	39%	46%
Community Dev Department Partners (n=971)	19%	65%	15%
Mayoral Partners (n=535)	19%	64%	15%
Public Housing Agency Partners (n=1350)	25%	61%	14%
Non-Profit Housing Partners (n=81)	26%	58%	14%
FHA SF Lenders (n=976)	26%	52%	20%
Section 202/811 MF Housing Partners (n=1144)	32%	55%	9%
HUD-Assisted MF Housing Partners (n=1083)	41%	47%	9%
HUD-Insured MF Housing Partners (n=659)	50%	37%	7%

FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. SF = Single Family. MF = Multifamily.

Exhibit 12. Satisfaction with HUD's overall performance by whether the partner group perceives itself as mainly regulated by HUD, or as either mainly supported by HUD or receiving equal measures of support and regulation.

FHAP Agency Partners
- Mainly support or combination (n=79): 1% | 11% | 37% | 51%
- Mainly regulation (n=11): 18% | 64% | 18%

FHIP
- Mainly support or combination (n=80): 9% | 5% | 51% | 34%
- Mainly regulation (n=11): 18% | 18% | 55% | 9%

Community Dev Department Partners
- Mainly support or combination (n=762): 1% | 10% | 61% | 29%
- Mainly regulation (n=183): 12% | 38% | 49% | 2%

Mayoral Partners
- Mainly support or combination (n=414): 1% | 7% | 57% | 36%
- Mainly regulation (n=104): 9% | 32% | 52% | 6%

Public Housing Agency Partners
- Mainly support or combination (n=983): 2% | 13% | 60% | 24%
- Mainly regulation (n=328): 15% | 41% | 40% | 3%

Non-Profit Housing Partners
- Mainly support or combination (n=58): 9% | 31% | 50% | 10%
- Mainly regulation (n=20): 25% | 25% | 45% | 5%

FHA SF Lenders
- Mainly support or combination (n=696): 1% | 9% | 61% | 30%
- Mainly regulation (n=239): 7% | 20% | 62% | 11%

Section 202/811 MF Housing Partners
- Mainly support or combination (n=725): 4% | 11% | 49% | 37%
- Mainly regulation (n=364): 11% | 28% | 48% | 12%

HUD-Assisted MF Housing Partners
- Mainly support or combination (n=594): 4% | 10% | 55% | 30%
- Mainly regulation (n=443): 16% | 28% | 50% | 5%

HUD-Insured MF Housing Partners
- Mainly support or combination (n=283): 6% | 11% | 51% | 31%
- Mainly regulation (n=325): 17% | 25% | 40% | 16%

100% 80% 60% 40% 20% 0% 20% 40% 60% 80% 100%

Dissatisfied   Satisfied

FHA = Federal Housing Administration. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

SF = Single Family. MF = Multifamily.

Very | Somewhat

An interesting question is whether there have been changes over time in the way HUD's partners view the Department's role and, if so, whether such changes are associated with changes in satisfaction with HUD. Consider, as an example, PHA partners. Exhibit 13, which compares PHA directors' views of HUD's role over the three survey waves, shows a noticeable reduction in the proportion of directors perceiving HUD mainly as a regulator from 2001 to 2010: in 2001, 43 percent said HUD primarily regulated them; in 2005, this figure dropped to 28 percent; and, in 2010, the proportion fell to 25 percent. Over this same time period, as shown above, the proportion of PHA directors who were satisfied with HUD's overall performance increased—with the largest improvement occurring between 2001 and 2005.

Exhibit 13. PHA directors' views of HUD's role, by survey year

PHA Directors Views of HUD's Role	Survey Year 2001	Survey Year 2005	Survey Year 2010
Mainly Regulatory	43%	28%	25%
About Equally Regulatory and Supportive	42	59	61
Mainly Supportive	11	12	14
Other/Don't Know	4	1	—
TOTAL	100%	100%	100%

PHA = Public Housing Agency.

Because the 2010 survey allowed for matched pair comparisons in cases where the same PHAs responded to both the 2005 and 2010 surveys, it is possible to empirically assess whether changes in partners' perceived relationship with HUD (supportive vs. regulatory) are associated with changes in their satisfaction with HUD's performance. Indeed, the matched-cases data provide some support for the posited association. As some PHA partners' perceptions of their relationship with HUD shifted from 2005 to 2010 such that HUD was seen as being less regulatory and more supportive, satisfaction with HUD's

performance also tended to increase at a higher rate than for others, as follows:

- Of the PHAs that perceived HUD's role as changing from mainly regulatory in 2005 to mainly supportive (or a combination of supportive and regulatory) in 2010, 37 percent changed their assessments from being dissatisfied with HUD's overall performance in 2005 to being satisfied in 2010.

- By comparison, only 14 percent of all other PHA partners changed their assessment from being dissatisfied with HUD's overall performance in 2005 to being satisfied in 2010.

In sum, while many factors are likely to be associated with shifting levels of partner satisfaction with HUD, it seems reasonable to consider HUD's perceived role—however that perception is acquired and modified—as being important. As is clear from the above as well as other survey results presented in companion reports (see Contents), partners who viewed HUD as at least somewhat supportive of their activities, and not simply as a regulator, tended to assess HUD's performance as more positive.

PART 3: PARTNERS' PERSPECTIVES REGARDING INDIVIDUAL ASPECTS OF THEIR INTERACTIONS WITH HUD

Part 3 presents the ratings of HUD partners regarding important aspects of their working and interpersonal relationships with HUD. Part 3 also compares 2010 and 2005 ratings. HUD partners were asked about their satisfaction with the following:

- Quality of HUD information.

- Timeliness of HUD information.

- Quality of HUD guidance.

- Consistency of HUD guidance.

- Timeliness of HUD decision-making.

- Clarity of HUD rules and requirements.

- Time commitment needed to comply with HUD reporting requirements.

- Responsiveness of HUD staff.

- Capabilities of HUD staff.

- Knowledge, skills, and abilities of HUD staff.

- Ability to reach HUD staff.

As will be apparent, a majority of partners were generally satisfied with many aspects of their working relationship with HUD but there is also notable dissatisfaction. Some changes in satisfaction have occurred since 2005, some for the better and some for the worse.

As Observed in Previous Surveys, More Partners Are Satisfied With the Quality of Information Received From HUD Than With the Timeliness of That Information

Partners assessed both the quality and the timeliness of the information that HUD provides.

Quality of HUD information.

Partners were asked whether they were satisfied or dissatisfied with the quality of the information they currently receive from HUD. At least 70 percent of each partner group reported being satisfied. The high end of the range involved FHAP agency directors, 88 percent of whom were satisfied with the quality of information they received from HUD (see exhibit 14).

Some changes have occurred between 2005 and 2010 with respect to satisfaction with the quality of information HUD provides:

- There was a statistically significant 7-percentage-point decline in the satisfaction levels of both community development directors and mayors/CEOs, and a 10-percentage-point *improvement* in the satisfaction levels of HUD-assisted multifamily owners.

- There were also statistically significant *declines* in the proportion of community development directors and mayors/CEOs who were *very* satisfied and statistically significant *increases* in the proportion of HUD-insured and HUD-assisted multifamily partners who were very satisfied.

It is frustrating when I ask a question and am given wrong info. Also, sometimes you get conflicting answers to the same question depending on who you talk to. I was at a training about the ARRA money and we were told that we did not have to amend our procurement policy unless we were changing our purchasing methods for the grant. HUD staff was at this training and yet I received a finding on my remote HUD audit for not amending the policy. GRRRRRR!!
—Public Housing Agency

> We routinely receive information and guidance on HUD programs from sources aside from HUD prior to getting it from HUD. We need the info quickly from HUD as the source.
> *—Mayor's/CEO's Office*

> Homeownership center is difficult to reach since their direct phone # is not listed. The resource center only gives you general textbook answers. These explanations I can find on my own. When asked specifics, they have no answers.
> *—Single Family Lender*

> The IDIS helpline is not efficient—if you are lucky enough to get through to a real person. Issues with IDIS reports cause delays and make it difficult to meet statutory deadlines.
> *—Mayor's/CEO's Office*

> The local office leadership and staff are accessible and try very hard to respond quickly and thoroughly to every request. The challenge is the volume of demands placed on them.
> *—Non-Profit Organization*

> HUD penalizes grantees for untimeliness but does not perform in a timely manner.
> *—Community Development Department*

Timeliness of HUD information.

Majorities within all partner groups were satisfied with the timeliness of information received from HUD (see exhibit 15). HPN-affiliated non-profit housing partners were least satisfied (53 percent) and FHAP agency partners were most satisfied (78 percent). The following changes have occurred since 2005 in partners' assessments of the timeliness of information provided to them by HUD:

- There was a statistically significant 8-to-10-percentage-point *decline* in the satisfaction levels of community development directors and mayors/CEOs, and a statistically significant improvement in the satisfaction levels of FHAP agency directors and HUD-insured multifamily owners—the former by 10 percentage points and the latter by 8 percentage points.

- There was also a statistically significant *decline* in the proportions of community development directors and mayors/CEOs who were *very satisfied*, and a statistically significant 10-to-11-percentage-point *increase* in the proportions of HUD-insured and HUD-assisted multifamily partners who were *very* satisfied.

> It is difficult to reach individuals at the local HOCs [Homeownership Centers] and get timely responses. Many times responses can be up to 10 days for simple questions.
> *—Single Family Lender*

Exhibit 14. How satisfied or dissatisfied are you at the present point in time with the quality of the information you currently receive from HUD?

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very | Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction
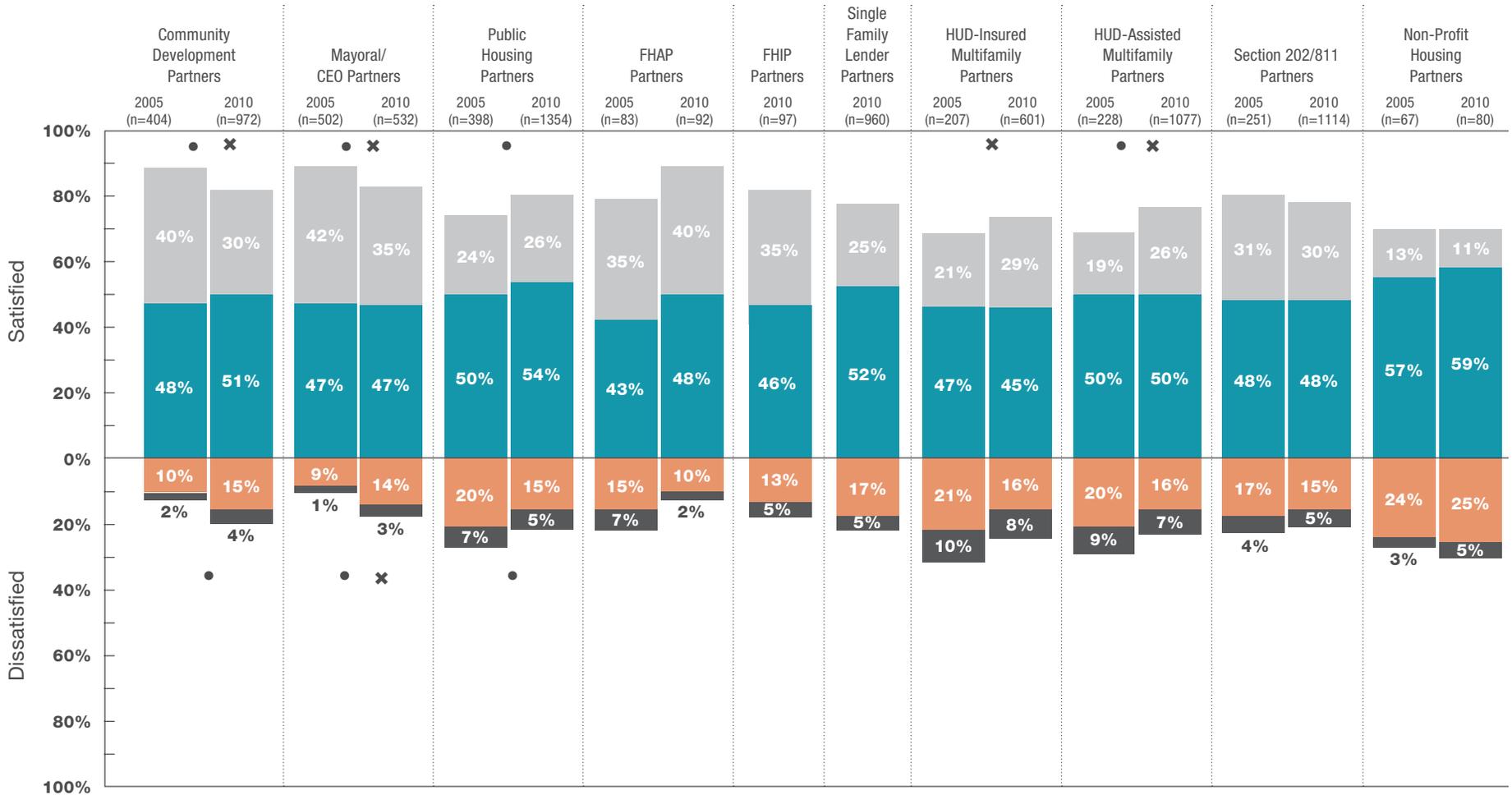
✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 15. How satisfied or dissatisfied are you at the present point in time with the timeliness of the information you currently receive from HUD?

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Legend:
- Very (grey / dark grey)
- Somewhat (teal / orange)
- ● Statistically significant change in overall satisfaction or dissatisfaction
- ✖ Statistically significant change in very satisfied or very dissatisfied

Partner Groups Vary in Their Assessments of the Quality of Guidance HUD Provides to Them and the Consistency of That Guidance

HUD partners were asked to assess separately the quality and consistency of guidance they received from HUD.

My greatest frustration is asking for clarification or interpretation of the guides. When you ask a question, they will reply with the section of the manual. I have already researched the manual before asking the question, and it is not addressed.
—*Single Family Lender*

My field office for the most part tries to be helpful. They respond when I call and provide information. Sometimes the response from field and DC is to read me the regulation. When I call I have done that. I want to know what HUD has decided the regulation requires. I believe HUD staff are like HA staff—we are afflicted with change and information overload. Too much, too fast. Most recent example: on December 31 e-mail with guidance for Core Activity Report in RAMPS, which is due between January 1 and 10. Instructions are 27 pages; requires data we didn't know we should be collecting, so we have to backtrack and get data; then after weekend of working to try to comply, e-mail 1-04 changes date due to a problem in the system.
—*Public Housing Agency*

We have discovered HUD is good at identifying what you are doing incorrectly, but fails at offering solutions to correct the situation.
—*Community Development Department*

The quality of HUD guidance.

Majorities within each partner group were satisfied with the quality of guidance HUD provided—with satisfaction levels ranging from a low 53 percent for HPN-affiliated non-profit housing partners to 84 percent for FHAP agency partners (see exhibit 16). Also noteworthy is the fact that a relatively high proportion (45 percent) of FHAP partners was very satisfied.

The following changes have occurred since 2005 in partners' assessments of the quality of guidance that HUD provides:

- There was a statistically significant 7-to-12-percentage-point *decline* in the satisfaction levels of mayors/CEOs and community development directors, respectively, and a statistically significant improvement in FHAP agency directors and HUD-insured multifamily owners satisfaction levels—the former improved by 15 percentage points and the latter by 12 percentage points.

- There was also a statistically significant *decline* in the proportions of community development directors and mayors/CEOs who were *very* satisfied (the former by 8 percentage points and the latter by 5 percentage points) and a statistically significant percentage-point *increase* in the proportions of HUD-insured and HUD-assisted multifamily partners who were very satisfied (the former by 18 percentage points and the latter by 12 percentage points).

Some of the same community development departments surveyed in 2010 were also surveyed in 2005, permitting matched pair, organization-level comparisons of responses to the two surveys.[37] Analysis of the kinds of agencies that changed from being satisfied with the quality of HUD's guidance in 2005 to becoming dissatisfied in 2010 revealed that 29 percent of community development departments in large communities did so, compared with 20 percent of those in medium-sized communities and 18 percent of those in small communities.

The consistency of HUD guidance.

Partner satisfaction with the consistency of guidance received from HUD varied widely, from a low of 43 percent for HPN-affiliated non-profit housing partners to a high of 72 percent for mayors/CEOs (see exhibit 17). The following changes occurred since 2005 with respect to partners' assessments of the consistency of guidance:

- There was a statistically significant 7-to-10-percentage-point *decline* in the satisfaction levels of community development directors and mayors/CEOs. There was also a statistically significant 7-percentage-point decline in the proportion of community development directors who were *very* satisfied.

37 n=331.

- There was also a statistically significant *increase* in the proportion of FHAP agency partners, HUD-insured multifamily owners, and HUD-assisted multifamily owners who were *very* satisfied—by 18 percentage points, 8 percentage points, and 7 percentage points, respectively.

> The HOCs can't always be on the same page, but on major issues or guideline interpretations, they should have to come to the same conclusion. The lender shouldn't be required to make an underwriting decision based on which HOC the file is going to because of the inconsistencies between them.
> *—Single Family Lender*

> Consistency from HUD HQ down to the field reps [has] never been good and causes problems.
> *—Mayor's/CEO's Office*

> I have found when you contact the field office and speak with two or more persons, you will receive a completely different answer. It's hard to determine which answer is correct.
> *—Public Housing Agency*

> The concept of Remote Monitoring may work for HUD but certainly does not work for local governments. It results in a significant drain on local resources without a commensurate level of benefit. Onsite monitorings are superior in effectiveness and much more beneficial to both HUD and local government staff. HUD staff must visit the communities they monitor to gain insight and understand and pick up early distress signals.
> *—Community Development Department*

> The region ... Field office contradicts guidance provided by DC and ... Offices. The office also does not provide confirmation of verbal guidance in writing and then generates a finding during an audit.
> *—Non-Profit Organization*

> The competency of HUD staff and consistency of guidance varies dramatically from region to region. … Much of our dissatisfaction has come from the seemingly total lack of knowledge between other HUD programs and FHEO (Office of Fair Housing and Equal Opportunity). Other areas of HUD answer questions about fair housing for PHAs, other multiunit housing and are usually providing erroneous information. …also, the glaring differences on how regional FHEO offices interpret fair housing is a very real problem.
> *—FHIP Organization*

Exhibit 16. How satisfied or dissatisfied are you at the present point in time with the quality of guidance you currently receive from HUD?

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very | Somewhat
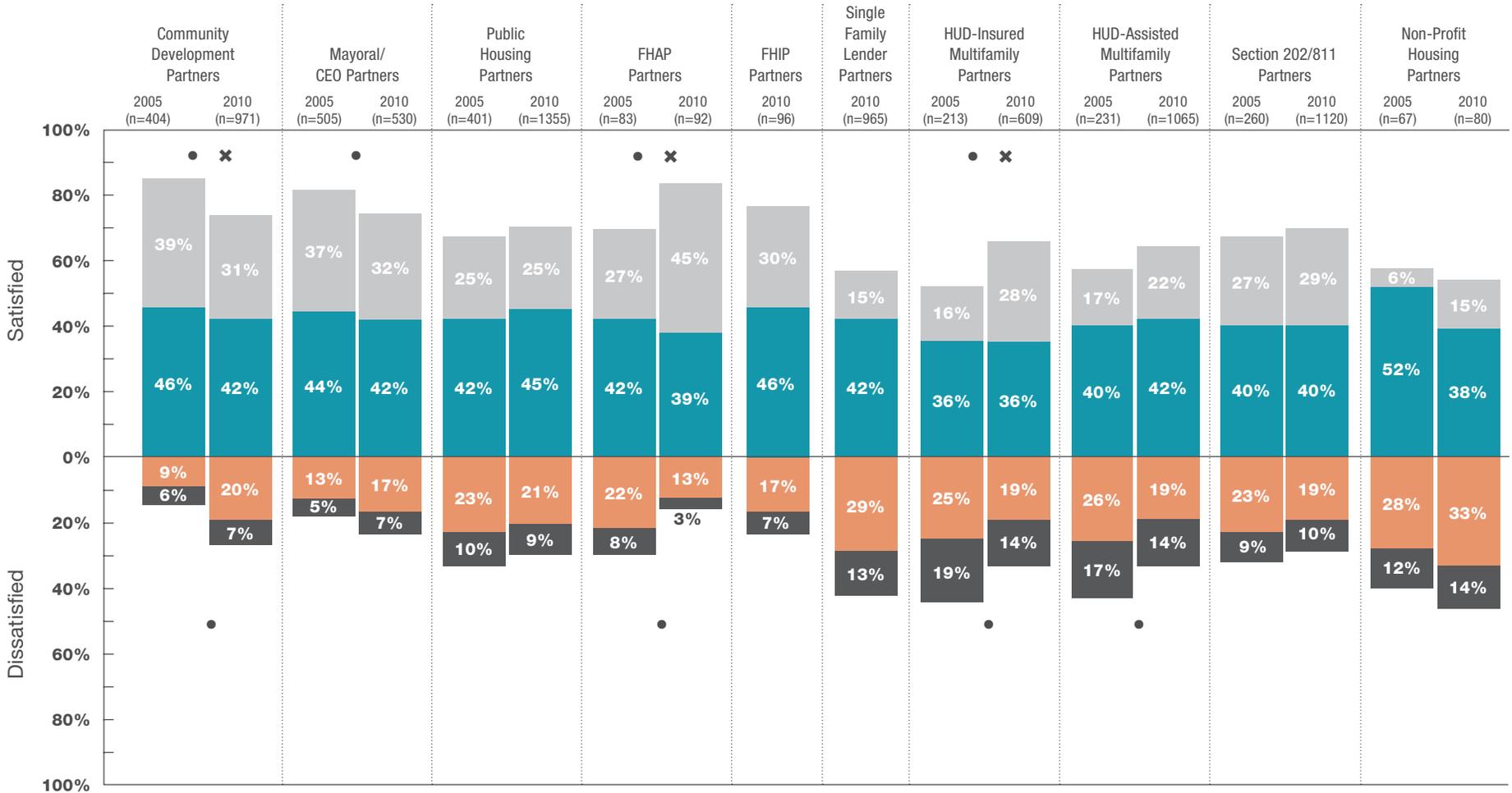
● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 17. How satisfied or dissatisfied are you at the present point in time with the consistency of guidance you currently receive from HUD?
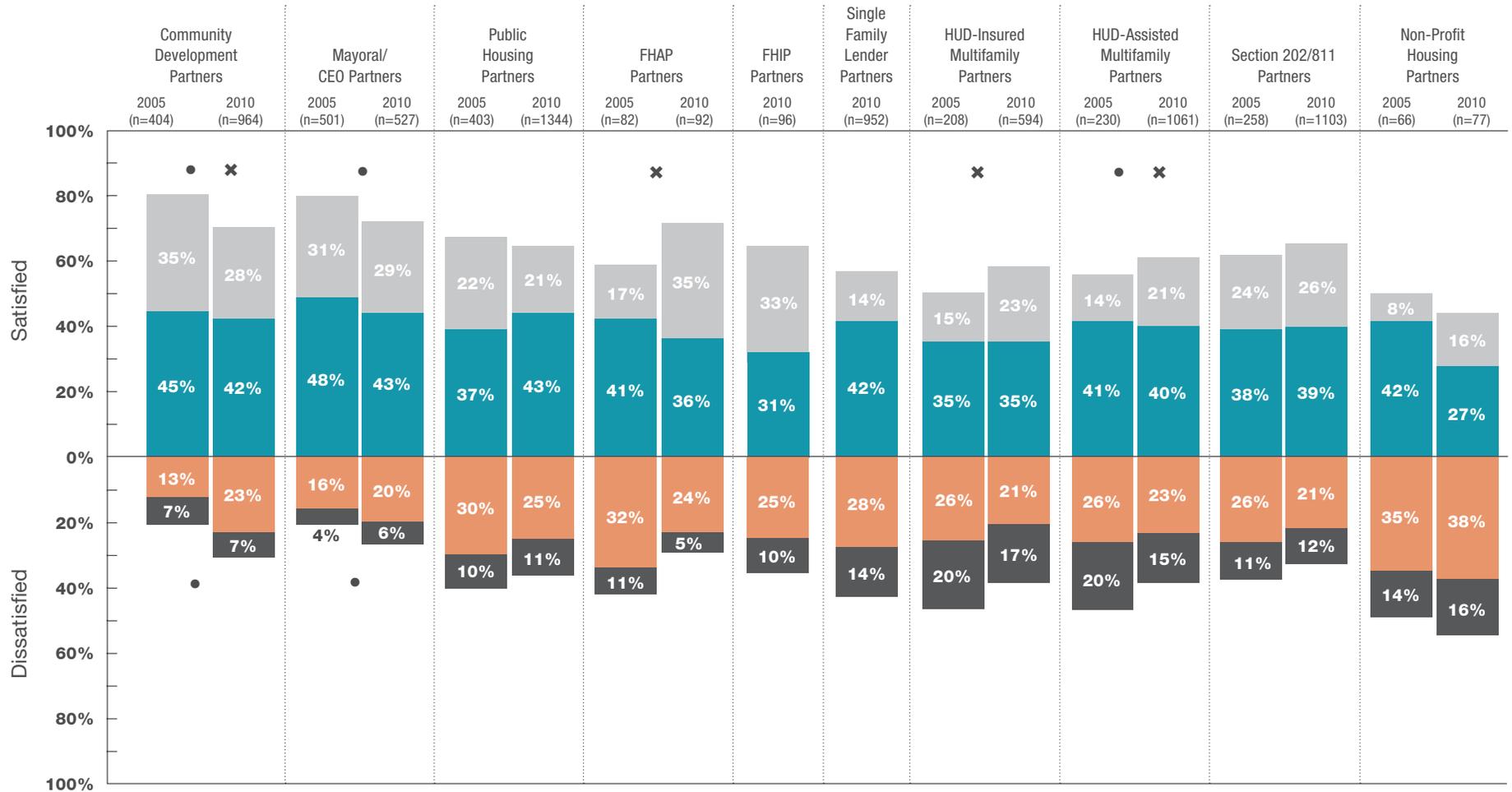
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very

Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Another issue is timeliness of requests. We are frequently asked to respond within 24 hours or less on certain items. On the other hand, when we request information, it can take up to several weeks before it is addressed.
—Public Housing Agency

My principle dissatisfactions with HUD have to do with its cumbersome qualities— generally so weighed down by their own regulations that they're slow to respond on nearly everything. My other dissatisfaction is less with HUD and how they operate and more with the shortage of critical resources needed—the things they don't do, or don't do enough of.
—Non-Profit Organization

While Satisfaction Ratings Were Generally Modest Regarding Decision-making Timeliness and Clarity of Rules, FHIP Partners Were Mostly Satisfied With Both

The timeliness of HUD decision-making.

HUD partners were asked to consider such things as requests for waivers, rulings, and approvals when assessing their satisfaction with the timeliness of HUD decision-making (see exhibit 18). Satisfaction levels ranged from a high of 78 percent for FHAP agency partners to a low of 33 percent for HPN-affiliated non-profit housing organization partners. In between were community development directors, mayors/CEOs, and Section 202/811 owners (where about 6 out of every 10 partners were satisfied) to bare majorities of PHA directors, FHIP organization directors, HUD-insured multifamily owners, and HUD-assisted multifamily owners.

The following changes have occurred since 2005 with respect to the extent to which partner groups expressed satisfaction with the timeliness of decision-making at HUD:

- There was a statistically significant 9-percentage-point *decline* in the satisfaction levels of community development directors and mayors/CEOs, and a statistically significant decline in the proportion of community development directors who were very satisfied (by 6 percentage points).

- The largest improvement in satisfaction involved FHAP agency partners (by 18 percentage points). Other observed improvements involved HUD-insured multifamily owners (12 percentage points), HUD-assisted owners (10 percentage points), and Section 202/811 owners (9 percentage points); also, the proportion of HUD-insured partners who were *very* satisfied improved by 7 percentage points from 2005 to 2010.

HUD is the most poorly run government entity I've ever worked with. Staffing is insufficient. Training is insufficient, and HUD personnel, particularly the front line staff, appear afraid to make a decision on anything slightly out of the ordinary. If you are fortunate enough to have someone good as your primary contact, you may be able to get things done. If not, your organization will have a difficult time addressing issues. If HUD does nothing else over the next period, they should concentrate on improving organizational management and becoming much more user friendly.
—Non-Profit Organization

The clarity of HUD rules and requirements.

HUD partners were asked to assess the clarity of HUD's rules and requirements that applied to their agencies, businesses, or organizations— that is, how easy such rules were to understand. Compared with other aspects of HUD-partner relationships, satisfaction with the clarity of HUD's rules was relatively low except for FHAP agencies (see exhibit 19).

Satisfaction levels ranged from a high of 81 percent for FHAP directors to a low of 39 percent for HPN-affiliated non-profit organization directors. In between were FHIP organization partners (62 percent) and all others (where the levels are between 44 and 50 percent). Only FHAP directors improved their satisfaction levels since 2005 (by 15 percentage points overall—and by 17 percentage points in the extent to which they were *very* satisfied).

HUD is a maze, which is near impossible to navigate, layer upon layer of bureaucracy. One cannot get a straight answer from anyone. They refer you to the manual, which is over 900 pages long.
—Multifamily Owner

Satisfaction With the Time Commitment Needed To Comply With HUD Reporting Requirements Varies Considerably Across Partner Groups

Partners were asked about their satisfaction with the time commitment needed to comply with HUD reporting requirements. Depending on the program, such reporting generally involves use of one or another HUD system— such as the Integrated Disbursement and Information System (IDIS) for community development departments, Title VIII Automated Paperless Office Tracking System (TEAPOTS) for FHAP agencies, Tenant Rental Assistance Certification System (TRACS) and the Real Estate Assessment Center (REAC) for non-profit housing organizations and multifamily housing ownership entities, and REAC and the PIH Information Center (PIC) for PHAs.[38]

38 This question was not asked of mayors.

Exhibit 18. How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD?
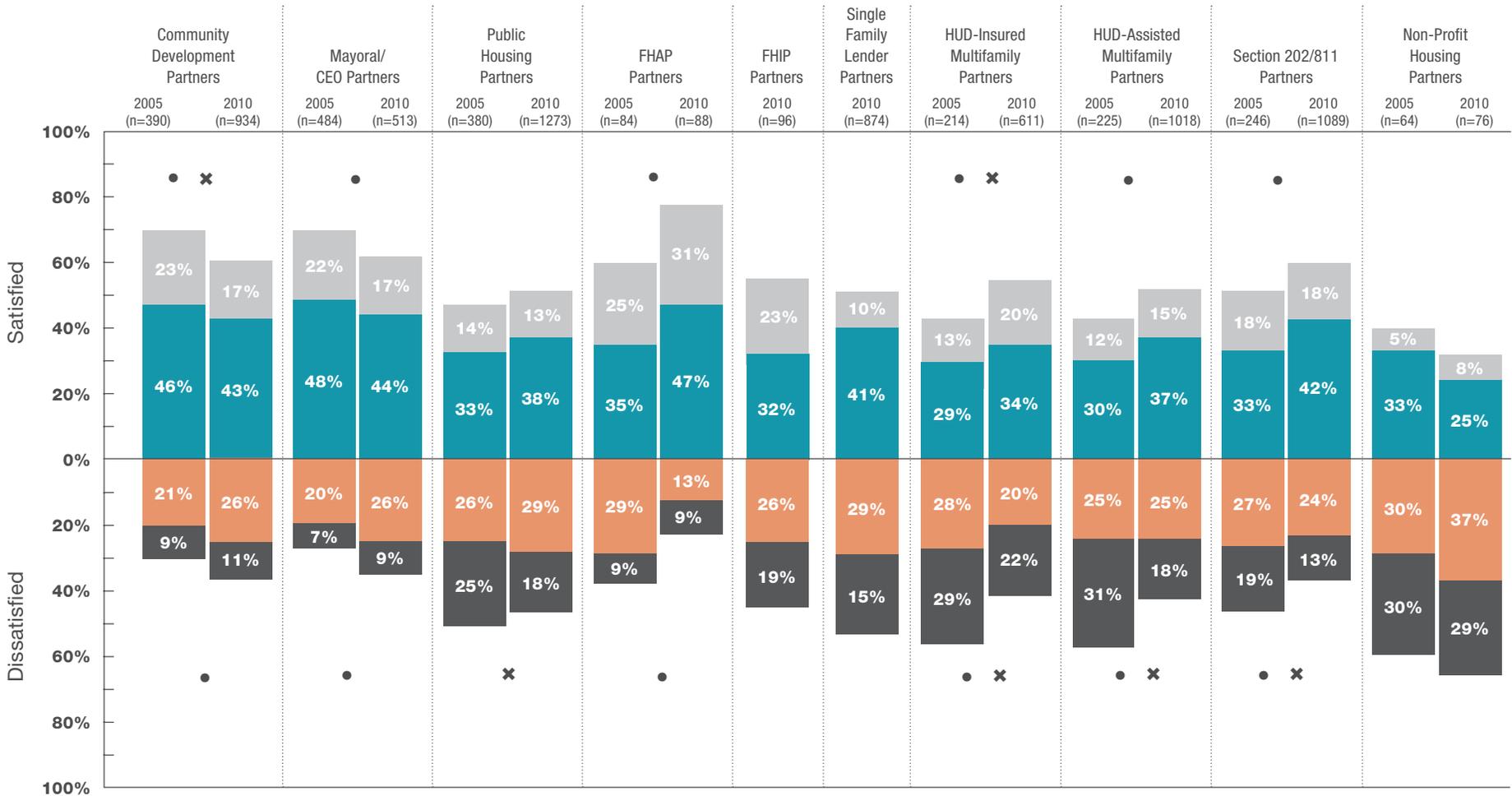
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very | Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 19. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your business or organization; in other words, how easy they are to understand?

CEO = Chief Elected Official. FHA = Federal Housing Administration. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network.

Very | Somewhat

• Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 20. How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?
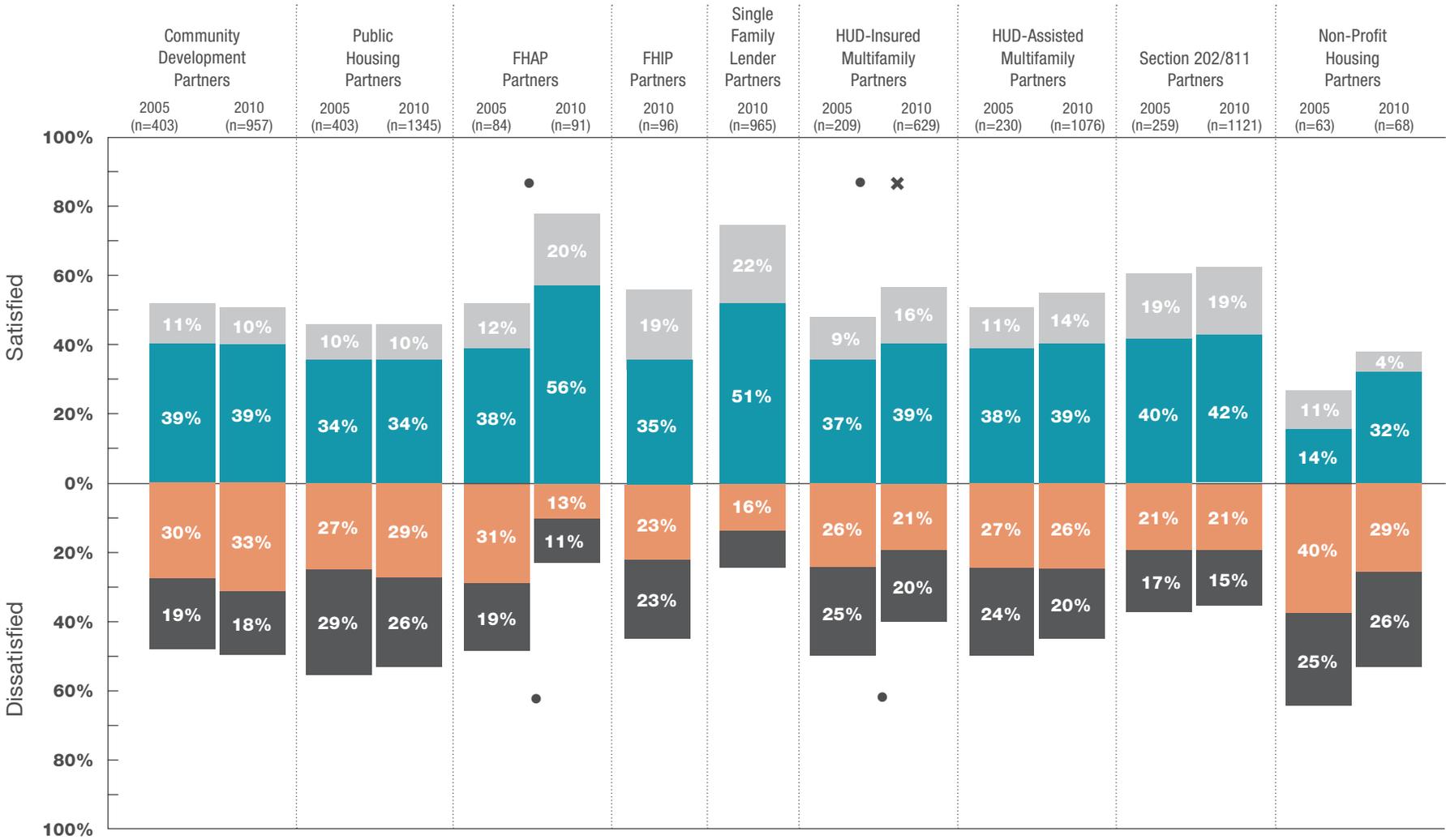
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very | Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

HUD needs a good database. We report the same information in three different formats.
—FHIP Organization

Except for the FHAP agency directors and single family lenders, satisfaction levels were relatively low with respect to assessing the time commitment required for reporting to HUD. Of the remaining groups, the high end of the satisfaction range was 61 percent for Section 202/811 owners, and the low end was 36 percent for HPN-affiliated non-profit housing organizations (see exhibit 20). Among FHAP agency directors, 79 percent reported being satisfied with reporting time requirements—a statistically significant 29-percentage-point improvement from the group's 2005 rating. Single family lenders reported a 73-percent satisfaction rating.[39]

Partners Were Generally Satisfied With Their Interactions With HUD Personnel, but Some Dissatisfaction Is Apparent

HUD partners were asked to assess aspects of their interactions with HUD personnel. Questions covered HUD staff responsiveness, competence, knowledge, skills, and abilities, as well as partners' ability to reach such people.

The responsiveness of HUD staff.

A majority, and, in some cases, a sizeable majority, of HUD partners were satisfied with the responsiveness of the HUD personnel with whom they dealt. Satisfaction levels ranged from a high of 88 percent (for FHAP agency directors) to a low of 65 percent (for single family lenders). Presumably, the personnel referred to were mainly in HUD's field and regional offices, Hubs, and HOCs (see exhibit 21).[40] Equally noteworthy is the large proportion of some partner groups indicating they were very satisfied with HUD staff responsiveness—59 percent of FHAP agencies, 50 percent of community development directors and mayors/CEOs, and 49 percent of FHIP organizations. The only statistically significant changes between 2005 and 2010 involved declines in the extent to which community development and mayoral/CEO partners were very satisfied

with HUD staff responsiveness. Community development directors and mayors/CEOs registered declines of 10 and 7 percentage points, respectively.

The problem we have with HUD field office (especially capital fund programs) is that they do not return phone calls, ever. You talk to voice mail but never a live person.
—Public Housing Agency

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39 Since lenders were not surveyed in 2005, no comparative data exist against which to judge change.

40 Indeed, some respondents commented at the end of the survey that they were referring to field office staff when answering questions about the people at HUD with whom they dealt.

Exhibit 21. How satisfied or dissatisfied are you at the present point in time with the responsiveness of the people with whom you currently deal at HUD?
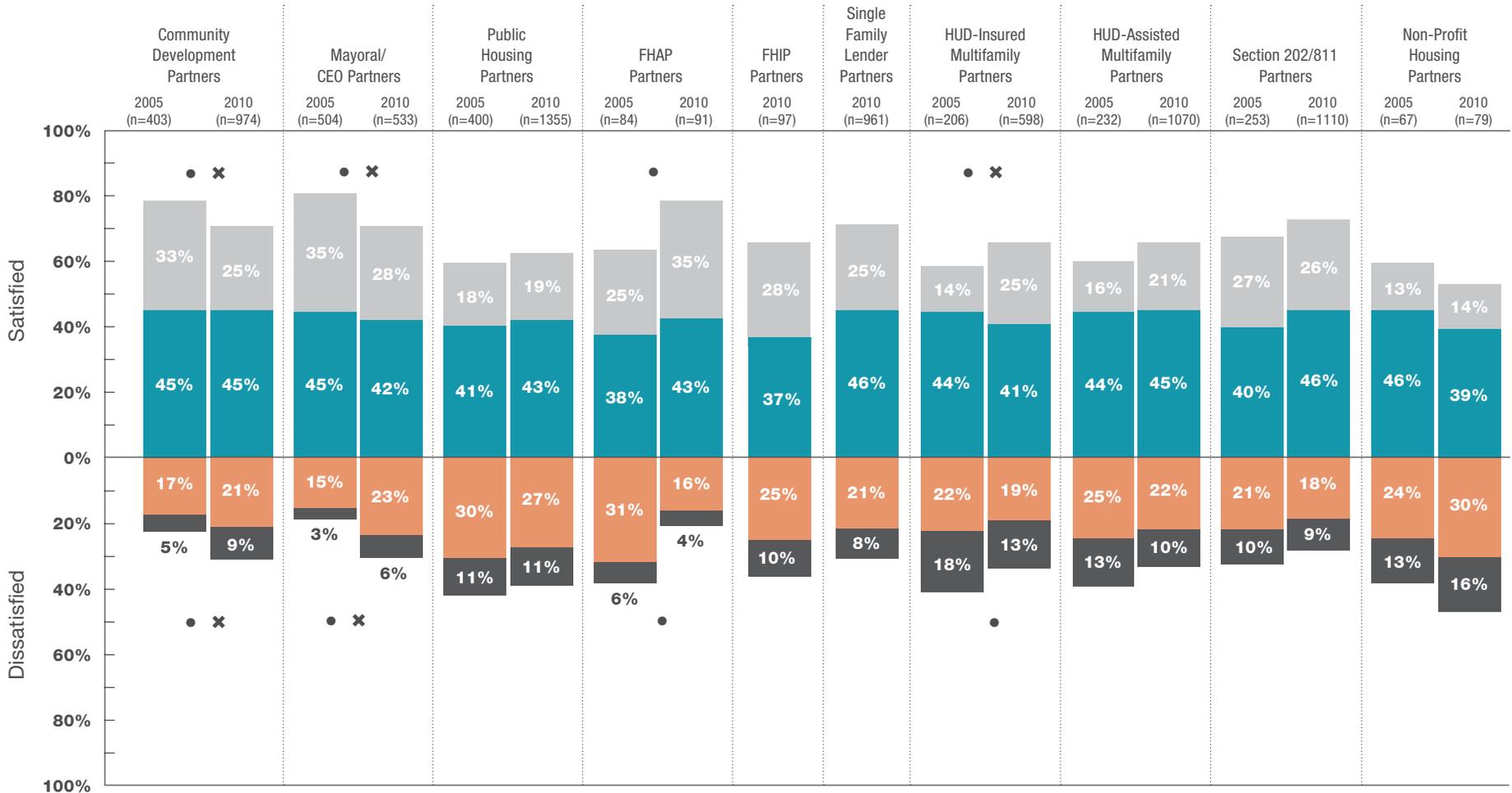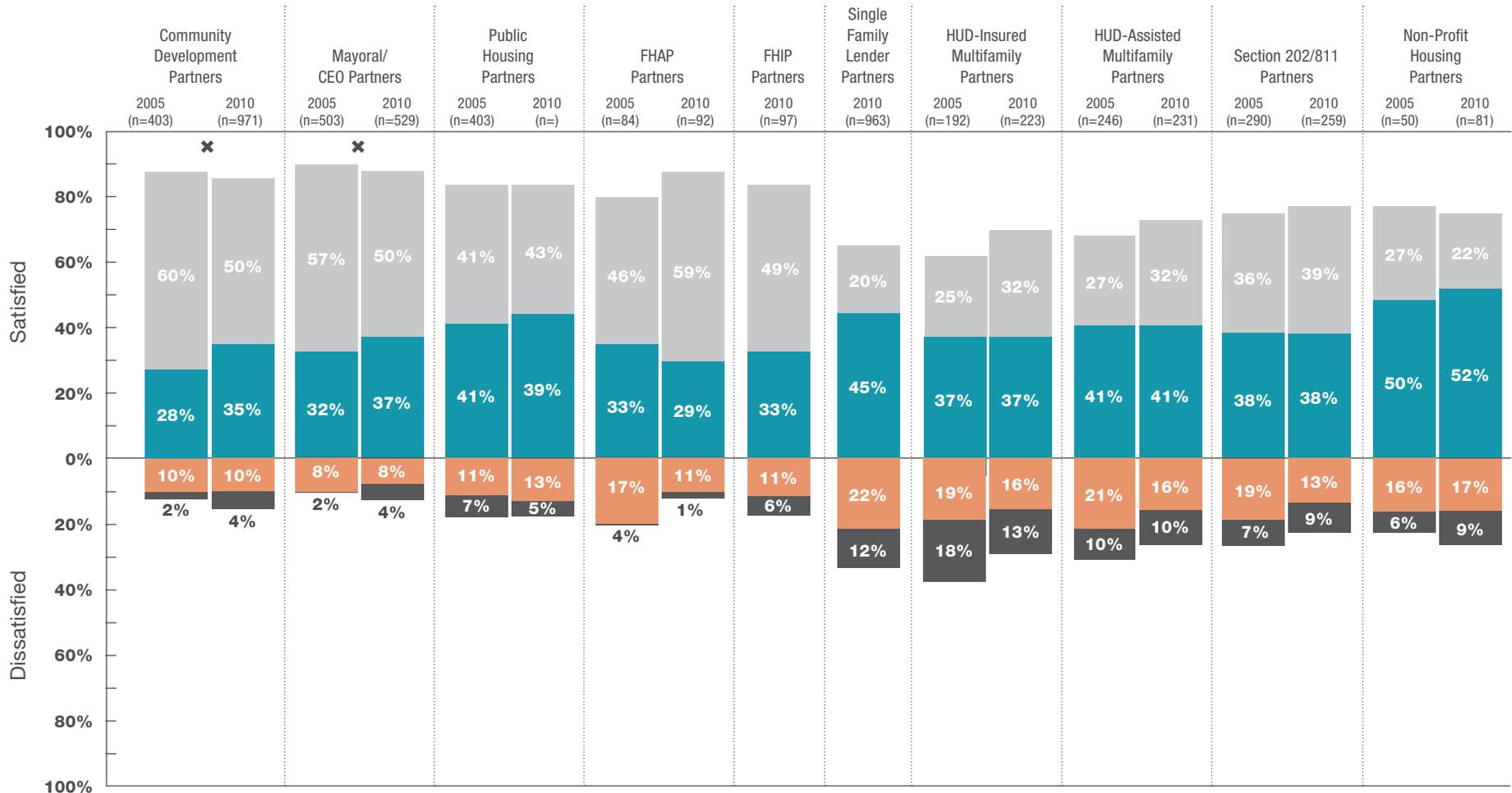

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very   Somewhat

●   Statistically significant change in overall satisfaction or dissatisfaction

✖   Statistically significant change in very satisfied or very dissatisfied

> Field office staff—especially direct line—are generally very helpful. Staff at HQ or in specialty offices much less so.
> —*Public Housing Agency*

> Headquarters staff are true partners and will serve as your advocate if it is deserved. If you could just get the field staff to operate like HQ staff it would be great!
> —*Public Housing Agency*

The competence of HUD staff.

Asked about the competence of the HUD people with whom partners currently deal, 91 percent of FHAP agency directors, 84 percent of mayors/CEOs, and 82 percent of community development agency directors said they were satisfied. Indeed, more than one-half of FHAP partners said they were *very* satisfied. Large numbers of other partner groups were also *very* satisfied with the competence of HUD staff; for example, 45 percent of community development and mayoral/CEO partners. However, there was a 7-percentage-point decline in the extent to which community development directors were *very* satisfied with HUD staff competence since 2005—the only statistically significant change in satisfaction across all partner groups (see exhibit 22). Finally, at the low end, 65 percent of HPN-affiliated non-profit housing organization directors indicated they were satisfied with the competence of HUD staff.

> Relying upon one field office for information and questions has been in vain. The rep assigned to our project isn't aware of her job duties nor is she capable of answering most of the questions or inquiries forwarded to her. Until recently, reaching her was nearly impossible. She was very non-responsive until her supervisor was contacted.
> —*Mayor's/CEO's Office*

HUD staff's knowledge, skills, and abilities.

Most partners were satisfied with the extent to which HUD employees had the knowledge, skills, and ability to do their work (see exhibit 23). Groups expressing the highest levels of satisfaction were FHAP agencies, mayors/CEOs, and community development departments; the group with the lowest level of satisfaction was HUD-insured multifamily owners, at 68 percent.

Several changes have occurred since 2005 in partner ratings of HUD staff knowledge, skills, and abilities. There was a statistically significant 5-percentage-point decline in community development directors' satisfaction ratings, and a 9-percentage-point decline in the extent to which they were very satisfied. On the other hand, a 5-percentage-point improvement in the extent to which PHA directors were satisfied with HUD staff knowledge, skills and abilities, and an 8-percentage-point improvement in the satisfaction levels of HUD-assisted multifamily partners.

Exhibit 22. How satisfied or dissatisfied are you at the present point in time with the competence of the people with whom you currently deal at HUD?

	Community Development Partners		Mayoral/ CEO Partners		Public Housing Partners		FHAP Partners		FHIP Partners	Single Family Lender Partners	HUD-Insured Multifamily Partners		HUD-Assisted Multifamily Partners		Section 202/811 Partners		Non-Profit Housing Partners	
Year	2005 (n=405)	2010 (n=966)	2005 (n=504)	2010 (n=524)	2005 (n=402)	2010 (n=1351)	2005 (n=84)	2010 (n=90)	2010 (n=95)	2010 (n=955)	2005 (n=220)	2010 (n=643)	2005 (n=232)	2010 (n=1062)	2005 (n=259)	2010 (n=1129)	2005 (n=68)	2010 (n=82)
Very satisfied (gray)	52%	45%	48%	45%	34%	38%	38%	51%	42%	20%	26%	31%	25%	31%	34%	38%	25%	24%
Somewhat satisfied (teal)	34%	37%	39%	39%	44%	42%	44%	40%	37%	49%	38%	40%	47%	44%	41%	41%	46%	41%
Somewhat dissatisfied (orange)	11%	13%	9%	11%	15%	13%	14%	8%	9%	22%	18%	16%	18%	13%	17%	12%	21%	26%
Very dissatisfied (dark)	3%	4%	2%	3%	7%	6%	4%	1%	12%	8%	16%	10%	10%	9%	5%	7%	4%	9%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Legend:
- Very (gray / dark)
- Somewhat (teal / orange)
- ● Statistically significant change in overall satisfaction or dissatisfaction
- ✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 23. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?
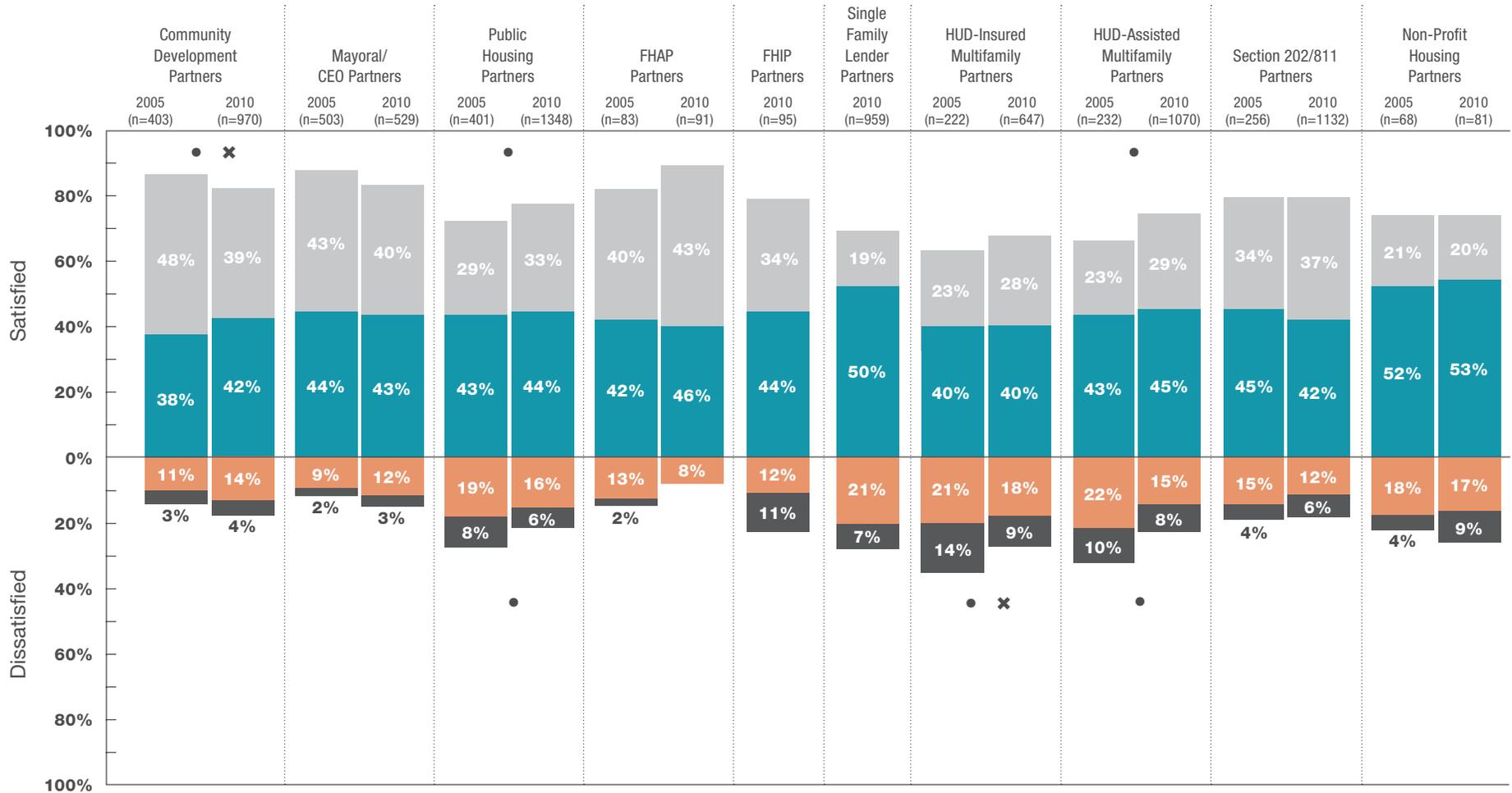
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

	Very			Somewhat

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

The ability to reach people at HUD.

A final indication of the extent of partner satisfaction with HUD working relationships involves their ability to reach HUD staff (see exhibit 24). At the high end, 91 percent of FHAP partners, 87 percent of mayors/CEOs, and 84 percent of community development partners expressed satisfaction. At the low end, only 42 percent of single family lenders were satisfied with their ability to reach HUD/FHA personnel. That is a 49-percentage-point difference between the FHAP and single family partners satisfaction levels, and a 25-percentage-point difference between them and HUD-insured multifamily partners (the group that is least satisfied with their ability to reach HUD personnel). As such, the single family lender ratings on this indicator are among the more dramatic differences observed in the 2010 partner surveys.

> This year there was one instance when I called about problems related to a HUD-owned property and I was never able to get an answer. I was transferred numerous times. No names or extensions were given to me each time I was transferred. I was finally transferred to a number that was not answered after 30 rings.
> —*Single Family Lender*

Highlights of partners' perspectives regarding interactions with HUD.

Exhibit 25 summarizes 2010 survey results regarding partners' working and interpersonal relationships with HUD. Groups with 80 percent or more members who express satisfaction with one or another indicator are highlighted in green, and those with less than 50 percent of their members expressing satisfaction are highlighted in red.

Community development directors, mayors, PHA directors, FHAP agency directors, and FHIP organization directors expressed high rates of satisfaction with respect to at least three, and up to seven, indicators, with FHAP partners expressing satisfaction with seven. Conversely, single family lenders, HUD-insured multifamily owners, HUD-assisted multifamily owners, Section 202/811 owners, and HPN-affiliated non-profit groups did not exhibit satisfaction levels higher than 80 percent with respect to any aspect of their working and interpersonal relations with HUD.

As is also apparent in exhibit 25, one or more partner groups expressed especially low levels of satisfaction with several aspects of their working relations with HUD—including consistency of guidance, clarity of rules and regulations, time commitments needed to comply with reporting requirements, and timeliness of decision-making. Four such groups reported low levels of satisfaction with the clarity of HUD rules and requirements. Single family lenders expressed particularly low levels of satisfaction with their ability to reach HUD staff. And, finally, HPN-affiliated non-profit housing organizations showed the lowest levels of satisfaction with the relationship issues indicated.

Exhibit 24. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?
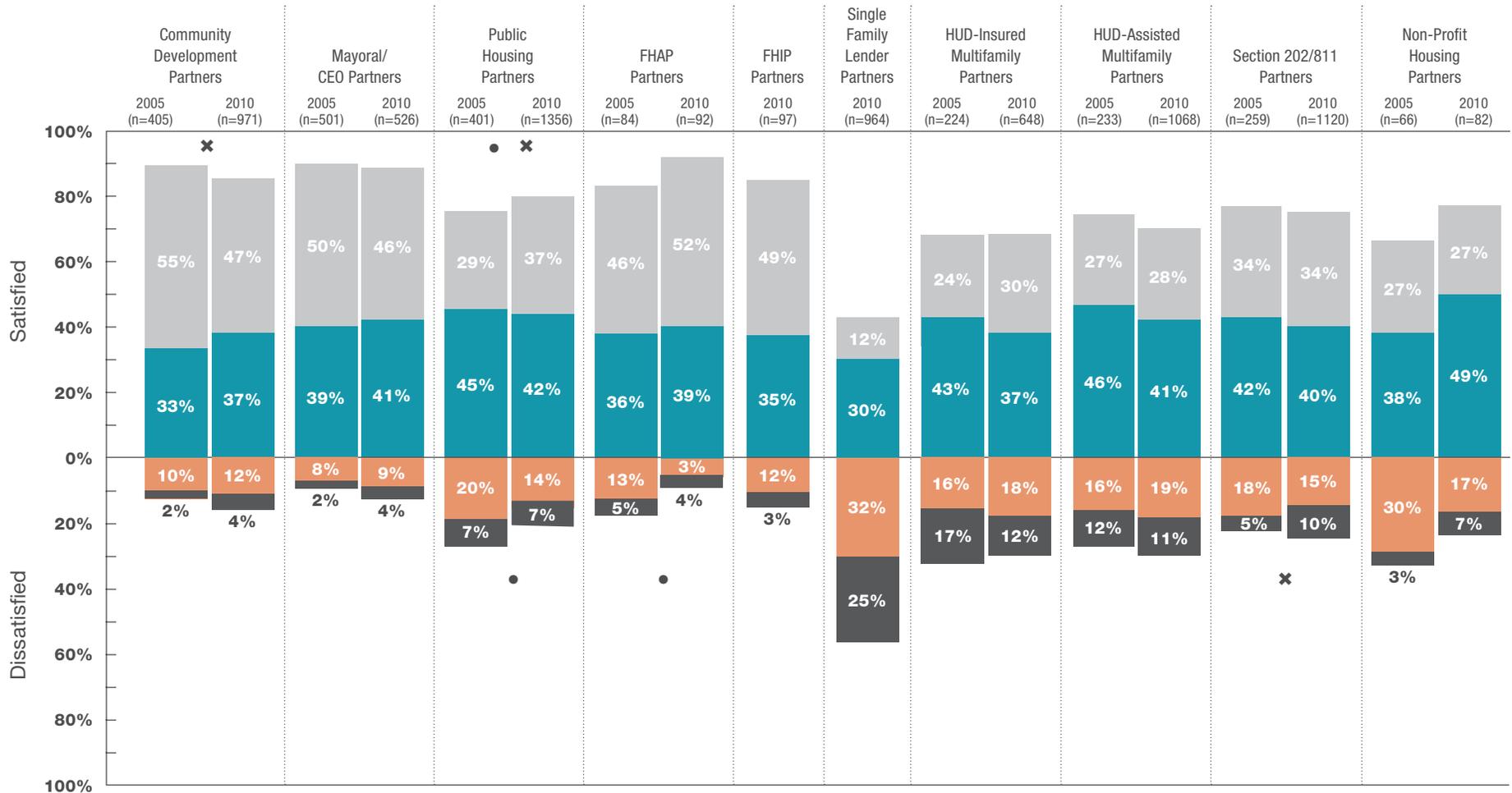
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Very ☐ ☐   Somewhat ☐ ☐

● Statistically significant change in overall satisfaction or dissatisfaction

✖ Statistically significant change in very satisfied or very dissatisfied

Exhibit 25. Especially high and low levels of satisfaction expressed by HUD partner groups, by indicator

Indicator	Community Development Directors	Mayors CEOs	PHA Directors	FHAP Agency Directors	FHIP Organization Directors	Single Family Lenders	HUD-Insured Multifamily Owners	HUD-Assisted Multifamily Owners	Section 202/811 Owners	Nonprofit Housing Organization Directors
Responsiveness of HUD People	86%	87%	82%							
Ability to Reach HUD People	84%	87%	80%	91%	84%	42%				
Competence of HUD People	82%	84%		91%						
Responsiveness of HUD People				88%	82%					
Extent of Employee Knowledge, Skills, and Abilities	81%	83%		89%						
Quality of Information from HUD	81%	81%	80%	88%	81%					
Timeliness of Information from HUD										
Quality of Guidance from HUD				84%						
Consistency of Guidance from HUD										43%
Clarity of HUD Rules and Requirements			47%	81%			48%	44%		39%
Time Commitments to Comply with Reporting Requirements	49%		44%							36%
Timeliness of Decision-making by HUD										33%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. PHA = Public Housing Agency.

Low Levels of Satisfaction　　High Levels of Satisfaction

*ASSESSMENTS OF HUD IN SELECTED PARTNERS'
OWN WORDS*

Clarity and especially timeliness to queries is not very good at field office level. Any issue to matter that has to go to Headquarters is a joke in terms of getting a timely response. Biggest problem is absence of real and thorough delegation of authority to the field office. Regional directors should be decision makers, not figureheads. HUD is classic discredited top-down management. Washington does not trust the decision-making of field office, despite the fact that most decisions in the housing field are not rocket science. Empowering the field offices will make the department more focused on its fundamental mission rather than obsession with regulatory enforcement.
—*Public Housing Agency*

1. From an underwriting standpoint, the Resource Center is little or no help as they merely send guidelines we already can access. We need explanation or interpretation of guidelines from time to time and staff at Resource Center cannot provide. Also, answers often do not answer questions and differ from answers provided by HOC. 2. HOC personnel are inconsistent on answers or will not honor at insuring what (was) relayed in discussing loan particulars. 3. HOC personnel most difficult to contact and with one or two exceptions, we have come to realize their answers cannot be trusted.
—*Single Family Lender*

Staff are excellent people to deal with. But program regulations are cumbersome and subject to broad interpretation. Monitoring and recording requirements are excessive, overburdening, and expensive with admin costs. Administration caps are unrealistic and need to be raised dramatically to allow staff to run programs effectively.
—*Community Development Department*

The survey is difficult to complete in that some HUD personnel are exceptional while others are miserable—the survey is general and therefore the good is tainted by the not so good.
—Public Housing Agency

I love serving the low-income elderly, but I am disgusted with the regulations and will not be continuing in housing management. Every year the regulations and requirements get more and more absurd.
—*Multifamily Owner*

PART 4: PARTNER PERSPECTIVES REGARDING HUD'S TRAINING AND TECHNICAL ASSISTANCE MECHANISMS AND ELECTRONIC COMMUNICATIONS MEDIA

HUD connects to its partners in many ways, including through the provision of training and technical assistance, and uses various communications media—increasingly including electronic transmissions. Such interactions are important to the quality of partner relationships with HUD. Part 4 reports on partners' assessments of the usefulness of various HUD training and technical assistance methods and on the effectiveness of different electronic communications media.

Data are presented here in two forms. Bar charts are used to display the full range of responses to questions about training and technical assistance mechanisms and electronic communications media. The charts include the percentage of partners who indicated they had not used the various mechanisms or media. In addition, data regarding the usefulness of training and technical assistance mechanisms and the effectiveness of electronic communications media are presented in tabular form for just those partners who had used the various mechanisms and media.

Groups Used and Valued Various Kinds of Training and Technical Assistance Mechanisms and Electronic Communications Media, but to Different Degrees

Satisfaction with HUD training and technical assistance mechanisms.

HUD provides its partners with various forms of training and technical assistance, using a range of approaches and media. Included are HUD-sponsored conferences and satellite broadcasts, HUD-sponsored training programs conducted by contractors, HUD's web page, HUD's webcast training,

and HUD officials and staff participating in panel discussions or training sessions organized by non-HUD groups. Partners were asked if they had used such training or technical assistance and, if so, whether they had found it useful.

> HUD has changed its relationship from technical support, training, and auditing to exclusively auditing.
> —*Public Housing Agency*

> HUD staff needs to be much better about answering questions instead of pointing us back to regulations or steering us to other sources. HUD technical assistance tools and instructions also need to use "plain English" in order to be less confusing. Furthermore, HUD instructions and technical assistance tools should not assume that all its clients have thorough knowledge of its programs.
> —*Community Development Department*

Use of training and technical assistance varies by type of approach and partner group (see exhibit 26). For example, most partners had used HUD's web page although HUD-insured multifamily owners had used it the least. Indeed, HUD-insured owners were the least likely to use any of the training and technical assistance mechanisms provided by HUD. Other multifamily owners, single family lenders, FHAP agencies, and HPN-affiliated non-profit housing organizations had also tended to use these mechanisms at more modest levels than community development developments, mayors/CEO offices, PHAs, and FHIP organizations.

Of those partners who used one or another training or technical assistance mechanism, some variation exists in the extent to which each criterion was considered useful. And, while very few partners considered such training or technical assistance "not at all" or "not too" useful, variation was evident in the extent to which they were rated as either "somewhat" or "very" useful. Tabular exhibits 27 through 32 show these variations for partners who used them, and bar chart exhibits 33 through 38 show the full distributions (including those who did not use each mechanism) in 2010 and, for comparison purposes, in 2005.

Exhibit 26. Proportion of partner groups that have not used HUD-related training and technical assistance

Training and Technical Assistance Mechanisms	Community Development Directors	Mayors CEOs	PHA Directors	FHAP Agency Directors	FHIP Organization Directors	Single Family Lenders	HUD-Insured Multifamily Owners	HUD-Assisted Multifamily Owners	Section 202/811 Owners	Nonprofit Housing Organization Directors
HUD-sponsored conferences	13%	15%	11%	2%	5%	48%	68%	37%	40%	40%
HUD-sponsored satellite broadcasts	26%	26%	13%	34%	11%	53%	75%	47%	52%	44%
HUD-sponsored training conducted by contractors	10%	13%	19%	42%	41%	51%	67%	28%	37%	33%
HUD's web page	2%	4%	1%	1%	3%	6%	31%	10%	12%	7%
HUD's webcast training	23%	23%	7%	50%	15%	40%	73%	40%	45%	49%
HUD participation non-HUD panel discussions and training	27%	30%	16%	26%	32%	NA	68%	39%	45%	28%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. PHA = Public Housing Agency.

■ Lower Non-Usage Rate (≤ 33%) ■ Medium Non-Usage Rate (34% to 66%) ■ Higher Non-Usage Rate (67%+)

Usefulness of HUD-sponsored conferences.

Most of the HUD partner entities that attended HUD-sponsored conferences found them to be useful. Although the smallest proportion considering the conferences to be useful was 58 percent (HUD-insured owners), more than 7 out of every 10 partners across the other groups came to this conclusion, including 93 percent of FHAP agencies. The proportion of partners who considered HUD-sponsored conferences to be very (as opposed to somewhat) useful varies widely, however, from a low of 10 percent—HPN-affiliated non-profit housing organizations, to a high of 50 percent—FHAP agencies (see exhibits 27 and 33).

Usefulness of HUD-sponsored satellite broadcasts. HUD partners also varied in the degree to which they judged HUD-sponsored satellite broadcasts to be useful, ranging from a low of 33 percent (HUD-insured owners) to a high of 80 percent (PHAs). The proportion considering satellite broadcasts to be very useful ranged from 5 percent—HUD-insured owners, to 27 percent—PHAs (see exhibits 28 and 34).

Exhibit 27. Partners' assessment of the usefulness of HUD-sponsored conferences, by those who used them

HUD-Sponsored Conferences	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD-Insured Owners	HUD-Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Useful	46%	49%	39%	59%	34%	28%	24%	32%	36%	10%
Somewhat Useful	43	40	49	34	41	44	34	42	43	67
Not too Useful	7	6	8	6	19	11	13	10	9	6
Not Useful at All	1	1	1		3	4	5	3	1	2
Don't Know	3	4	2	1	3	14	25	13	11	14
Total	100%	100%	99%	100%	100%	101%	101%	100%	100%	99%
Number of Respondents	848	452	1,195	90	92	532	214	683	686	49

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. PHAs = Public Housing Agencies.

Exhibit 28. Partners' assessment of the usefulness of HUD-sponsored satellite broadcasts, by those who used them

HUD-Sponsored Satellite Broadcasts	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD-Insured Owners	HUD-Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Useful	18%	18%	27%	20%	19%	18%	5%	15%	18%	7%
Somewhat Useful	50	50	53	46	40	46	28	39	42	48
Not too Useful	22	21	15	17	24	13	16	20	15	17
Not Useful at All	3	2	2	3	10	6	8	7	5	2
Don't Know	7	8	3	14	7	17	43	19	20	26
Total	100%	99%	100%	100%	100%	100%	100%	100%	100%	100%
Number of Respondents	720	394	1,185	59	86	479	169	573	541	46

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. PHAs = Public Housing Agencies.

Usefulness of HUD participation in panel discussions and training sessions set up by non-HUD groups.

HUD officials and staff participate in panel discussions and training sessions set up by non-HUD groups as a means of discussing and conveying information about HUD policies and programs. Most HUD partners in a position to evaluate HUD participation in such discussions and sessions found them to be useful. The proportions, however, varies from a low of 49 percent (HUD-insured owners) to a high of 84 percent high (FHIP organization directors). And, the proportion judging HUD participation in panel discussions and training sessions to be very (as opposed to somewhat) useful also varies, from a low of 14 percent—HPN-affiliated non-profit housing organizations) to a high of 32 percent—PHAs (see exhibits 29 and 35).

Usefulness of HUD-sponsored training programs conducted by contractors.

Among partner groups that used contractor conducted, HUD-sponsored training programs, most considered the training useful. The low end of the range is 56 percent (HUD-insured owners) and the high end is 93 percent (community development departments). An especially wide range exists with respect to the proportion of partners judging training conducted by contractors to have been very useful; 14 percent of single family lenders are in this category compared with 53 percent of community development directors (see exhibits 30 and 36).

Exhibit 29. Partners' assessment of the usefulness of HUD participation in panel discussions and training sessions set up by non-HUD groups, by those who used them

HUD Participation in Panel Discussions and Training Sessions Set Up by Non-HUD Groups	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD-Insured Owners	HUD-Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Useful	23%	26%	32%	31%	29%	NA	17%	24%	25%	14%
Somewhat Useful	42	42	42	43	55	NA	32	39	36	50
Not too Useful	13	12	13	6	4	NA	10	12	10	19
Not Useful at All	2	3	2	—	1	NA	6	4	3	5
Don't Know	19	17	11	21	11	NA	35	20	25	12
Total	99%	100%	100%	101%	100%	NA	100%	99%	99%	100%
Number of Respondents	704	372	1,138	68	76	NA	211	664	632	58

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.

FHIP = Fair Housing Initiatives Program. PHAs = Public Housing Agencies.

Exhibit 30. Partners' assessment of the usefulness of training programs conducted by contractors, by those who used them

Training Programs Conducted by Contractors	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD-Insured Owners	HUD-Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Useful	53%	49%	25%	26%	23%	14%	16%	30%	33%	18%
Somewhat Useful	40	41	55	36	47	45	40	48	44	56
Not too Useful	4	4	9	4	5	14	10	8	6	7
Not Useful at All	1	1	2	2	5	5	5	2	2	2
Don't Know	2	5	10	32	19	22	30	12	15	17
Total	100%	100%	101%	100%	99%	99%	101%	100%	100%	100%
Number of Respondents	871	458	1,088	53	56	488	218	783	713	54

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. PHAs = Public Housing Agencies.

Usefulness of HUD's Internet web page.

Of those who had used HUD's web page on the Internet, a large majority considered it to be useful (see exhibits 31 and 37). Within every group, however, more partners said it was *somewhat*, as opposed to *very*, useful. Very few partners believed the web page not to have been useful at all.

- HUD is no better or worse (than) any other federal agency I have dealt with except as with regard to information technology. HUD is awful. The worst website, inability to implement EIV in efficient manner, poor recordkeeping, etc.
  —*Multifamily Owner*

- HUD's technology systems need major help. Too much "rule-making" by FAQs and new items.
  —*Public Housing Agency*

- The HUD website is confusing and sections are way out of date.
  —*Community Development Department*

Usefulness of HUD's webcast training.

Most partners who used HUD's webcast training rated it as useful, although somewhat more variation exists across groups with respect to this mechanism (see exhibits 32 and 38). In particular, HUD-insured owners, FHAP agencies, and HPN-affiliated non-profit housing organizations were somewhat less likely to have rated webcast training as useful compared with other groups. Note, however, that for reasons that are not clear, between 21 percent and 39 percent of such partners responded "don't know" to this question despite having the option of responding they had not used webcast training. Also note that most of those who had used webcast training considered it to have been *somewhat* as opposed to *very* useful.

Exhibit 31. Partners' assessment of the usefulness of HUD's web page, by those who used it

HUD's Web Page	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD- Insured Owners	HUD- Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Useful	26%	32%	35%	30%	31%	31%	22%	24%	26%	20%
Somewhat Useful	56	51	51	60	54	55	50	52	55	60
Not too Useful	15	13	11	7	15	10	15	15	12	13
Not Useful at All	3	2	2	2	—	2	5	4	3	3
Don't Know	—	2	1	1	—	2	9	5	4	4
Total	100%	100%	101%	100%	100%	101%	101%	100%	100%	100%
Number of Respondents	960	510	1,345	90	94	924	456	978	1,006	76

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. PHAs = Public Housing Agencies.

Exhibit 32. Partners' assessment of the usefulness of HUD's webcast training, by those who used it

HUD's Webcast Training	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD- Insured Owners	HUD- Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Useful	18%	23%	29%	13%	21%	23%	8%	19%	18%	14%
Somewhat Useful	54	52	55	44	43	51	33	39	49	43
Not too Useful	19	15	12	11	26	10	14	18	15	17
Not Useful at All	4	3	2	4	5	3	6	7	3	5
Don't Know	5	7	2	27	6	13	39	16	15	21
Total	100%	100%	100%	99%	101%	100%	100%	99%	100%	100%
Number of Respondents	749	408	1,254	45	89	612	182	649	620	42

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. PHAs = Public Housing Agencies.

Exhibit 33. HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD-sponsored conferences.
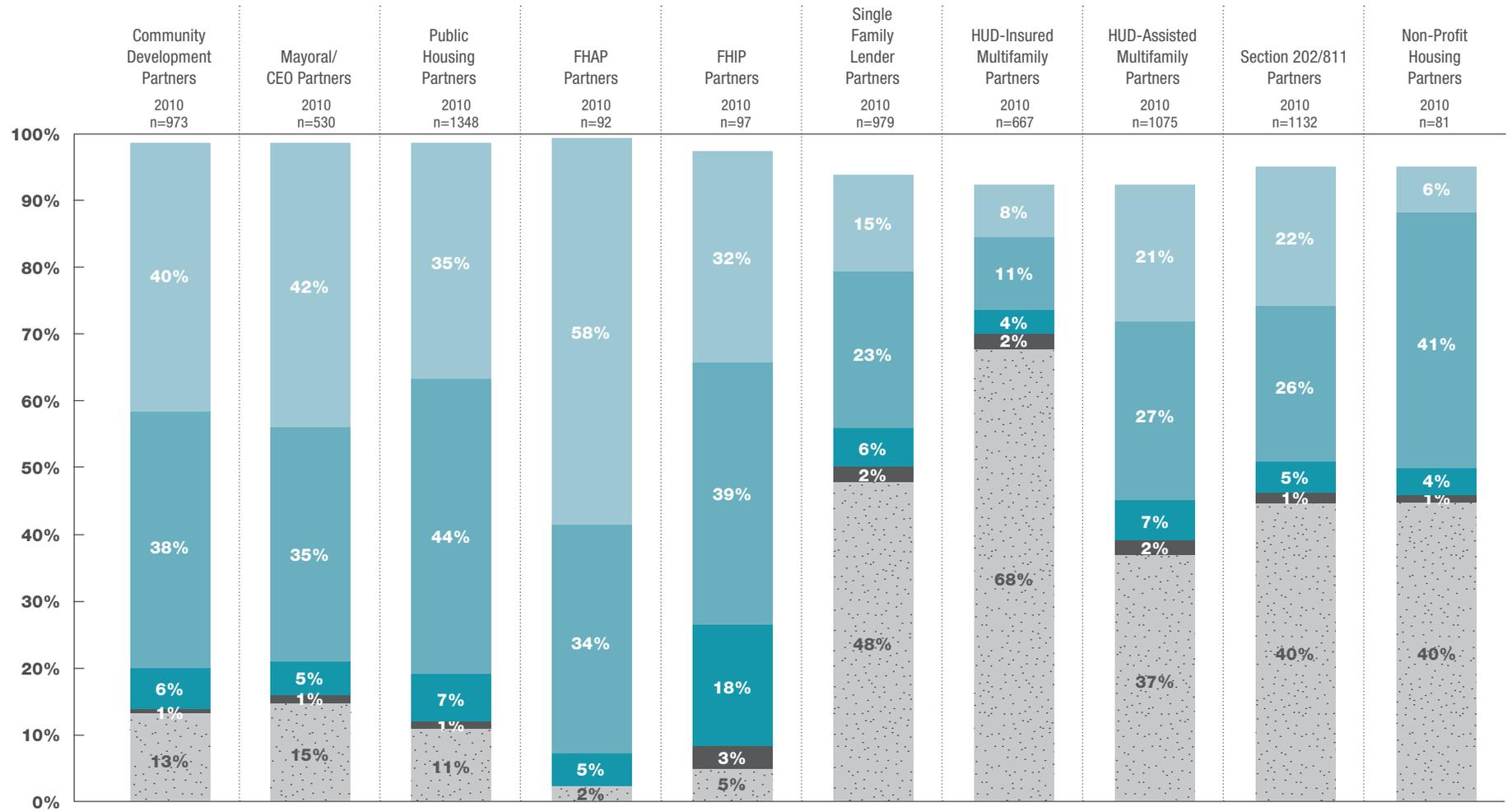
	Community Development Partners 2010 n=973	Mayoral/ CEO Partners 2010 n=530	Public Housing Partners 2010 n=1348	FHAP Partners 2010 n=92	FHIP Partners 2010 n=97	Single Family Lender Partners 2010 n=979	HUD-Insured Multifamily Partners 2010 n=667	HUD-Assisted Multifamily Partners 2010 n=1075	Section 202/811 Partners 2010 n=1132	Non-Profit Housing Partners 2010 n=81
Very useful	40%	42%	35%	58%	32%	15%	8%	21%	22%	6%
Somewhat useful	38%	35%	44%	34%	39%	23%	11%	27%	26%	41%
Not too useful	6%	5%	7%	5%	18%	6%	4%	7%	5%	4%
Not useful at all	1%	1%	1%		3%	2%	2%	2%	1%	1%
Have not used	13%	15%	11%	2%	5%	48%	68%	37%	40%	40%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Legend: ■ Very useful ■ Somewhat useful ■ Not too useful ■ Not useful at all ▒ Have not used

Exhibit 34. HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD-sponsored satellite broadcasts.
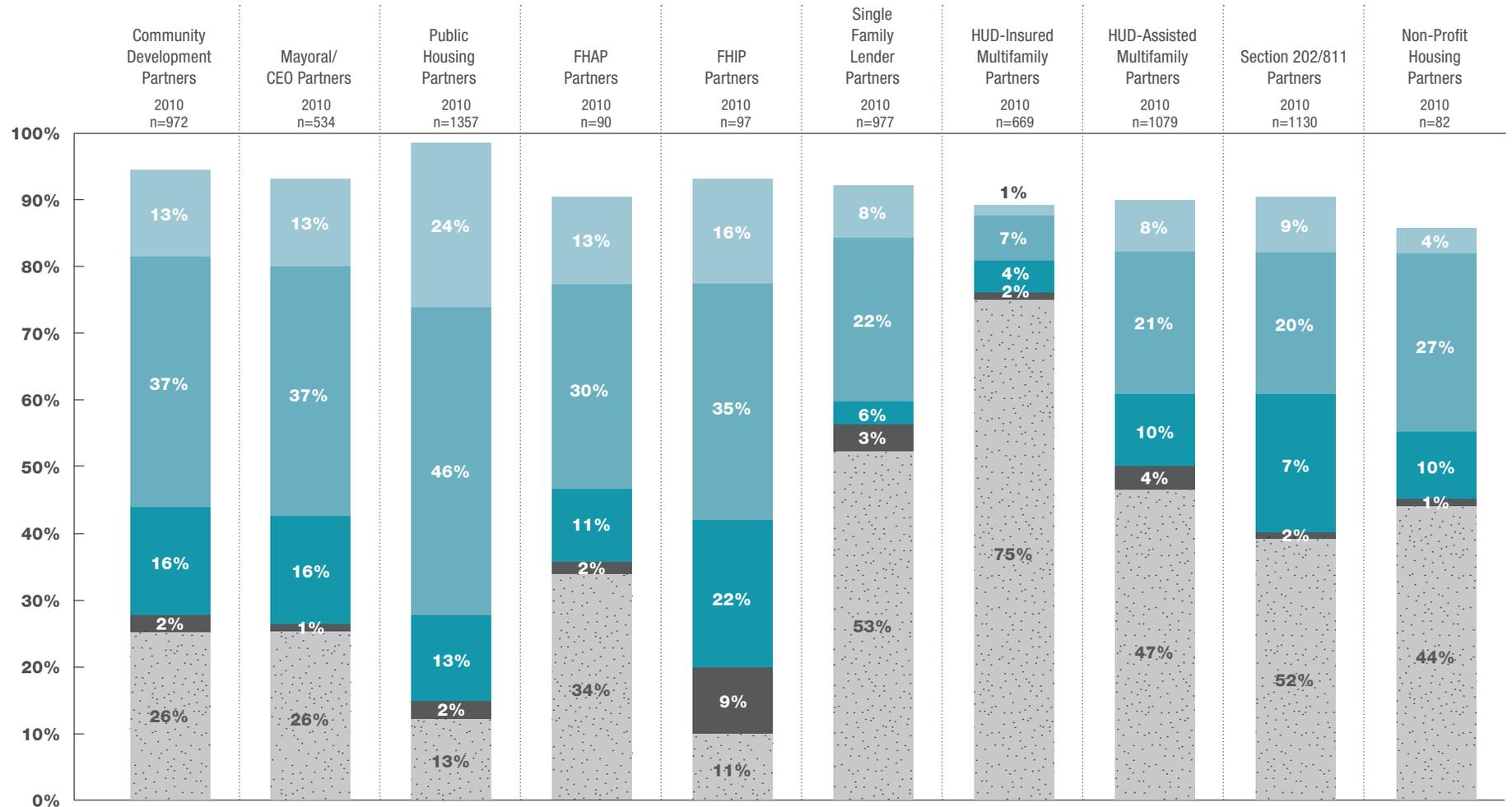
	Community Development Partners 2010 n=972	Mayoral/ CEO Partners 2010 n=534	Public Housing Partners 2010 n=1357	FHAP Partners 2010 n=90	FHIP Partners 2010 n=97	Single Family Lender Partners 2010 n=977	HUD-Insured Multifamily Partners 2010 n=669	HUD-Assisted Multifamily Partners 2010 n=1079	Section 202/811 Partners 2010 n=1130	Non-Profit Housing Partners 2010 n=82
Very useful	13%	13%	24%	13%	16%	8%	1%	8%	9%	4%
Somewhat useful	37%	37%	46%	30%	35%	22%	7%	21%	20%	27%
Not too useful	16%	16%	13%	11%	22%	6%	4%	10%	7%	10%
Not useful at all	2%	1%	2%	2%	9%	3%	2%	4%	2%	1%
Have not used	26%	26%	13%	34%	11%	53%	75%	47%	52%	44%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Very useful   Somewhat useful   Not too useful   Not useful at all   Have not used

Exhibit 35. HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD participation in panel discussions and training sessions set up by non-HUD groups. (This question was not asked of Single Family Lender Partners.)
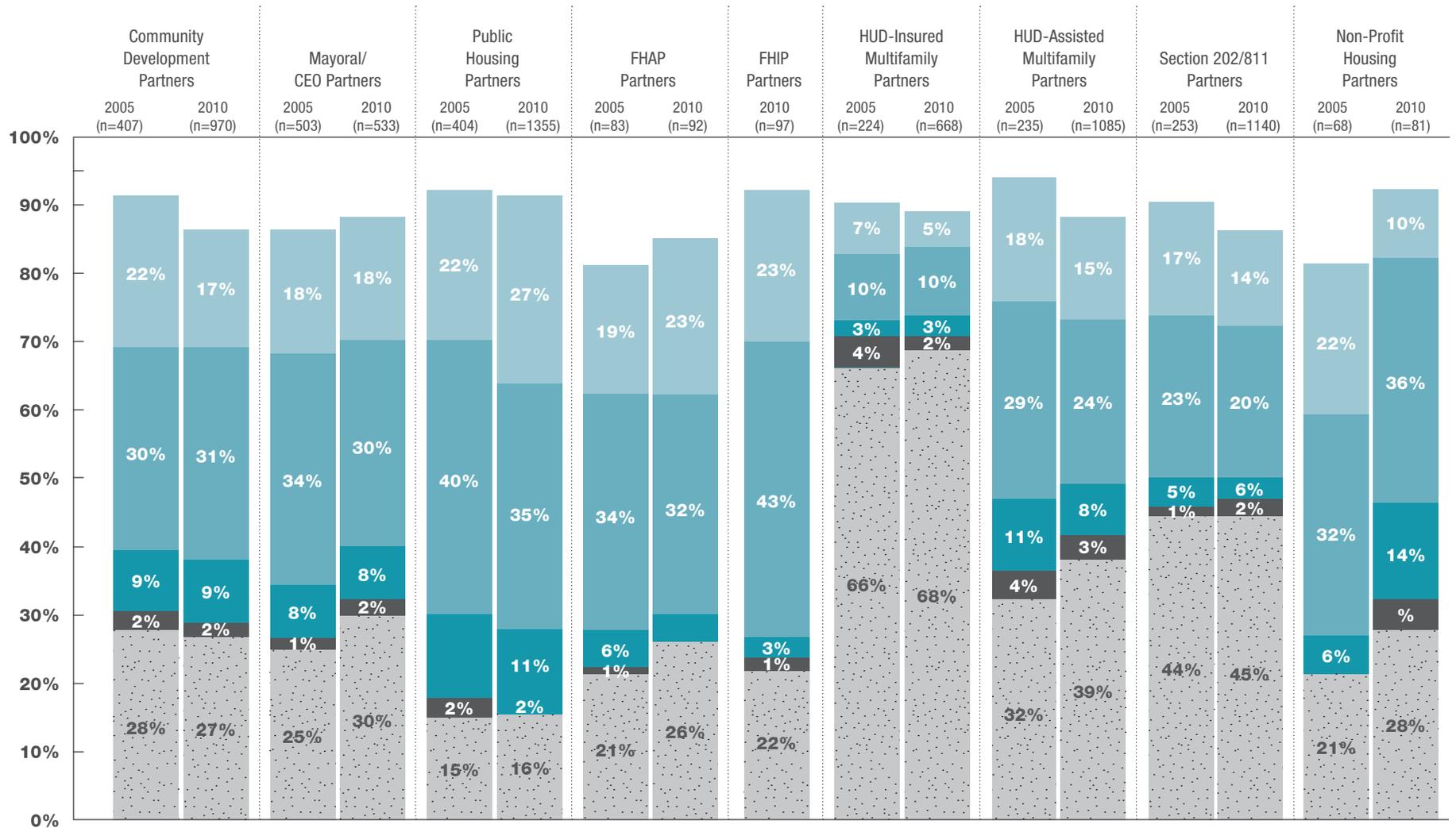
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Very useful   Somewhat useful   Not too useful   Not useful at all   Have not used

Exhibit 36. HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD-sponsored training programs conducted by contractors.
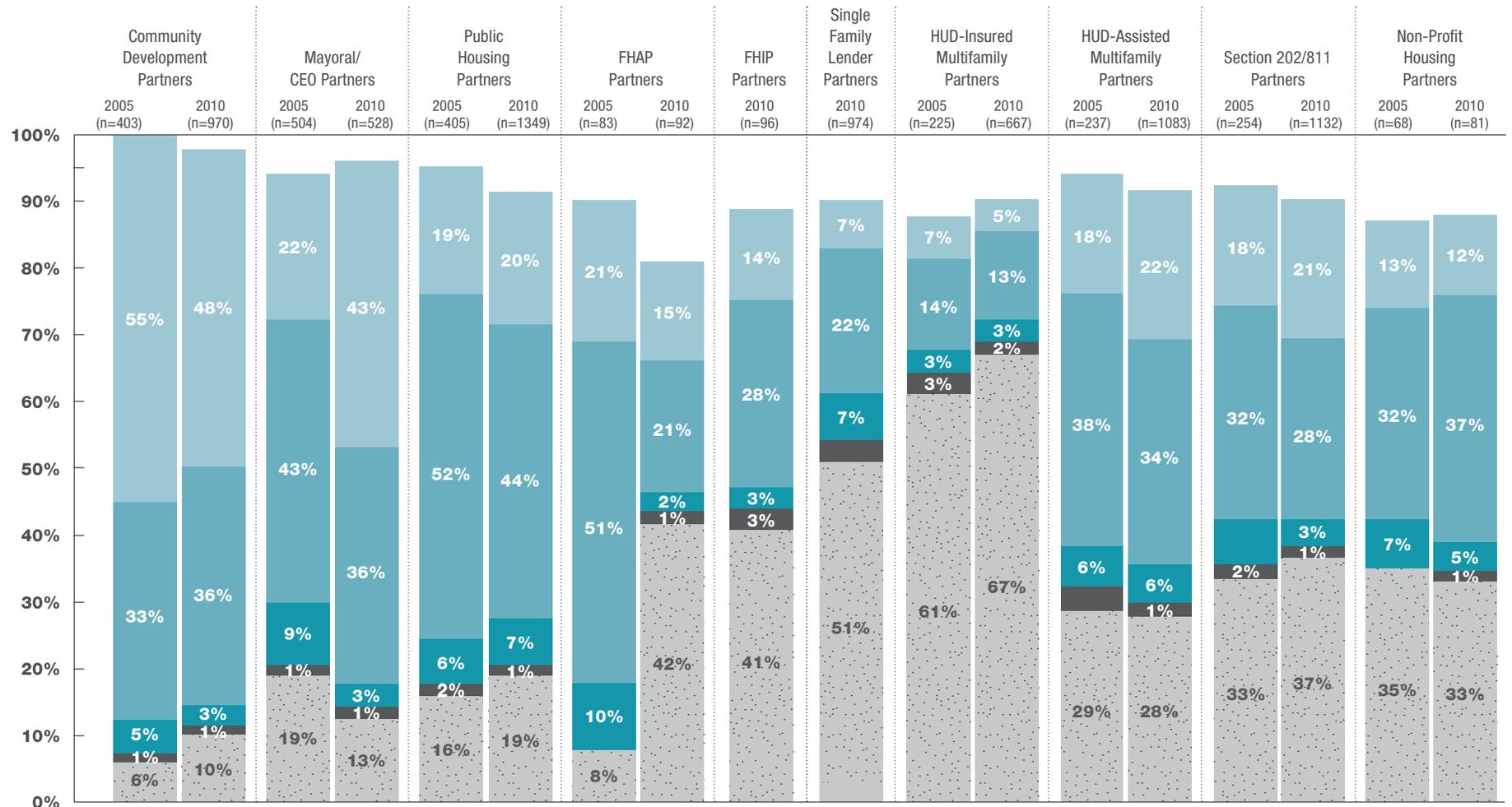
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Legend: Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used

Exhibit 37. HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD's web page.
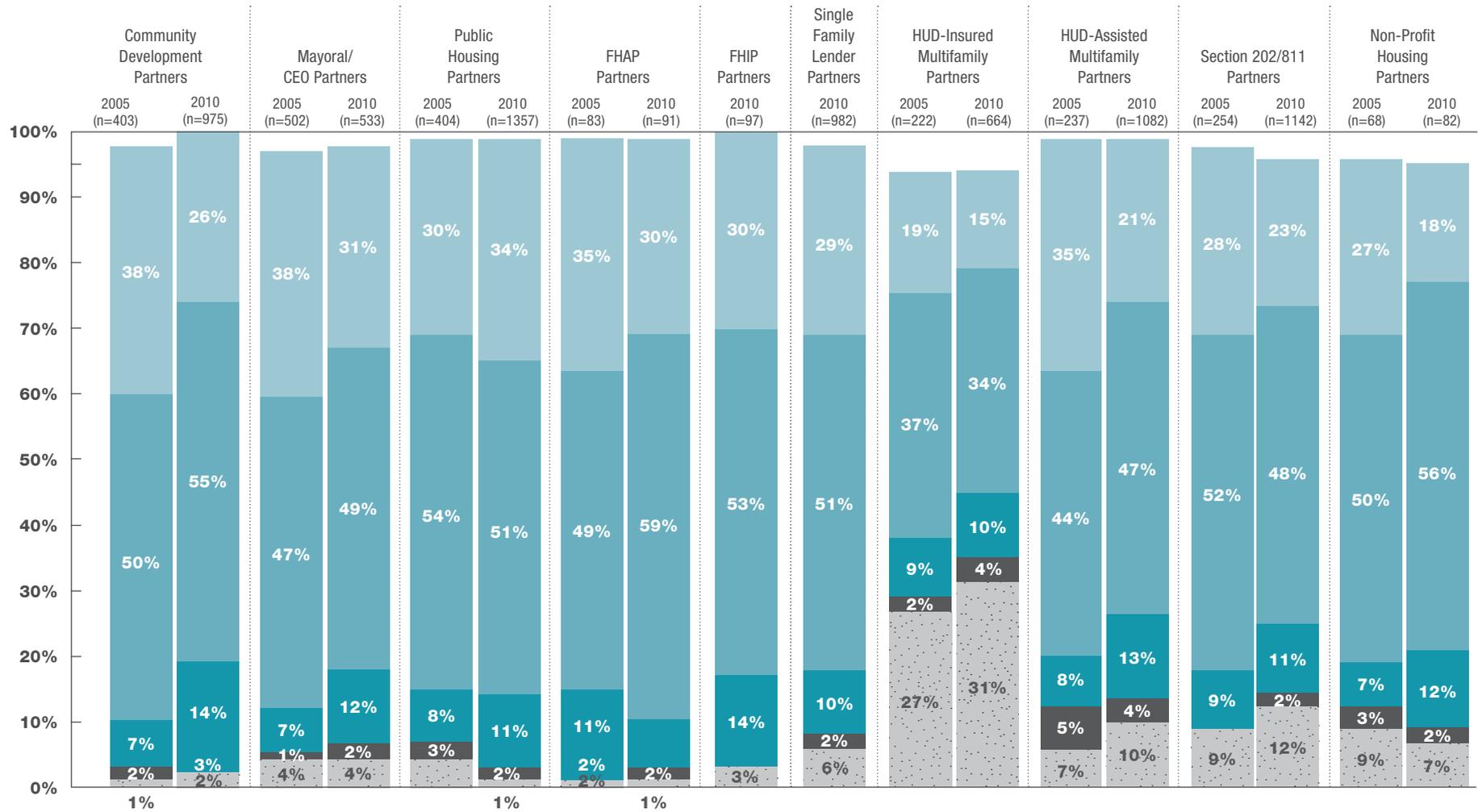
| | Community Development Partners | Mayoral/ CEO Partners | Public Housing Partners | FHAP Partners | FHIP Partners | Single Family Lender Partners | HUD-Insured Multifamily Partners | HUD-Assisted Multifamily Partners | Section 202/811 Partners | Non-Profit Housing Partners |

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Legend: Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used

Exhibit 38. HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD's webcast training.
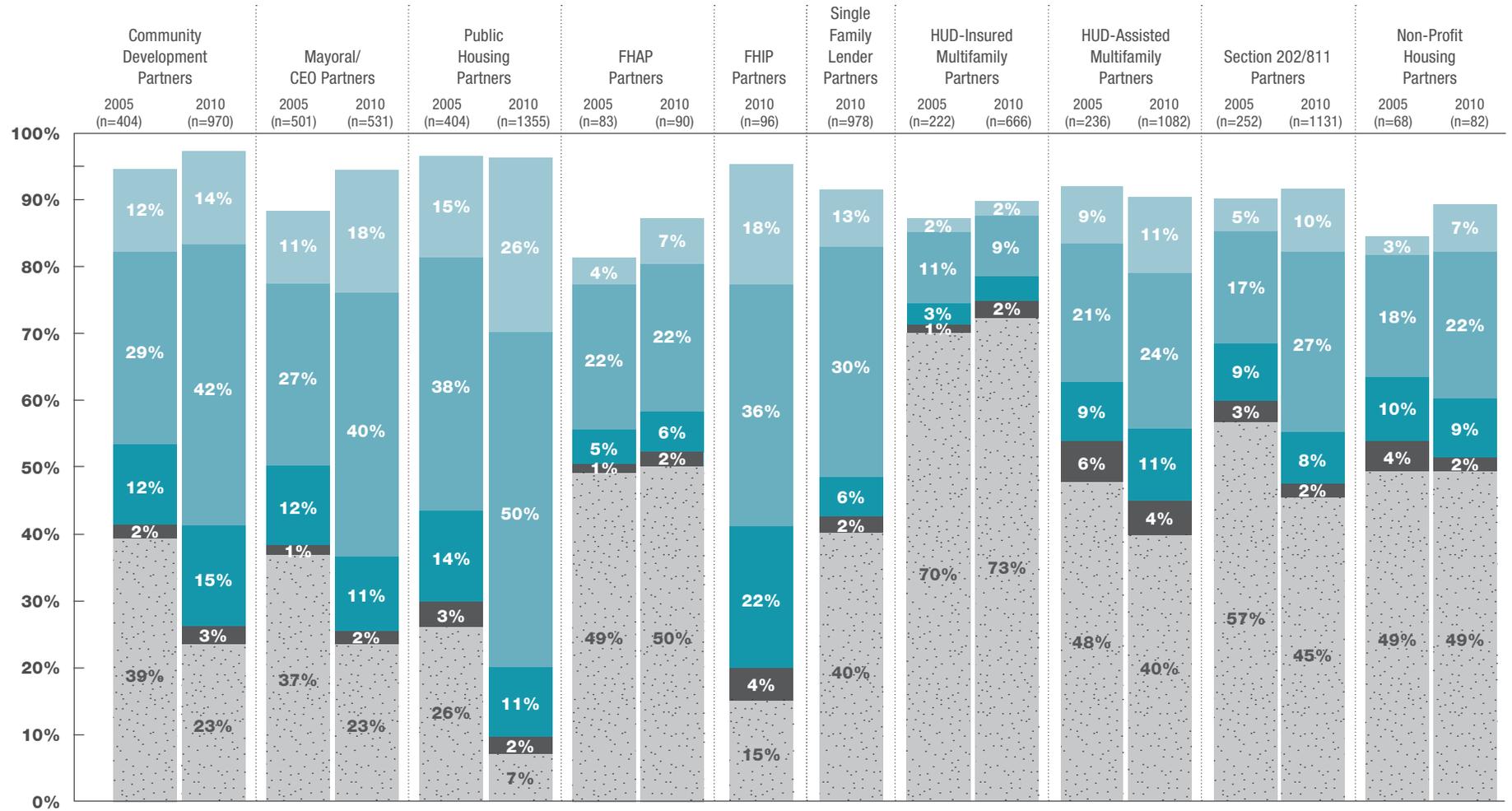
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Very useful   Somewhat useful   Not too useful   Not useful at all   Have not used

Satisfaction with electronic communications media.

HUD has been increasingly relying on various means of electronic media to communicate with its partners, including listservs (automated mailing subscriber lists to which HUD sends email messages), website postings, and e-mail correspondence. Accordingly, HUD partners were asked to evaluate the effectiveness of each of these media as a means of HUD conveying important information (such as notices and guidance) and a means of HUD-partner correspondence.

Although electronic communications media usage varies somewhat across partner groups, most partners had used HUD's listservs, website postings, and e-mail communications. Only HUD-insured multifamily partners had used listservs and website postings to a lesser extent (see exhibit 39).

Exhibit 39: Percentage of partner groups that have not used various electronic communications media

Electronic Communications Media	Community Development Directors	Mayors CEOs	PHA Directors	FHAP Agency Directors	FHIP Organization Directors	Single Family Lenders	HUD-Insured Multifamily Owners	HUD-Assisted Multifamily Owners	Section 202/811 Owners	Nonprofit Housing Organization Directors
HUD listservs	15%	17%	7%	22%	26%	18%	50%	19%	25%	28%
HUD's website	7%	8%	3%	16%	6%	14%	47%	21%	21%	18%
E-mail involving HUD	2%	5%	1%	2%	4%	11%	26%	15%	14%	12%

CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. PHA = Public Housing Agency.

■ Low Non-Usage Rate (≤ 33%)　　■ Medium Non-Usage Rate (34% to 66%)　　■ High Non-Usage Rate (67%+)

Of those who had used HUD's listservs, website postings, or e-mail, a large majority believed them to be effective electronic communications tools. The exhibits below provide information for those who said they had used the various media and the bar chart exhibits that follow show the full distributions (including those who had not used the media) in both 2010 and 2005.

HUD's listservs.

Except for HUD-insured multifamily owners, three-fourths or more of partner groups considered HUD's listservs to be an effective means to convey important information, although variation exists across the groups. For example, 49 percent of FHIP organization directors compared with 15 percent of HPN-affiliated organization directors considered listservs to be *very* effective (see exhibits 40 and 43).

HUD's website postings.

Notwithstanding the fact that at least two-thirds of partners in all groups, other than HUD-insured owners, considered HUD's website postings to be an effective way for HUD to communicate, somewhat fewer partners viewed website postings as effective in comparison with HUD's listservs (see exhibits 41 and 44). Also, pluralities in each group viewed HUD's website postings as *somewhat*, as opposed to *very*, effective.

> The HUD website is difficult to use. It is difficult to remember where to find the info you need. I bookmark, but it still doesn't help. If you search for something, you often end up with papers instead of going directly to the related page.
> —*Community Development Department*

> I have better luck using Google to locate information on HUD's website. HUD's search engine is useless.
> —*Community Development Department*

E-mail correspondence to and from HUD personnel.

E-mail use by partners and HUD to correspond with one another is quite extensive, and the large majority of all groups but one concluded it was an effective means of communication (see exhibits 42 and 45). This judgment was held by more than 90 percent of the directors of community development departments, PHAs, FHAP agencies, and FHIP organizations, as well as mayors/CEOs and at least 80 percent of multifamily owners and HPN-affiliated non-profit organizations. Only single family lenders were somewhat less likely to view e-mail as effective, with 77 percent in this category. Variation regarding whether e-mail was considered *very* (as opposed to *somewhat*) effective, however, ranged from 33 (for lenders) to 60 percent (for community development departments).

> Far too many e-mails come from HUD and then are immediately corrected/resent, corrected again and then resent. Also, use the subject line of the e-mail to help those of us that get 20 HUD e-mails a day. Tell us in the subject line the HUD Department which is sending, the sub-department, the subject and if there is a suspense. HUD puts out too much NOISE!
> —*Public Housing Agency*

> Resource Center only seems to e-mail back chapter section from handbook. We have already read it and need further guidance and have to call again to be escalated.
> —*Single Family Lender*

Exhibit 40. Assessment of the effectiveness of HUD's listservs, by those who used them

HUD's Listservs	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD- Insured Owners	HUD- Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Effective	37%	38%	40%	42%	49%	41%	27%	39%	39%	15%
Somewhat Effective	47	42	48	48	31	43	40	41	42	63
Not too Effective	11	12	8	4	8	6	10	9	8	12
Not Effective at All	1	1	1	1	3	2	5	3	2	2
Don't Know	4	7	3	4	10	8	18	8	9	8
Total	100%	100%	100%	99%	101%	100%	100%	100%	100%	100%
Number of Respondents	831	444	1,254	71	72	806	331	881	856	59

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. PHA = Public Housing Agency.

Exhibit 41. Assessment of the effectiveness of HUD's website postings, by those who used them

HUD's Website Postings	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD- Insured Owners	HUD- Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Effective	19%	24%	28%	25%	27%	22%	16%	20%	23%	12%
Somewhat Effective	50	48	53	57	44	53	42	46	47	52
Not too Effective	25	21	16	14	20	16	18	21	18	21
Not Effective at All	3	2	2	4	2	3	8	4	4	5
Don't Know	3	5	1	—	7	6	16	9	8	10
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of Respondents	908	490	1,315	77	91	847	349	860	901	67

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. PHA = Public Housing Agency.

Exhibit 42. Assessment of the effectiveness of e-mail correspondence, by those who used it

E-mail Correspondence	Community Development Departments	Mayors/ CEOs	PHAs	FHAP Agencies	FHIP Organizations	Single Family Lenders	HUD- Insured Owners	HUD- Assisted Owners	Section 202/811 Owners	Nonprofit Housing Organizations
Very Effective	61%	59%	60%	61%	56%	33%	43%	44%	47%	42%
Somewhat Effective	33	35	36	37	35	44	38	41	39	43
Not too Effective	4	3	3	2	8	13	9	7	7	12
Not Effective at All	1	1	1	—	1	6	4	3	2	—
Don't Know	1	2	—	—	—	4	6	5	5	3
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of Respondents	959	509	1,351	90	93	863	489	922	983	72

Columns may not sum to 100 percent due to rounding error. CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program.

FHIP = Fair Housing Initiatives Program. PHA = Public Housing Agency.

Exhibit 43. HUD has increasingly relied on electronic transmission to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listservs (automated mailing lists of subscribers to which HUD sends e-mail messages) have been as a tool for HUD to convey important information to you, such as notices and guidance.
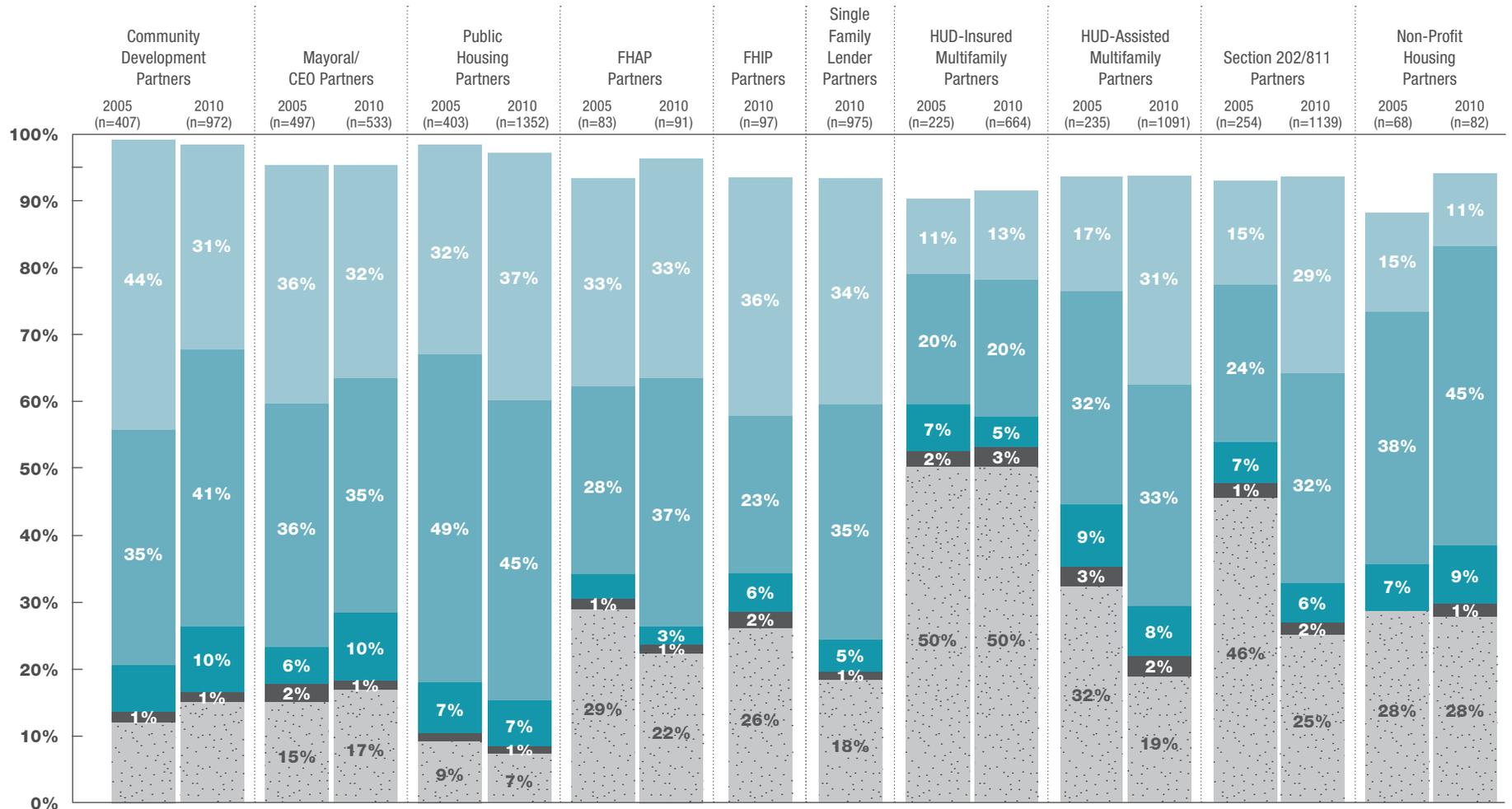
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Very effective   Somewhat effective   Not too effective   Not effective at all   Have not used

Exhibit 44. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's website postings have been as a tool for HUD to convey important information to you, such as notices and guidance.
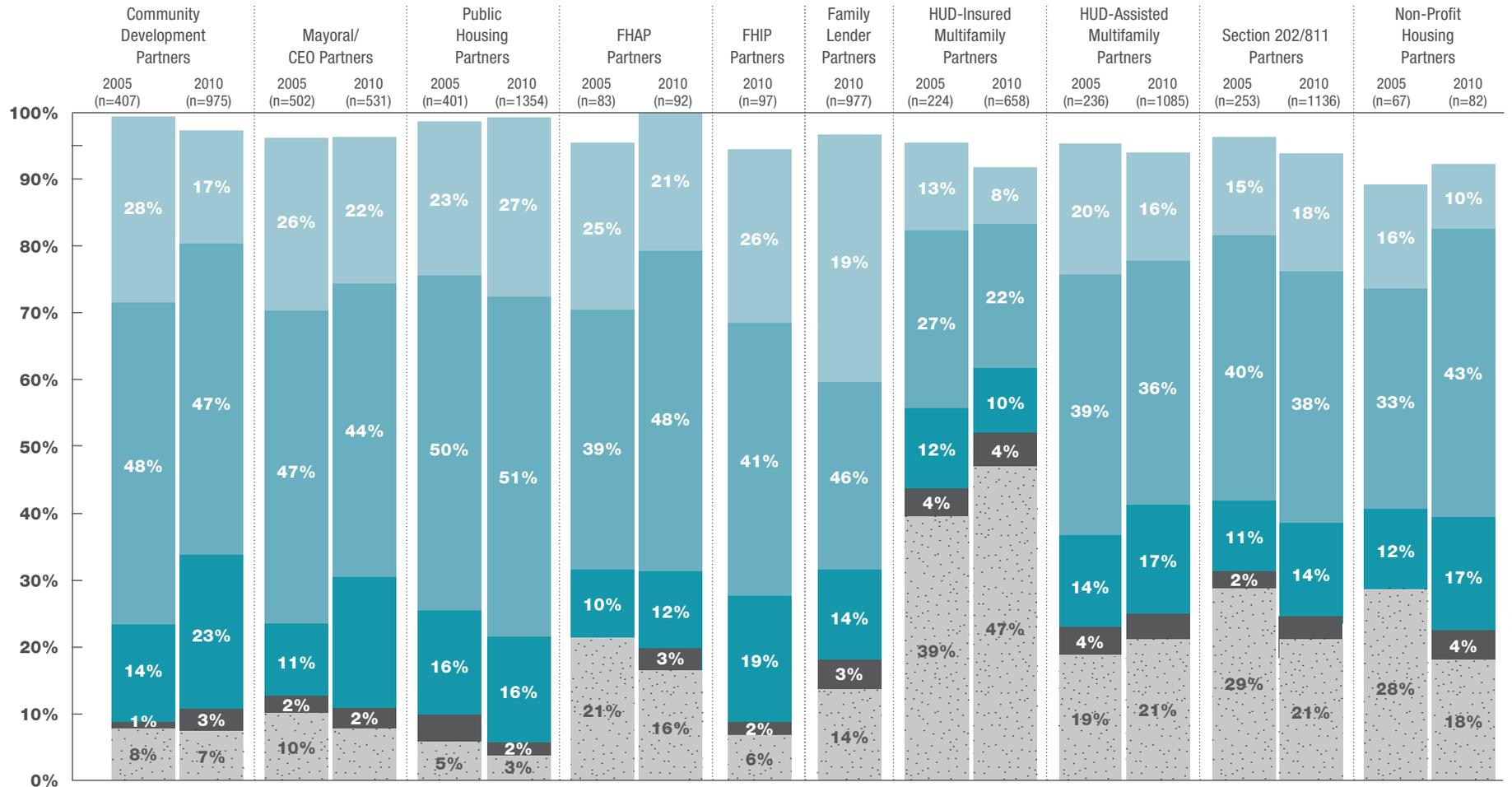
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Legend: Very effective | Somewhat effective | Not too effective | Not effective at all | Have not used

Exhibit 45. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's e-mail (individual correspondence to or from a HUD employee) has been as a tool for HUD to convey important information to you, such as notices and guidance.
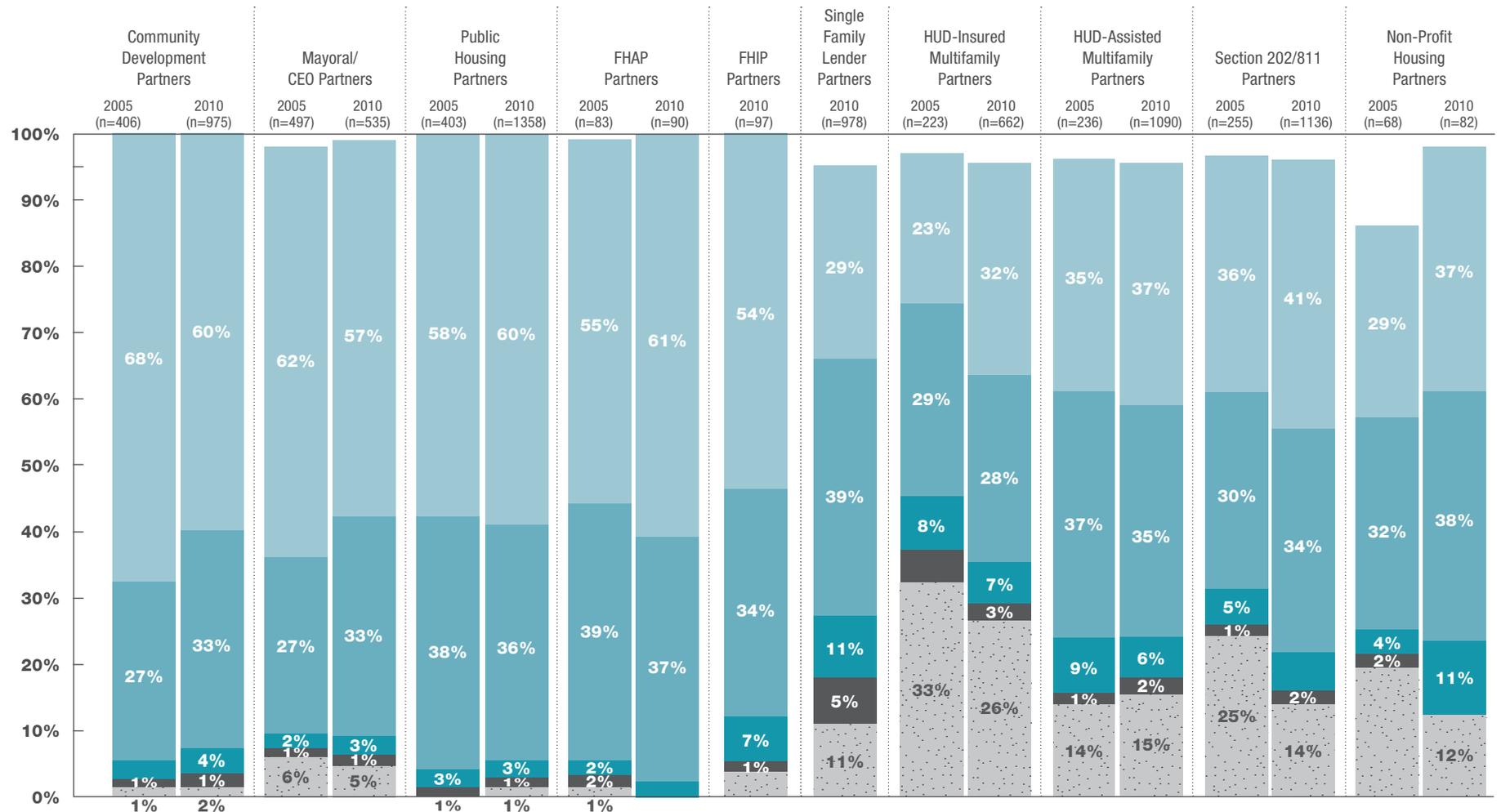
CEO = Chief Elected Official. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program.

Inclusion of the 'have not used' category precluded conducting significance tests of differences over time.

Very effective   Somewhat effective   Not too effective   Not effective at all   Have not used

Summary: Ratings of HUD's Training and Technical Assistance Mechanisms and Electronic Communications Media Are High, but Opportunity Exists for Improvement

Exhibit 46 shows that 80 percent or more of partner groups considered training and technical assistance mechanisms to have been useful and electronic communications media to have been effective. Large proportions of some groups like PHA directors rated many of the mechanisms as useful and effective compared with single family lenders, HUD-insured and HUD-assisted multifamily owners, and HPN-affiliated non-profit housing organizations.

Exhibit 46. Groups where 80 percent or more of partners considered HUD's T&TA to be useful or electronic communications to be effective

Partner Group	Mechanisms and Media	Percent Saying Useful/ Effective
Community Development Directors	T&TA through HUD-sponsored conferences	89
	T&TA conducted by contractors	93
	T&TA through HUD's web page	82
	HUD's listservs	94
Mayors	T&TA through HUD-sponsored conferences	89
	T&TA conducted by contractors	90
	T&TA through HUD's web page	83
	HUD-s listservs	80
	E-mail	94

Partner Group	Mechanisms and Media	Percent Saying Useful/ Effective
PHA Directors	T&TA through HUD-sponsored conferences	88
	T&TA through HUD-sponsored satellite broadcasts	80
	T&TA conducted by contractors	80
	T&TA through HUD's web page	86
	T&TA through HUD's webcast training	84
	HUD listservs	88
	HUD's website postings	81
	E-mail	96
FHAP Directors	T&TA through HUD-sponsored conferences	93
	T&TA through HUD's web page	90
	HUD listservs	90
	HUD's website postings	82
	E-mail	98
FHIP Directors	T&TA through HUD's web page	85
	T&TA through HUD participation in non-HUD sessions	84
	HUD listservs	80
	E-mail	91
Single Family Lenders	T&TA through HUD's web page	86
	HUD's listservs	84
HUD-insured Owners	E-mail	81
HUD-assisted Owners	HUD listservs	80
	E-mail	85

Partner Group	Mechanisms and Media	Percent Saying Useful/ Effective
Section 202/811 Owners	T&TA through HUD's web page	81
	HUD listservs	81
	E-mail	86
HPN-affiliated Non-profit Housing	T&TA through HUD's web page	80
	E-mail	85

PHA = Public Housing Agency. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network. T&TA = Training and Technical Assistance.

Exhibit 47, on the other hand, shows that more than 20 percent of most partner groups did not consider certain training and technical mechanisms to have been useful or electronic communications media to have been effective. HUD-sponsored satellite broadcasts, webcast training, and website postings were the most frequently identified mechanisms and media to have been considered not useful or effective by more than one-fifth of HUD's partners.

Exhibit 47. Groups where 20 percent or more of partners considered aspects of HUD's technical assistance to be not useful or electronic communications to be ineffective

Partner Group	Mechanisms and Media	Percent Saying Useful/ Effective
Community Development Directors	T&TA through HUD-sponsored satellite broadcasts	25
	T&TA through HUD webcast training	23
	HUD's website postings	28

Partner Group	Mechanisms and Media	Percent Saying Useful/ Effective
Mayors	T&TA through HUD-sponsored satellite broadcasts	23
	HUD's website postings	23
FHAP Directors	T&TA through HUD-sponsored satellite broadcasts	20
FHIP Directors	T&TA through HUD-sponsored conferences	22
	T&TA through HUD-sponsored satellite broadcasts	34
	T&TA through HUD's webcast training	31
	HUD's website postings	22
HUD-insured Owners	T&TA through HUD-sponsored satellite broadcasts	24
	T&TA through HUD's web page	20
	T&TA through HUD's webcast training	20
	HUD's website postings	26
HUD-assisted Owners	T&TA through HUD-sponsored satellite broadcasts	27
	T&TA through HUD's webcast training	25
	HUD's website postings	25
Section 202/811 Owners	T&TA through HUD-sponsored satellite broadcasts	20
	HUD's website postings	22
HPN-affiliated Non-profit Housing	T&TA through HUD's webcast training	22
	T&TA through HUD participation in non-HUD sessions	24
	HUD's website postings	26

FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network. T&TA = Training and Technical Assistance.

HUD needs to improve/increase the availability of training. We all understand HUD is constrained by funding, but you cannot expect jurisdictions to comply with the massive amount of regulations otherwise. It does no good for the few opportunities available to have spaces limited; we are continually being turned away.
—*Mayor's/CEO's Office*

HUD has suffered a horrendous brain drain, its computer systems stink, and it seems stuck between old paper intrusive systems and newer electronic methods.
—*Public Housing Agency*

The HUD website is almost randomly organized. It takes too much time and energy to find almost anything, esp. for the somewhat sophisticated user of HUD programs. So far, GRANTS.GOV and RECOVERY.GOV seem to be primarily outlets for public relations, not information. In general, these electronic tools seem to be the most important information methods available, and I hope HUD invests in them.
—*Community Development Department*

FHA connection website is hard to navigate. Sometimes people at the 800 CALL FHA would send us on the wrong path or not understand the problem. Also, it was very hard to get somebody on the phone that could do something besides sending you an e-mail on how to fix what they thought the problem was.
—*Single Family Lender*

APPENDIX A: METHODOLOGY

This appendix describes the methodology used for the 2010 HUD Partner Surveys. It discusses questionnaire design and pretest procedures, samples, data collection procedures, survey response rates, and sample cleaning and weighting procedures. Because the 2010 surveys were intended to be a followup to the 2001 and 2005 surveys, the methodology for the previous surveys was replicated to the greatest extent possible.

Questionnaire design[41] and pretest.

Many 2005 questions were retained in their original form in the 2010 questionnaire to enable longitudinal comparisons. Given policy and other changes that have taken place since 2005, other questions were revised to make the language relevant in 2010. Still other questions were altogether new, added after discussions with HUD personnel and officials of organizations that represent various HUD partners.

As was done in 2005, a separate survey instrument was designed for:

- Directors of Community Development Departments.

- Mayors/CEOs.

- Directors of Public Housing Agencies (PHAs).

- Directors of Fair Housing Assistance Program (FHAP) Agencies.

- Owners of HUD-insured, HUD-assisted, and Section 202/811 multifamily housing properties.

- Directors of Non-profit Housing Organizations affiliated with the Housing Partnership Network (HPN).[42]

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41 Copies of each survey questionnaire are in appendix B.

42 The organization was known in 2001 as the National Association of Housing Partnerships (NAHP).

Also, new survey instruments were developed for two additional partner groups:

- Directors of Fair Housing Initiatives Program (FHIP) organizations.

- Spokespersons for FHA-approved single family mortgage lending institutions.

The questionnaires in their final form ranged in length from 41 items for multifamily property owners to 61 items for HPN-affiliated non-profit organizations.

Descriptions of the samples.

Separate samples were drawn from lists or data files provided by HUD or others, as indicated below:

- HUD's Office of Community Planning and Development supplied a list of all city and county community development departments in the continental United States and Puerto Rico that are entitled to HUD's Community Development Block Grant (CDBG) funds. All 1,206 such communities were selected for the sample.

- HUD's Office of Community Planning and Development supplied a list of Mayors/Chief Elected Officials (CEOs) for all communities having a population of 50,000 or more (including towns and townships but not counties); all 664 such places were selected for the sample.

- HUD's Office of Public and Indian Housing (PIH) supplied a list of all Public Housing Agencies (PHAs). Those that only administered Housing Choice Vouchers (and not conventional public housing) were eliminated from the list, and only those that managed at least 100 units of conventional public housing were sampled.[43] All 1,649 PHAs that met the above criteria were selected for the sample.

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43 Multiple records for PHA directors who administered more than one PHA were also noted. To avoid the extra burden of having to complete multiple questionnaires, these directors were asked for permission to use their responses to a single questionnaire for each of the PHAs they directed (that is, if they directed two PHAs, their identical answers would count in the data file twice).

- HUD's Office of Fair Housing and Equal Opportunity supplied a list of all 107 Fair Housing Assistance Program (FHAP) agencies for inclusion in the sample.

- HUD's Office of Multifamily Housing generated a list of multifamily housing properties (including contact names, addresses, and phone numbers), categorized by the kinds of properties to be surveyed (that is, Section 202/811, HUD-insured, and HUD-assisted). Addresses were standardized to USPS conventions using address standardization software in HUD's Geocode Service Center before transmittal to the Urban Institute. The Institute then transformed the list from one of physical properties to one of ownership entities such that each ownership entity (regardless of the number of properties it owned) would have an equal probability of being sampled. In essence, the list was filtered to eliminate duplicate owners and thereby to avoid burdening owners with multiple surveys. The list was also "cleaned" to eliminate clearly invalid records; properties outside of the 50 states, the District of Columbia, and Puerto Rico; owners lacking any contact information.[44] It was then subdivided into four clusters: entities that exclusively owned Section 202 or Section 811 properties, entities that exclusively owned HUD-insured (unsubsidized) properties, entities that exclusively owned HUD-assisted (subsidized) properties, and entities that owned properties crossing these three categories. A sample of 1,726 owners was drawn for the Section 202/811 cluster. A sample of 1,913 owners was drawn for the HUD-assisted (subsidized) cluster. And, because of its smaller size, the full universe of 1,163 owners of HUD-insured (unsubsidized) properties was drawn. An additional 50 entities that owned properties in multiple clusters were also drawn.[45] Silber & Associates then used a consulting service to check the validity of the ownership entity addresses before sending out any correspondence, and also attempted to correct any

addresses that were found to be not valid through a variety of other procedures (such as directory and web searches and other information contained in the HUD listings). As discussed below, response rates were adversely affected by the considerable amount of ownership entity contact information that was found to be missing, inaccurate, or out-of-date.

- The Urban Institute obtained a member list totaling 95 non-profit organizations from the HPN website.

- FHA provided a list of FHA-approved single family mortgage lenders. The Urban Institute divided the list into four strata based on the number of FHA originations made during the previous 12 months. The first stratum consisted of lenders with 2,000 or more originations; the second consisted of lenders with between 1,000 and 1,999 originations; the third stratum consisted of lenders with between 100 and 999 originations; and the fourth stratum consisted of lenders with 99 or fewer FHA originations. The first two strata, consisting of 144 lenders and 129 lenders, respectively, were sampled in their entirety. A sample of 1,610 lenders was drawn from the third stratum. A smaller sample of 200 records was drawn from the fourth stratum.

- HUD's Office of Fair Housing and Equal Opportunity supplied a list of all Fair Housing Initiatives Program (FHIP) organizations grantees. The sample included all 114 such organizations.

Data collection procedures and survey response rates.

Exhibit A-1 displays the time-in-field for each survey. Silber & Associates conducted data collection for all partner groups using a mail survey with telephone followup.

For community development departments, mayors/CEOs, PHAs, FHAP agencies, FHIP organizations, and HPN-affiliated organizations, questionnaires were sent and returned using a mailout/mailback approach to be consistent with previous HUD Partners surveys. Indeed, prior experience indicated that high response rates could be expected for these groups using this

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44 The REMS database contains two separate fields that were used to identify owners or other appropriate contacts for the Multifamily Housing sample. One field specified the property owner; the other field specified the contact person (who may or may not have been the owner). To be included in the starting sample, a contact name had to be listed in at least one of the fields. In cases where a contact name was listed in both fields, information from the "owner" field was used.

45 For reporting purposes, each of the first three clusters is presented and analyzed separately. The four clusters could, however, be combined into a single multifamily owners group.

approach. The process began on September 16, 2009, with a survey notification letter to the sample announcing the upcoming survey and requesting voluntary participation. One week later, on September 23, survey packets containing cover letters and questionnaires were mailed. After 2 weeks, on October 8, 2009, reminder postcards were sent to everyone. On October 26, 2009, another survey questionnaire and cover letter were sent to those who had not responded to the first mailing. Telephone followup with non-respondents was conducted through November 17, 2009, and data collection for this set of partner groups ended on January 31, 2010.

Data collection for multifamily partner groups also used a mailout/mailback approach with telephone followup. Data collection began on May 20, 2010, with an initial contact letter sent to all sampled owners. Survey packets followed 1 week later on May 27, 2010, and a reminder postcard was mailed about 2 weeks after that, on June 8, 2010. After 3 more weeks, on July 1, 2010, a second survey packet containing a cover letter, questionnaire, and return envelope was mailed. Telephone followup to non-respondents began on July 14, 2010, and ended on December 17, 2010.

Consistent with previous HUD-partner surveys, the difficulty of surveying multifamily ownership entities required considerable effort to be expended on telephone followup. HUD's multifamily partners were more difficult to survey than most other partner groups for at least three reasons. First, there was the challenge of identifying appropriate representatives to survey from the complex set of corporations, syndications, partnerships, and legal entities that own multifamily properties insured or assisted by HUD. These entities had to be identified from HUD administrative files, which are on a property rather than ownership basis. Second, because some multifamily owners have relatively little ongoing contact with HUD under the terms of the programs with which they deal, they have less interest in responding to a questionnaire about HUD relations. Finally, HUD has a difficult challenge in maintaining a complete, up-to-date list of names, addresses, and telephone contact information for its portfolio of multifamily ownership entities. This is evident by the fact that of all HUD partner groups surveyed, correspondence sent to HUD's multifamily owners resulted in considerably more returned ("addressee

unknown") correspondence. Likewise, efforts to contact prospective respondents by telephone were hampered in many instances by missing or inaccurate telephone numbers in HUD's administrative files. Although efforts were made by Silber & Associates to find more accurate contact information, such instances often resulted in failure to connect with potential respondents.

Exhibit A-1. Survey period for HUD Partner Surveys

Partner Group	Begin Date	End Date
Community Development Directors **Mayors/CEOs** **PHAs** **FHAP Agencies** **FHIP Organizations** **HPN-affiliated Non-Profit Housing Organizations**	September 2009	January 2010
HUD-Insured Multifamily Owners **HUD-Assisted Multifamily Owners** **Section 202/811 Owners**	May 2010	December 2010
Single Family Lenders	June 2010	December 2010

CEO = Chief Elected Official. PHA = Public Housing Agency. FHAP = Fair Housing Assistance Program. FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network.

Finally, a mailout/mailback approach was used to survey FHA-approved single family mortgage lenders. Data collection began on June 7, 2010, with an initial contact letter sent to all sampled owners. Survey packets followed 1 week later on June 14, 2010, and reminder postcards were mailed about 2 weeks later, on June 30, 2010. After 3 weeks, on July 21, 2010, a second survey packet was mailed. At about the same time and because of a relatively low initial response rate, HUD's FHA office sent out a general e-mail notification to its single family partners encouraging them to respond to the survey. Telephone followup to non-respondents began on August 2, 2010 and data collection closed on December 17, 2010.

Single family lenders presented a particular data-collection challenge resulting in the lowest response rate for any of the partner groups. The overall response rate was higher for larger lending companies and lower for smaller ones for reasons that seemed related to company capacity and organizational structure. Because the sample included a greater number of smaller companies, the overall response rate was low. The primary survey response issue for single family lenders (especially the smaller companies) was that questionnaires sent to FHA-liaison personnel, as listed in FHA's administrative files, often did not reach the appropriate person within the organization, necessitating extensive telephone followup.

Particularly during the latter months of 2010, the period during which the survey was conducted, single family lender liaison personnel tended to be especially difficult to reach by telephone; most claimed to be extremely busy interacting with customers during that period. Telephone followup calls almost invariably went first to voice mail and typically required multiple efforts to reach even a person who could set up a telephone appointment with the liaison official. When such persons were later reached, they often did not have in their possession the survey correspondence or questionnaires that had previously been sent. This required re-sending (mailing, faxing, or e-mailing, at their option) the material. Then, if the second mailed questionnaires were not completed or returned, the telephone followup process began again. This usually involved multiple calls (voice mails, appointment setups, and so on) to complete the process.

As with all of the partner surveys, participation was voluntary, so care was taken to inform potential respondents that they had the option of declining to respond either because they were too busy or for any other reason.[46] Exhibit A-2 displays survey response rates.

Sample cleaning and weighting procedures.[47]

In a small number of instances, organizations completed and returned multiple surveys. In many cases, this situation occurred because a new

contact person was identified during followup efforts, and both the new contact and the old contact ultimately responded on behalf of the same organization. All duplicate surveys were eliminated from the data set. If different respondents completed the surveys (for example, "Agency Director" and "Agency Deputy Director"), the respondent who indicated the highest level title (that is, "Agency Director") was included in the data set. If duplicate questionnaires indicated the same title, the first one returned was included.

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46 Several HUD partners corresponded with the HUD Government Technical Representative responsible for the surveys to inquire as to their legitimacy and sponsorship.

47 The vast majority of respondents answered all the questions put to them such that item non-response was not an issue.

Exhibit A-2. Response rates by partner group

Partner Group	Universe Size	Sample Size	Number of Respondents	Response Rate
Community Development Departments	1,206	1,206	985	82%
Mayoral/CEO Offices	664	664	550	83%
PHAs	1,649	1,649	1,367	83%
FHAP Agencies	107	107	92	86%
FHIP Organizations	114	114	97	85%
HPN-Affiliated Non-profit Housing Organizations	95	95	86	91%
Multifamily Ownership Entities: Total	8,929*	4,852**	3,017	62%
Section 202/811	2,523	1,726	1,166	68%
HUD-insured (unsubsidized)	1,163	1,163	693	60%
HUD-assisted (subsidized)	4,419	1,913	1,117	58%
FHA-Approved Single Family Mortgage Lenders	9,584	2,083/ 1,971***	1,008	51%

CEO = Chief Elected Official. PHAs = Public Housing Agencies.
FHA = Federal Housing Administration. FHAP = Fair Housing Assistance Program.
FHIP = Fair Housing Initiatives Program. HPN = Housing Partnerships Network.

* Includes 824 owners of more than one property type.

**In addition to 4,802 owners of exclusively HUD-insured, HUD-assisted, or Section 202/811 properties who were sampled, a supplemental sample of 50 entities that owned more than one type of property was drawn to allow for representation of all multifamily owners should there be a future need for consolidated analysis of all multifamily owners. Data from these entities, however, are not analyzed or presented in this report.

***The original sample size consisted of 2,083 lending companies. Follow-on contact efforts determined that at least 112 of them had gone out of business between the date at which the sample frame was compiled and the end of the survey period. This situation reduced the sample size to, at most, 1,971 companies.

Because the sample of FHA-approved single family mortgage lenders was selected with differential probabilities based on size strata (number of originations), weights were assigned to account for the differential probabilities. The weights were adjusted to account for a non-response bias based on the servicer/originator type of the lender, and the type of FHA approval they held.[48] The selection strategy ensured that a sufficient sized sub-sample of the largest lenders was included, as well as a high-proportion of the organizations making fewer loans, while allowing for some representation of lenders that did only a small number of FHA originations.

Comparisons of the 2005 and 2010 surveys.

Results from the 2010 survey were compared with 2005 data for selected questions. For the surveys of mayors, FHAPs, and HPN-affiliated non-profit organizations, comparisons were based on the full populations in both years; as such, no special handling was required. For the surveys of directors of community development departments and PHAs, results from the 2005 survey were based on a sample while results from the 2010 survey were based on the entire universe. In these cases, the 2005 data were weighted to represent the universe based on the probability of selection, and tests of statistical significance were adjusted for the use of sampled data. Owners of multifamily properties were sampled in both 2005 and 2010, and data were weighted for any comparisons.

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48 Weights were constructed by dividing the sample into categories based on strata/servicer type/approval type, then dividing the number of cases in each category by the number of actual responses for that category.

Since Fair Housing Initiative Program (FHIP) organizations and single family mortgage lenders were not surveyed in 2005, no over-time comparisons are possible for these partners.

In some cases, comparisons have been made between responses given by the same organizations to both the 2005 and 2010 surveys—referred to as matched-pair analysis in this report. When this type of analysis was done, if the 2005 surveys were weighted to account for differential stratified sampling proportions, the 2005 weights were applied to both the 2005 and 2010 matched-pair data. The matched-pair comparisons do not reflect changes for any population beyond the matched-pair panel.

APPENDIX B: QUESTIONNAIRES

This appendix contains facsimiles of the questionnaires sent to the following partner groups:

- Community Development Departments.

- Mayors/Chief Elected Officials (CEOs).

- Public Housing Agencies (PHAs).

- Fair Housing Assistance Program (FHAP) Agencies.

- Fair Housing Initiatives Program (FHIP) Organizations.

- Single Family Lenders.

- Multifamily Housing Owners.

- HPN-Affiliated Non-Profit Housing Organizations.

HUD Survey of Community Development Departments

This brief, confidential survey solicits your opinion—as a spokesperson for your agency—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain strictly confidential. The information you provide will be combined with all other answers and neither you nor your agency will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent, non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, you may telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail **support@SAsurveys.com**.

1. How **frequent** have your **agency's contacts** been **with HUD** during the past twelve months?

☐ Very frequent (PLEASE GO TO Question 2)
☐ Somewhat frequent (PLEASE GO TO Question 2)
☐ Not very frequent (PLEASE GO TO Question 2)
☐ None at all ⟶ *On behalf of your agency, are you in a position to assess and comment on the*
☐ Don't know ⟶ *performance of HUD's organization and programs?*

   ☐ *Yes (CONTINUE)*
   ☐ *No* ⟶ PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN
   ☐ *Don't Know* ⟶ QUESTIONNAIRE IF THERE IS NO SUCH PERSON

2. During the past twelve months has your **agency** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as the Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center (TARC), Multifamily Property Disposition Center, HUD Homeownership Centers, FHA Resource Center, HUD Center for Faith-Based and Community Initiatives)	☐	☐	☐
d. A contractor working for HUD	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your agency's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support	Mainly regulating	About equally providing support and regulating	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD programs** with which you currently deal and then about **how HUD runs those programs**, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Now, more specifically, how satisfied or dissatisfied are you with the way HUD **runs** the:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	No experience with program
a. Community Development Block Grant (**CDBG**) program	☐	☐	☐	☐	☐	☐
b. **HOME** Investments Partnership program	☐	☐	☐	☐	☐	☐
c. Emergency Shelter Grants (**ESG**) program	☐	☐	☐	☐	☐	☐
d. Housing Opportunity for Persons with AIDS (**HOPWA**) program	☐	☐	☐	☐	☐	☐

6. Listed below are different ways to think about **your relationship with HUD.** For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not applicable" if the situation does not apply to your agency (for example, if you do not currently receive information from HUD).*

How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness** of **decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity** of **HUD rules and requirements** that apply to your agency; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** required to **comply** with HUD **reporting** requirements (e.g., the Integrated Disbursement and Information System [IDIS])	☐	☐	☐	☐	☐	☐

7. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if that applies.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
d. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
e. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
f. HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

8. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

9. How important or unimportant is your community's five-year **Consolidated Plan** when it comes to deciding which low-income housing or community development activities to pursue? *Check "Have not developed" if you haven't developed a Con Plan.*

Essential	Very important but not essential	Somewhat important	Not at all important	Don't know	Have not developed Consolidated Plan
☐	☐	☐	☐	☐	☐

10. Please indicate your level of satisfaction with each of the following as it relates to your agency. *Check "Not applicable" if the situation does not apply to your agency.*

How satisfied or dissatisfied are you with...?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The overall **quality** of the **Consolidated Plan Management Process (CPMP) tool**, HUD's computer tool for preparing your Consolidated Plan	☐	☐	☐	☐	☐	☐
b. The **ease of use** of the **CPMP**	☐	☐	☐	☐	☐	☐
c. The **technical support** available from HUD for using the **CPMP**	☐	☐	☐	☐	☐	☐
d. The **guidance** provided by HUD for developing your **Consolidated Annual Performance Report (CAPER)**	☐	☐	☐	☐	☐	☐
e. The ability of **HUD field office personnel** to **consistently and reliably interpret regulations** that pertain to your community development grants and programs	☐	☐	☐	☐	☐	☐
f. The **quality** of HUD's **monitoring** (including by phone) of your Agency's **program activities** and **performance**	☐	☐	☐	☐	☐	☐
g. The overall **quality** of the **Integrated Disbursement and Information System (IDIS)**—considering such things as clarity of instructions, ease of use, usefulness, etc.	☐	☐	☐	☐	☐	☐
h. The **timeliness** of HUD information & technical assistance for implementing provisions of the **Housing and Economic Recovery Act of 2008**—such as those related to the Neighborhood Stabilization Program, housing counseling, or the FHA mortgage insurance program	☐	☐	☐	☐	☐	☐
i. The **quality** of HUD support & technical assistance related to implementing provisions of the **Housing and Economic Recovery Act of 2008** (see h above)	☐	☐	☐	☐	☐	☐
j. The **quality** of HUD support & technical assistance related to addressing local and regional **foreclosure** issues	☐	☐	☐	☐	☐	☐
k. The **quality** of HUD support & technical assistance related to improving the **energy efficiency** of housing supported by HUD programs	☐	☐	☐	☐	☐	☐

11. **Grants.gov (formerly eGrants)** is intended to be a simple, unified electronic storefront for interactions between grant applicants and Federal agencies—providing information about grant opportunities and facilitating grant applications. How satisfied or dissatisfied are you with Grants.gov—considering such things as ease of use, usefulness etc.? *Check "Have not used" if you haven't used Grants.gov.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used Grants.gov
☐	☐	☐	☐	☐	☐

12. In 2008, HUD initiated **e-snaps,** an online application process for the Continuum of Care (CoC) grant competition. How satisfied or dissatisfied are you with e-snaps—considering such things as clarity of instructions, ease of use, usefulness etc.? *Check "Have not used" if you haven't used e-snaps.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used e-snaps
☐	☐	☐	☐	☐	☐

13. If your agency put together a **logic model** in conjunction with a HUD NOFA application, have you found that the logic model helped you to. . .?

	Yes, definitely	Yes, probably	No	I Don't know	Haven't done a logic model in conjunction with HUD grant application
a. Better **identify** performance **indicators**	☐	☐	☐	☐	☐
b. Better **think through activities** to achieve your desired objectives	☐	☐	☐	☐	☐
c. Better **manage** your HUD **grant**	☐	☐	☐	☐	☐

14. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's overall performance?**

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

15. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Agency Director   ☐ Agency Deputy Director   ☐ Other Agency Senior Official
☐ Other Agency Employee   ☐ Other:_____

16. Taking into account all the jobs in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year	1 - 3 years	4 – 6 years	7 – 9 years	10 years or more
☐	☐	☐	☐	☐

17. With which **field office** or offices does your agency interact on a regular basis? Mark all that apply.

REGION						
REGION I	Bangor ☐	Boston ☐	Burlington ☐	Hartford ☐	Manchester ☐	Providence ☐
REGION II	Albany ☐	Buffalo ☐	Camden ☐	Newark ☐	New York ☐	Syracuse ☐
REGION III	Baltimore ☐	Charleston ☐	Philadelphia ☐	Pittsburgh ☐	Richmond ☐	Wash., D. C. ☐ Wilmington ☐
REGION IV	Atlanta ☐ Knoxville ☐	Birmingham ☐ Louisville ☐	Columbia ☐ Memphis ☐	Greensboro ☐ Miami ☐	Jackson ☐ Nashville ☐ San Juan ☐	Jacksonville ☐ Orlando ☐ Tampa ☐
REGION V	Chicago ☐	Cincinnati ☐ Grnd. Rapids ☐	Cleveland ☐ Indianapolis ☐	Columbus ☐ Milwaukee ☐	Detroit ☐ Minneapolis ☐	Flint ☐ Springfield ☐
REGION VI	Albuquerque ☐	Dallas ☐ New Orleans ☐	Ft. Worth ☐ Okla.City ☐	Houston ☐ San Antonio ☐	Little Rock ☐ Shreveport ☐	Lubbock ☐ Tulsa ☐
REGION VII	Des Moines ☐	Kansas City ☐	Omaha ☐	St. Louis ☐		
REGION VIII	Casper ☐	Denver ☐	Fargo ☐	Helena ☐	Salt Lk. City ☐	Sioux Falls ☐
REGION IX	Fresno ☐	Honolulu ☐ Sacramento ☐	Las Vegas ☐ San Diego ☐	Los Angeles ☐ San Francisco ☐	Phoenix ☐ Santa Ana ☐	Reno ☐ Tucson ☐
REGION X	Anchorage ☐	Boise ☐	Portland ☐	Seattle ☐	Spokane ☐	

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME

_____

_____

_____

_____

_____

_____

_____

_____

Thank You for Completing the HUD Survey of Community Development Departments.
Please return your completed questionnaire to:
HUD SURVEY, c/o Silber & Associates**,** P.O. Box 651, Clarksville, MD 21029-0651. A prepaid envelope is enclosed for your convenience.
QUESTIONS ABOUT THE SURVEY?   **CALL: 1-888-SILBER-1**   **FAX: 1-410-531-3100**   **E-MAIL: SUPPORT@SASurveys.COM**

HUD Survey of Mayors

This brief, confidential survey solicits your opinion—as a spokesperson for your community—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain strictly confidential. The information you provide will be combined with all other answers and neither you nor your community will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent, non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, you may telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail **support@SAsurveys.com**.

1. How **frequent** have your **community's contacts** been **with HUD** during the past twelve months?

   ☐ Very frequent (PLEASE GO TO Question 2)
   ☐ Somewhat frequent (PLEASE GO TO Question 2)
   ☐ Not very frequent (PLEASE GO TO Question 2)
   ☐ None at all ⟶ *On behalf of your community, are you in a position to assess and comment on*
   ☐ Don't know ⟶ *the performance of HUD's organization and programs?*

   ☐ *Yes (CONTINUE)*
   ☐ *No* ⟶ *PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN*
   ☐ *Don't Know* ⟶ *QUESTIONNAIRE IF THERE IS NO SUCH PERSON*

2. During the past twelve months has your **community** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as the Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center (TARC), Multifamily Property Disposition Center, HUD Homeownership Centers, FHA Resource Center, HUD Center for Faith-Based and Community Initiatives)	☐	☐	☐
d. A contractor working for HUD	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your community's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support	Mainly regulating	About equally providing support and regulating	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD programs** with which you currently deal and then about **how HUD runs those programs**, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Listed below are different ways to think about **your relationship with HUD.** For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not Applicable" if the situation does not apply to your agency (for example, if you do not currently receive information from HUD).*

How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness** of **decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity** of **HUD rules and requirements** that apply to your agency; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **timeliness** of HUD information & technical assistance for implementing provisions of the **Housing and Economic Recovery Act of 2008**—such as those related to the Neighborhood Stabilization Program, housing counseling, or the FHA mortgage insurance program	☐	☐	☐	☐	☐	☐
l. The **quality** of HUD support & technical assistance related to implementing provisions of the **Housing and Economic Recovery Act of 2008** (see k above)	☐	☐	☐	☐	☐	☐
m. The **quality** of HUD support & technical assistance related to addressing local and regional **foreclosure** issues	☐	☐	☐	☐	☐	☐
n. The **quality** of HUD support & technical assistance related to improving the **energy efficiency** of housing supported by HUD programs	☐	☐	☐	☐	☐	☐

6. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if that applies.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
d. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
e. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
f. HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

7. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

8. During the past 12 months, has your community received **assistance** from **HUD** to help you **reach out** to **faith-based** and **community organizations**?

Yes	No	Don't know
☐	☐	☐

If yes to Question 8 above, answer Question 9. Otherwise, skip to Question 10.

9. How satisfied or dissatisfied have you been with **HUD's assistance** in helping you **reach out** to **faith-based** and **community organizations**?

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

10. How important or unimportant is your community's five-year **Consolidated Plan** when it comes to deciding which low-income housing or community development activities to pursue? *Check "Have not developed" if you haven't developed a Con Plan.*

Essential	Very important but not essential	Somewhat important	Not at all important	Don't know	Have not developed Consolidated Plan
☐	☐	☐	☐	☐	☐

11. **Grants.gov (formerly eGrants**) is intended to be a simple, unified electronic storefront for interactions between grant applicants and Federal agencies—providing information about grant opportunities and facilitating grant applications. How satisfied or dissatisfied are you with Grants.gov—considering such things as ease of use, usefulness etc.? *Check "Have not used" if you haven't used Grants.gov.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used Grants.gov
☐	☐	☐	☐	☐	☐

12. At present, taking everything into consideration, how satisfied or dissatisfied are you with the **overall performance** of the **HUD field office** with which your community generally deals?

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

13. How satisfied or dissatisfied have you been with your **direct interactions** with **HUD Headquarters** in Washington, DC, over the past 12 months? *Mark "No contact" if you haven't had contact.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	No contact
☐	☐	☐	☐	☐	☐

14. In general, would you describe your **community's current relations with HUD** as being very good, good, poor, or very poor?

Very good	Good	Poor	Very poor	Don't know
☐	☐	☐	☐	☐

15. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's overall performance**?

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

16. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Mayor/Town Supervisor/Chief Elected Official   ☐ Deputy Mayor/Chief of Staff/Senior Assistant to the Mayor

☐ Other City/Departmental Senior Official   ☐ Other City/Departmental Employee

☐ Other Member of Mayor's/Supervisor's Immediate Office

☐ Other:_____

17. Taking into account all the jobs and positions in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year	1 - 3 years	4 - 6 years	7 - 9 years	10 years or more
☐	☐	☐	☐	☐

18. With which **field office** or offices does your community interact on a regular basis? Mark all that apply.

REGION I	Bangor	☐	Boston	☐	Burlington	☐	Hartford	☐	Manchester	☐	Providence	☐
REGION II	Albany	☐	Buffalo	☐	Camden	☐	Newark	☐	New York	☐	Syracuse	☐
REGION III	Baltimore	☐	Charleston	☐	Philadelphia	☐	Pittsburgh	☐	Richmond	☐	Wash., D. C.	☐
											Wilmington	☐
REGION IV	Atlanta	☐	Birmingham	☐	Columbia	☐	Greensboro	☐	Jackson	☐	Jacksonville	☐
	Knoxville	☐	Louisville	☐	Memphis	☐	Miami	☐	Nashville	☐	Orlando	☐
									San Juan	☐	Tampa	☐
REGION V	Chicago	☐	Cincinnati	☐	Cleveland	☐	Columbus	☐	Detroit	☐	Flint	☐
	Grnd. Rapids	☐	Indianapolis	☐	Milwaukee	☐	Minneapolis	☐			Springfield	☐
REGION VI	Albuquerque	☐	Dallas	☐	Ft. Worth	☐	Houston	☐	Little Rock	☐	Lubbock	☐
			New Orleans	☐	Okla.City	☐	San Antonio	☐	Shreveport	☐	Tulsa	☐
REGION VII	Des Moines	☐	Kansas City	☐	Omaha	☐	St. Louis	☐				
REGION VIII	Casper	☐	Denver	☐	Fargo	☐	Helena	☐	Salt Lk. City	☐	Sioux Falls	☐
REGION IX	Fresno	☐	Honolulu	☐	Las Vegas	☐	Los Angeles	☐	Phoenix	☐	Reno	☐
			Sacramento	☐	San Diego	☐	San Francisco	☐	Santa Ana	☐	Tucson	☐
REGION X	Anchorage	☐	Boise	☐	Portland	☐	Seattle	☐	Spokane	☐		

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME.

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Thank You for Completing the HUD Survey of Mayors.
Please return your completed questionnaire to:
HUD SURVEY, c/o Silber & Associates**,** P.O. Box 651, Clarksville, MD 21029-0651.
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY?　　**CALL: 1-888-SILBER-1**　　**FAX: 1-410-531-3100**　　**E-MAIL: SUPPORT@SASurveys.COM**

HUD Survey of Public Housing Agencies

This brief, confidential survey solicits your opinion—as a spokesperson for your agency—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain strictly confidential. The information you provide will be combined with all other answers and neither you nor your agency will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent, non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, you may telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail **support@SAsurveys.com**.

1. How **frequent** have your **agency's contacts** been **with HUD** during the past twelve months?

☐ Very frequent (PLEASE GO TO Question 2)
☐ Somewhat frequent (PLEASE GO TO Question 2)
☐ Not very frequent (PLEASE GO TO Question 2)
☐ None at all ⟶ *On behalf of your agency, are you in a position to assess and comment on the*
☐ Don't know ⟶ *performance of HUD's organization and programs?*

  ☐ *Yes (CONTINUE)*
  ☐ *No* ⟶ | *PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN*
  ☐ *Don't Know* ⟶ | *QUESTIONNAIRE IF THERE IS NO SUCH PERSON*

2. During the past twelve months has your **agency** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center (TARC), Multifamily Property Disposition Center, HUD Homeownership Centers, FHA Resource Center, HUD Center for Faith-Based and Community Initiatives)	☐	☐	☐
d. A contractor working for HUD (such as a Section 8 Performance Based Contract Administrator)	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your agency's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support to you	Mainly regulating you	About equally providing support and regulating you	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD programs** with which you currently deal and then about **how HUD runs those programs**, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Listed below are different ways to think about **your relationship with HUD.** For each item, indicate your general level of satisfaction or dissatisfaction at the present point in time. *Check "Not Applicable" if the situation does not apply to your agency (for example, if you do not currently receive information from HUD).*

How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness** of **decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity** of **HUD rules and requirements** that apply to your agency; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** needed to **comply** with HUD **reporting** requirements (such as those involving REAC or PIC)	☐	☐	☐	☐	☐	☐

6. Below are **changes that occurred at HUD** over the last decade. Have they made HUD better or worse, or have they not had much effect?

	Much better	Somewhat better	Somewhat worse	Much worse	Not had much effect	Not aware of such changes/ Not applicable	Don't know
a. **Organizational changes,** such as consolidation of previously independent offices under other offices [like the Real Estate Assessment Center (REAC) or establishment of the PIH Information Center (PIC)].	☐	☐	☐	☐	☐	☐	☐
b. Outsourcing project-based **Section 8 program monitoring** through a **third-party entity** such as a Performance Based Contract Administrator.	☐	☐	☐	☐	☐	☐	☐

7. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if that applies.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
d. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
e. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
f. HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

8. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

9. How would you characterize **relations** between your **agency** and **HUD today**?

	Very good	Good	Bad	Very bad	Don't know
	☐	☐	☐	☐	☐

10. Over the **last several years** have **relations** between your **agency** and **HUD** gotten:

	Much better	Somewhat better	Somewhat worse	Much worse	Have not changed	Don't know
	☐	☐	☐	☐	☐	☐

11. Indicate your level of satisfaction or dissatisfaction with each of the following as it relates to your agency. *Check "Not Applicable" if the situation does not apply.*

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. HUD's ability to accurately **monitor income and rent policies** through the **Rental Housing Integrity Improvement Project (RHIIP)**	☐	☐	☐	☐	☐	☐
b. The ability of HUD field office personnel to **consistently** and **reliably interpret policies** and **regulations** that pertain to your agency's grants and programs	☐	☐	☐	☐	☐	☐
c. HUD's current capacity to **collect** and **make available** tenant (HUD-50058) data and reports in the **PIH Information Center (PIC)** system (*Consider such things as ease of use of the system, usefulness of reports, appropriateness of data collected, etc.*)	☐	☐	☐	☐	☐	☐
d. HUD's current capacity to **monitor** and **provide oversight** of your agency's activities	☐	☐	☐	☐	☐	☐
e. The **timeliness** of **financial information** you receive from **HUD**	☐	☐	☐	☐	☐	☐
f. The **timeliness** of **funds disbursed** by HUD for your agency	☐	☐	☐	☐	☐	☐
g. The quality of **technical assistance** and **guidance** you receive about **PIC** and from **REAC** related to electronic transmission of information to HUD	☐	☐	☐	☐	☐	☐
h. The **physical inspections performed by REAC**	☐	☐	☐	☐	☐	☐
i. **Electronic financial reporting to REAC**	☐	☐	☐	☐	☐	☐
j. The **Public Housing Assessment System (PHAS)**	☐	☐	☐	☐	☐	☐
k. The **Section Eight Management Assessment Program (SEMAP)**	☐	☐	☐	☐	☐	☐
l. The **quality** of HUD support & technical assistance related to improving the **energy efficiency** of housing supported by HUD programs	☐	☐	☐	☐	☐	☐
m. The **Enterprise Income Verification (EIV)** system	☐	☐	☐	☐	☐	☐
n. The **amount** of support & technical assistance for implementing **asset management**	☐	☐	☐	☐	☐	☐
o. The **quality** of support & technical assistance for implementing **asset management**	☐	☐	☐	☐	☐	☐

12. What, if anything, can HUD do to **improve** the process for **converting to asset management**? (Please print.)

☐ *Check this box if you are not converting to asset management.* _____

_____

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13. What, if anything, can HUD do to **improve** the **Enterprise Income Verification (EIV)** system? (Please print.)

☐ *Check this box if EIV is not applicable.* _____

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14. Housing agencies may work with several HUD offices, hubs and centers for various purposes. Are the **different functions and responsibilities** of **these offices, hubs and centers:**

Very clear	Somewhat clear	Somewhat unclear	Very unclear	Don't know
☐	☐	☐	☐	☐

15. **Grants.gov (formerly eGrants)** is intended to be a simple, unified electronic storefront for interactions between grant applicants and Federal agencies—providing information about grant opportunities and facilitating grant applications. How satisfied or dissatisfied are you with Grants.gov—considering such things as ease of use, usefulness etc.? *Check "Have not used" if you haven't used Grants.gov.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used Grants.gov
☐	☐	☐	☐	☐	☐

16. Consider HUD's public communications, such as to Congress and the media, about public housing agencies. Do **those communications** generally make it much easier for you to accomplish your agency's objectives, somewhat easier, somewhat harder, or much harder, or do they generally have no effect?

Much easier	Somewhat easier	Somewhat harder	Much harder	No effect	Don't know
☐	☐	☐	☐	☐	☐

17. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's **overall performance?**

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

18. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Agency Director   ☐ Agency Deputy Director   ☐ Other Agency Senior Official

☐ Other Agency Employee   ☐ Other:_____

19. Taking into account all the jobs in your employment history, how many **years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year	1 - 3 years	4 – 6 years	7 – 9 years	10 years or more
☐	☐	☐	☐	☐

20. With which **field office** or offices does your agency interact on a regular basis? Mark all that apply.

REGION I	Bangor	☐	Boston	☐	Burlington	☐	Hartford	☐	Manchester	☐	Providence	☐
REGION II	Albany	☐	Buffalo	☐	Camden	☐	Newark	☐	New York	☐	Syracuse	☐
REGION III	Baltimore	☐	Charleston	☐	Philadelphia	☐	Pittsburgh	☐	Richmond	☐	Wash., D. C.	☐
											Wilmington	☐
REGION IV	Atlanta	☐	Birmingham	☐	Columbia	☐	Greensboro	☐	Jackson	☐	Jacksonville	☐
	Knoxville	☐	Louisville	☐	Memphis	☐	Miami	☐	Nashville	☐	Orlando	☐
									San Juan	☐	Tampa	☐
REGION V	Chicago	☐	Cincinnati	☐	Cleveland	☐	Columbus	☐	Detroit	☐	Flint	☐
			Grnd. Rapids	☐	Indianapolis	☐	Milwaukee	☐	Minneapolis	☐	Springfield	☐
REGION VI	Albuquerque	☐	Dallas	☐	Ft. Worth	☐	Houston	☐	Little Rock	☐	Lubbock	☐
			New Orleans	☐	Okla.City	☐	San Antonio	☐	Shreveport	☐	Tulsa	☐
REGION VII	Des Moines	☐	Kansas City	☐	Omaha	☐	St. Louis	☐				
REGION VIII	Casper	☐	Denver	☐	Fargo	☐	Helena	☐	Salt Lk. City	☐	Sioux Falls	☐
REGION IX	Fresno	☐	Honolulu	☐	Las Vegas	☐	Los Angeles	☐	Phoenix	☐	Reno	☐
			Sacramento	☐	San Diego	☐	San Francisco	☐	Santa Ana	☐	Tucson	☐
REGION X	Anchorage	☐	Boise	☐	Portland	☐	Seattle	☐	Spokane	☐		

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME.

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Thank You for Completing the HUD Survey of Public Housing Agencies.
Please return your completed questionnaire to:
HUD SURVEY, c/o Silber & Associates, P.O. Box 651, Clarksville, MD 21029-0651. A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY?   CALL: 1-888-SILBER-1   FAX: 1-410-531-3100   E-MAIL: SUPPORT@SASurveys.COM

HUD Survey of Fair Housing Assistance Program Agencies

This brief, confidential survey solicits your opinion—as a spokesperson for your agency—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain strictly confidential. The information you provide will be combined with all other answers and neither you nor your agency will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent, non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, you may telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail **support@SAsurveys.com**.

1. How **frequent** have your **agency's contacts** been **with HUD** during the past twelve months?

   ☐ Very frequent (PLEASE GO TO Question 2)
   ☐ Somewhat frequent (PLEASE GO TO Question 2)
   ☐ Not very frequent (PLEASE GO TO Question 2)
   ☐ None at all ⟶ *On behalf of your agency, are you in a position to assess and comment on the*
   ☐ Don't know ⟶ *performance of HUD's organization and programs?*

   ☐ *Yes (CONTINUE)*
   ☐ *No* ⟶ *PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN*
   ☐ *Don't Know* ⟶ *QUESTIONNAIRE IF THERE IS NO SUCH PERSON*

2. During the past twelve months has your **agency** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as the Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center (TARC), Multifamily Property Disposition Center, HUD Homeownership Centers, FHA Resource Center, HUD Center for Faith-Based and Community Initiatives)	☐	☐	☐
d. A contractor working for HUD	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your agency's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support	Mainly regulating	About equally providing support and regulating	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD programs** with which you currently deal and then about **how HUD runs those programs**, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Listed below are different ways to think about **your relationship with HUD.** For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not applicable" if the situation does not apply to your agency (for example, if you do not currently receive information from HUD).* How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness** of **decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity** of **HUD rules and requirements** that apply to your agency; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** required to **comply** with HUD **reporting** requirements	☐	☐	☐	☐	☐	☐

6. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if that applies.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. The **National Fair Housing Training Academy**	☐	☐	☐	☐	☐	☐
d. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
e. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
f. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
g HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

7. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

8. How adequate is your **reimbursement** from HUD for covering the costs of:

	Very adequate	Somewhat adequate	Somewhat inadequate	Very inadequate	Don't know
a. **Investigating** individual **complaints**?	☐	☐	☐	☐	☐
b. **Training** and **administration**?	☐	☐	☐	☐	☐
c. **Capacity building**?	☐	☐	☐	☐	☐

9. How adequate is the **level of technical assistance** currently provided to you by HUD in support of your agency's responsibility for responding to fair housing complaints?

Very adequate	Somewhat adequate	Somewhat inadequate	Very inadequate	Don't know
☐	☐	☐	☐	☐

10. Some FHAP agency officials say they would like to see a **closer partnership with HUD** in pursuing **pattern and practice or Secretary-initiated cases**. Others say this is not necessary, as the U.S. Department of Justice or states' attorneys general have this duty. What do you say?

Would like to see closer partnership	Not necessary	It depends	Don't know
☐	☐	☐	☐

11. How often, if at all, do you **work with** local Fair Housing Initiatives Program **(FHIP) organizations on cases** they are investigating?

Very often	Sometimes	Not at all	Don't know
☐	☐	☐	☐

12. Some FHAP agency officials say they would like to build **closer partnerships** with **FHIP organizations** with respect to (a), (b), and/or (c) below. Others say this is not necessary or appropriate. What do you say?

	Would like to see closer partnerships	Not necessary or appropriate	It depends	Don't know
a. **Investigating cases**	☐	☐	☐	☐
b. **Testing**	☐	☐	☐	☐
c. **Education** activities/outreach	☐	☐	☐	☐

13. What, if any, **major new steps** could HUD take that it is not now taking to help you with your fair housing and fair lending responsibilities?

_____

_____

_____

14. Please indicate your level of satisfaction or dissatisfaction with each of the following as it relates to your agency. Check "Not applicable" if the situation does not apply to your agency.

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The recent **upgrading** of **TEAPOTS** (Title Eight Automated Paperless Office Tracking System)	☐	☐	☐	☐	☐	☐
b. The overall **effectiveness** of **TEAPOTS** in the investigation and tracking of complaints	☐	☐	☐	☐	☐	☐
c. HUD's **on-site performance assessment** process for FHAP agencies	☐	☐	☐	☐	☐	☐
d. The *amount* of support & technical assistance you receive from HUD related to addressing **fair lending issues**	☐	☐	☐	☐	☐	☐
e. The *quality* of support & technical assistance you receive from HUD related to addressing **fair lending issues**	☐	☐	☐	☐	☐	☐

15. If your agency put together a **logic model** in conjunction with a HUD NOFA application, have you found that the logic model helped you to. . .?

	Yes, definitely	Yes, probably	No	I Don't know	Haven't done a logic model in conjunction with HUD grant application
a. Better **identify** performance **indicators**	☐	☐	☐	☐	☐
b. Better **think through activities** to achieve your desired objectives	☐	☐	☐	☐	☐
c. Better **manage** your HUD **grant**	☐	☐	☐	☐	☐

➡

16. How would you characterize **relations** between your **agency** and **HUD today**?   ☐ ☐ ☐ ☐ ☐

17. Over the **last several years** have **relations** between your **agency** and **HUD** gotten much better, somewhat better, somewhat worse, much worse, or have they not changed?

Much better   Somewhat better   Somewhat worse   Much worse   Have not changed   Don't know
☐   ☐   ☐   ☐   ☐   ☐

18. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's overall performance?**

Very satisfied   Somewhat satisfied   Somewhat dissatisfied   Very dissatisfied   Don't know
☐   ☐   ☐   ☐   ☐

19. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Agency Director   ☐ Agency Deputy Director   ☐ Other Agency Senior Official
☐ Other Agency Employee   ☐ Other:_____

20. Taking into account all the jobs in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year   1 - 3 years   4 – 6 years   7 – 9 years   10 years or more
☐   ☐   ☐   ☐   ☐

21. With which **field office** or offices does your agency interact on a regular basis? Mark all that apply.

REGION I	Bangor	☐	Boston	☐	Burlington	☐	Hartford	☐	Manchester	☐	Providence	☐
REGION II	Albany	☐	Buffalo	☐	Camden	☐	Newark	☐	New York	☐	Syracuse	☐
REGION III	Baltimore	☐	Charleston	☐	Philadelphia	☐	Pittsburgh	☐	Richmond	☐	Wash., D. C. / Wilmington	☐ ☐
REGION IV	Atlanta / Knoxville	☐ ☐	Birmingham / Louisville	☐ ☐	Columbia / Memphis	☐ ☐	Greensboro / Miami	☐ ☐	Jackson / Nashville / San Juan	☐ ☐ ☐	Jacksonville / Orlando / Tampa	☐ ☐ ☐
REGION V	Chicago	☐	Cincinnati / Grnd. Rapids	☐ ☐	Cleveland / Indianapolis	☐ ☐	Columbus / Milwaukee	☐ ☐	Detroit / Minneapolis	☐ ☐	Flint / Springfield	☐ ☐
REGION VI	Albuquerque	☐	Dallas / New Orleans	☐ ☐	Ft. Worth / Okla.City	☐ ☐	Houston / San Antonio	☐ ☐	Little Rock / Shreveport	☐ ☐	Lubbock / Tulsa	☐ ☐
REGION VII	Des Moines	☐	Kansas City	☐	Omaha	☐	St. Louis	☐				
REGION VIII	Casper	☐	Denver	☐	Fargo	☐	Helena	☐	Salt Lk. City	☐	Sioux Falls	☐
REGION IX	Fresno	☐	Honolulu / Sacramento	☐ ☐	Las Vegas / San Diego	☐ ☐	Los Angeles / San Francisco	☐ ☐	Phoenix / Santa Ana	☐ ☐	Reno / Tucson	☐ ☐
REGION X	Anchorage	☐	Boise	☐	Portland	☐	Seattle	☐	Spokane	☐		

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME.

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Thank You for Completing the HUD Survey of Fair Housing Assistance Program Agencies. *Please return your completed questionnaire to:*
HUD SURVEY, c/o Silber & Associates, P.O. Box 651, Clarksville, MD 21029-0651. A prepaid envelope is enclosed for your convenience.
QUESTIONS ABOUT THE SURVEY?   **CALL: 1-888-SILBER-1   FAX: 1-410-531-3100   E-MAIL: SUPPORT@SASurveys.COM**

HUD Survey of Fair Housing Initiatives Program Organizations

This brief, confidential survey solicits your opinion—as a spokesperson for your organization—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain strictly confidential. The information you provide will be combined with all other answers and neither you nor your organization will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent, non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, you may telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail **support@SAsurveys.com**.

1. How **frequent** have your **organization's contacts** been **with HUD** during the past twelve months?

☐ Very frequent (PLEASE GO TO Question 2)
☐ Somewhat frequent (PLEASE GO TO Question 2)
☐ Not very frequent (PLEASE GO TO Question 2)
☐ None at all ⟶ *On behalf of your organization, are you in a position to assess and comment on*
☐ Don't know ⟶ *the performance of HUD's organization and programs?*

    ☐ *Yes (CONTINUE)*
    ☐ *No*
    ☐ *Don't Know*

PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN QUESTIONNAIRE IF THERE IS NO SUCH PERSON

2. During the past twelve months has your **organization** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as the Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center (TARC), Multifamily Property Disposition Center, HUD Homeownership Centers, FHA Resource Center, HUD Center for Faith-Based and Community Initiatives)	☐	☐	☐
d. A contractor working for HUD	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your organization's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support	Mainly regulating	About equally providing support and regulating	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD programs** with which you currently deal and then about **how HUD runs those programs**, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Listed below are different ways to think about **your relationship with HUD.**
For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not applicable" if the situation does not apply to your organization (for example, if you do not currently receive information from HUD).*
How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness** of **decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity** of **HUD rules and requirements** that apply to your agency; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** required to **comply** with HUD **reporting** requirements	☐	☐	☐	☐	☐	☐

6. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if that applies.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. The **National Fair Housing Training Academy**	☐	☐	☐	☐	☐	☐
d. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
e. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
f. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
g HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

7. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

8. Some FHIP organization officials say they would like to build **closer partnerships** with Fair Housing Assistance Program **(FHAP) agencies** with respect to (a), (b), and/or (c) below. Others say this is not necessary or appropriate. What do you say?

	Would like to see closer partnerships	Not necessary or appropriate	It depends	Don't know
a. **Enforcement**	☐	☐	☐	☐
b. **Testing**	☐	☐	☐	☐
c. **Education** activities/outreach	☐	☐	☐	☐

9. Please indicate your level of satisfaction or dissatisfaction with each of the following as it relates to your organization. Check "Not applicable" if the situation does not apply.

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **amount** of support & technical assistance you receive related to addressing **predatory lending**	☐	☐	☐	☐	☐	☐
b. The **quality** of support & technical assistance you receive related to addressing **predatory lending**	☐	☐	☐	☐	☐	☐
c. The **monitoring** of your FHIP **grant**	☐	☐	☐	☐	☐	☐
d. How **complaints are handled** when you file them with HUD	☐	☐	☐	☐	☐	☐

10. If your organization put together a **logic model** in conjunction with a HUD NOFA application, have you found that the logic model helped you to. . .?

	Yes, definitely	Yes, probably	No	I Don't know	Haven't done a logic model in conjunction with HUD grant application
a. Better **identify** performance **indicators**	☐	☐	☐	☐	☐
b. Better **think through activities** to achieve your desired objectives	☐	☐	☐	☐	☐
c. Better **manage** your HUD **grant**	☐	☐	☐	☐	☐

11. **Discrimination complaints** referred by FHIP agencies directly to HUD for processing sometimes take a **long time to close**. Here are some **possible reasons** why they might. Based on your organization's experience, please indicate whether you think each is a major reason, a minor reason, or not a reason at all that complaints sometimes take a long time to close.

	Major reason	Minor reason	Not a reason	Don't know
a. **HUD requirements** for complaint processing are **too restrictive**.	☐	☐	☐	☐
b. **Lack** of **HUD staff knowledge** and **expertise**.	☐	☐	☐	☐
c. **Insufficient HUD staff** to process cases.	☐	☐	☐	☐
d. **Time lag** between when a FHIP organization refers a case and **HUD's initial response.**	☐	☐	☐	☐
e. **Time lags** in **communications between HUD** staff **and FHIP** staff after the initial communication.	☐	☐	☐	☐
f. **Internal HUD** processing **delays** (i.e. such as time for legal counsel review).	☐	☐	☐	☐
g. Lengthy **investigation time** by HUD.	☐	☐	☐	☐
h. **No** HUD **"fast tracking"** of "open and shut" cases.	☐	☐	☐	☐
i. **Disagreements** between FHIP and HUD staff.	☐	☐	☐	☐
j. FHIP cases are **inherently complex**.	☐	☐	☐	☐
k. **Insufficient funding** of FHIP organizations.	☐	☐	☐	☐
l. **Lack** of **FHIP staff time** or **competing demands** leads to delays in responding to HUD requests for information.	☐	☐	☐	☐
m. **Other** reason(s) (please specify): _____	☐	☐	☐	☐

12. In order of importance, which of the **above reasons** would you say are most responsible for **FHIP referrals** sometimes taking a **long time to close**? (Please write in the letter preceding the reason.)

_____ Most important reason
_____ Second most important reason
_____ Third most important reason
_____ I don't know

13. **Grants.gov (formerly eGrants**) is intended to be a simple, unified electronic storefront for interactions between grant applicants and Federal agencies—providing information about grant opportunities and facilitating grant applications. How satisfied or dissatisfied are you with Grants.gov—considering such things as ease of use, usefulness etc.? *Check "Have not used" if you haven't used Grants.gov.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used Grants.gov
☐	☐	☐	☐	☐	☐

14. How would you characterize **relations** between your **organization** and **HUD today**? Are they very good, good, bad or very bad?

Very good	Good	Bad	Very bad	Don't know
☐	☐	☐	☐	☐

15. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's overall performance?**

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

16. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Organization Director   ☐ Organization Deputy Director   ☐ Other Organization Senior Official

☐ Other Organization Employee   ☐ Other:_____

17. Taking into account all the jobs in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year	1 - 3 years	4 – 6 years	7 – 9 years	10 years or more
☐	☐	☐	☐	☐

18. With which **field office** or offices does your organization interact on a regular basis? Mark all that apply.

REGION I	Bangor	☐	Boston	☐	Burlington	☐	Hartford	☐	Manchester	☐	Providence	☐
REGION II	Albany	☐	Buffalo	☐	Camden	☐	Newark	☐	New York	☐	Syracuse	☐
REGION III	Baltimore	☐	Charleston	☐	Philadelphia	☐	Pittsburgh	☐	Richmond	☐	Wash., D. C.	☐
											Wilmington	☐
REGION IV	Atlanta	☐	Birmingham	☐	Columbia	☐	Greensboro	☐	Jackson	☐	Jacksonville	☐
	Knoxville	☐	Louisville	☐	Memphis	☐	Miami	☐	Nashville	☐	Orlando	☐
									San Juan	☐	Tampa	☐
REGION V	Chicago	☐	Cincinnati	☐	Cleveland	☐	Columbus	☐	Detroit	☐	Flint	☐
			Grnd. Rapids	☐	Indianapolis	☐	Milwaukee	☐	Minneapolis	☐	Springfield	☐
REGION VI	Albuquerque	☐	Dallas	☐	Ft. Worth	☐	Houston	☐	Little Rock	☐	Lubbock	☐
			New Orleans	☐	Okla.City	☐	San Antonio	☐	Shreveport	☐	Tulsa	☐
REGION VII	Des Moines	☐	Kansas City	☐	Omaha	☐	St. Louis	☐				
REGION VIII	Casper	☐	Denver	☐	Fargo	☐	Helena	☐	Salt Lk. City	☐	Sioux Falls	☐
REGION IX	Fresno	☐	Honolulu	☐	Las Vegas	☐	Los Angeles	☐	Phoenix	☐	Reno	☐
			Sacramento	☐	San Diego	☐	San Francisco	☐	Santa Ana	☐	Tucson	☐
REGION X	Anchorage	☐	Boise	☐	Portland	☐	Seattle	☐	Spokane	☐		

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME.

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Thank You for Completing the HUD Survey of Fair Housing Initiative Program Organizations.
Please return your completed questionnaire to:
HUD SURVEY, c/o Silber & Associates**,** P.O. Box 651, Clarksville, MD 21029-0651. A prepaid envelope is enclosed for your convenience.
QUESTIONS ABOUT THE SURVEY?   **CALL: 1-888-SILBER-1   FAX: 1-410-531-3100   E-MAIL: SUPPORT@SASurveys.COM**

HUD Survey of FHA-Approved Single Family Mortgage Lenders

This brief, confidential survey solicits your opinion—as a spokesperson for your company—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD)/Federal Housing Administration (FHA). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain confidential. Neither you nor your company will be identified in reporting the survey findings to HUD/FHA or anyone else. The survey is being conducted by Silber & Associates, an independent and non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, please telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail support@SAsurveys.com.

1. How **frequent** have your company's **contacts** been **with HUD/FHA** during the past twelve months?

☐ Very frequent (PLEASE GO TO Question 2)
☐ Somewhat frequent (PLEASE GO TO Question 2)
☐ Not very frequent (PLEASE GO TO Question 2)
☐ None at all ⟶ *On behalf of your business or organization, are you in a position to assess and*
☐ Don't know ⟶ *comment on the performance of HUD's organization and programs?*

   ☐ *Yes (CONTINUE)*
   ☐ *No* ⟶ | *PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN*
   ☐ *Don't Know* ⟶ | *QUESTIONNAIRE IF THERE IS NO SUCH PERSON*

2. During the past twelve months has your company had contact with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in one or more HUD/FHA Homeownership Centers	☐	☐	☐
d. HUD personnel in the National Servicing Center	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your company's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support to you	Mainly regulating you	About equally providing support and regulating you	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD/FHA programs** with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Listed below are several different ways to think about **your relationship with HUD/FHA.** For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not Applicable" if the situation does not apply to your company (for example, if you do not currently receive information from HUD).* How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness of decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity of HUD rules and requirements** that apply to your company; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** required to **comply** with HUD **reporting** requirements (e.g., annual renewal process, FHA Connection)	☐	☐	☐	☐	☐	☐

6. HUD/FHA provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if you haven't used the method for HUD training or technical assistance.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
d. HUD's/FHA's **Webpage**	☐	☐	☐	☐	☐	☐
e. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐

7. HUD/FHA has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

8. FHA's **Neighborhood Watch Early Warning System** allows FHA-approved lenders to identify and analyze the performance of loans they originate, underwrite, or service. It is intended to highlight exceptions so that potential problems are readily identifiable. How satisfied or dissatisfied are you with each of the following aspects of the Neighborhood Watch Early Warning System?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
a. The **basic information tools** such as "Early Warnings," "Servicing," "Analysis," or "Details"	☐	☐	☐	☐	☐
b. The "**Lender Reporting**" element	☐	☐	☐	☐	☐
c. The "**Help/Abort**" menu	☐	☐	☐	☐	☐
d. The "**Feedback**" feature	☐	☐	☐	☐	☐

8a. If you are "somewhat dissatisfied" or "very dissatisfied" with any aspect of the Neighborhood Early Watch Warning System, please tell us the reason for your dissatisfaction.

_____

_____

9. **In general**, how satisfied or dissatisfied are you with the following HUD/FHA systems, considering such things as ease of use, availability of technical assistance, etc.

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
a. The **Neighborhood Watch Early Warning System**	☐	☐	☐	☐	☐
b. **FHA Connection**, which provides FHA-approved lenders and business partners with direct, secure, online access to HUD computer systems	☐	☐	☐	☐	☐

10. FHA maintains a **Resource Center** allowing mortagees and loan correspondents to **seek information or ask questions** regarding loan products, processing issues, mortgage credit guidelines, property analysis guidelines, use of FHA Connection, etc. The Center can be contacted by telephone or e-mail or searched online (via the Internet).

Are you aware of **the Resource Center**?
☐ Yes (please go to question 11)   ☐ No (please skip to question 12)   ☐ Don't know (please skip to question 12)

11. *[If yes to question 10]:* Overall, how **satisfied or dissatisfied** are you with the **Resource Center**—taking into account such things as the quality of information you received, the responsiveness of staff, the ease or difficulty of reaching the Resource Center, etc.? **If you have not used it in the last year or so, mark "Have not used."**

Satisfaction or dissatisfaction with the assistance received via:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used
a. Telephone "helpline" (1-800-CALL-FHA)	☐	☐	☐	☐	☐	☐
b. E-mail to the Resource Center (info@fhaoutreach.com)	☐	☐	☐	☐	☐	☐
c. Internet (fhaoutreach.gov/FHAFAQ)	☐	☐	☐	☐	☐	☐

12. At both the HUD Headquarters and field office levels, FHA regularly conducts **Quality Assurance Monitoring Reviews** that include on-site loan-level examination of lender files as well as assessment of lenders' compliance with FHA loan origination and servicing requirements. Please indicate how useful or not useful you have found the information you receive from such Quality Assurance Monitoring Reviews.

Very useful	Somewhat useful	Not too useful	Not useful at all	Don't know	Not received monitoring review
☐	☐	☐	☐	☐	☐

12a. If you answered "not too useful" or "not useful at all" to Question 10:
Please tell us how Quality Assurance Monitoring Reviews could be made more useful to you.

_____

_____

13. In addition to the mortgage monitoring conducted by FHA's Homeownership Centers and other Departmental reviews of insured mortgage operations, FHA conducts **Post Endorsement Technical Reviews** that are intended to provide useful feedback to lenders regarding compliance with FHA requirements. Please indicate how useful or not useful you have found the information you receive from Post Endorsement Technical Reviews.

Very useful	Somewhat useful	Not too useful	Not useful at all	Don't know
☐	☐	☐	☐	☐

13a. If you answered "not too useful" or "not useful at all" to Question 11:
Please tell us how Post Endorsement Technical Reviews could be made more useful to you.

_____

_____

14. As compared to what it was like prior to 2008, has your **FHA-insured loan volume** since 2008 increased, decreased, or stayed about the same?

Increased by a large amount	Increased by a small amount	Stayed about the same	Decreased by a small amount	Decreased by a large amount	Don't know
☐	☐	☐	☐	☐	☐

15. **How long** has your company been an FHA-approved mortgagee or loan correspondent?

For more than 10 years	For between 5 and 10 years	For less than 5 years	Don't know
☐	☐	☐	☐

16. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's/FHA's overall performance?**

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

17. Please indicate the **title/position** of the primary person who answered these questions:

☐ Owner or Senior Officer   ☐ Division or Branch Manager
☐ Administrative Assistant/Secretary ☐ Loan Officer/Underwriter/Quality Control Specialist
☐ Other Lender Employee   ☐ Other:_____

18. Taking into account all the jobs in your employment history, **how many years**, in total, have you **interacted with HUD/FHA** as part of your job?

Less than 1 year	1 - 3 years	4 - 6 years	7 - 9 years	10 years or more
☐	☐	☐	☐	☐

19. Among your functions, are you **involved in** or **responsible for** any of the following aspects of your company's **FHA operations**? *Please check all that apply.*

☐ Loan Origination   ☐ Underwriting   ☐ Processing
☐ Quality Control   ☐ Servicing   ☐ Secondary Marketing
☐ Office Administration   ☐ Other:_____

20. What **type of mortgagee or loan correspondent** is your company?

☐ Supervised Mortgagee/Full Eagle   ☐ Non-Supervised Mortgagee/Full Eagle
☐ Supervised Loan Correspondent/Mini-Eagle   ☐ Non-Supervised Loan Correspondent/Mini-Eagle
☐ Government Mortgagee   ☐ Investing Mortgagee
☐ Don't Know

21. Which HUD/FHA **Homeownership Center or Centers** do you interact with on a regular basis? Mark all that apply.

☐ Atlanta   ☐ Denver   ☐ Philadelphia   ☐ Santa Ana

We welcome and appreciate any comments you may have about HUD/FHA. PLEASE PRINT. Add paper as needed.

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Thank You for Completing the HUD Survey of FHA-Approved Single Family Mortgage Lenders.
A prepaid envelope is enclosed for your convenience. *Please return your completed questionnaire to:*
HUD SURVEY, c/o Silber & Associates**,** 13067 12 Hills Road, Suite B, Clarksville, MD 21029-1144
QUESTIONS ABOUT THE SURVEY?   **CALL: 1-888-SILBER-1   FAX: 1-410-531-3100   E-MAIL: SUPPORT@SASurveys.COM**

HUD Survey of Multifamily Housing Owners

This brief, confidential survey solicits your opinion—as a spokesperson for your business or organization—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). It is being conducted by Silber & Associates, an independent and non-partisan research organization. Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, take all of your experiences into consideration when answering the questions. **If you are not the property owner to whom the survey was sent by Silber and Associates, but are responding on behalf of the owner, please do your best to answer all questions as that owner would answer them.**

Your responses will remain confidential. Neither you nor your business or organization will be identified in reporting the survey findings to HUD or anyone else.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, please telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail support@SAsurveys.com.

1. How **frequent** have your **business' or organization's contacts** been **with HUD** during the past twelve months?

☐ Very frequent (PLEASE GO TO Question 2)
☐ Somewhat frequent (PLEASE GO TO Question 2)
☐ Not very frequent (PLEASE GO TO Question 2)
☐ None at all ⟶ *On behalf of your business or organization, are you in a position to assess and*
☐ Don't know ⟶ *comment on the performance of HUD's organization and programs?*

  ☐ *Yes (CONTINUE)*
  ☐ *No* ⟶ PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN
  ☐ *Don't Know* ⟶ QUESTIONNAIRE IF THERE IS NO SUCH PERSON

2. During the past twelve months has your **business or organization** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Multifamily Property Disposition Center)	☐	☐	☐
d. A contractor working for HUD (such as a Section 8 Performance Based Contract Administrator)	☐	☐	☐

3. During the past twelve months, when you interacted with HUD, were your dealings **more** with **HUD,** or were they **more** with HUD's **contractors/third-party contractors**? *Check "Did not deal with HUD's contractors" if that applies.*

More with HUD	More with HUD's contractors	Interacted with HUD & HUD's contractors about equally	Did not deal with HUD's contractors	Don't know
☐	☐	☐	☐	☐

4. Overall, taking everything into consideration, how satisfied or dissatisfied are you with the service provided by **HUD's contractors/third-party contractors**? *Check "Did not deal with HUD's contractors" if that applies.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Did not deal with HUD's contractors	Don't know
☐	☐	☐	☐	☐	☐

Please answer the remainder of the questionnaire based on your experience with HUD,
including its contractors/third-party contactors.

5. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your business' or organization's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support to you	Mainly regulating you	About equally providing support and regulating you	Neither/something other	Don't know
☐	☐	☐	☐	☐

6. Thinking first about **HUD programs** with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

7. Listed below are several different ways to think about **your relationship with HUD.** For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not Applicable" if the situation does not apply to your business or organization (for example, if you do not currently receive information from HUD).* How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness of decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity of HUD rules and requirements** that apply to your business or organization; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** required to **comply** with HUD **reporting** requirements (e.g., Tenant Rental Assistance Certification System [TRACS] or HUD's Real Estate Assessment Center [REAC])	☐	☐	☐	☐	☐	☐

8. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if you haven't used the method for HUD training or technical assistance.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
d. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
e. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
f. HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

9. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

10. Property owners may work with multiple HUD offices, hubs, centers, and performance-based contractor administrators (PBCAs) for various purposes. How **clear** or **unclear** are the **different functions and responsibilities** of these offices, hubs, centers, and PBCAs?

Very clear	Somewhat clear	Somewhat unclear	Very unclear	Don't know
☐	☐	☐	☐	☐

11. Please indicate your level of satisfaction with each of the following as it relates to your business or organization. *Check "Not Applicable" if the situation does not apply to your business or organization.*
How satisfied or dissatisfied are you with...?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The ability of HUD field office personnel—those in the multifamily hubs and program centers, and contractors working on behalf of HUD (such as PBCAs)—to **consistently interpret policies and regulations** that pertain to your properties	☐	☐	☐	☐	☐	☐
b. The **physical inspections** by HUD's Real Estate Assessment Center **(REAC)**	☐	☐	☐	☐	☐	☐
c. **Electronic financial reporting to REAC**	☐	☐	☐	☐	☐	☐
d. HUD's **capacity to monitor and provide oversight** related to your property or properties	☐	☐	☐	☐	☐	☐

12. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's overall performance?**

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

Note: If you are a property manager or managing agent and <u>not</u> the owner to whom the survey was sent, please answer questions 13 and 14 *based on that owner's portfolio*.

13. In total, **how many** multifamily FHA-insured, HUD-assisted (subsidized), or Section 202/811 <u>**properties**</u> does the business or organization **own**?

1 property	2-5 properties	6-10 properties	11-15 properties	16-20 properties	21-25 properties	More than 25 properties	Don't know
☐	☐	☐	☐	☐	☐	☐	☐

14. In total, **how many** multifamily FHA-insured, HUD-assisted (subsidized), or Section 202/811 <u>**units**</u> does the business or organization **own**?

100 units or fewer	101-200 units	201-300 unites	301-400 units	401-500 units	501-1,000 units	1,001-2,000 units	More than 2,000 units	Don't know
☐	☐	☐	☐	☐	☐	☐	☐	☐

15. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Owner/CEO/managing general partner/president/chair/principal/director
☐ Other company/organization senior official ☐ Other company/organization employee
☐ Property manager/managing agent ☐ Sponsor
☐ Other:_____

16. Taking into account all the jobs in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year	1 - 3 years	4 – 6 years	7 – 9 years	10 years or more
☐	☐	☐	☐	☐

17. Which HUD **Hub(s)** does your business or organization interact with on a regular basis? Mark all that apply.

Hub Location	Includes:	Hub Location	Includes:
☐ **Atlanta**	GA, KY, TN, Puerto Rico/US Virgin Islands	☐ **Greensboro**	NC, SC
☐ **Baltimore**	DC, MD, VA	☐ **Jacksonville**	AL, FL, MS
☐ **Boston**	CT, ME, NH, RI, VT	☐ **Kansas City**	IA, KS, MO,NE, OK
☐ **Buffalo**	Upstate NY, including Albany and Syracuse	☐ **Los Angeles**	Southern CA
☐ **Chicago**	IL, IN	☐ **Minneapolis**	MN, WI
☐ **Columbus**	OH	☐ **New York**	NYC and areas not covered by Buffalo HUB
☐ **Denver**	CO, MT, ND, SD, UT, WY	☐ **Philadelphia**	DE, PA, NJ, WV
☐ **Detroit**	MI	☐ **San Francisco**	AZ, Central and Northern CA, HI, NV
☐ **Ft. Worth**	AR, LA, NM, TX	☐ **NW/Alaska**	AK, ID, OR, WA

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME.

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Thank You for Completing the HUD Survey of Multifamily Housing Owners.
Please return your completed questionnaire to:

HUD SURVEY, c/o Silber & Associates, 13067 Twelve Hills Road, Suite B, Clarksville, MD 21029-1144
A prepaid envelope is enclosed for your convenience.
QUESTIONS ABOUT THE SURVEY?
CALL: 1-888-SILBER-1   FAX: 1-410-531-3100   E-MAIL: SUPPORT@SAsurveys.com

HUD Survey of Non-Profit Organizations

This brief, confidential survey solicits your opinion—as a spokesperson for your organization—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). Please answer the questions by placing an "x" in the box of the response that comes closest to describing your experiences with HUD. If you deal with more than one HUD program, office, or employee, please take all of your experiences into consideration when answering the questions.

Your responses will remain strictly confidential. The information you provide will be combined with all other answers and neither you nor your organization will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent, non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, you may telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail **support@SAsurveys.com**.

1. How **frequent** have your **organization's contacts** been **with HUD** during the past twelve months?

   ☐ Very frequent (PLEASE GO TO Question 2)
   ☐ Somewhat frequent (PLEASE GO TO Question 2)
   ☐ Not very frequent (PLEASE GO TO Question 2)
   ☐ None at all ⟶ *On behalf of your organization, are you in a position to assess and comment on*
   ☐ Don't know ⟶ *the performance of HUD's organization and programs?*

   ☐ *Yes (CONTINUE)*
   ☐ *No* ⟶ **PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN**
   ☐ *Don't Know* ⟶ **QUESTIONNAIRE IF THERE IS NO SUCH PERSON**

2. During the past twelve months has your **organization** had **contact** with:

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	☐	☐	☐
b. HUD personnel in one or more of HUD's field offices	☐	☐	☐
c. HUD personnel in a specialized HUD Center or Hub (such as the Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center (TARC), Multifamily Property Disposition Center, HUD Homeownership Centers, FHA Resource Center, HUD Center for Faith-Based and Community Initiatives)	☐	☐	☐
d. A contractor working for HUD	☐	☐	☐

3. HUD has several **different responsibilities**. On one hand, it provides various forms of **support** (for example, funding, technical assistance, information) and, on the other, it has a **regulatory** responsibility (that is, it makes rules, assures compliance with those rules, makes assessments). In your organization's relationship with HUD, would you say HUD is mainly providing support to you, mainly regulating you, or doing both about equally?

Mainly providing support	Mainly regulating	About equally providing support and regulating	Neither/something other	Don't know
☐	☐	☐	☐	☐

4. Thinking first about **HUD programs** with which you currently deal and then about **how HUD runs those programs**, how satisfied or dissatisfied are you, in general, with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends	Don't know
a. The HUD programs you currently deal with	☐	☐	☐	☐	☐	☐
b. The way HUD currently runs those programs	☐	☐	☐	☐	☐	☐

5. Listed below are several different ways to think about **your relationship with HUD.** For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not Applicable" if the situation does not apply to your agency (for example, if you do not currently receive information from HUD).*

   How satisfied or dissatisfied are you, in general, with…?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **quality** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
b. The **timeliness** of the **information** you currently receive from HUD	☐	☐	☐	☐	☐	☐
c. The **timeliness** of **decision-making by HUD** (such as requests for waivers, rulings, and approvals)	☐	☐	☐	☐	☐	☐
d. The **quality** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
e. The **consistency** of **guidance** you currently get from HUD	☐	☐	☐	☐	☐	☐
f. The **clarity** of **HUD rules and requirements** that apply to your agency; in other words, how easy they are to understand	☐	☐	☐	☐	☐	☐
g. The **responsiveness** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
h. The **competence** of the **people** with whom you currently deal at HUD	☐	☐	☐	☐	☐	☐
i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work	☐	☐	☐	☐	☐	☐
j. Your ability to **reach** the **people at HUD** whom you need to contact	☐	☐	☐	☐	☐	☐
k. The **time commitment** required to **comply** with HUD **reporting** requirements (e.g., Tenant Rental Assistance Certification System [TRACS] or HUD's Real Estate Assessment Center [REAC])	☐	☐	☐	☐	☐	☐

6. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. *Check "Have not used" if you haven't used the method for HUD training or technical assistance.*

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored **conferences**	☐	☐	☐	☐	☐	☐
b. HUD-sponsored **satellite broadcasts**	☐	☐	☐	☐	☐	☐
c. HUD-sponsored **training programs** conducted by **contractors**	☐	☐	☐	☐	☐	☐
d. HUD's **Webpage**	☐	☐	☐	☐	☐	☐
e. HUD's **Webcast training**	☐	☐	☐	☐	☐	☐
f. HUD participation in **panel discussions** and **training sessions** set up by **non-HUD groups**	☐	☐	☐	☐	☐	☐

7. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD **listservs** (automated mailing lists of subscribers to which HUD sends **e-mail** messages)	☐	☐	☐	☐	☐	☐
b. HUD's **Website** postings	☐	☐	☐	☐	☐	☐
c. HUD's **E-mail** (individual correspondence to or from a HUD employee)	☐	☐	☐	☐	☐	☐

8. In general, is the Real Estate Assessment Center's (**REAC's**) electronic system for submission of financial statements **easy** or **difficult to use?**

	Very easy	Somewhat easy	Somewhat difficult	Very difficult	Don't know	Not applicable
	☐	☐	☐	☐	☐	☐

9. **Grants.gov (formerly eGrants)** is intended to be a simple, unified electronic storefront for interactions between grant applicants and Federal agencies—providing information about grant opportunities and facilitating grant applications. How satisfied or dissatisfied are you with Grants.gov—considering such things as ease of use, usefulness etc.? *Check "Have not used" if you haven't used Grants.gov.*

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used Grants.gov
	☐	☐	☐	☐	☐	☐

10. Please indicate your level of satisfaction with each of the following as it relates to your organization. *Check "Not applicable" if the situation does not apply to your organization.* How satisfied or dissatisfied are you with...?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The **timeliness** of HUD information & technical assistance for implementing provisions of the **Housing and Economic Recovery Act of 2008**—such as those related to the Neighborhood Stabilization Program, housing counseling, or the FHA mortgage insurance program	☐	☐	☐	☐	☐	☐
b. The **quality** of HUD support & technical assistance related to implementing provisions of the **Housing and Economic Recovery Act of 2008** (see a above)	☐	☐	☐	☐	☐	☐
c. The **quality** of HUD support & technical assistance related to addressing local and regional **foreclosure** issues	☐	☐	☐	☐	☐	☐
d. The **quality** of HUD support & technical assistance related to improving the **energy efficiency** of housing supported by HUD programs	☐	☐	☐	☐	☐	☐

11. Overall, how satisfied or dissatisfied are you with **HUD's performance** as it **supports** or **regulates** your **organization's activities in the following areas**? *Check "Not Applicable" if your organization does not engage in a particular activity in conjunction with HUD's programs.*

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
ACTIVITIES RELATED TO HUD'S HOUSING/FHA OFFICE:						
a. Single-family development with FHA financing	☐	☐	☐	☐	☐	☐
b. Multifamily development	☐	☐	☐	☐	☐	☐
c. Ownership and operations/management	☐	☐	☐	☐	☐	☐
d. Acquisition/ disposition of HUD-owned properties	☐	☐	☐	☐	☐	☐
e. Housing counseling	☐	☐	☐	☐	☐	☐
f. Resident services	☐	☐	☐	☐	☐	☐
ACTIVITIES RELATED TO HUD'S COMMUNITY PLANNING AND DEVELOPMENT OFFICE (CPD):						
g. Housing - homeownership	☐	☐	☐	☐	☐	☐
h. Housing - rental	☐	☐	☐	☐	☐	☐
i. Economic development activities like business development or job creation	☐	☐	☐	☐	☐	☐
j. Resident services	☐	☐	☐	☐	☐	☐
k. Homeless assistance activities	☐	☐	☐	☐	☐	☐
l. Other community development activities	☐	☐	☐	☐	☐	☐
ACTIVITIES RELATED TO HUD'S PUBLIC AND INDIAN HOUSING OFFICE (PIH):						
m. Housing development	☐	☐	☐	☐	☐	☐
n. Housing management	☐	☐	☐	☐	☐	☐
o. Rental voucher administration	☐	☐	☐	☐	☐	☐
p. Resident services	☐	☐	☐	☐	☐	☐
OTHER						
q. Office of Fair Housing: statutes/regulations pertaining to fair housing, persons with disabilities, Section 3, senior exemption	☐	☐	☐	☐	☐	☐
r. Faith-based and community initiatives	☐	☐	☐	☐	☐	☐

12. With which **HUD office/program** do you have the **most involvement**? *Check only **one** answer.*
☐ Office of Housing/FHA
☐ Office of Community Planning and Development
☐ Office of Public and Indian Housing
☐ Office of Fair Housing and Equal Opportunity

13. If your organization put together a **logic model** in conjunction with a HUD NOFA application, have you found that the logic model helped you to...?

	Yes, definitely	Yes, probably	No	I Don't know	Haven't done a logic model in conjunction with HUD grant application
a. Better **identify** performance **indicators**	☐	☐	☐	☐	☐
b. Better **think through activities** to achieve your desired objectives	☐	☐	☐	☐	☐
c. Better **manage** your HUD **grant**	☐	☐	☐	☐	☐

➡

14. In 2008, HUD initiated **e-snaps,** an online application process for the Continuum of Care (CoC) grant competition. How satisfied or dissatisfied are you with e-snaps—considering such things as clarity of instructions, ease of use, usefulness etc.? *Check "Have not used" if you haven't used e-snaps.*

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know	Have not used e-snaps
☐	☐	☐	☐	☐	☐

15. At present, taking everything into consideration, how satisfied or dissatisfied are you with **HUD's overall performance?**

Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
☐	☐	☐	☐	☐

16. Please indicate the **title/position** of the person (or persons) who answered these questions:

☐ Organization Director   ☐ Organization Deputy Director   ☐ Other Organization Senior Official

☐ Other Organization Employee   ☐ Other:_____

17. Taking into account all the jobs in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

Less than 1 year	1 – 3 years	4 – 6 years	7 – 9 years	10 years or more
☐	☐	☐	☐	☐

18. With which **field office** or offices does your organization interact on a regular basis? Mark all that apply.

REGION I	Bangor ☐	Boston ☐	Burlington ☐	Hartford ☐	Manchester ☐	Providence ☐
REGION II	Albany ☐	Buffalo ☐	Camden ☐	Newark ☐	New York ☐	Syracuse ☐
REGION III	Baltimore ☐	Charleston ☐	Philadelphia ☐	Pittsburgh ☐	Richmond ☐	Wash., D. C. ☐ Wilmington ☐
REGION IV	Atlanta ☐ Knoxville ☐	Birmingham ☐ Louisville ☐	Columbia ☐ Memphis ☐	Greensboro ☐ Miami ☐	Jackson ☐ Nashville ☐ San Juan ☐	Jacksonville ☐ Orlando ☐ Tampa ☐
REGION V	Chicago ☐	Cincinnati ☐ Grnd. Rapids ☐	Cleveland ☐ Indianapolis ☐	Columbus ☐ Milwaukee ☐	Detroit ☐ Minneapolis ☐	Flint ☐ Springfield ☐
REGION VI	Albuquerque ☐	Dallas ☐ New Orleans ☐	Ft. Worth ☐ Okla.City ☐	Houston ☐ San Antonio ☐	Little Rock ☐ Shreveport ☐	Lubbock ☐ Tulsa ☐
REGION VII	Des Moines ☐	Kansas City ☐	Omaha ☐	St. Louis ☐		
REGION VIII	Casper ☐	Denver ☐	Fargo ☐	Helena ☐	Salt Lk. City ☐	Sioux Falls ☐
REGION IX	Fresno ☐	Honolulu ☐ Sacramento ☐	Las Vegas ☐ San Diego ☐	Los Angeles ☐ San Francisco ☐	Phoenix ☐ Santa Ana ☐	Reno ☐ Tucson ☐
REGION X	Anchorage ☐	Boise ☐	Portland ☐	Seattle ☐	Spokane ☐	

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT. Use extra paper if needed.
PLEASE DO NOT IDENTIFY YOURSELF OR ANYONE ELSE BY NAME.

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Thank You for Completing the HUD Survey of Non-Profit Organizations.
Please return your completed questionnaire to:
HUD SURVEY, c/o Silber & Associates**,** P.O. Box 651, Clarksville, MD 21029-0651
A prepaid envelope is enclosed for your convenience.
QUESTIONS ABOUT THE SURVEY? **CALL: 1-888-SILBER-1**   **FAX: 1-410-531-3100**   **E-MAIL: SUPPORT@SAsurveys.COM**

EQUAL HOUSING
OPPORTUNITY

October 2011