

Fair Housing Assistance Program (FHAP)

Partners' Satisfaction WITH HUD's Performance



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FAIR HOUSING ASSISTANCE PROGRAM (FHAP) PARTNERS'
SATISFACTION WITH HUD'S PERFORMANCE

2010 DATA BINDER

PREPARED FOR

The U.S. Department of Housing and Urban Development
Office of Policy Development and Research

BY

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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 having a robust and effective partner network. Accordingly, HUD works with various partners such as local governments, public and private agencies, and mortgage and housing providers to deliver housing and community-related services to the American people.

The 2010 partner satisfaction survey reported in this document replicates surveys conducted in 2001 and 2005 for the purposes of evaluating HUD's performance, as assessed by its partners. Spokespersons from the following ten partner groups were surveyed 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 opportunities for improvement. Considering a range of aspects of HUD-partner relationships, there has been:

- a modest decline in satisfaction since 2005 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.

Indeed, 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 over the past decade.

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 better assist the American public in a timely, caring, and cost-effective manner.



Raphael W. Bostic, Ph.D.
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PART 1: BACKGROUND

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, service delivery, and customer service.¹ 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.²

Previous HUD partner surveys. In 2001 and again in 2005 HUD sponsored a series of independent, confidential surveys of eight of its key partner groups, asking partners to assess the Department's performance from their various vantage points. The survey data were then published by HUD.³

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

² HUD's mission is to create strong, sustainable, inclusive communities and quality, affordable homes for all. *HUD Strategic Plan: FY 2010-2015*, U.S. Department of Housing and Urban Development, May 2010.

³ 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; and Martin D. Abravanel and Bohne G. Silber, *Partner Satisfaction with HUD's Performance: 2005 Survey Results and*

The 2010 partner surveys. To measure change in partner satisfaction since 2005 as well as to examine partner-relationship issues of current interest, HUD sponsored a third series of surveys in 2010. Change measurement involved replicating the 2005 survey methodology and questionnaire content to ensure comparability. In addition to surveying the same eight partner groups surveyed in 2005, two additional groups were added in 2010: FHAP organizations and single family lenders. The 10 groups are as follows:

- **Directors of Community Development Departments** in cities and urban counties with an entitlement to Community Development Block Grant (CDBG) funds. Community Development Departments are 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.
- **Mayors or other Chief Elected Officials (CEOs)** of communities with populations of 50,000 or more persons. CEOs include mayors, town supervisors, council presidents, presidents of the boards of trustees, chairpersons of boards of trustees, chairpersons of boards of selectmen, first selectmen, township commission presidents, etc.
- **Directors of Public Housing Agencies (PHA)** that own/manage 100 or more units of conventional public housing. PHAs are local public entities created through state-enabling legislation to administer HUD's public housing and Section 8 programs.

Trends Since 2001, U. S. Department of Housing and Urban Development, Office of Policy Development and Research, March 2006. See also <http://www.huduser.org/portal/publications/polleg/partnersatis.html>.

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

FHAPs are state and local government agencies that administer laws and ordinances consistent with federal fair housing laws.

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

FHIPs are fair housing and other non-profit organizations that receive funding from HUD to assist persons believing they have been victims of housing discrimination; they process housing discrimination complaints, conduct preliminary investigations of such complaints, and engage in education and outreach activities related to housing discrimination.

- Directors of non-profit housing organizations affiliated with the Housing Partnerships Network (HPN).

Previously the National Association of Housing Partnerships (NAHP), the HPN consists of 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.

- Owners of Sections 202 and 811 multifamily housing properties.

Section 202 provides housing with supportive services for elderly persons; Section 811 provides housing with supportive services for persons with disabilities.

- Owners of HUD-insured (unsubsidized) multifamily housing properties.

These properties have 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.

- Owners of HUD-assisted (subsidized) multifamily housing properties.

These properties 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.

- Officials of FHA-approved single family mortgage lending institutions.

FHA-approved lenders (such as mortgage companies, banks, savings banks, savings and loan associations, credit unions, state or local government agencies, or public or state housing agencies) are authorized, based on their approval type, to originate, underwrite, hold and/or service forward or reverse mortgages, manufactured homes, or property improvement loans for which FHA insurance is provided.

How these partners believe HUD is doing in its quest for management excellence and whether there has been change over time are the primary issues addressed by the 2010 surveys. The complete results and description of the methodology are presented for all partner groups in a separate document titled, *Partner Satisfaction with HUD's Performance: 2010 Survey Results and Trends Since 2005* (U.S. Department of Housing and Urban Development, May 2011).

This document includes a detailed presentation of survey results for one partner group: Fair Housing Assistance Agency (FHAP) Directors. A comparable document for the 2005 survey can be found on the HUDUSER website.⁴

The 2010 FHAP survey sample. Questionnaires were sent to all 107 FHAP directors and responses were received from 92 of them—an 86 percent response rate. The questionnaires requested that if the director could not respond

⁴ http://www.huduser.org/portal/Publications/pdf/FHAP_Binder.pdf

to the survey, a knowledgeable person capable of responding on the director's behalf should do so. Sixty-three percent of survey respondents were FHAP directors; 6 percent were deputy directors; 15 percent were other senior agency officials; and 17 percent were other agency employees.

Reporting results. Survey highlights are summarized in Part 2. In Part 3, respondents' responses to each question are reported on a separate page—as bar charts for easy reference. In Part 4, verbatim responses to an open-ended question—edited to protect the identities of respondents—are reported. A facsimile of the survey questionnaire appears in the appendix.

As a guide to using Part 3, please note that respondents who answered “don't know” to any particular question are included in the percentage distribution of responses but not shown in the bar charts; hence, the sum of the responses displayed may not equal 100 percent. However, respondents who did not answer any particular question are excluded from the percentage distribution of responses. The number of respondents answering each question (including answering “don't know”) is shown in parentheses above each bar.

For each question, survey results are displayed as follows:

- **For the total partner group.** The left most bars on each page display the results for the question shown at the top of the page, for the total partner group. If the same question asked in 2010 had been asked in 2005,

the 2005 results are also displayed for comparison purposes.

- **By the respondent's frequency of contact with HUD.** Respondents were asked how frequently they had contact with HUD during the past twelve months—with possible response categories of “very frequent,” “somewhat frequent,” and not very frequent.” Results are reported separately for each category.
- **By the respondent's judgment as to the adequacy of his/her agency's reimbursement from HUD for covering the costs of investigating individual fair housing complaints.** Results are displayed separately for respondents who judge HUD's reimbursement to be (a) very adequate, (b) somewhat adequate, and (c) inadequate.
- **By the respondent's years of interaction with HUD.** Results are displayed separately for respondents who had (a) less than 10 years of interaction with HUD and (b) 10 or more years.
- **By the respondent's perception of the nature of their HUD-partner relationship.** Respondents were asked if they viewed their relationship with HUD as involving mainly support (such as in the form of funding, technical assistance, information), mainly regulation (consisting of HUD making rules, assuring compliance with them, making assessments, etc.) or equal amounts of support and regulation. Results are shown separately for those perceiving (a) mainly

regulation and (b) mainly support or equal amounts of support and regulation.

PART 2: SURVEY RESULTS IN BRIEF

Part 3 displays responses to each survey question asked of FHAP directors as well as the number responding. This Part provides a brief executive summary of those results.

Satisfaction with HUD's overall performance. In 2010, 86 percent of FHAP directors were satisfied with HUD's overall performance compared to 77 percent in 2005. The difference between years, however, is not statistically significant.

Satisfaction with HUD's programs and program administration. Eighty-nine percent of FHAP directors were satisfied with the HUD programs with which they dealt, and 83 percent were satisfied with the way HUD ran those programs. The latter rating constituted an improvement over 2005 when 67 percent expressed satisfaction.

Relations between HUD and FHAPs. The vast majority of FHAP directors characterized the current (2010) relations between their agencies and HUD as being either very good (60%) or good (32%); 5 percent indicated relations were bad. One-third of directors (33%) said that over the last several years relations with HUD had gotten much better, and another one-third (32%) believed they had gotten somewhat better; 9 percent saw relations as having gotten worse and 23 percent said they had not changed.

FHAP agency interest in working with HUD on fair housing cases.⁵ A majority (60%) of FHAP directors said they

⁵FHAP directors were asked, "Some FHAP agency officials say they would

would like to see a closer partnership with HUD in pursuing "pattern and practice" or Secretary-initiated fair housing cases, while 17 percent believed such a partnership was not necessary; 13 percent gave a conditional response.

Satisfaction with individual aspects of HUD-FHAP agency interactions. FHAP directors expressed a range of opinions about aspects of their relationship with HUD in 2010. As shown in the table on the next page, high levels of satisfaction (of 80 percent or more, highlighted in teal) were expressed regarding HUD personnel, TEAPOTS,⁶ the quality of information received from HUD, the timeliness of funds dispersal from HUD, and the clarity of HUD rules and requirements.

Somewhat lower levels of satisfaction were expressed regarding: the consistency of guidance from HUD; the timeliness of HUD information and decision making; the time commitment required to comply with HUD reporting requirements; and the quality and amount of support and technical assistance related to fair lending. With respect to support and technical assistance from HUD, FHAP directors provided suggestions regarding steps HUD could take to help their agencies carry out their fair housing and lending responsibilities; a good number of them emphasized the need for additional training and technical assistance resources and

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?"

⁶Title Eight Automated Paperless Office Tracking System.

support (see Part 4 as well as “Training and Technical Assistance” on page 8).

With respect to many aspects of HUD-FHAP agency interactions, satisfaction levels were somewhat higher in 2010 than they were in 2005.

Satisfaction with Various Aspects of HUD-FHAP Interactions	Percent Satisfied	
	2010	2005
Ability to reach HUD people	91%	82%
Competence of HUD people	91%	82%
The recent upgrading of TEAPOTS	90%	NA
Responsiveness of HUD people	88%	79%
Extent to which HUD employees have knowledge, skills and ability to do their work	89%	82%
Quality of information received from HUD	88%	78%
The overall effectiveness of TEAPOTS in the investigation and tracking of complaints	87%	NA
HUD’s on-site performance assessment for FHAP agencies	84%	NA
Quality of guidance from HUD	84%	69%
Timeliness of funds disbursed by HUD for the FHAP	81%	81%
Clarity of HUD rules and requirements	81%	66%
Timeliness of information from HUD	78%	63%
Timeliness of decision making by HUD	78%	60%
Time commitment required to comply with HUD reporting requirements	76%	50%
Consistency of guidance from HUD	71%	58%
Quality of support and technical assistance received from HUD related to addressing fair lending issues	54%	NA
Amount of support and technical assistance received from HUD related to addressing fair lending issues	53%	NA

Usefulness of the National Fair Housing Training Academy. The Academy is a comprehensive fair housing training and educational institution providing core and specialized training in all aspects of fair housing and civil rights laws. Most (88%) FHAP agency directors considered the Academy to be useful for training and technical assistance

purposes; indeed, a majority (51%) credited the Academy’s with being very useful.

Perceived adequacy of reimbursement from HUD. FHAP agency directors were asked about the adequacy of the reimbursement they received from HUD for various activities. Regarding the costs of investigating individual fair housing

complaints, 31 percent believed that reimbursement was very adequate, 48 percent believed it was somewhat adequate, and 20 percent believed it was inadequate. With respect to covering the costs of training and administration, the distribution of responses was quite similar: very adequate (37%), somewhat adequate (41%), and inadequate (22%). However, in when asked about the adequacy of reimbursement for covering the costs of capacity building, about one-third of respondents answered "don't know;" others said the reimbursement was very adequate (17%), somewhat adequate (23%), or inadequate (24%).

Regarding most aspects of their interactions with HUD, FHAP agency directors who believed they were adequately reimbursed (for investigating complaints) tended to be more satisfied than those who judged reimbursement to be inadequate.

Perceived nature of partner-HUD relationship.

Most FHAP directors saw their relationship with the Department as involving mainly support by HUD (in the form of funding, technical assistance, information, etc.) or equal amounts of support and regulation (the latter consisting of HUD making rules, assuring compliance with them, making assessments, etc.). Roughly 12 percent of FHAP directors, however, considered their relationship with HUD to mainly entail regulation. With respect to many aspects of HUD-FHAP interactions, a smaller proportion of the latter were satisfied with HUD as compared to those who saw their relationship in terms of mainly support or support and regulation in equal amounts.

Perceived adequacy of HUD technical assistance related to fair housing complaints. Most FHAP directors judged HUD's technical assistance for supporting their agencies' responses to fair housing complaints to have been very adequate (39%) or somewhat adequate (47%); 13 percent believed such assistance to have been inadequate.

Working with Fair Housing Initiatives Program (FHIP) organizations. One-quarter of FHAP directors said they "very often" worked with HUD's FHIP grantees on cases they investigated; 29 percent said they "sometimes" worked with FHIP grantees on such cases, and 43 percent said they never did so.

FHAP agency interest in building closer partnerships with FHIP organization grantees. FHAP agency directors expressed an interest in building closer partnerships with FHIP organizations for testing and education and for outreach purposes more so than for investigating fair housing claims, as shown below.

Activities	Desire a Closer Partnership with FHIPs	A Closer Partnership with FHIPs Is Not Necessary	It Depends	NA
Fair Housing Testing	76%	8%	12%	4%
Education Activities and Outreach	74%	8%	14%	4%
Investigating Cases	39%	34%	20%	7%

Effectiveness of communications. As tools for communicating with its partners, HUD has increasingly relied on electronic transmission of information, including notices or guidance. FHAP directors were asked about the effectiveness

of various communications media.: 55 percent considered e-mail to be very effective and 39 percent considered it to be somewhat effective; 33 percent considered HUD's listservs to be very effective and 28 percent considered them to be somewhat effective; and 25 percent considered HUD's website postings to be very effective and 39 percent considered them to be somewhat effective.

Usefulness of training and technical assistance.

FHAP directors considered some HUD training and technical assistance to be more useful than others, as shown below:

Approach	Very Useful	Some-what Useful	Not too Useful	Not Useful At All	Have Not Used
HUD-sponsored conferences	58%	34%	5%	--%	2%
The National Fair Housing Training Academy	50%	37%	8%	3%	1%
HUD's Webpage	30%	59%	7%	2%	1%
HUD participation in panel discussions and training sessions set up by non-HUD groups	23%	32%	4%	--%	26%
HUD-sponsored satellite broadcasts	13%	30%	11%	2%	34%
Training programs conducted by contractors	15%	21%	2%	1%	42%
HUD's Webcast training	7%	22%	6%	2%	50%

Row totals may not equal 100% because of either rounding error or non-response to particular questions.

Perceived value of logic models. When applying for a competitive grant through HUD's Notice of Funds Availability (NOFA) process, applicants must prepare logic

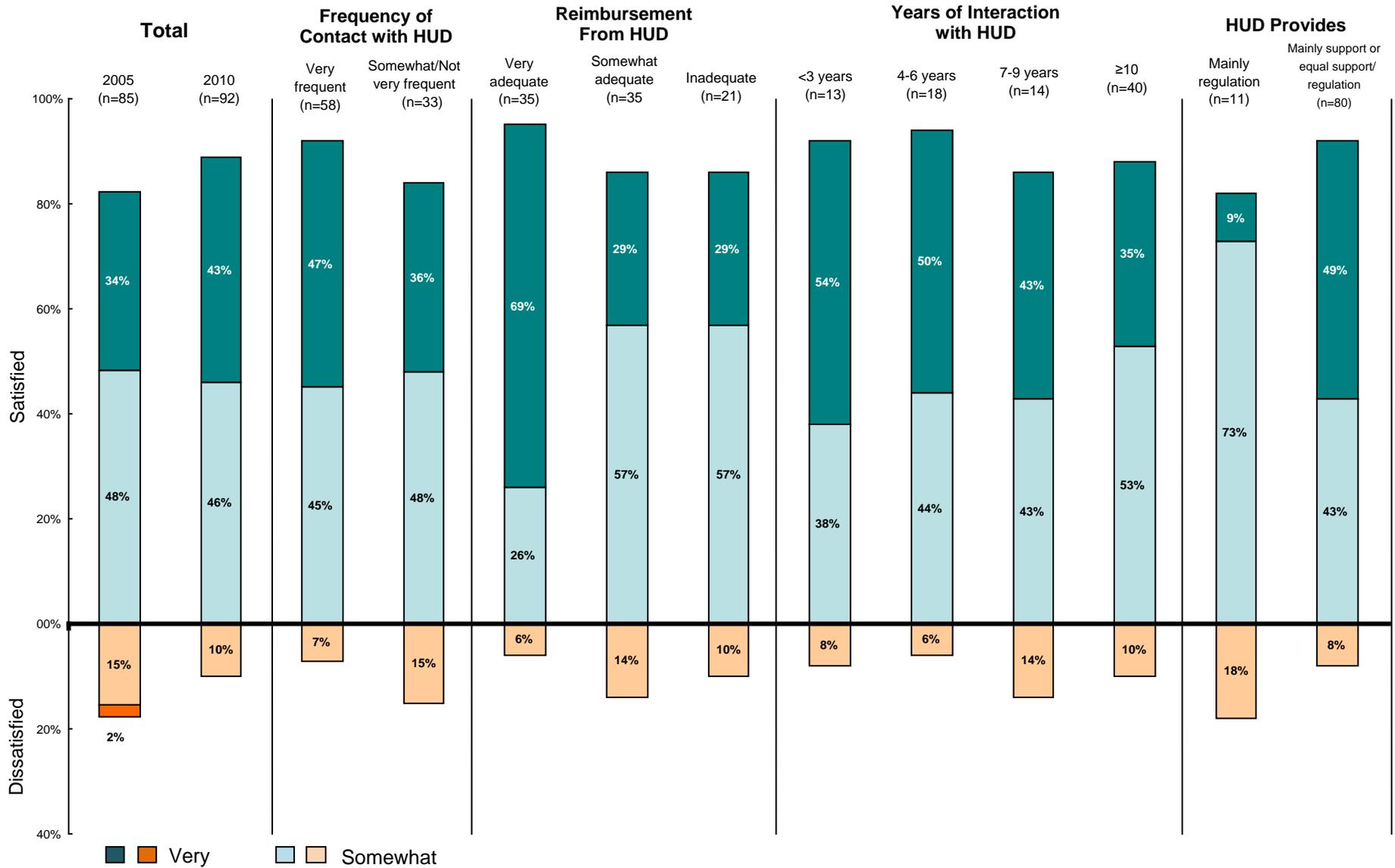
models setting out how interventions (such as projects, programs, or policies) are understood or intended to produce particular results. The models lay out in linear sequence the flow of inputs, activities, outputs and outcomes associated with a grant.

Seventy-eight percent of FHAP agency directions had *not* prepared a logic model in conjunction with a HUD NOFA. Those who had were asked whether the model helped them to better (a) think through activities to achieve their desired objectives, (b) identify performance indicators, and (c) manage their HUD grant. Their responses are as follows:

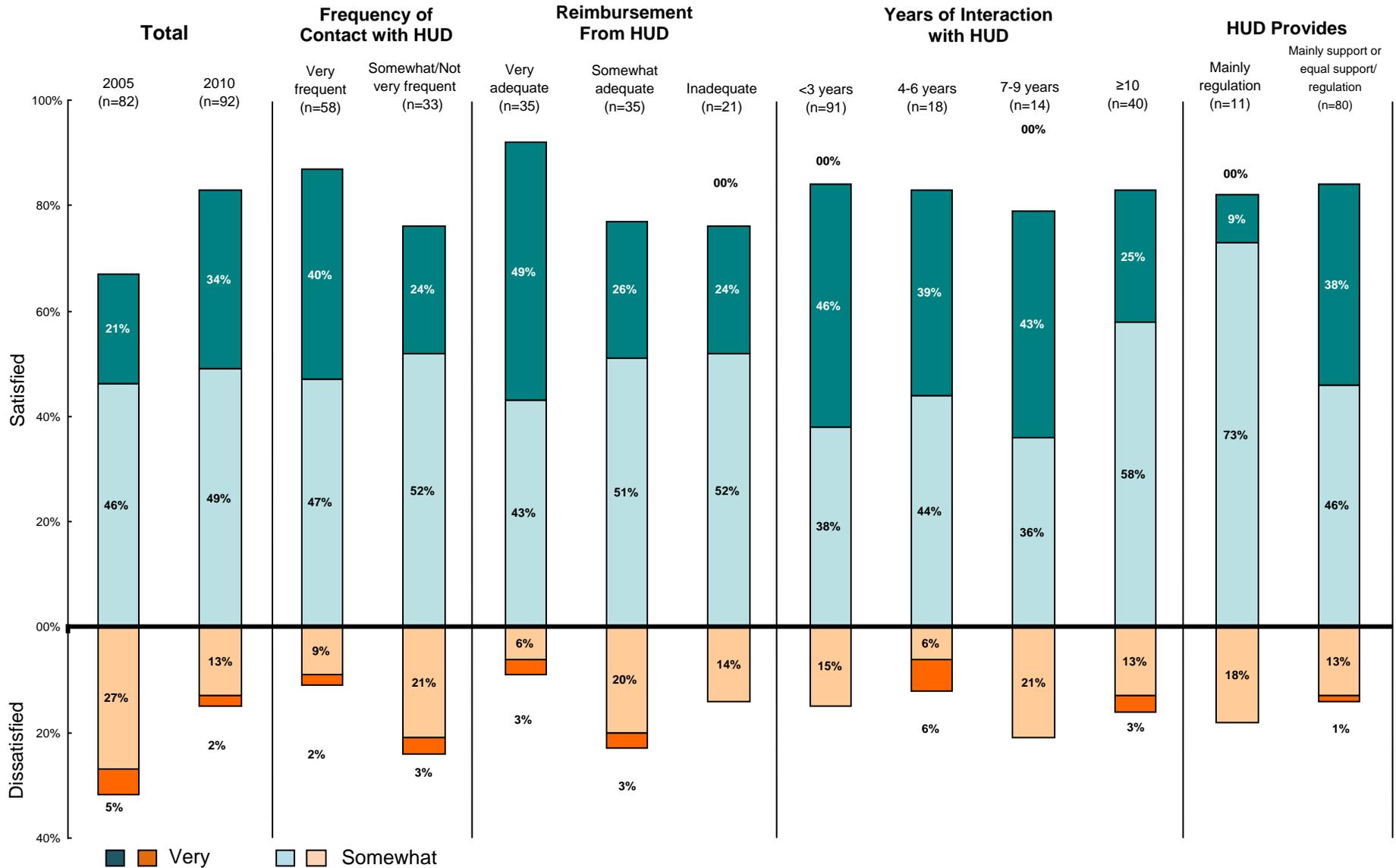
Logic models helped the FHAP agency to better...	Yes		No	Don't know
	Definitely	Probably		
...think through activities to achieve desired objectives	35%	40%	10%	15%
...identify performance indicators	15%	55%	10%	20%
...manage their HUD grant	19%	29%	29%	24%

PART 3: BAR CHARTS OF RESPONSES TO EACH SURVEY QUESTION

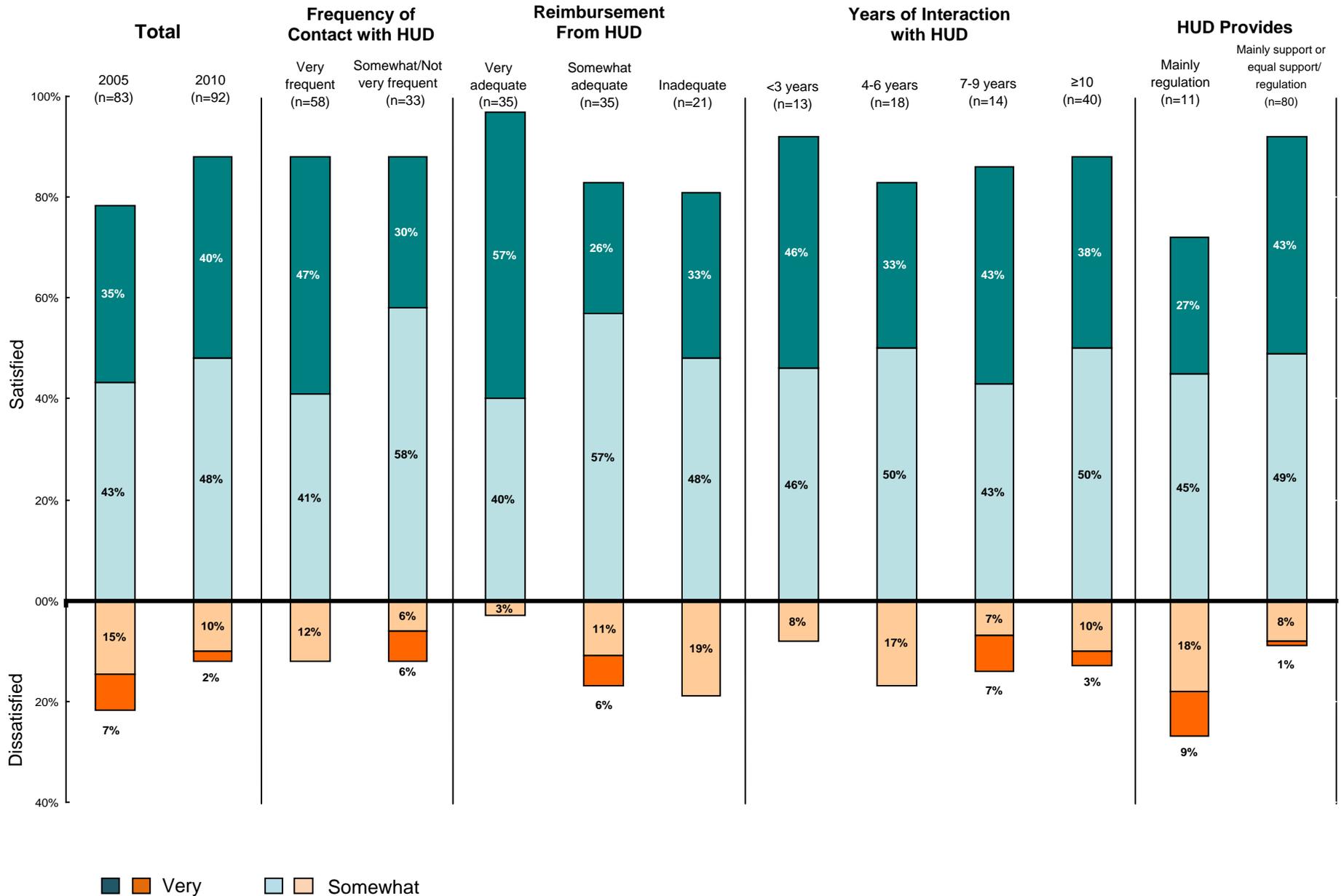
Question 4a. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



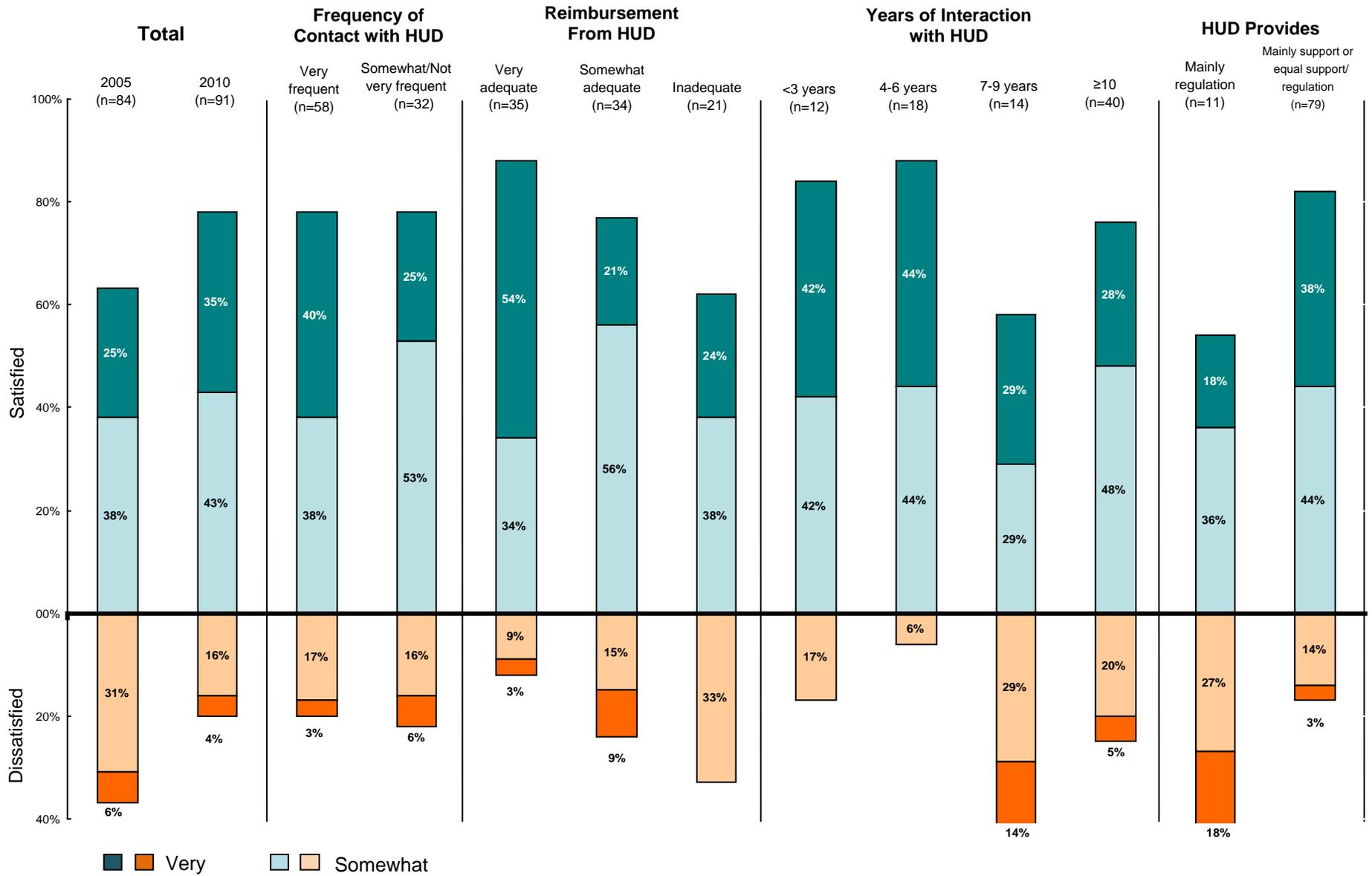
Question 4b. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



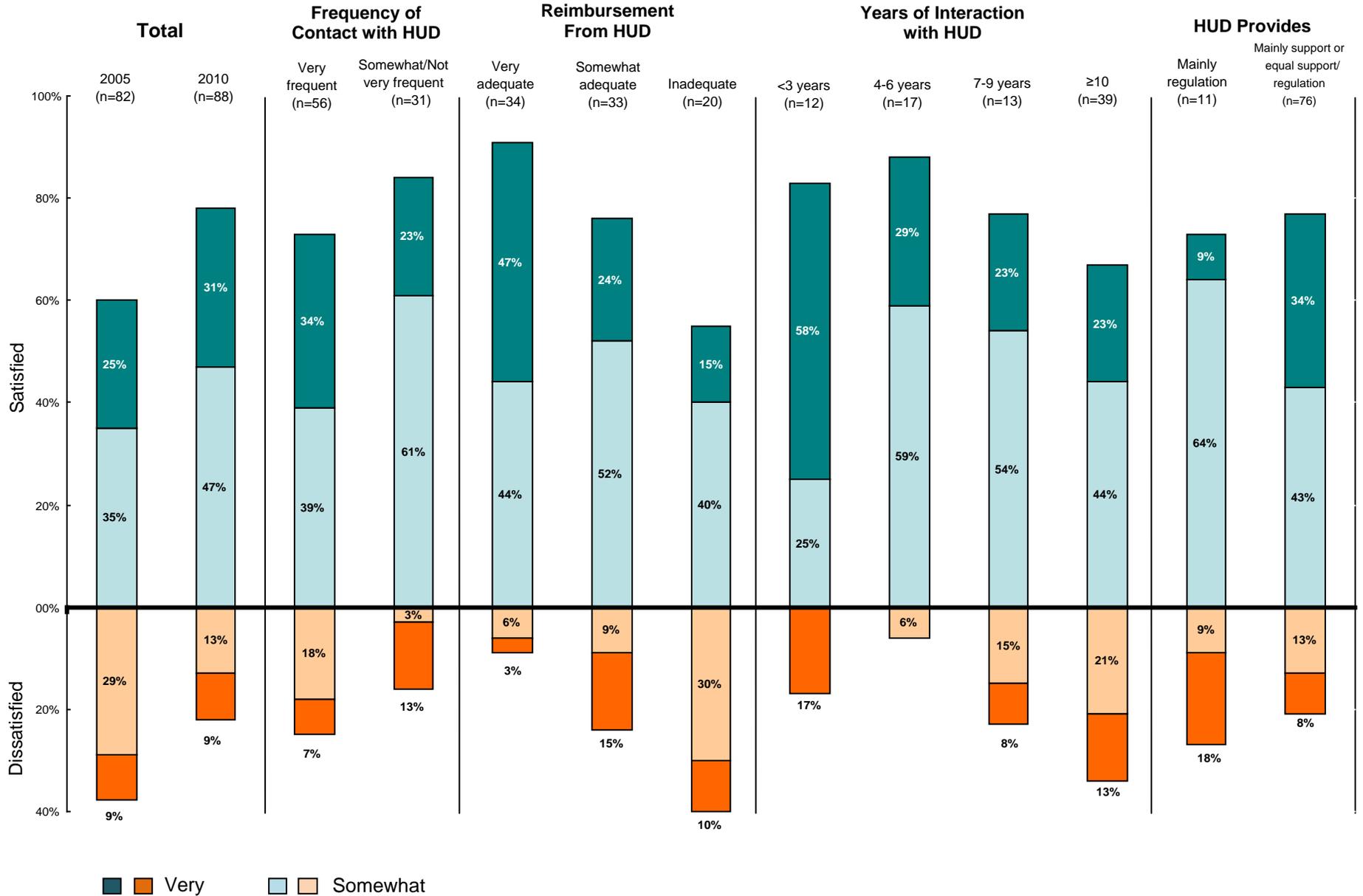
Question 5a. How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?



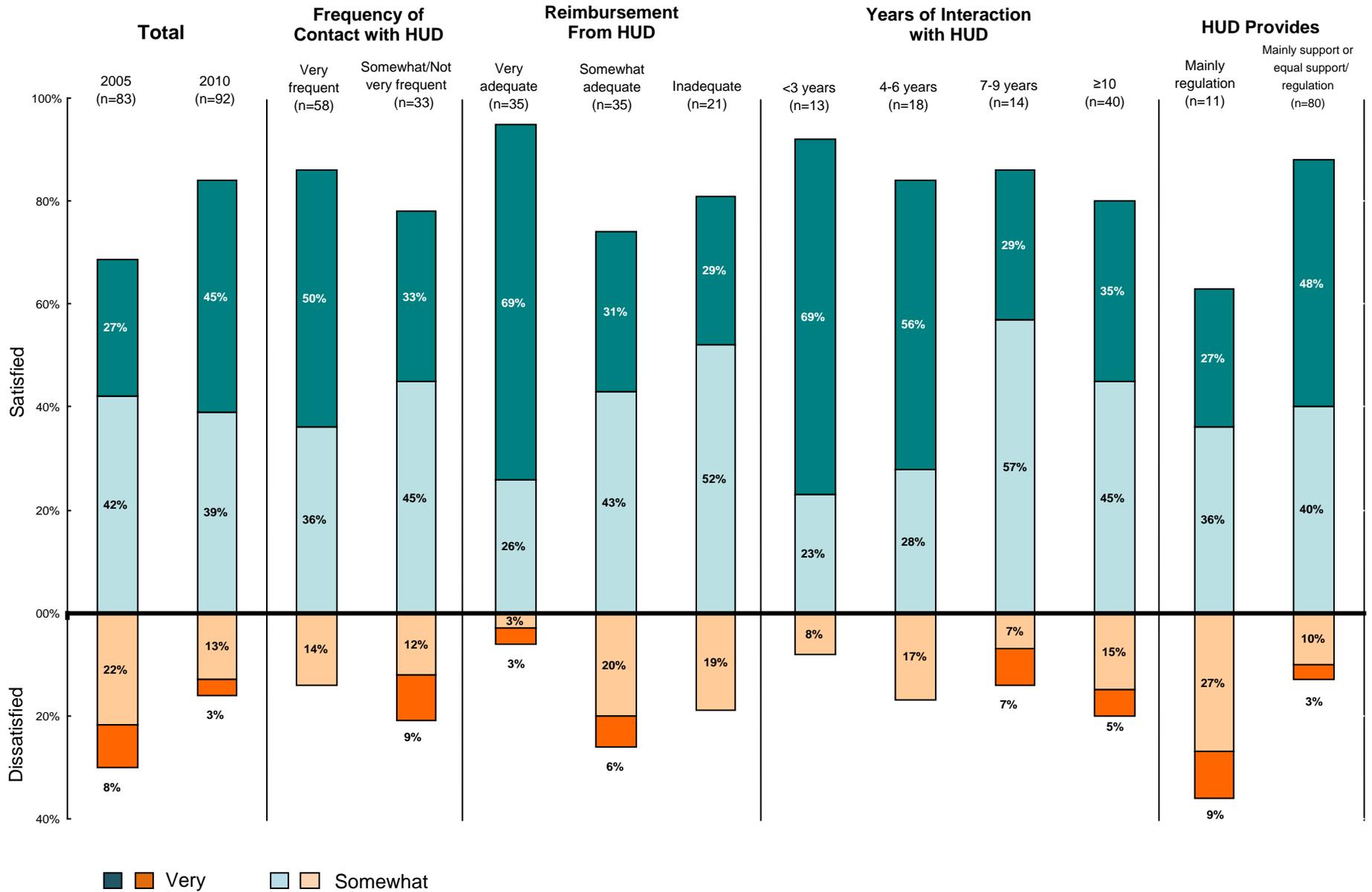
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



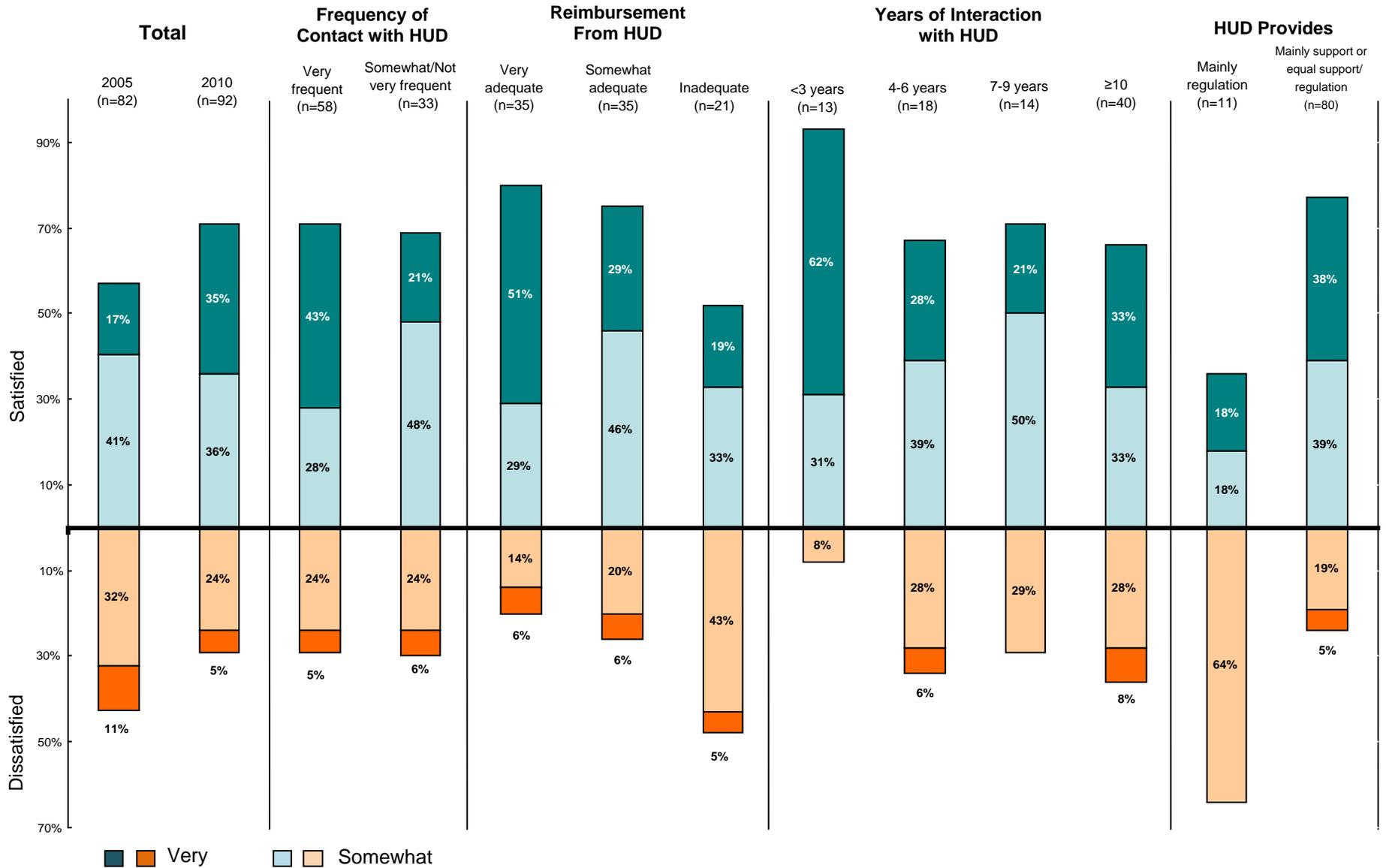
Question 5c. How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals)?



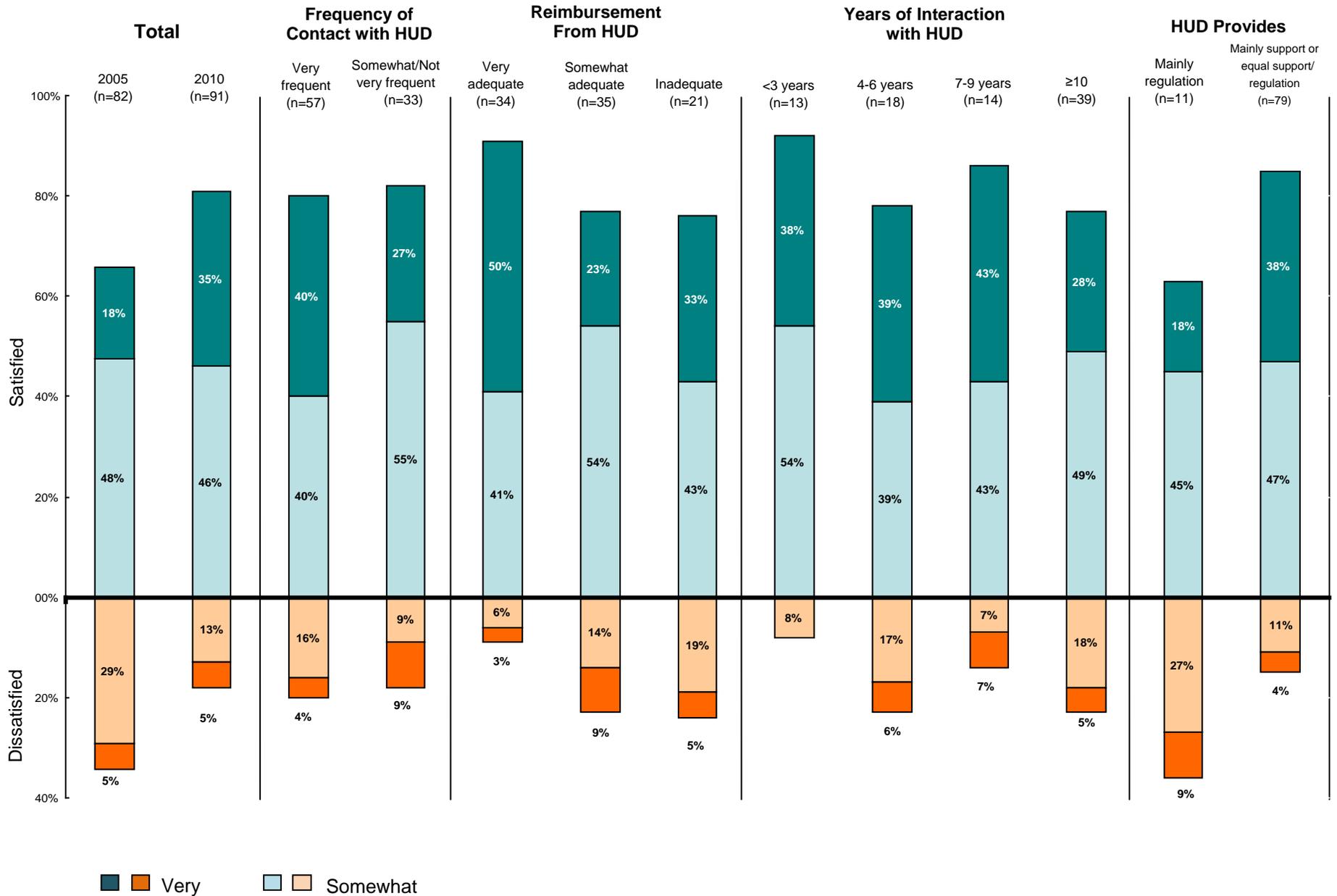
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



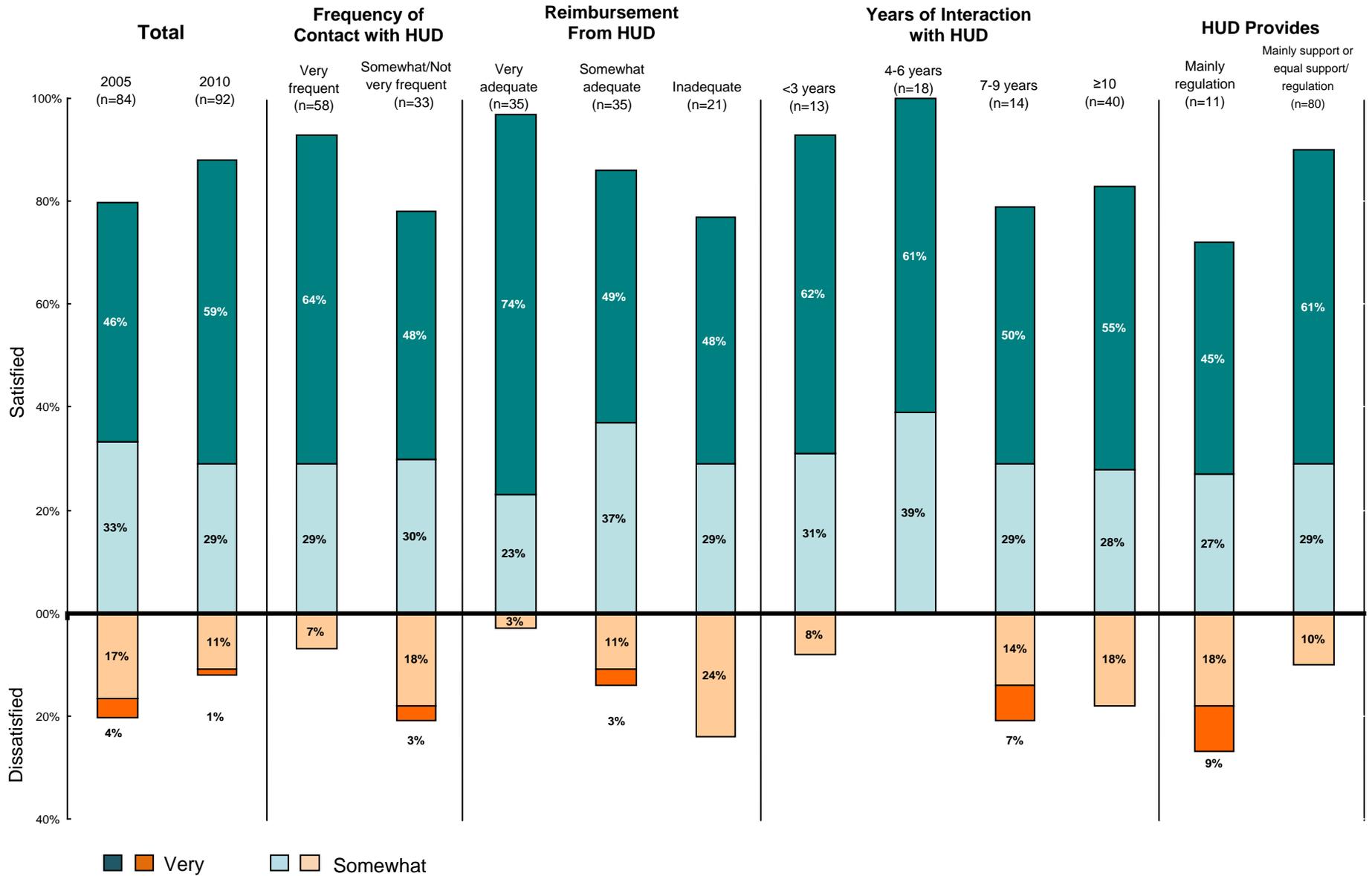
Question 5e. How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?



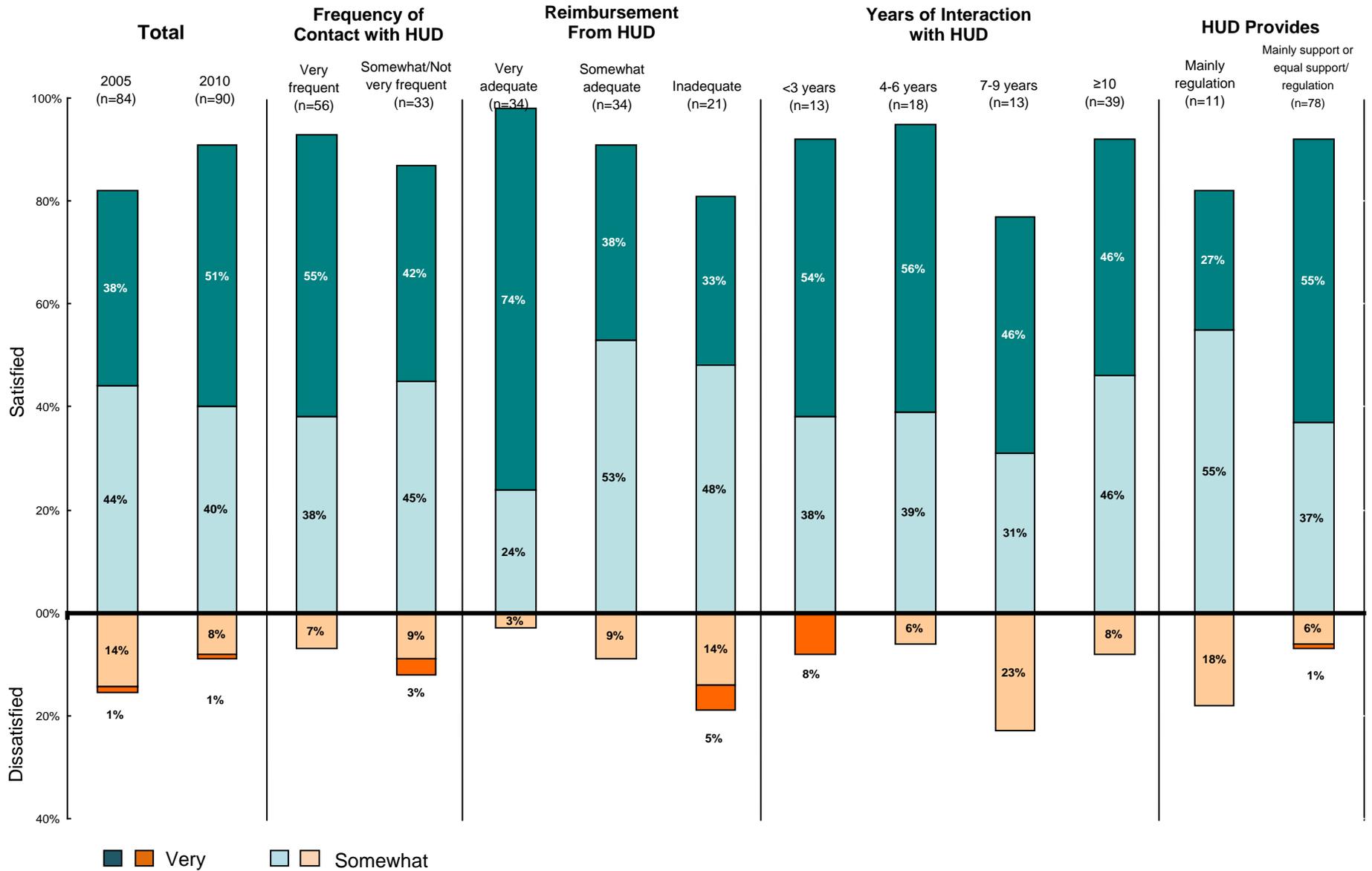
Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



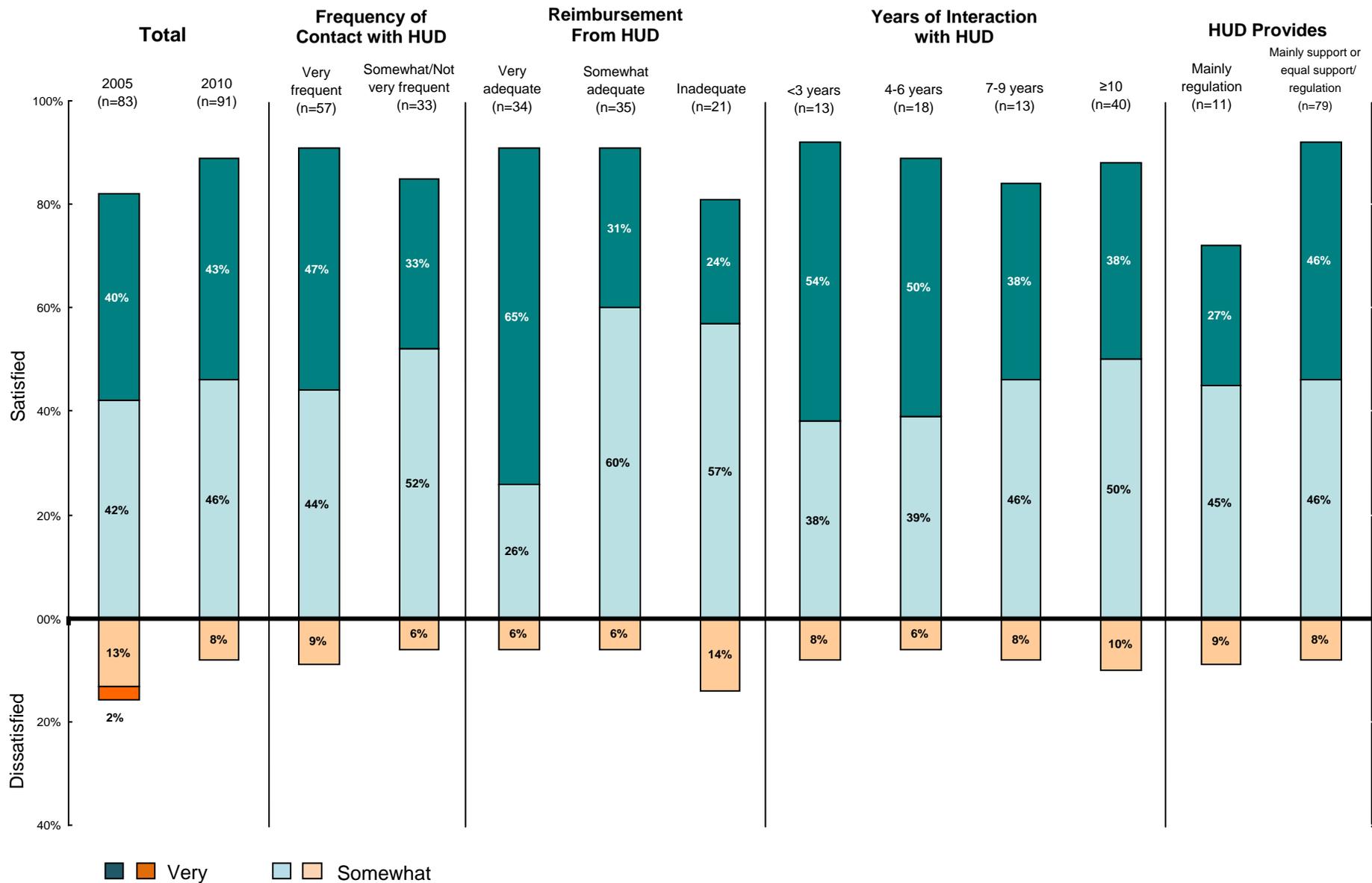
Question 5g. How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



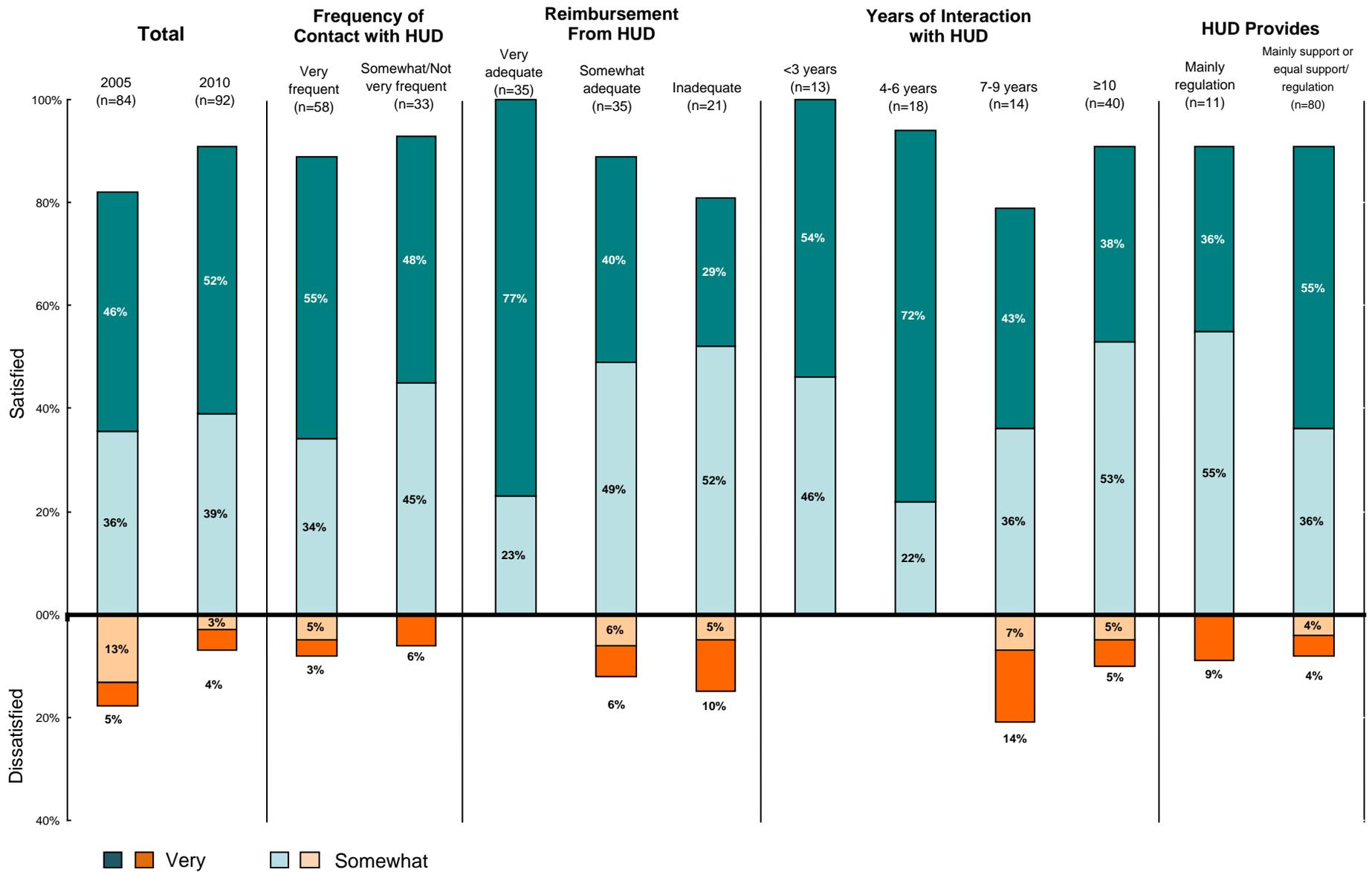
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



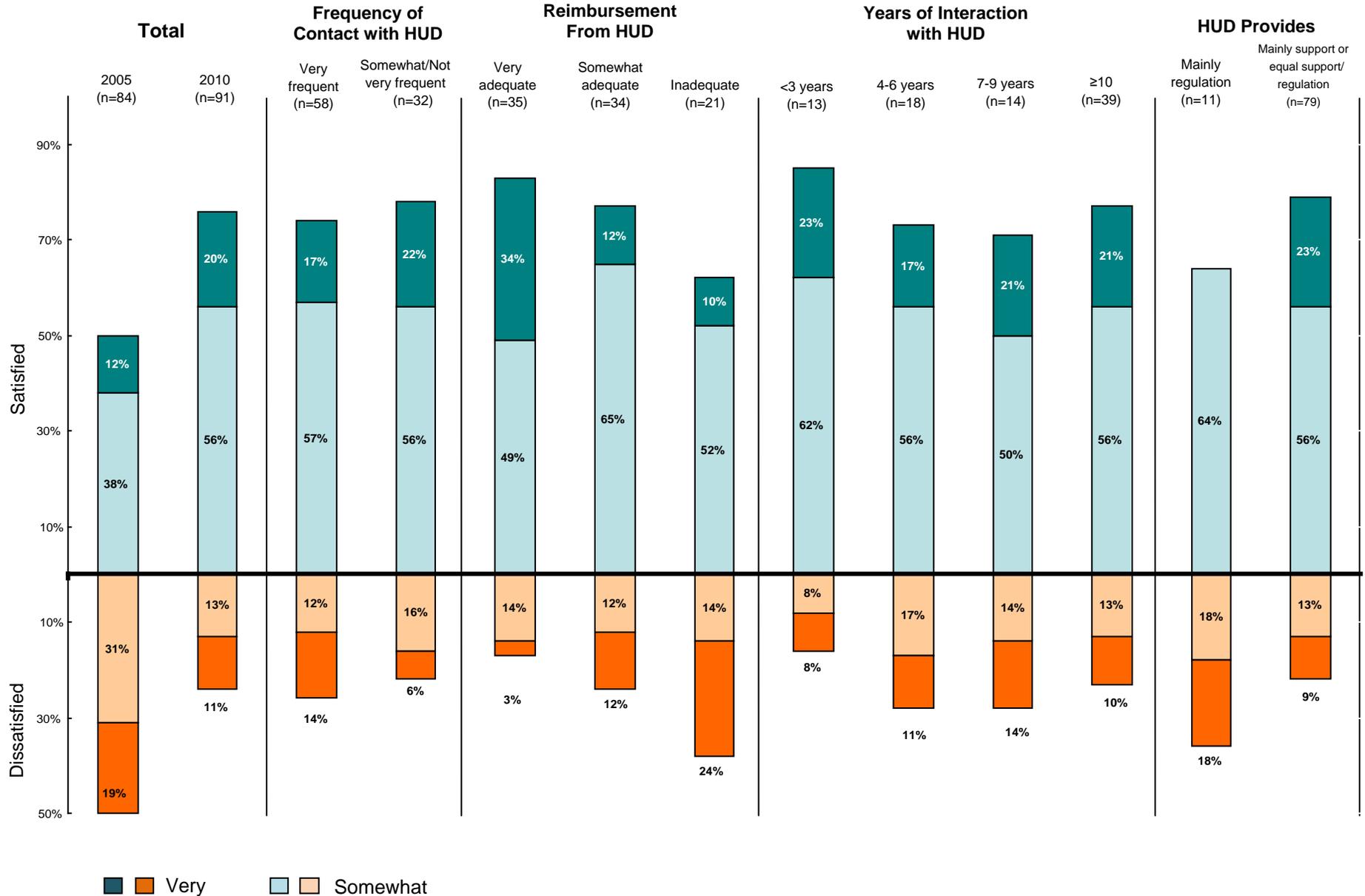
Question 5i. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?



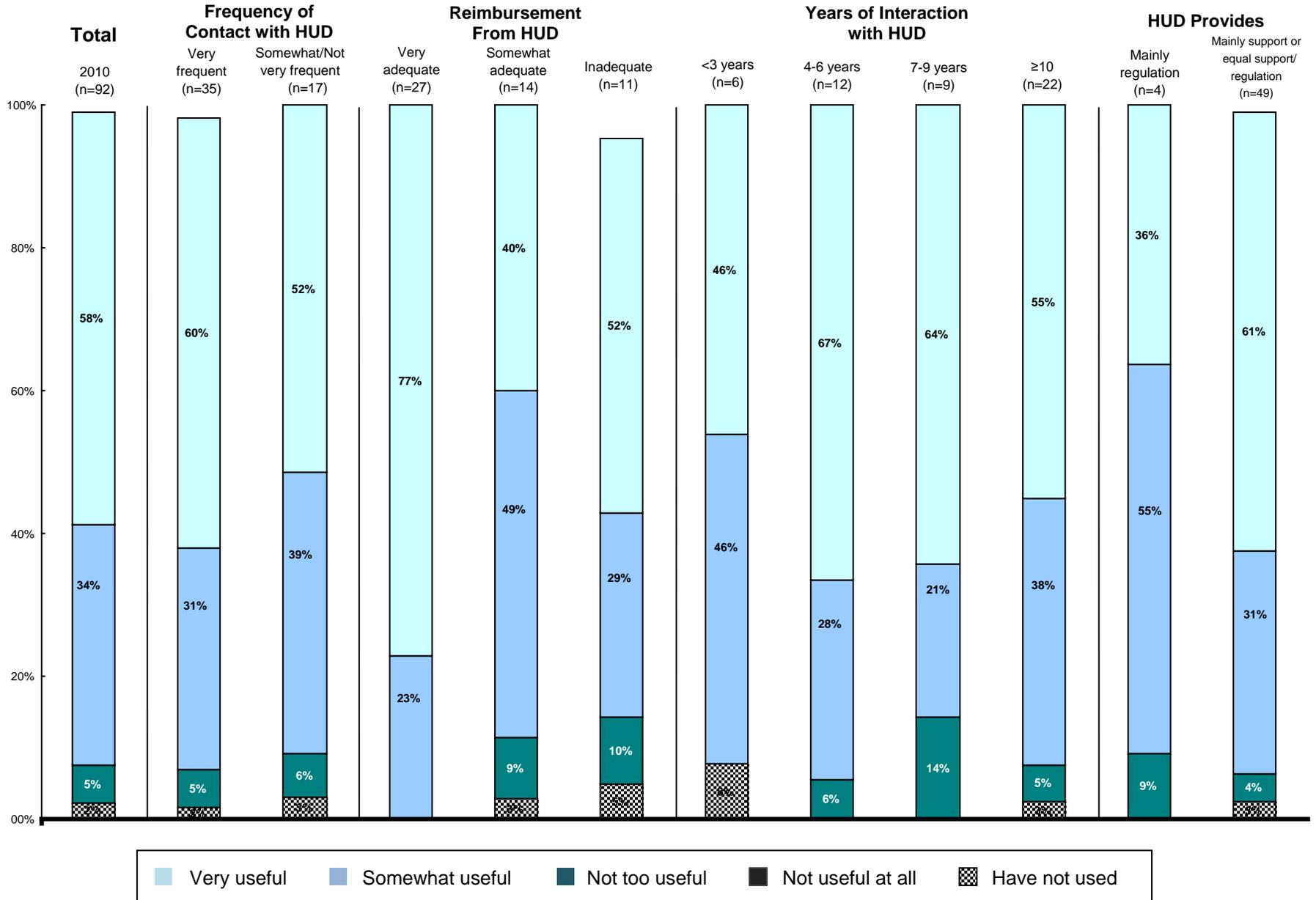
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



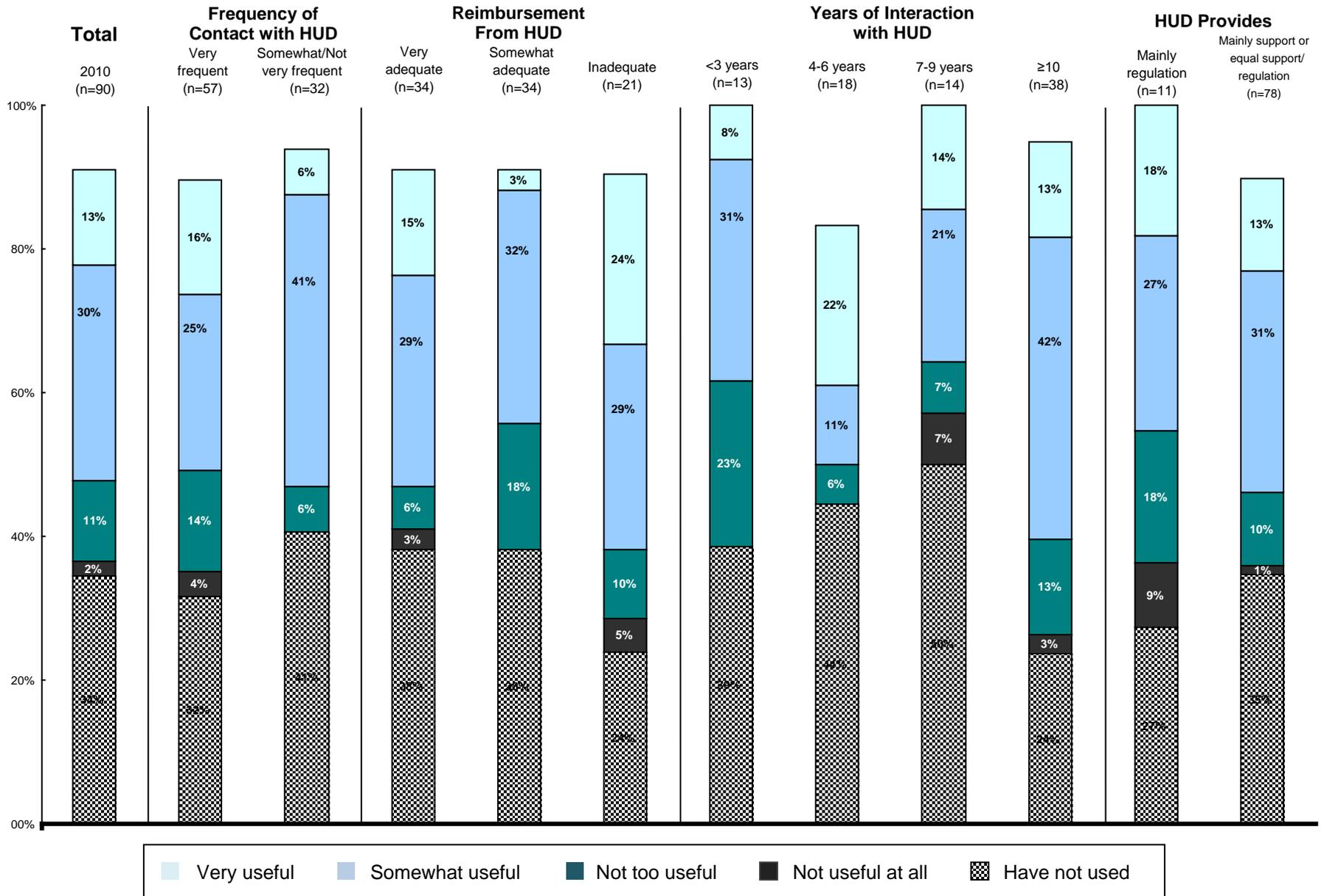
Question 5k. How satisfied or dissatisfied are you, in general, with the time commitment required to comply with HUD reporting requirements?



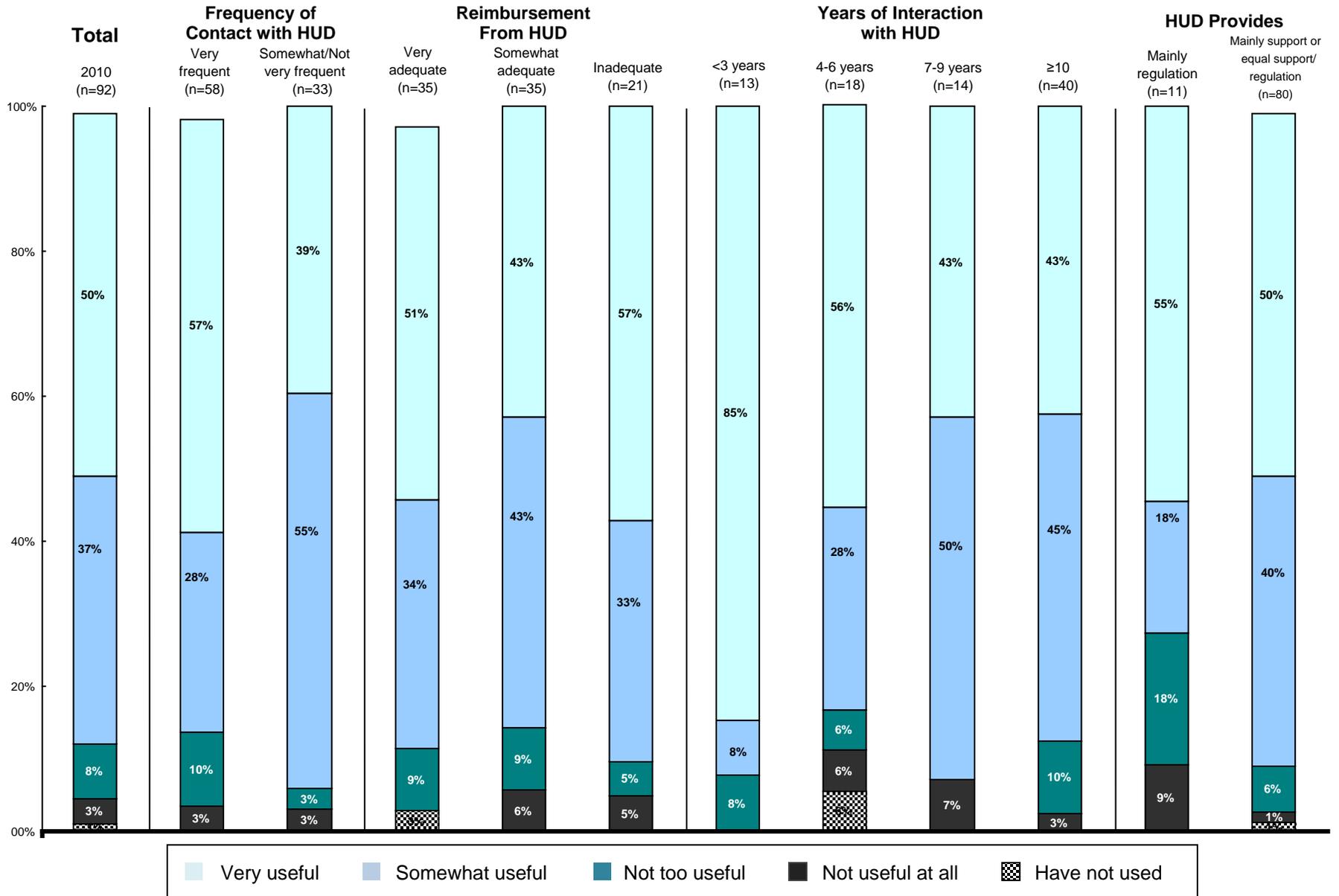
Question 6a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences?



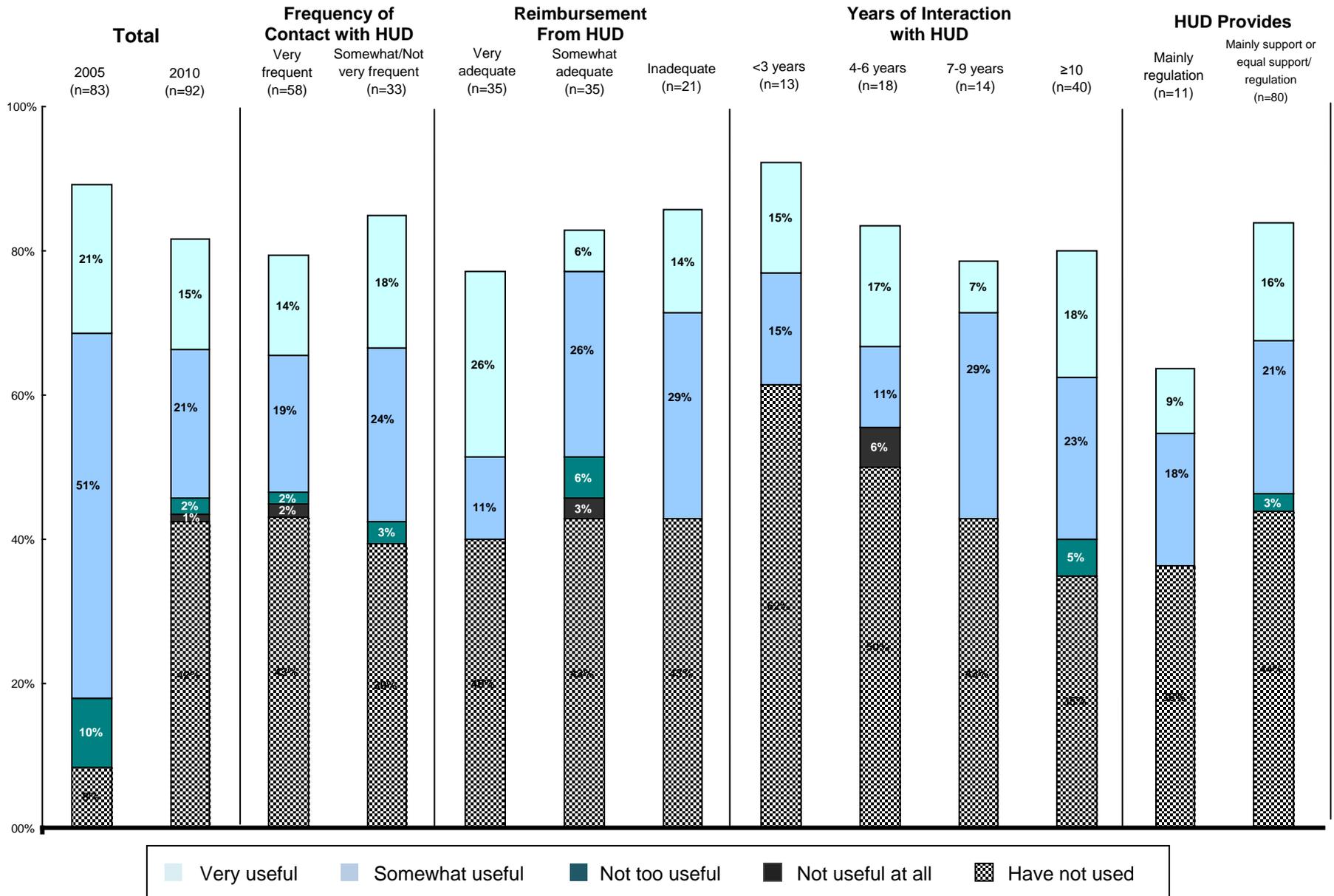
Question 6b. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored satellite broadcasts?



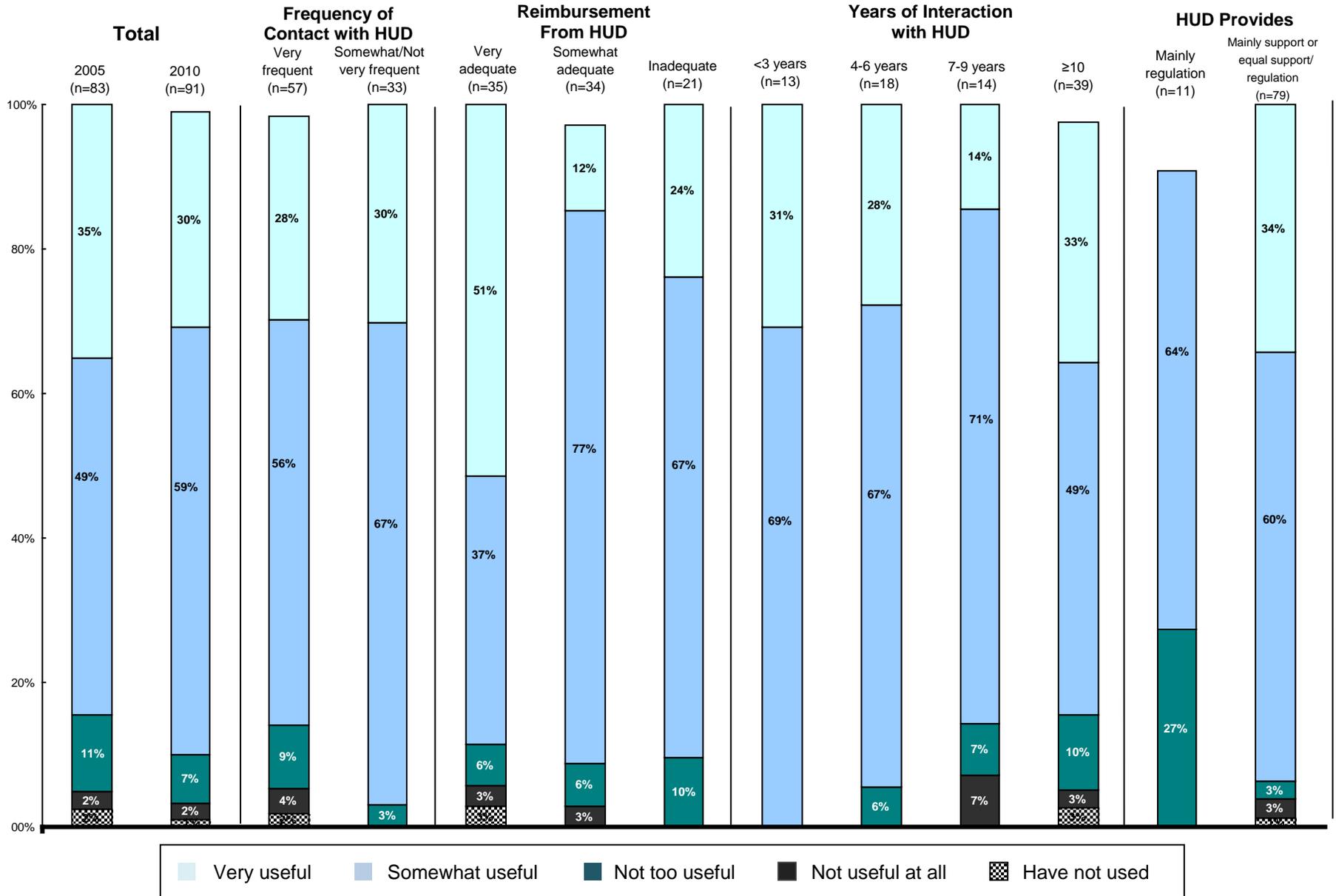
Question 6c. How useful or not useful have you found HUD's training and technical assistance through the National Fair Housing Training Academy?



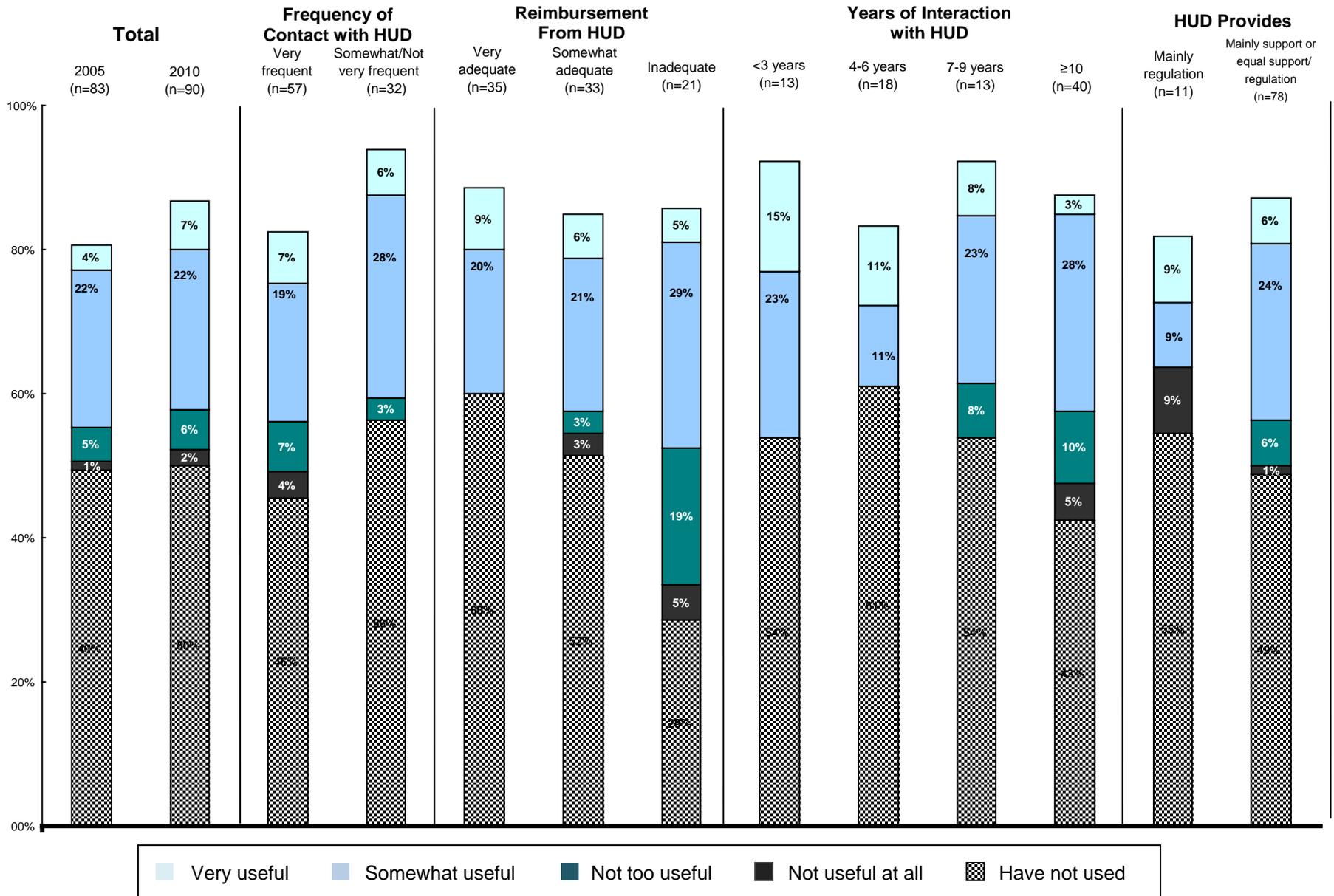
Question 6d. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?



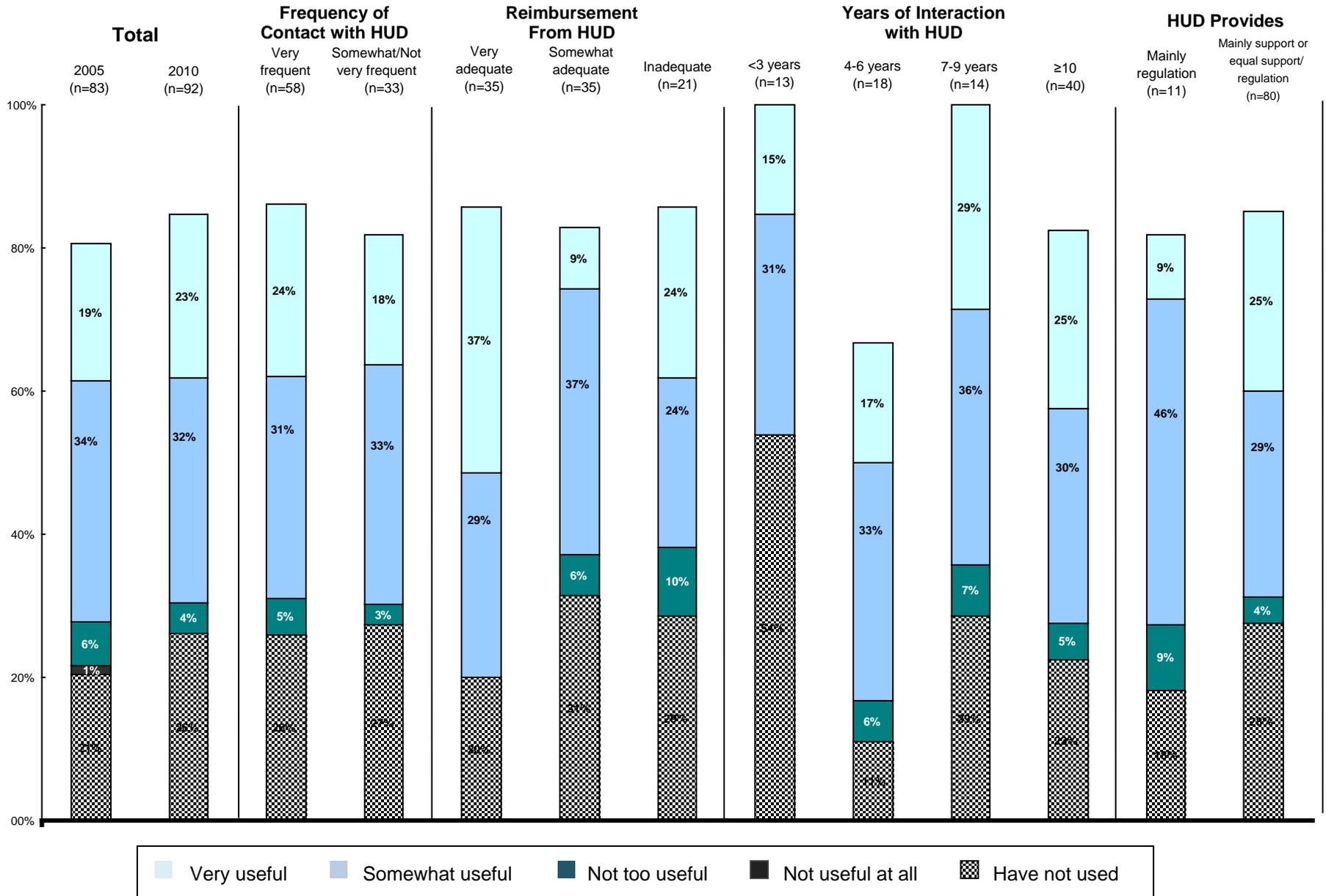
Question 6e. How useful or not useful have you found HUD's training and technical assistance through HUD's webpage?



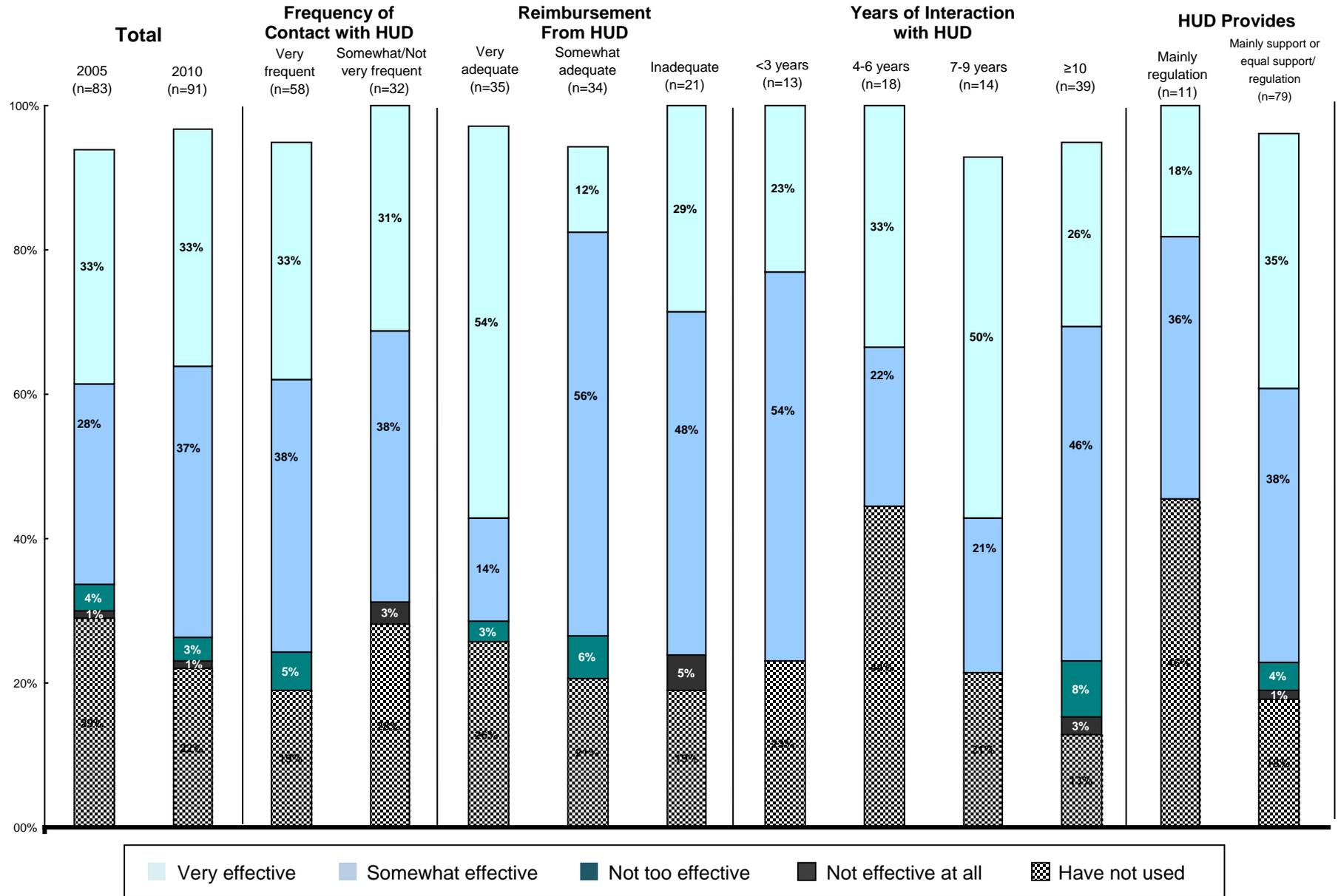
Question 6f. How useful or not useful have you found HUD's training and technical assistance through HUD's webcast training?



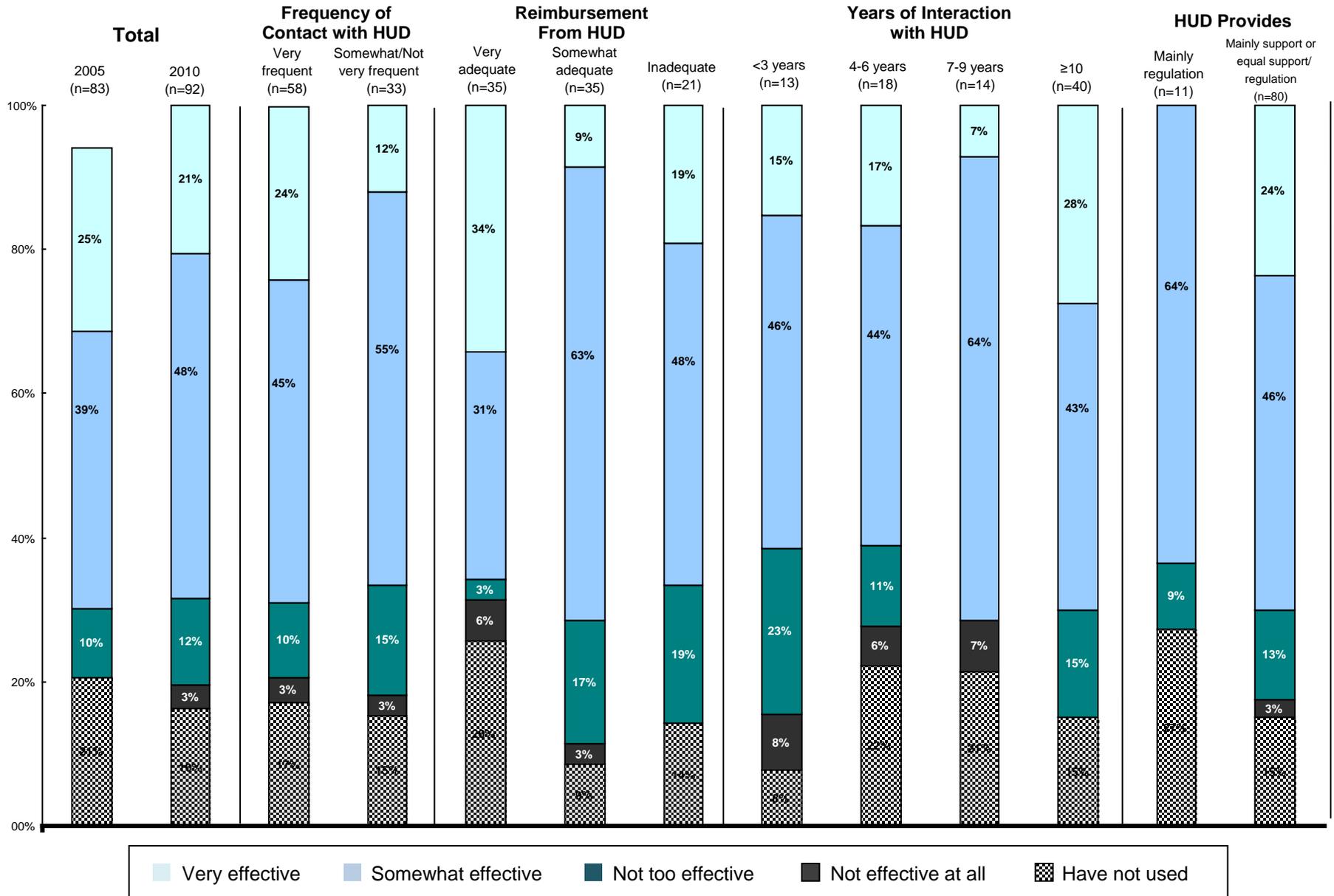
Question 6g. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



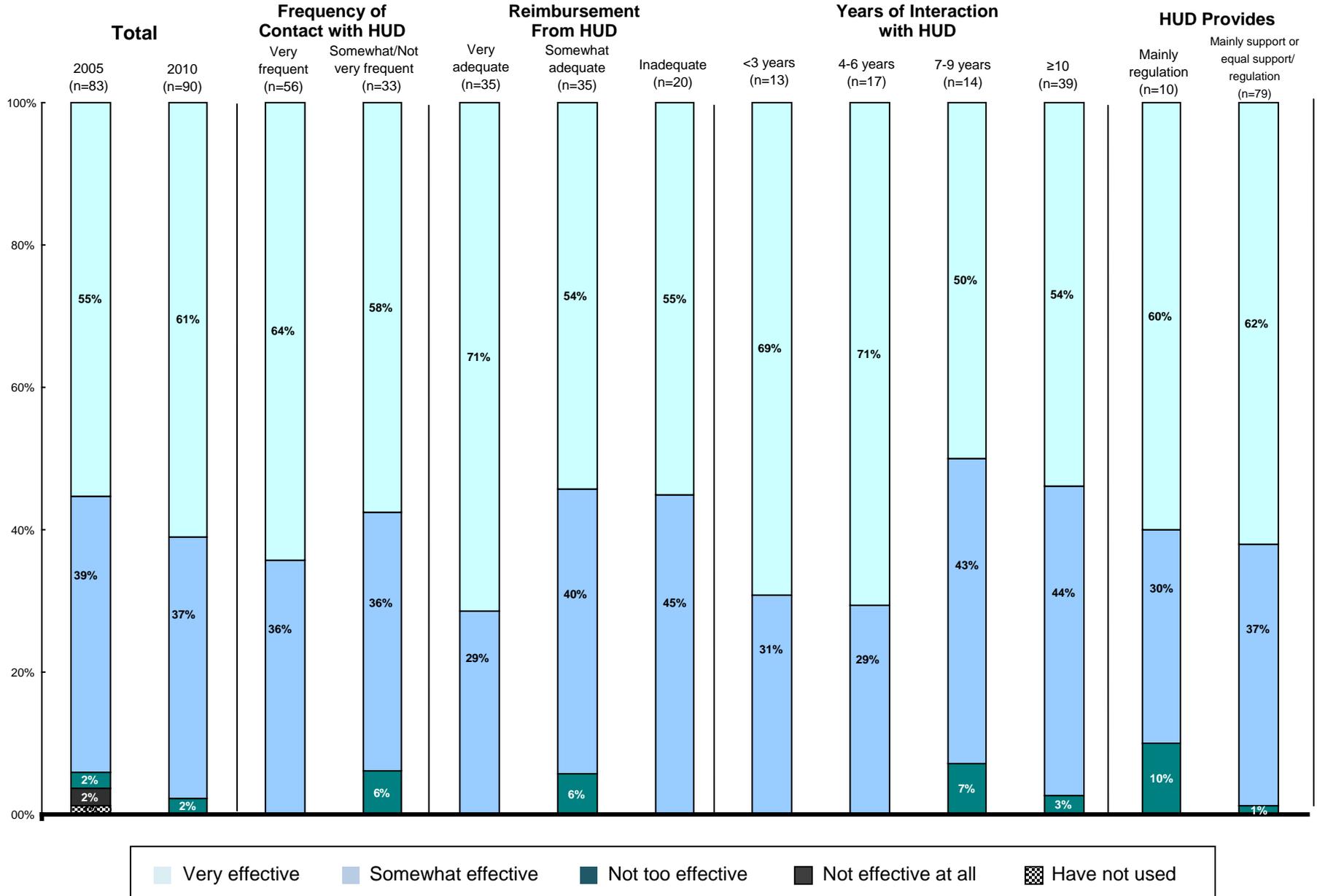
Question 7a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listservs have been as a tool for HUD to convey important information to you, such as notices and guidance.



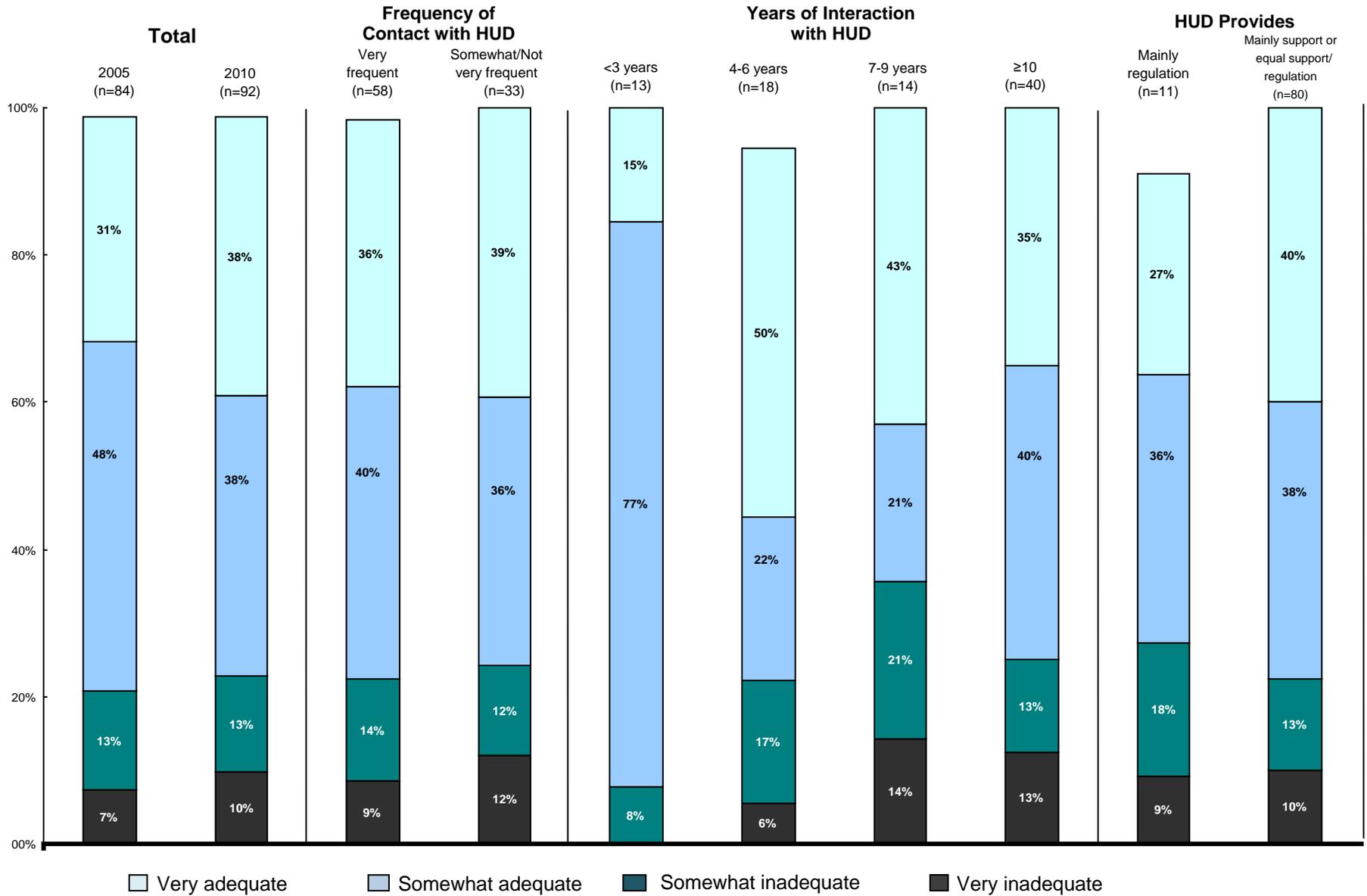
Question 7b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's website postings have been as a tool for HUD to convey important information to you, such as notices and guidance.



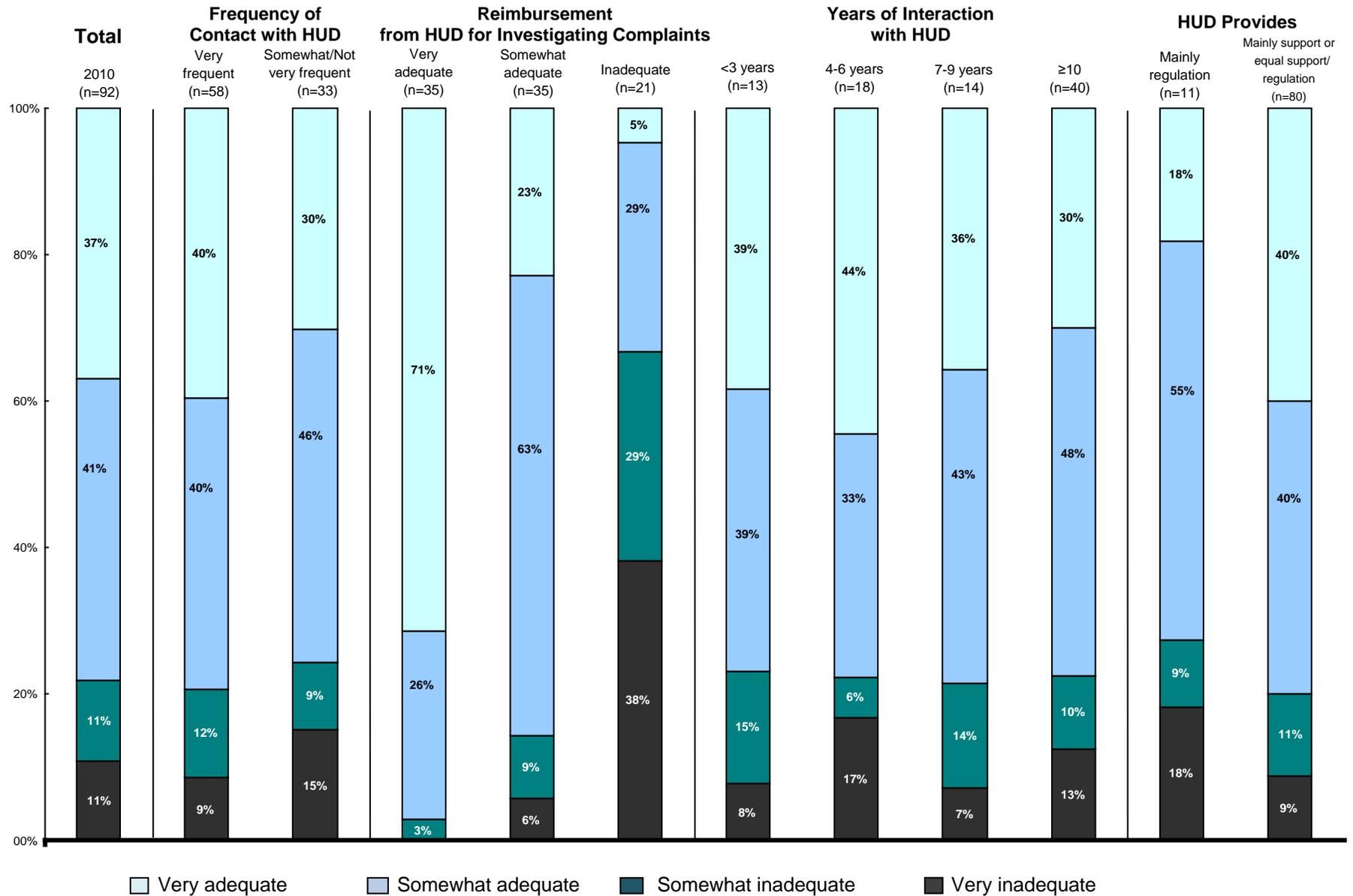
Question 7c. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's e-mail has been as a tool for HUD to convey important information to you, such as notices and guidance.



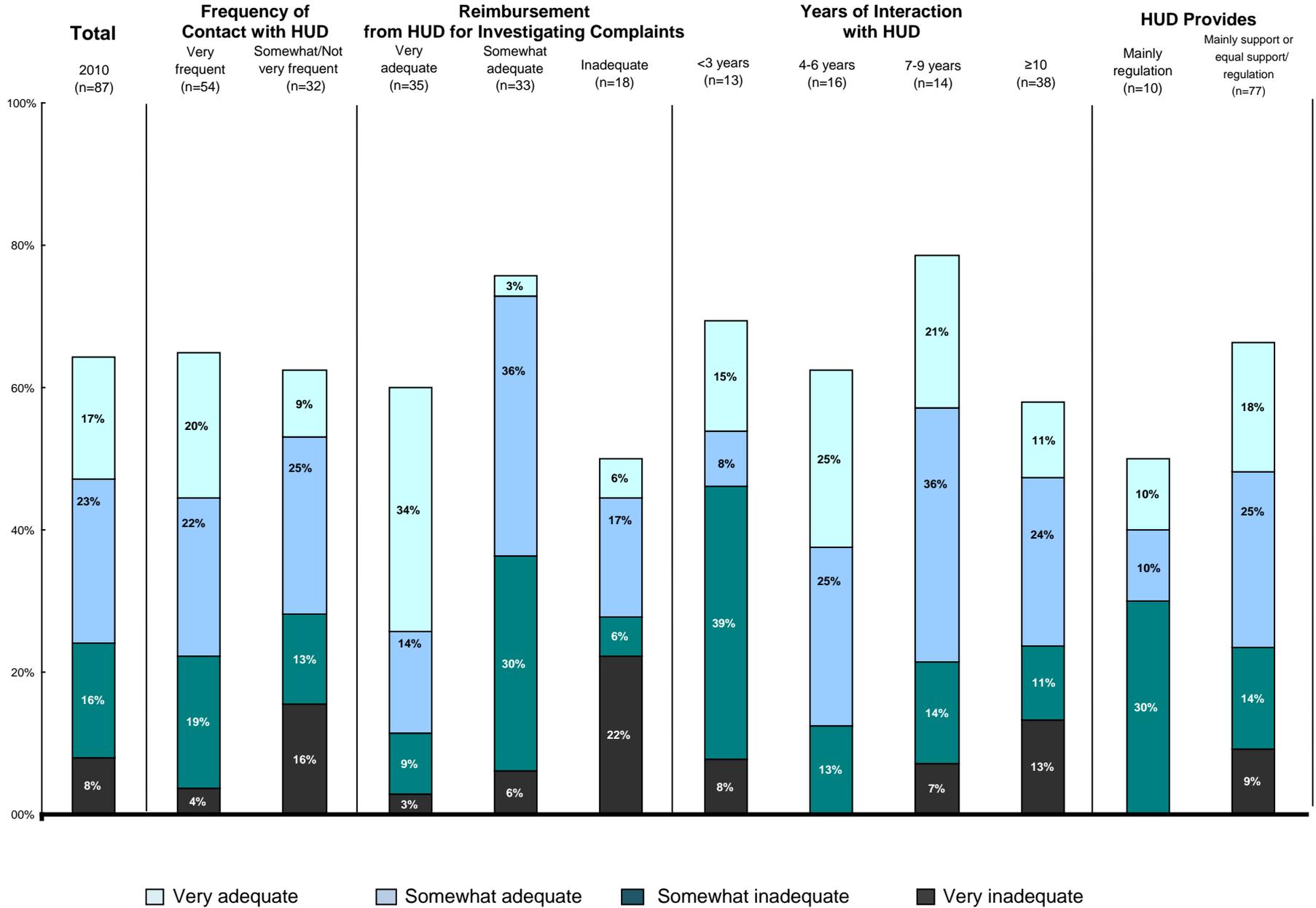
Question 8a. How adequate is your reimbursement from HUD for covering the costs of investigating individual complaints?



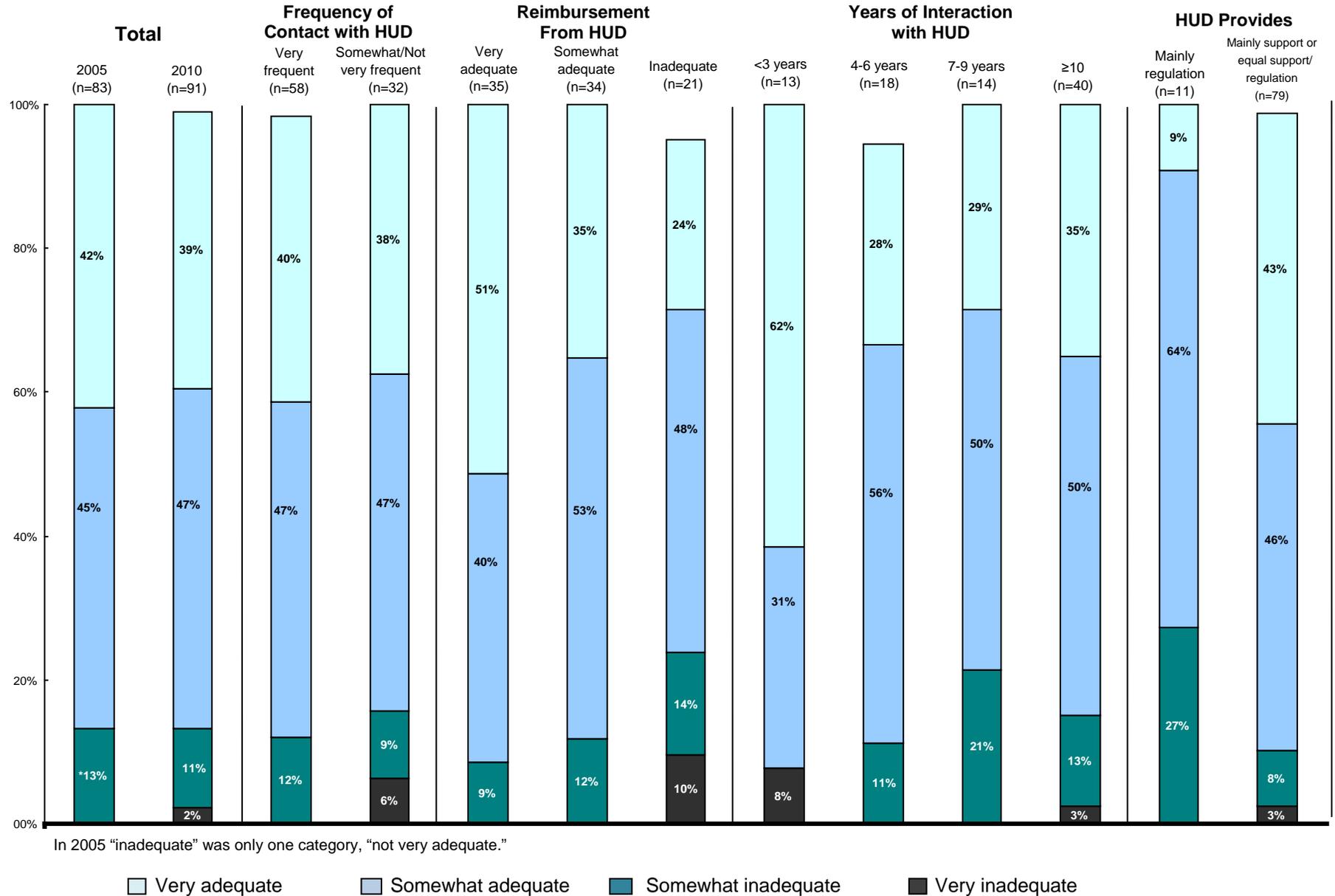
Question 8b. How adequate is your reimbursement from HUD for covering the costs of training and administration?



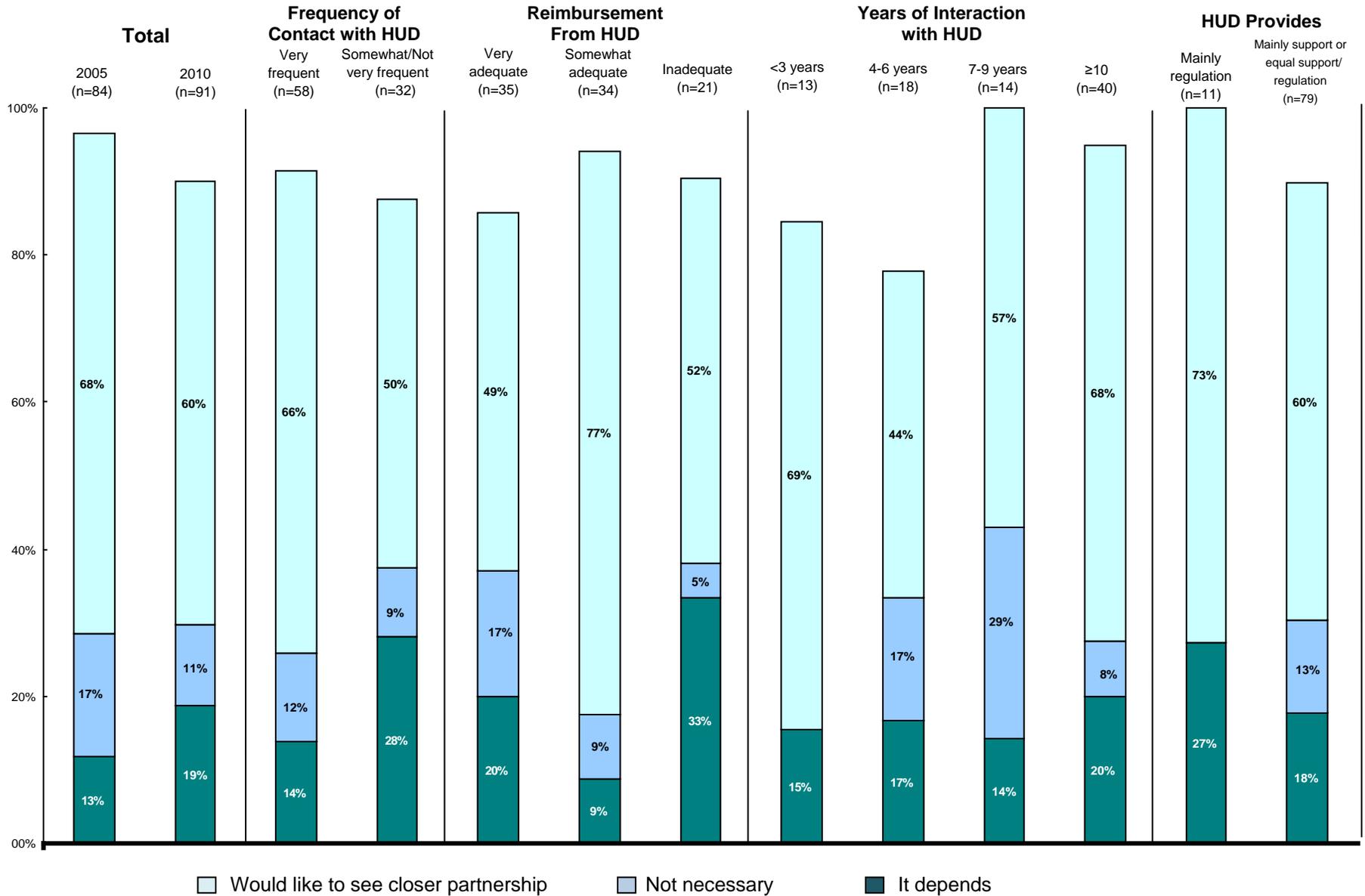
Question 8c. How adequate is your reimbursement from HUD for covering the costs of capacity building?



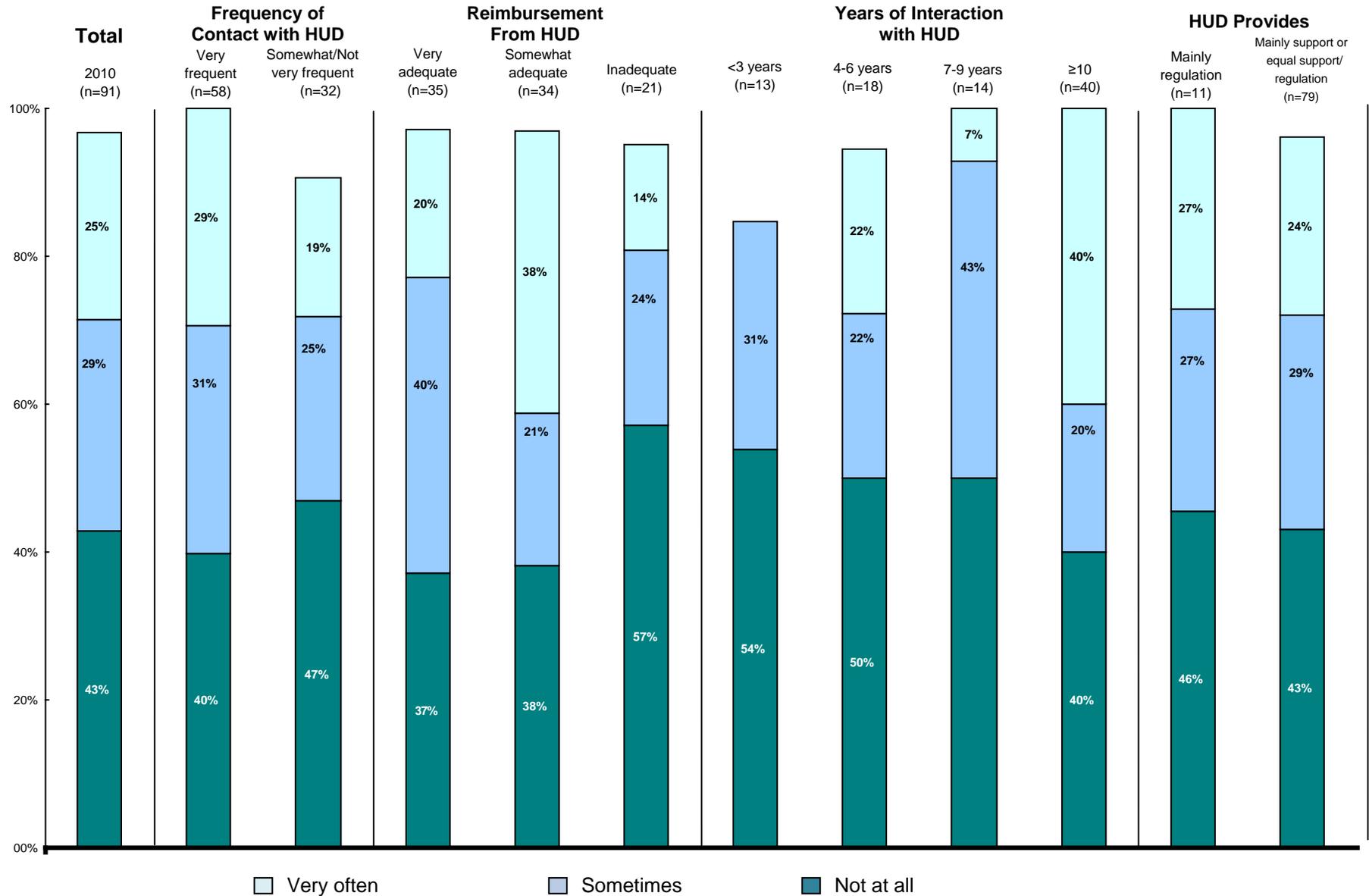
Question 9. How adequate is the level of technical assistance currently provided to you by HUD in support of your agency's responsibility for responding to fair housing complaints?



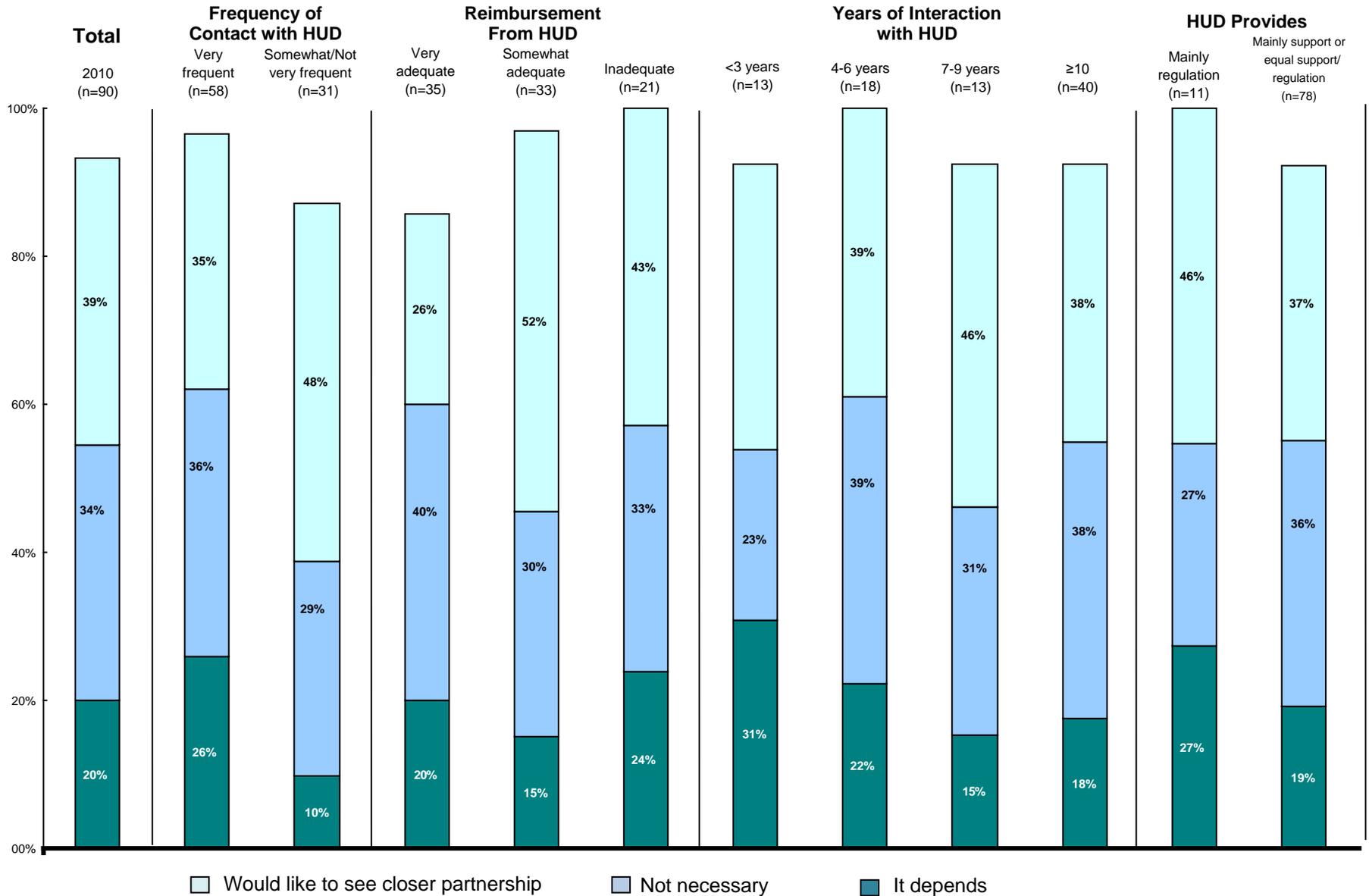
Question 10. Some FHAP agency officials say they would like to see a closer partnership with HUD in pursuing pattern and practice or Secretary-initiated cases. Others say this is not necessary, as the U.S. Department of Justice or states' attorneys general have this duty. What do you say?



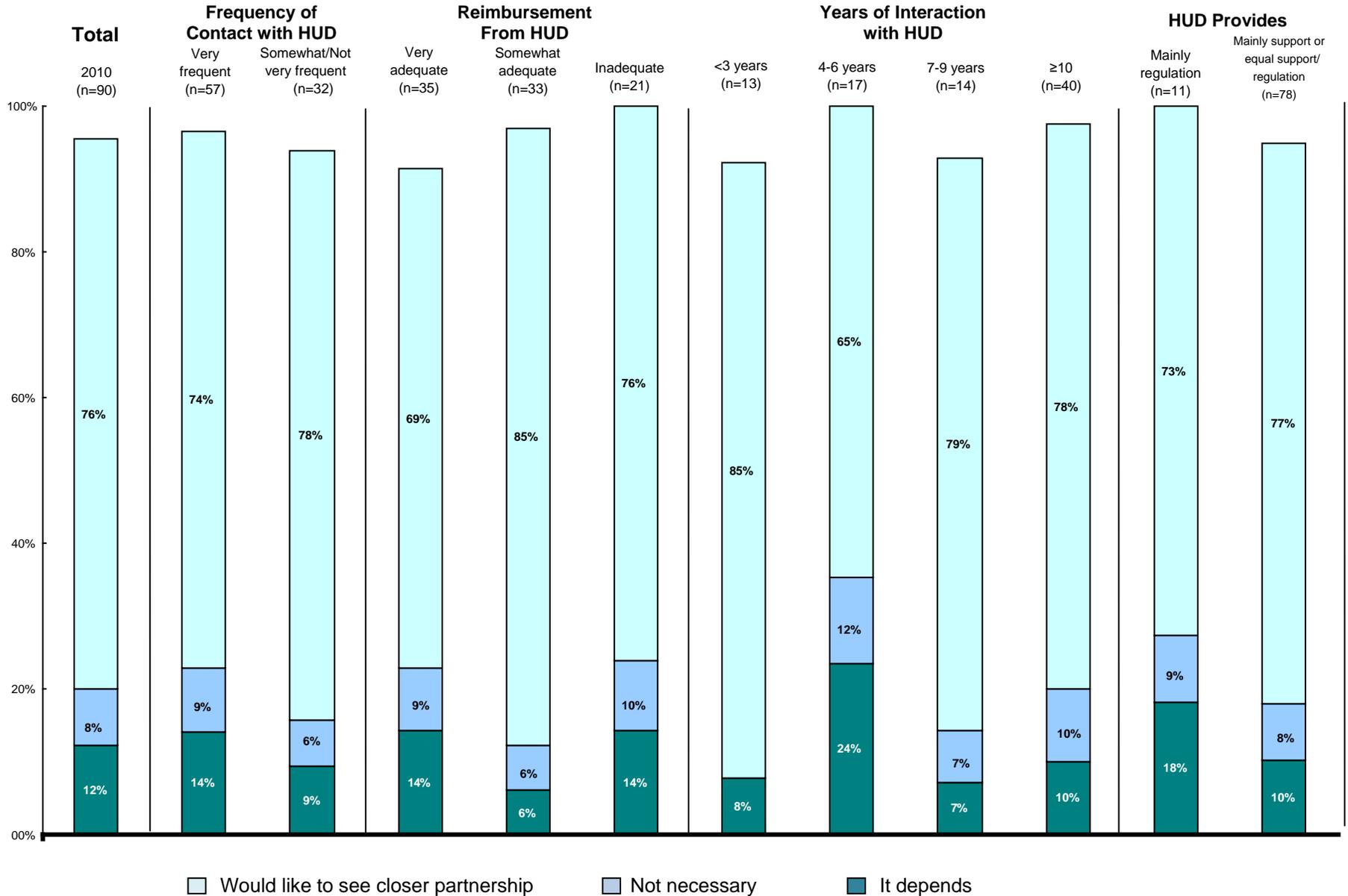
Question 11. How often, if at all, do you work with local Fair Housing Initiatives Program (FHIP) organizations on cases they are investigating?



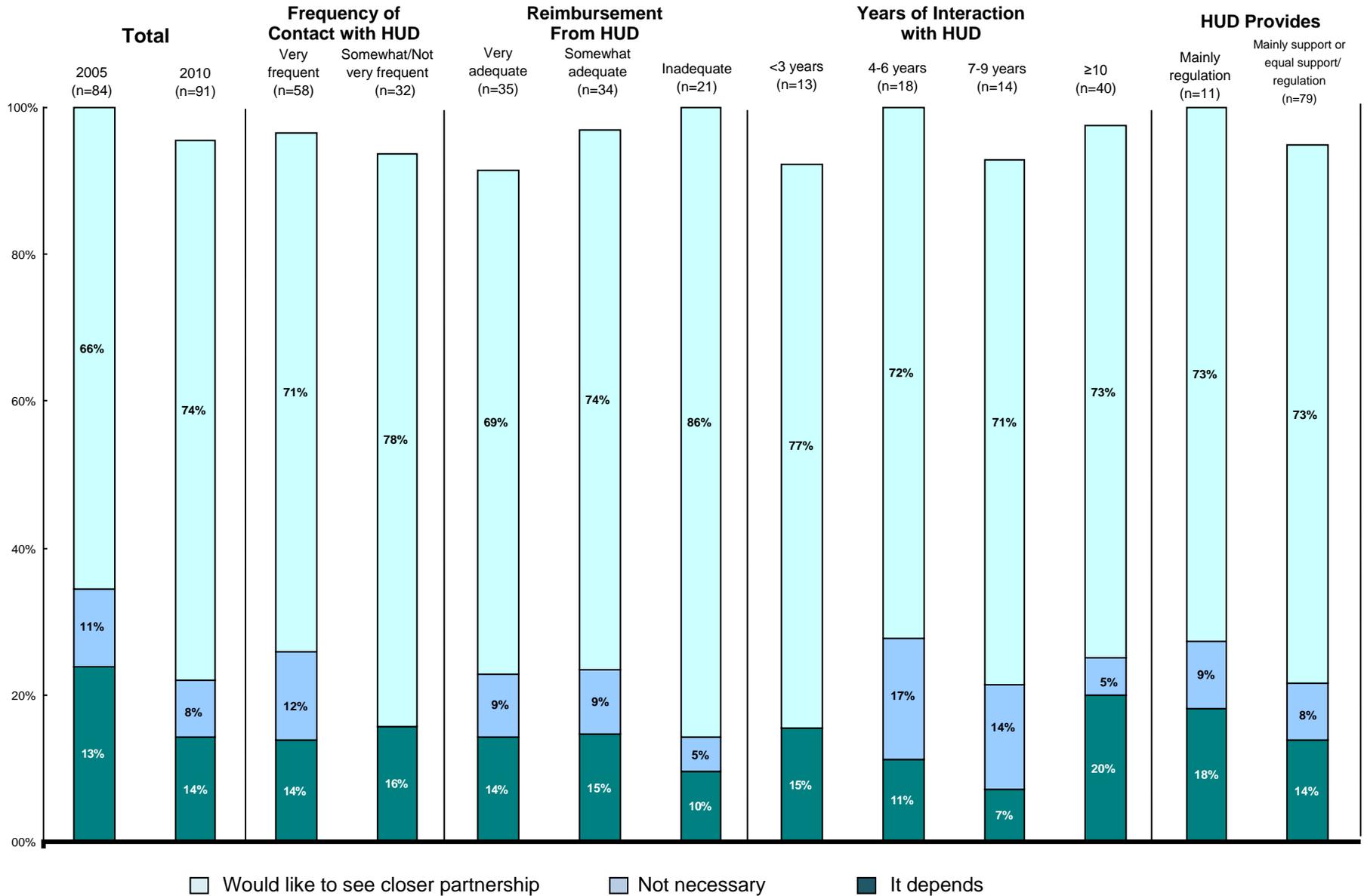
Question 12a. Some FHAP agency officials say they would like to build closer partnerships with FHIP organizations with respect to investigating cases. Others say this is not necessary or appropriate. What do you say?



Question 12b. Some FHAP agency officials say they would like to build closer partnerships with FHIP organizations with respect to testing. Others say this is not necessary or appropriate. What do you say?



Question 12c. Some FHAP agency officials say they would like to build closer partnerships with FHIP organizations with respect to education activities/outreach. Others say this is not necessary or appropriate. What do you say?



Question 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?

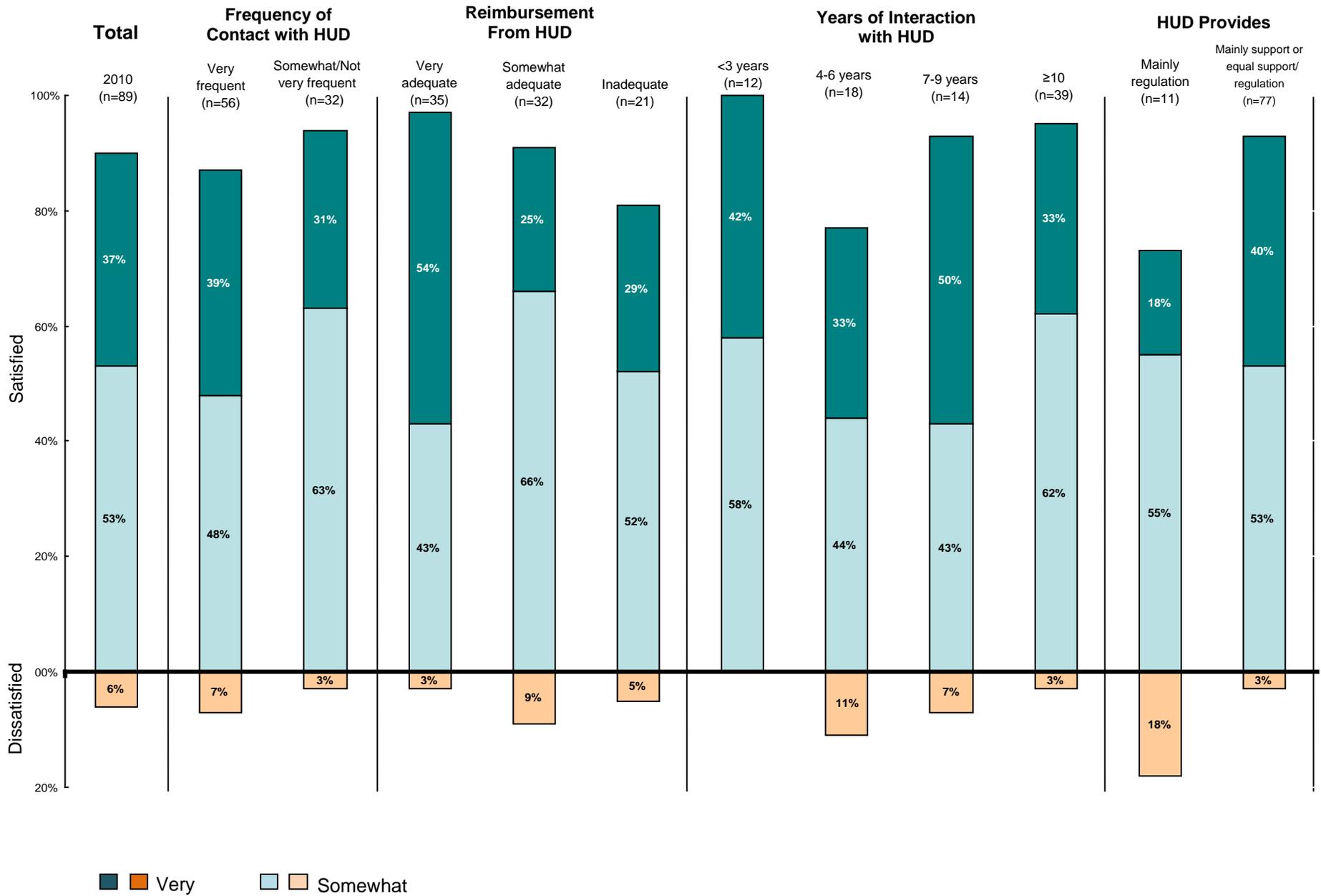
VERBATIM RESPONSES ARE AS FOLLOWS:

- Speed up the appropriations process, we are almost 12 months behind each fiscal year; increase costs for education/outreach and for investigations.
- Assisting w/litigation expertise.
- The major thing is training with respect to lending cases.
- Could provide FHAPs with educational materials for title III. The predatory lending seminar could be required (NFHTA) coursework.
- Do more of what they are currently doing; they do good job now.
- Much more money for training and more training in addition to the academy. Move money for cases.
- A model outreach/education module on fair lending issues that we could use in the community - and training for staff on how to administer it - would be extremely helpful. Also, offer the predatory lending NFHTA course in more locations (not just in DC.)
- Start having the FHAP policy conference on an annual basis, rather than bi-annually.
- Reduce the levels of bureaucracy and make request in a timely manner.
- Detailed lending training. There is a course at the NFHTA, but it does not provide the nuts and bolts of investigating lending cases.
- More funds for education and outreach. Technical assistance so we could put more helpful info on our website (i.e. informational power points) educational materials targeted to high school students.
- Regional training, share investigation
- Greater collaboration with CDBG to affirmatively further fair housing. The lack of cooperation from CDBG recipients and HUD's aloofness strangles attempts to be effective in fair housing investigations.
- Funds for staff & education & training on fair lending.
- More regional training or greater training funds.
- Provide assistance, in some cases, i.e. prosecuting some cases.
- Have consistency in procedures and expectations from office to office.

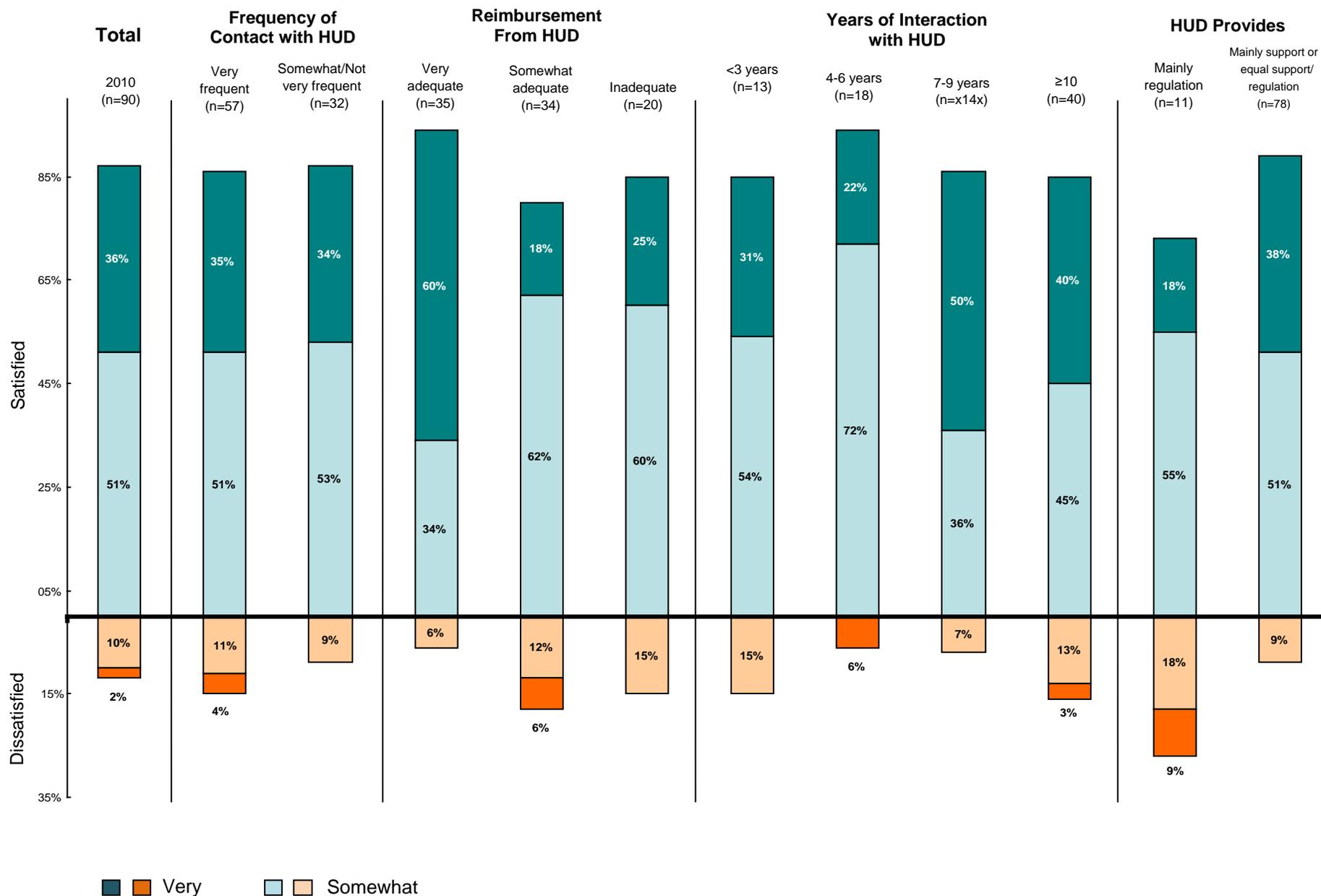
- Reduce paperwork - use teapots - online; more natl. "approval" - overt, explicit - approval of testing.
- Provide technical assistance.
- More training on fair lending.
- Assist with building capacity of FHAPs to do prevention work, especially given human relations problems driving high level of no cause cases.
- Currently HUD allows state fair housing agencies to usurp the jurisdiction of a city FHAP, thereby limiting the local FHAPs ability to police its own community. HUD should develop regulations which restrict a state agency from processing a fair housing complaint where a local FHAP exists.
- More money for education & outreach. Costs have gone up and the way to reach people thru technology costs a lot.
- Clarity in response to questions and support for FHAPs in carrying out HUD responsibilities.
- GTRs should receive the same training the FHAPs receive, i.e. NFHTA.
- Add a class on mortgage lending discrimination at the academy.
- Providing "friend of the court" statements from HUD legal counsel to housing and related court cases and public hearings.
- More advance education for investigators. We like that you are bringing NFHTA on the road. Need a better admin staff that is responsive to calls/emails and gives advance notice.
- Programming ideas, focus areas, national annual focus.
- More handouts, public service/advertising/information.
- More involvement and analysis of home mortgage disclosure act (HMDA) data.
- Additional capacity building funding past the regular 3-year period of certification.
- Protocols for communicating with the field office director, FHEO director, regional director, and FHEO regional director needs to be better defined.
- Better coordination and collaboration on concurrent cases under Title VI and 504
- Joint investigations as a learning tool - training on other authorities (504, Title VI, ADA, etc.)
- Clarify the requirements for service/support/assistive living animals. Provide a session on updates/cases that affect fair housing.

- Provide more training for those who are new to the fair housing arena, especially the "inner workings" of HUD.
- Better information as to what is required and when it is required as far as info. from a FHAP that HUD wants.
- Additional training locally regarding mortgage and lending discrimination.
- Assisting in making sure that our agency gets CDBG funds.

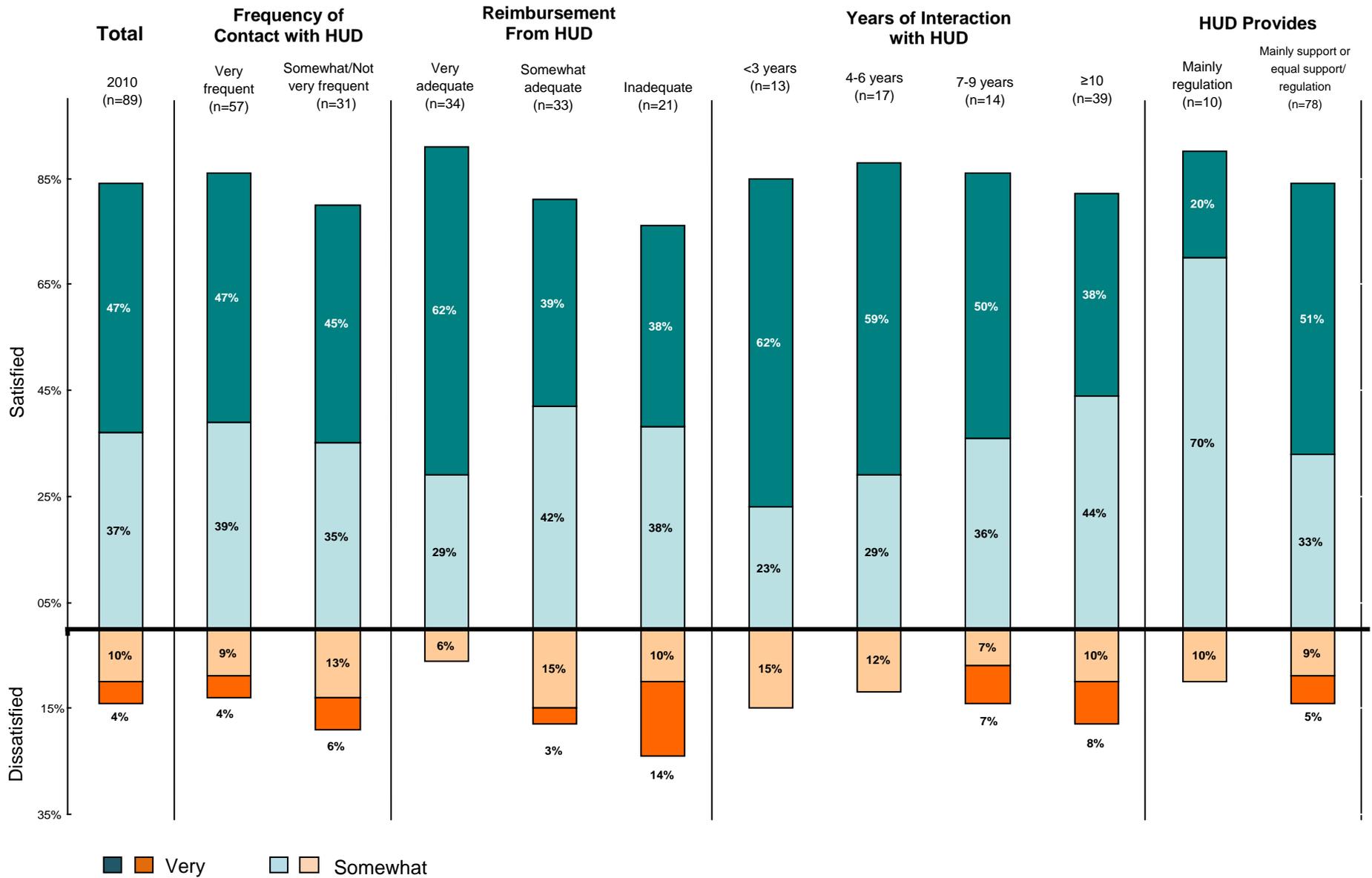
Question 14a. How satisfied or dissatisfied are you with the recent upgrading of TEAPOTS?



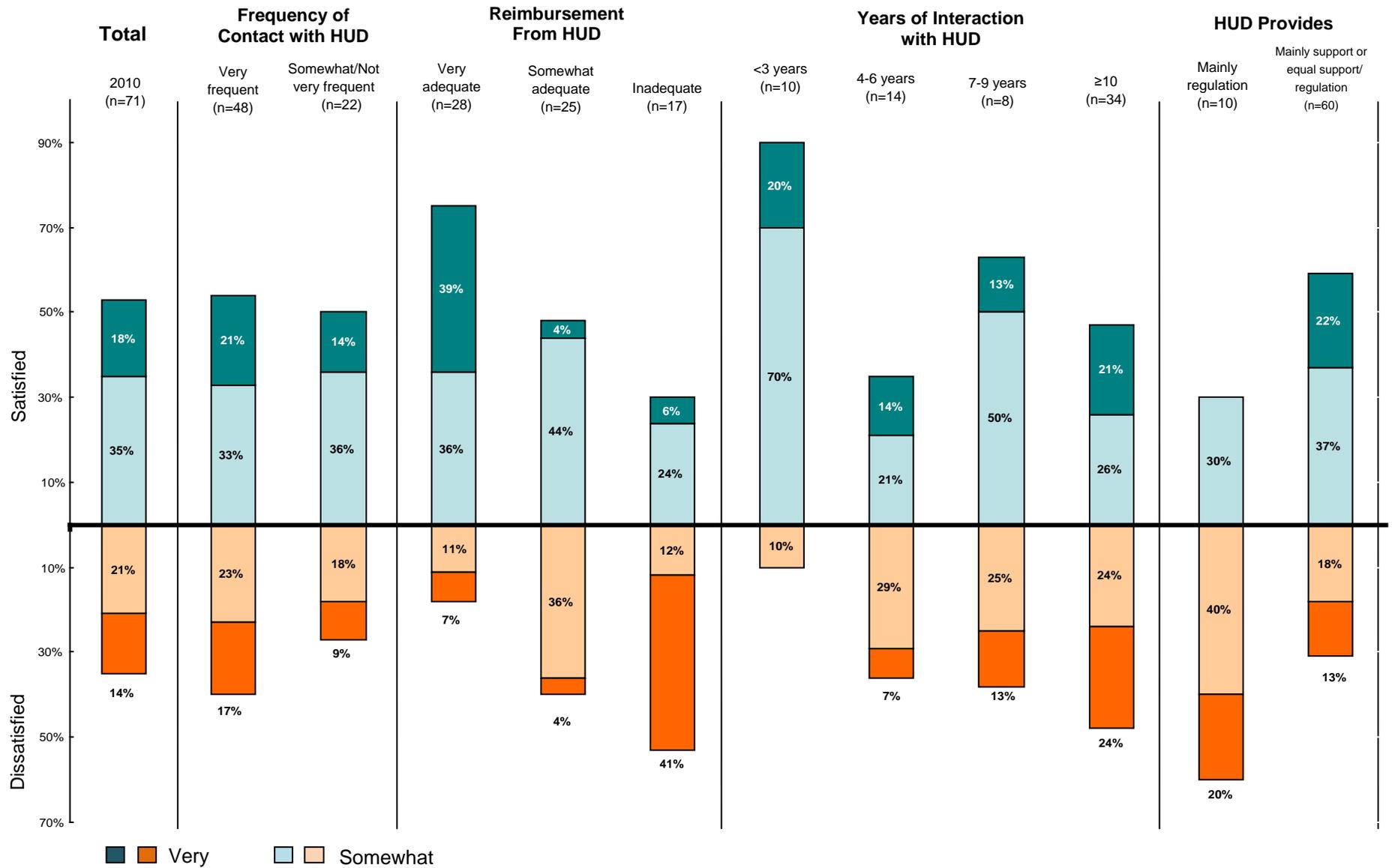
Question 14b. How satisfied or dissatisfied are you with the overall effectiveness of TEAPOTS in the investigation and tracking of complaints?



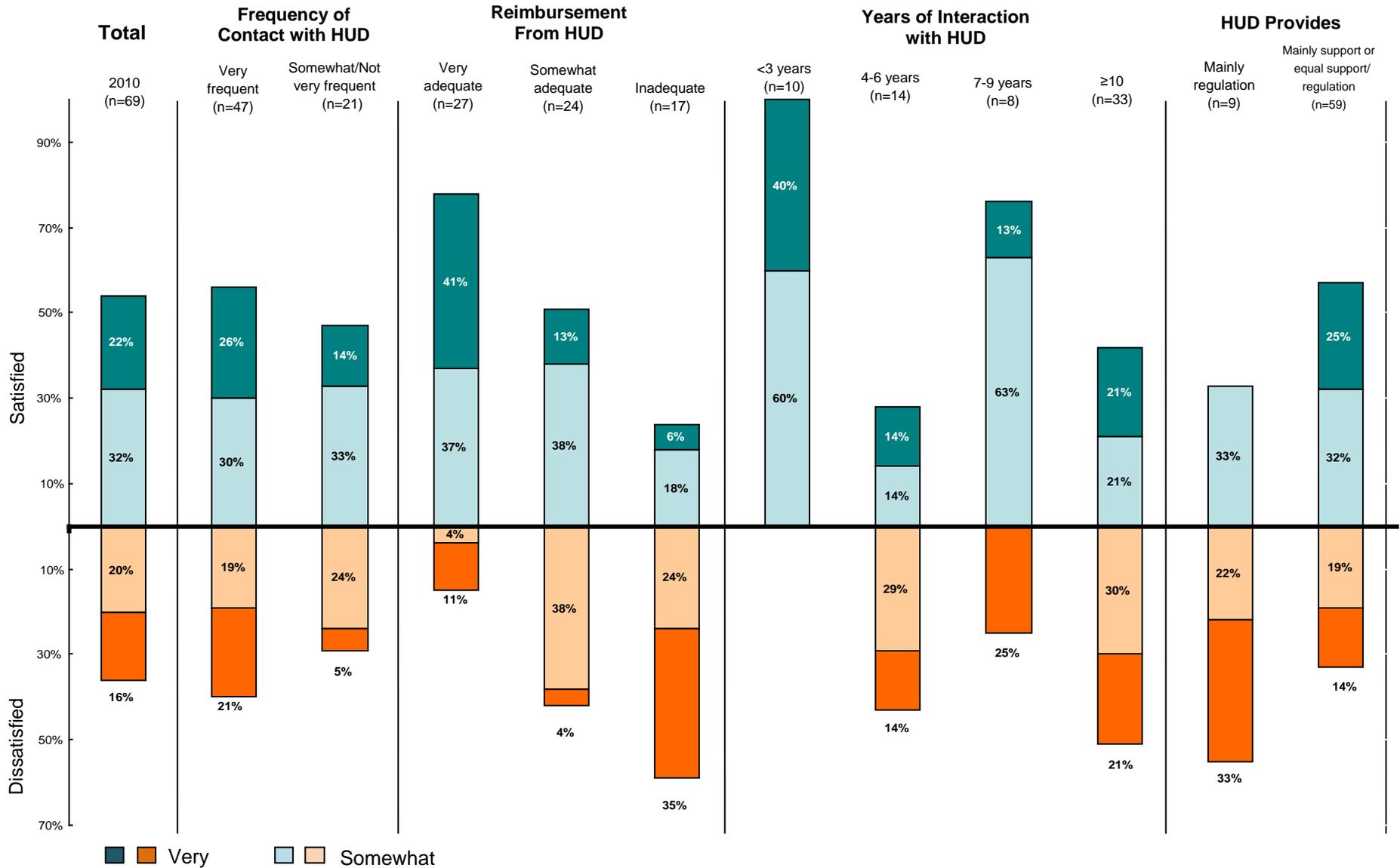
Question 14c. How satisfied or dissatisfied are you with HUD's on-site performance assessment process for FHAP agencies?



Question 14d. How satisfied or dissatisfied are you with the amount of support & technical assistance you receive from HUD related to addressing fair lending issues?

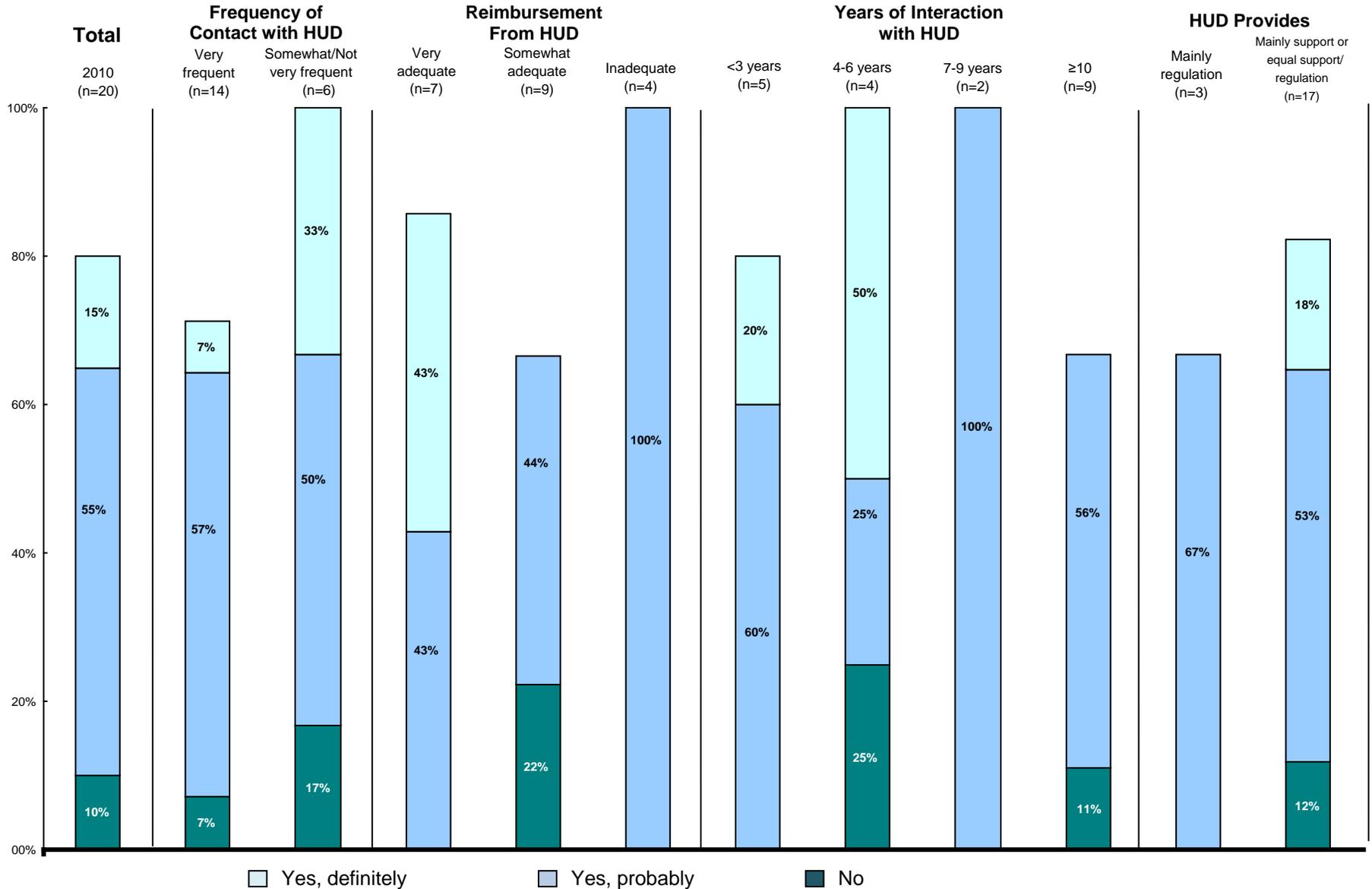


Question 14e. How satisfied or dissatisfied are you with the quality of support & technical assistance you receive from HUD related to addressing fair lending issues?



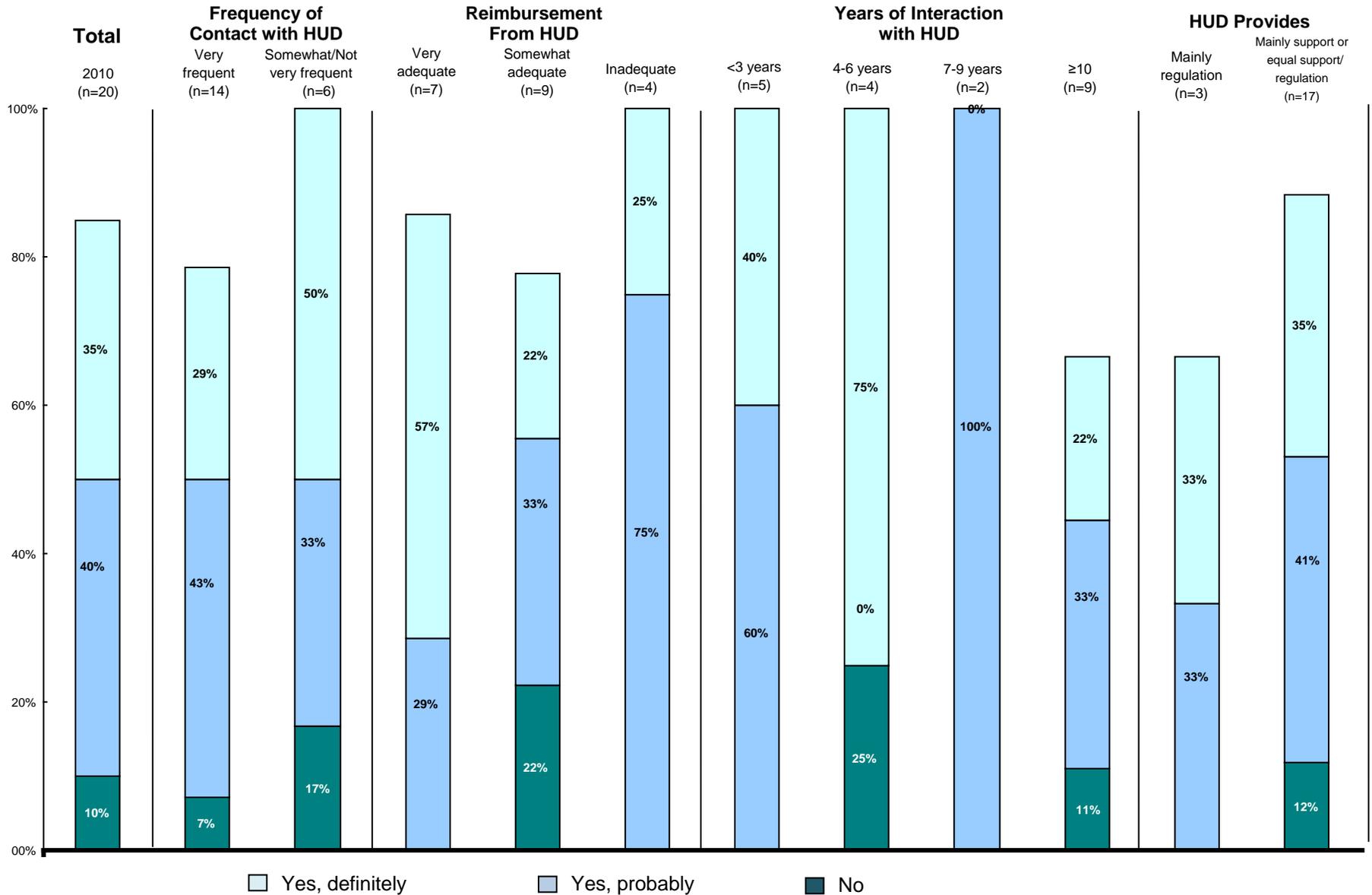
This chart excludes 22 respondents who answered not applicable.

Question 15a. 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 better identify performance indicators?



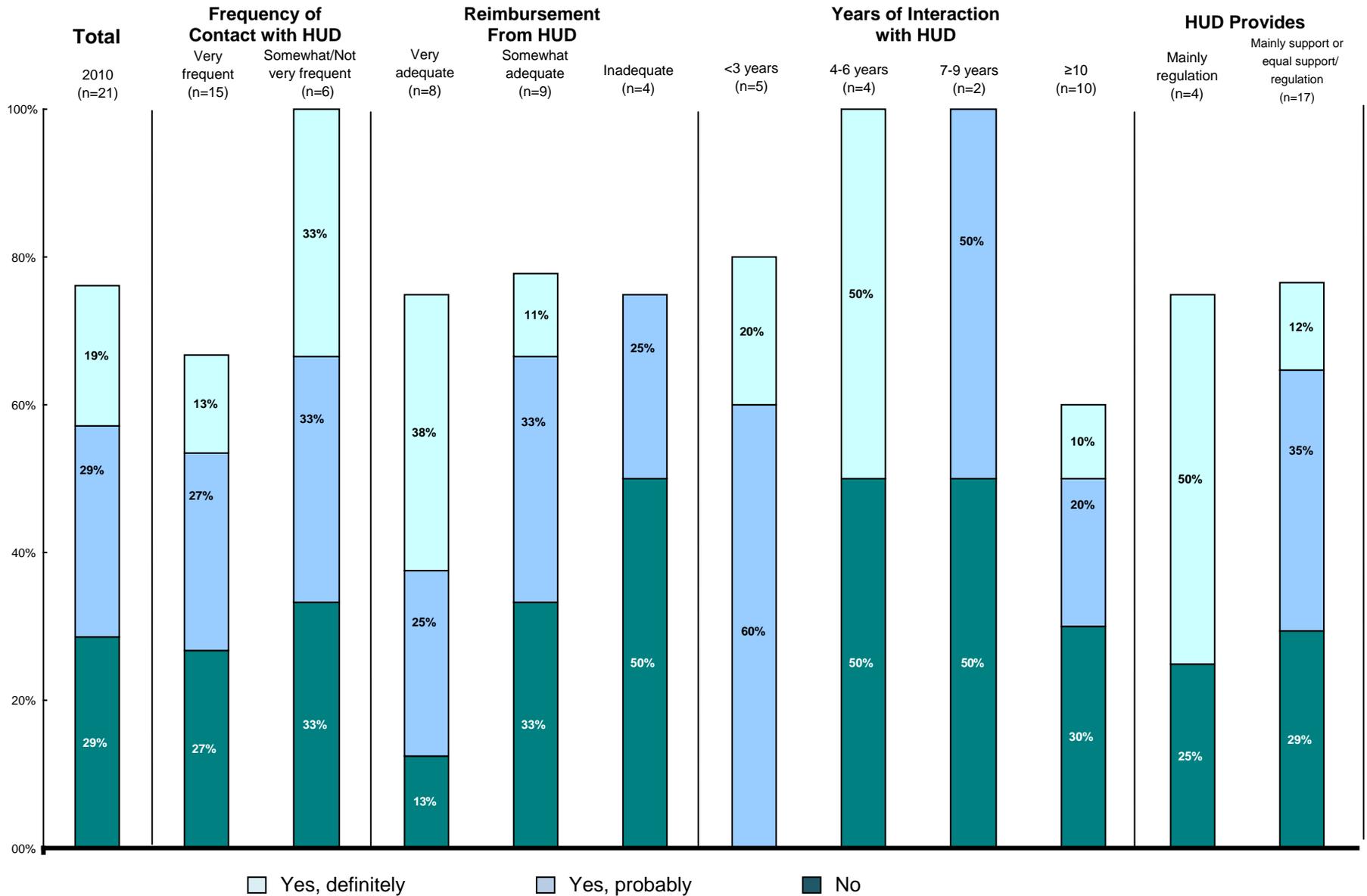
This chart excludes 69 respondents (78%) who said they haven't done a logic model.

Question 15b. 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 better think through activities to achieve your desired objectives?



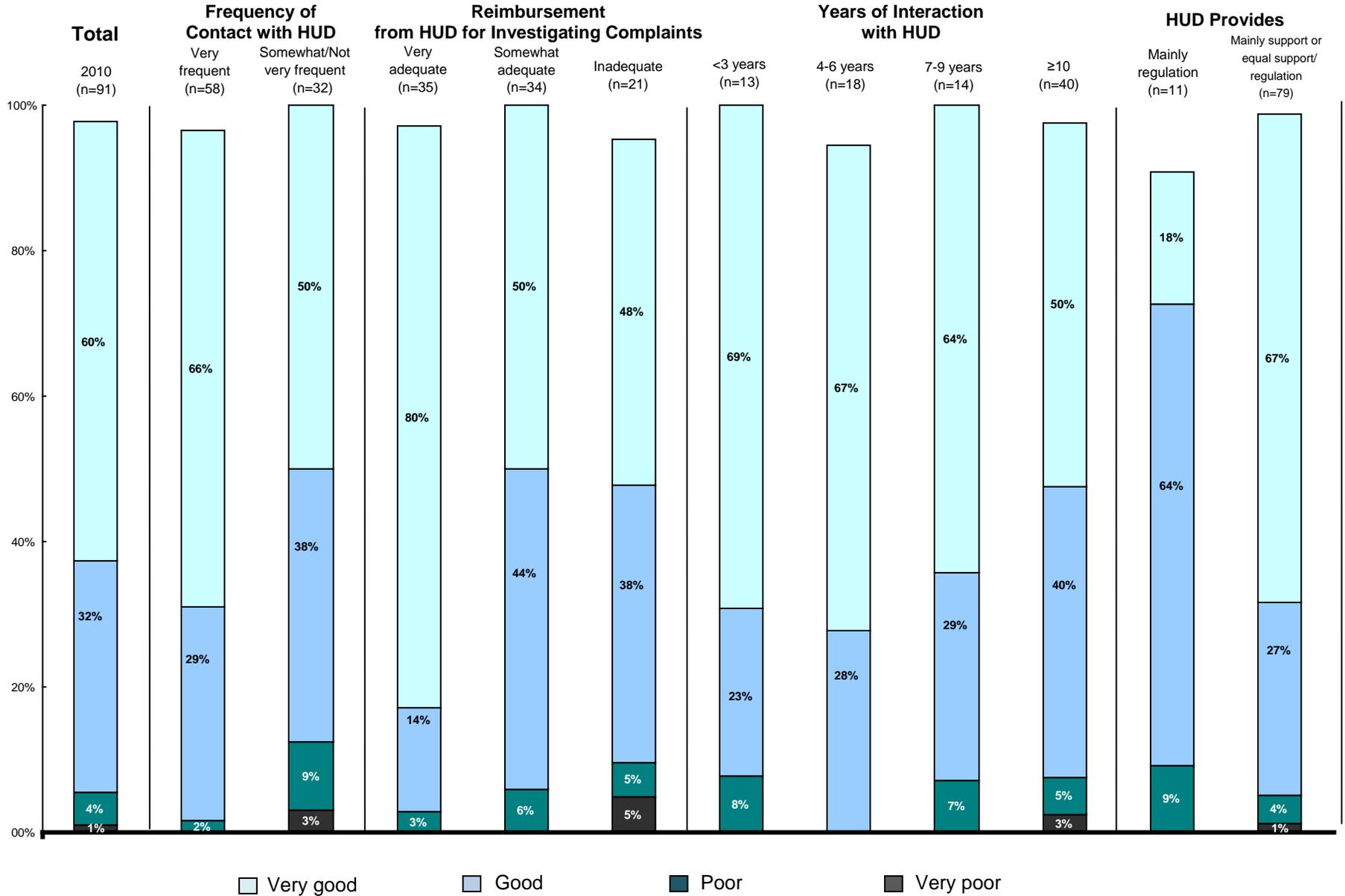
This chart excludes 63 respondents (76%) who said they haven't done a logic model.

Question 15c. 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 better manage your HUD grant?

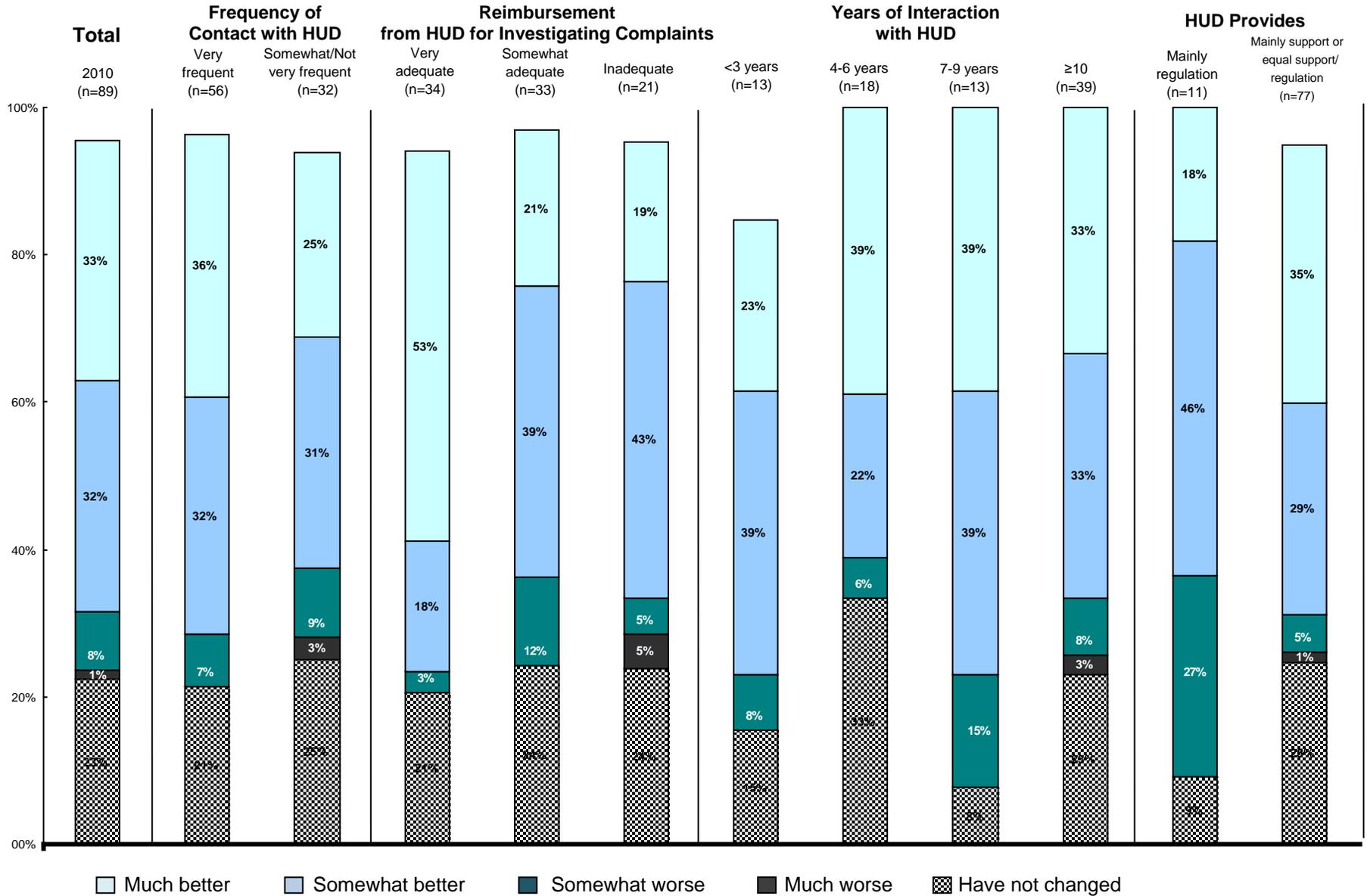


This chart excludes 62 respondents (75%) who said they haven't done a logic model.

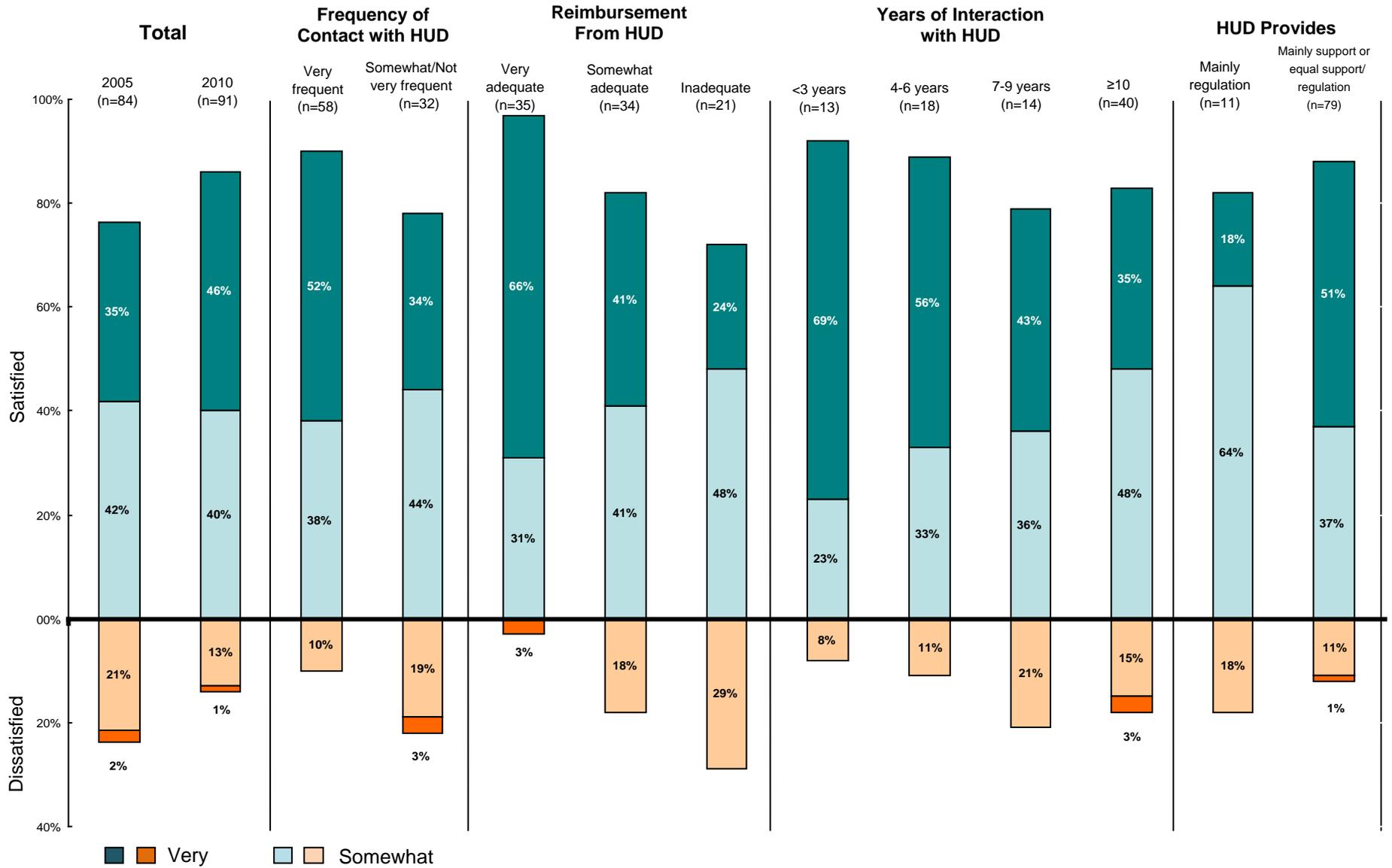
Question 16. How would you characterize relations between your agency and HUD today?



Question 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?



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



PART 4: VERBATIM RESPONSES TO AN OPEN-ENDED ITEM ON THE PARTNERS SURVEY

This section consists of respondents' verbatim responses to the last item on the HUD Partners Survey questionnaire, which read:

We welcome and appreciate any comments you may have about HUD. Please do not identify yourself or anyone else by name.

Many partners used this opportunity to address a wide range of issues, in their own words. Often they provided examples and explanation beyond what was communicated through standardized closed-ended questions. Since there is a large volume of information provided in these comments, readers are urged to use their browsers to search for key words or phrases in order to identify topics of interest.

The responses provided below are unedited except as follows. Respondents were guaranteed confidentiality when asked to participate voluntarily in the survey. This assurance meant that neither they nor their agencies, organizations, companies or communities would be identified in reporting the survey findings to HUD or anyone else. Accordingly, survey questionnaires and datasets resulting from them do not contain respondents' names or other identifiers. In response to the open-ended question, however, some respondents provided information that could conceivably be used to identify them, either directly or by deduction. As a result, the independent survey contractor redacted such information—replacing names of persons, organizations, agencies, offices, places, or other potentially identifying material with ellipses (...).

An example of deductive identification could involve the director of the only large community development department who was working with a particular HUD field office mentioning in his or her verbatim comments those two facts. Another example would be mention of the name of a HUD employee in the context of other information provided, which might result in identification of the respondent. Even though there are circumstances where mention of proper names would not likely be traceable to a respondent, a blanket policy of redacting the names of persons, offices, organizations, businesses or communities was applied. Responses appear as follows: "... from ... office is the best but ... is rude and nonresponsive; terminate ... 's employment since ... industry has no respect for him."

While it is recognized that redaction of names and other such information limits the utility of certain respondent comments, it was determined that the risks to respondents of deductive identification were greater than the value of including such information in the report. This determination followed from the fact that a significant number of potential respondents across the partner groups conveyed to the survey contractor their worries related to possible retribution or retaliation if their identities became known.

The fact that participation and frank and honest responses on the part of some partners were contingent upon an absolute assurance of confidentiality warranted erring on the side of protecting confidentiality. In sum, confidentiality considerations and concern for survey validity overrode concern about loss of information in dictating the redaction of potentially identifying information.

<p>GENERALLY, THE AGENCY'S RELATIONSHIP WITH HUD IS A GOOD ONE. WE HAVE BEEN PARTICULARLY DISSATISFIED WITH HUD POLICY/PROCEDURE CHANGES THAT HAVE BEEN IMPLEMENTED ON A RETROACTIVE BASIS (SUCH AS CHANGES IN REIMBURSEMENT LEVELS FOR CASE PROCESSING) - WE FIND THIS EXTREMELY UNFAIR. ALSO, WE OCCASIONALLY DISAGREE WITH HUD STAFF ON THE ABILITY TO CO-FILE DISCRIMINATION CASES WE TAKE IN AND SUCH DISAGREEMENTS ARE OFTEN NOT RESOLVED TO OUR SATISFACTION.</p>
<p>PLEASE EITHER MAKE NFHTA MEANINGFUL OR CANCEL IT. ALLOW EXPERIENCED FHAP STAFF TO TEST OUT OF NFHTA.</p>
<p>TEAPOTS: THIS FHAP AGENCY REQUEST THAT UNDER HUD TECHNOLOGY UPGRADE THAT THEY INCLUDE THE ABILITY TO MERGE FHAP CASE PROCESSING SYSTEM WITH TEAPOTS. THIS WOULD ELIMINATE MOST OF THE REQUIREMENTS OF DOUBLE ENTRY INTO TWO CASE PROCESSING SYSTEMS; REDUCE ERRORS IN DATA ENTRIES AND REDUCE THE AMOUNT OF PAPERWORK REQUIRED TO GENERATE CLOSING DOCUMENTS.</p>
<p>WE ARE VERY PLEASED WITH HUD PERSONNEL AT ... OFFICE. THEY ARE MORE THAN WILLING TO HELP US AS WE NEED. EVERYONE AT NY OFFICE FHEO GETS 5 STARS FOR THEIR HELP.</p>
<p>I WOULD LIKE BETTER COMMUNICATION REGARDING NOTIFICATION OF EVENTS/CONFERENCES AND OR TRAININGS.</p>
<p>1.) THERE IS A DELAY IN RECEIVING REFERRED COMPLAINTS, WHICH IS COUNTED AGAINST THE 100 DAY PERFORMANCE METRIC. 2.) WHEN HUD ASSUMES RESPONSIBILITY FOR INVESTIGATING A CASE, SOMETIMES HUD'S INVESTIGATOR BASICALLY ASKS US TO DO THEIR WORK. 3.) ALL TOO OFTEN GET A REQUEST AT 3PM TO HAVE INFO TO HUD 5PM SAME DAY! 4.) WE WERE GIVEN INCORRECT INFO ON ELIGIBILITY FOR ...; SISTER FHAPS GAVE US THE CORRECT INFO.</p>
<p>IN GENERAL, I BELIEVE THAT WE COULD USE MORE COMMUNICATION IN TERMS OF INFORMATION SHARING ON A TIMELY BASIS RATHER THAN ALWAYS TRYING TO COLLECT INFORMATION WITH LESS THAN A ONE DAY TURN AROUND.</p>
<p>IN REFERENCE TO THE LOGIC MODEL CONCERNING THE HUD NOFA PROCESS, Q#15, WOULD LIKE TO SEE IT CHANGED TO ALLOW FOR ENTRY OF SELECTIONS NOT INCLUDED IN DROP-DOWNS SO WE CAN BE MORE PRECISE IN OUR INFORMATION.</p>
<p>... HAS NO FHIPS, AND WE DESPERATELY NEED ONE FOR ASSISTANCE WITH TESTING, COMMUNITY EDUCATION, ETC. WE FIND THE ... FIELD OFFICE VERY RESPONSIVE, SUPPORTIVE, AND HELPFUL. HOWEVER, WE HAVE HAD LESS FAVORABLE INTERACTIONS WITH ...</p>
<p>REGION ... NEEDS STRONGER LEADERSHIP IN ... THE ... OFFICE NEEDS A LARGER STAFF, WITH MORE AUTHORITY SINCE THEY ARE IN CLOSER CONTACT WITH FHAPS.</p>
<p>IN MANY INSTANCES THE RESPONSES RECEIVED DIFFER BASED ON LOCATION AND EXPERIENCE. THE TITLE VIII HANDBOOK NEEDS TO BE SHARED WITH FHAP AGENCIES, ESPECIALLY WHEN IT IS UPDATED AND/OR SPECIAL OPINIONS ARE PROVIDED. SOME OF THIS IS IN THE CURRICULUM OF THE NATIONAL FAIR HOUSING TRAINING ACADEMY BUT A CENTRAL RESOURCE ONLINE LOCATION WOULD BE BETTER. THERE IS ALSO TOO MUCH COMPETITION BETWEEN THE FHIP AND FHAP AGENCIES AND INCENTIVES TO PROMOTE COLLABORATION AND COOPERATION ARE LIMITED OR NON EXISTENT. HUD STAFF NEEDS TO HAVE A BETTER UNDERSTANDING OF FHAP AGENCIES' ADMINISTRATIVE STRUCTURE, BUDGET LIMITATIONS AND BARRIERS TO SUCCESS AT THE LOCAL LEVEL.</p>
<p>WHEN WE ATTEND THE POLICY CONFERENCE AND OTHER HUD MEETINGS, OUR HUD MONITORS USUALLY ARE NOT IN ATTENDANCE. IT SEEMS ONLY LOGICAL THAT SINCE THEY MONITOR US, THAT THEY ATTEND THE SAME TRAINING AS WE DO.</p>
<p>HUD HAS NO MATERIALS ON ITS WEBSITE IN POLISH. SINCE THERE ARE MANY ... IMMIGRANTS IN THE ... AREA, THERE SHOULD BE MATERIALS AVAILABLE IN ... HUD'S WEBSITE IS EXTREMELY HELPFUL. I'VE BEEN ABLE TO FIND GUIDANCE, OUTREACH MATERIALS, MEMOS, AND CASE OUTCOMES. I WOULD LIKE MORE INFORMATION ON BEST PRACTICES AT OTHER FHAP AGENCIES. FOR EXAMPLE, THE TESTING PROJECT OF THE ... CIVIL RIGHTS OFFICE AND REALTORS ASSOCIATION SHOULD BE STUDIED AND REPLICATED. THE LOGIC MODEL SHOULD HAVE MORE OPEN ENDED OPTIONS (I.E. "OTHER") FOR APPLICANTS THAT HAVE A UNIQUE OR UNUSUAL PROPOSAL.</p>
<p>PERHAPS THE GREATEST, BUT LEAST NOTICED, MEASURE RESPONSIBLE FOR STALLING HOUSING INVESTIGATIONS AT THE LOCAL LEVEL IS THE LACK OF WILL ON HUD'S PART TO HOLD ACCOUNTABLE RECIPIENTS OF CDBG DOLLARS TO AFFIRMATIVELY FURTHER FAIR HOUSING. AS A RESULT, FHAP AGENCIES IN WHOM HUD HAS INVESTED THOUSANDS OF DOLLARS OF TRAINING ARE EITHER SHUT DOWN, DOWNSIZED, OR THREATENED WITH OTHER ACTIONS. THIS IS BECAUSE CDBG RECIPIENTS DO NOT SEE THE IMPORTANT ROLE FHAPS CAN PLAY IN AFFIRMATIVELY FURTHERING FAIR HOUSING AND HUD DOES NOT EMPHASIZE THAT ROLE. AS A RESULT, HUD DOLLARS GO TO ALL SORTS OF PROJECTS WITH NO EMPHASIS ON FAIR HOUSING ACTIVITIES. HUD CAN TURN THIS TIDE AROUND.</p>
<p>HUD PERFORMS THEIR DUTIES AND RESPONSIBILITIES WELL.</p>
<p>HUD REGION ... HAS BEEN VERY SUPPORTIVE OF REESTABLISHING THE QUALITY OF WORK IN OUR OFFICE! THANKS FOR BEING THERE!</p>

I BELIEVE HUD IS STUCK IN A 1960 ENFORCEMENT MODEL THAT NO LONGER WORKS. WE NEED STRATEGIES OUTSIDE OF ENFORCEMENT TO HANDLE THE SUBTLE DISCRIMINATION OCCURRING TODAY, INCLUDING STRONGER PREVENTION EDUCATION THAT FOCUSES ON BUILDING CROSS CULTURAL COMMUNICATION & UNDERSTANDING.
UNDER CURRENT HUD PRACTICES, CITY FHAP AGENCIES ARE PUT IN DIRECT CONFLICT WITH STATE FHAP AGENCIES. THE PRACTICE SHOULD BE PROHIBITED. HUD SHOULD STOP WASTING ITS LIMITED RESOURCES ON THAT NFHTA, WHICH IS NOT COST EFFECTIVE. REGIONALIZED TRAINING IS MUCH MORE COST EFFECTIVE THAN FHAP STAFF BEING REQUIRED TO TRAVEL TO WASHINGTON DC. THE SAVINGS COULD BE USED TO INCREASE THE CASE PROCESSING FEE. HUD SHOULD ALSO SPLIT THE COSTS OF LITIGATION IN CASES WHERE A FHAP IS REQUIRED TO MOVE A CASE TO COURT OR A PUBLIC HEARING. \$2,400 FALLS FAR SHORT OF THE REAL COST OF A CASE PROCEEDING THROUGH LITIGATION. HUD SHOULD REQUIRE CDBG FUNDS GOING TO NON-ENTITLEMENT CITIES BE CONDITIONED ON THE REQUIREMENT OF AFFIRMATIVELY FURTHERING FAIR HOUSING BY THE GRANT RECIPIENT.
OUR RELATIONSHIP WITH HUD GENERALLY DEPENDS ON OUR RELATIONSHIP WITH OUR FHAP MONITOR. THE LAST 2-3 MONITORS THAT WE HAVE HAD BEEN VERY GOOD.
THE NFHTA, WHILE IT HAS IMPROVED OVER TIME, COULD BE RUN MORE EFFECTIVELY FOR FHAPS THAT ARE NOT LOCATED ON THE EAST COAST. TRAININGS HAVE BEEN FREQUENTLY CANCELLED ON VERY SHORT NOTICE.
NFHTA IS A VALUABLE TOOL FOR THE DEVELOPMENT OF SOLID INVESTIGATORS. UNFORTUNATELY, IT SEEMS TO LACK PROPER MANAGEMENT. CALLS AND EMAILS GO UNANSWERED. WE WERE THRILLED WHEN THE TRAINING WAS SCHEDULED IN
WE HAVE AN EXCELLENT RELATIONSHIP WITH HUD AND ARE GENERALLY SATISFIED WITH THE SERVICE PROVIDED. THE PROBLEMS WE EXPERIENCE ARE RELATED TO PROGRAM REQUIREMENTS (WHICH APPEAR NOT TO BE ADDRESSED BY THIS SURVEY), NOT TO THE DELIVERY OF SERVICES. NOTE - I ANSWERED QUESTION 17 AS "HAVE NOT CHANGED." WHAT THIS MEANS IS THAT THE RELATIONS BETWEEN OUR AGENCY AND HUD HAVE BEEN EXCELLENT FOR THE LAST SEVERAL YEARS.
WE ARE CONTINUING TO BUILD OUR PROGRAMMING. SUPPORT FROM HUD IS INSTRUMENTAL IN OUR SUCCESS.
THE INDIVIDUALS I INTERACT WITH IN ... AND ... ARE JUST GREAT - EXPERIENCES, KNOWLEDGEABLE AND PERSONABLE.
I AM A DIRECTOR OF A ... FHAP THAT ENJOYS LIMITED FINANCIAL AND POLITICAL SUPPORT FROM ITS MUNICIPALITY AND CONSERVATIVE FORCES AT-LARGE. AND ALTHOUGH I HAVE BEEN SATISFIED WITH THE REGIONAL HUD PERSONNEL I DEAL WITH ON A DAY-TO-DAY BASIS, I AM THOROUGHLY DISSATISFIED WITH HUD'S LACK OF INSTITUTIONAL WILL WHEN IT COMES TO ASSISTING MY AGENCY IN SENDING STRONG FAIR HOUSING MESSAGES TO THE COMMUNITY. FOR THE LAST ... YEARS, I HAVE LEARNED NOT TO EXPECT BROADER HUD SUPPORT WHEN OUR AGENCY ATTEMPTS TO ENGAGE THE LOCAL POWER STRUCTURE ON ISSUES RELATED TO COMPLIANCE (SECTION 504/ADA), LOCAL DISTRIBUTION OF FEDERAL FUNDING (CDBG/UDAG), FAIR HOUSING INVESTIGATIONS WHICH INVOLVE ELEMENTS OF POLITICAL INTIMIDATION TO FHAP STAFF, EEO-4 REPORTING JUST TO NAME A FEW. MILLIONS OF HUD DOLLARS HAVE FLOWED INTO MY CITY, EVEN AT A TIME WHEN NO PERSON IN A WHEELCHAIR WAS ABLE TO ACCESS CITY HALL; AND IN SPITE OF MY EFFORTS, NOT ONE CENT OF THOSE FEDERAL DOLLARS HAVE BEEN ALLOCATED TO ITS FHAP AGENCY. HUD'S RELUCTANCY TO GET INVOLVED IN THESE MATTERS CREATES A LOCAL DYNAMIC THAT UNDULY RESTRICTS OUR AGENCY'S FAIR HOUSING EFFORTS TO THOSE THAT CAN BE SOLELY ADDRESSED USING POLITICAL CAPITAL POSSESSED BY THE EXECUTIVE DIRECTOR AND COMMISSIONERS.
I AM THE ... FOR ... THAT ENFORCES CIVIL RIGHTS LAWS IN THE AREAS OF EMPLOYMENT, HOUSING, PLACES OF PUBLIC ACCOMMODATION, AND CAREER SCHOOLS. I HAVE BEEN WITH THE AGENCY SINCE TO BE "SUBSTANTIALLY EQUIVALENT" TO THE FEDERAL FAIR HOUSING ACT. THIS WAS AN ARDUOUS AND FRUSTRATING EXPERIENCE. WE HAD PAGES AND PAGES OF "DUELING MEMOS" FROM HUD HEADQUARTERS REGARDING THE ADEQUACY OF OUR LAWS, WHAT WE NEEDED TO AMEND BY STATUTE, AND WHAT COULD BE ACHIEVED BY RULE-WRITING. AS STAFF CAME AND WENT IN THE LEGAL DEPARTMENT (AT HEADQUARTERS), THE MILE POSTS SEEMED TO CHANGE, AND MUCH OF THE ADVICE OR GUIDANCE WE RECEIVED, CONTRADICTED EARLIER COMMUNICATIONS. I RARELY COULD GET A PHONE CALL RETURNED, OR CLARIFICATION ON A PARTICULAR MATTER. THIS ALL CHANGED, HOWEVER, WHEN ... A FEW YEARS AGO. ... HAS EXCELLENT COMMUNICATION SKILLS AND RESPONDS TO CALLS AND E-MAILS PROMPTLY. THIS IS MUCH APPRECIATED. ... HUD REQUIRES EXHAUSTIVE INFORMATION AND THE TABBING OF ONE FILE CAN TAKE AN ENTIRE DAY. WE DO NOT HAVE SUFFICIENT FUNDS TO DEDICATE CLERICAL STAFF TO THIS WORK, SO THE INVESTIGATORS MUST DO ALL OF THE TEDIOUS CLERICAL WORK (ALL CORRESPONDENCE MUST BE SENT OUT CERTIFIED MAIL; AS PREVIOUSLY MENTIONED, THE TABBING IS VERY TIME-COMSUMING). THE START UP FUNDS ARE PRIMARILY FOR ATTENDANCE AT THE NATIONAL FAIR HOUSING TRAINING ACADEMY, AND NOT FOR ADDITIONAL STAFF. THIS COUPLED WITH BUDGET CUTS WE TOOK DURING THE LAST BUDGET CYCLE (AND THE CUTS KEEP COMING); HAS RESULTED IN AN OVERWHELMING WORKLOAD INCREASE FOR OUR INVESTIGATIVE

STAFF. WE CURRENTLY HAVE ... INVESTIGATORS ... OF WHOM ARE DOING HUD CASES. THEY MUST ALSO CARRY A CASELOAD OF EEOC CASES AND STATE CASES (SUCH AS WHISTLE-BLOWING, FAMILY LEAVE, INJURED WORKER RETALIATION, ETC.). MEETING THE 100-DAY DEADLINE, WHILE CONDUCTING A THOROUGH INVESTIGATION IS EXTREMELY DIFFICULT. WE ARE PLEASED THAT OVERALL, HUD IS SATISFIED WITH OUR WORK, BUT WE ARE FRUSTRATED THAT WE WERE ONLY COMPENSATED FOR CASE CLOSURES FROM ... A SUM OF ONLY ... WE WILL RECIEVE ... FOR TRAINING FUNDS AND ... FOR ADMINISTRATIVE FUNDS. THEREFORE, WE ARE RECEIVING ONLY ... TO CARRY US THROUGH THE NEXT FEDERAL FISCAL YEAR. HAD WE BEEN COMPENSATED FOR OUR CLOSURES TO DATE, WE WOULD BE RECEIVING APPROXIMATELY ..., WHICH WOULD HAVE ENABLED US TO HIRE NEW STAFF. GIVEN WHAT WE WILL BE COMPENSATED TO DATE, I WILL NOT BE ABLE TO HIRE NEW STAFF, AND THE CASES KEEP COMING. WE ARE HOPING THAT HUD WILL ALLOW US TO BILL FOR CASES MORE THAN JUST AT THE END OF THE FISCAL YEAR. THE EEOC ALLOWS US TO BILL FOR 50% OF THE CONTRACT UPON SIGNING. THIS WOULD HELP US TREMENDOUSLY. TO DATE, WE HAVE NOT HEARD WHETHER OR NOT THIS WILL BE POSSIBLE. WHILE WE ARE FRUSTRATED WITH THE FUNDING WE RECEIVED TO DATE, WE ARE APPRECIATIVE OF THE STAFF WE REPORT TO IN ... AND THE RESPONSIVENESS OF ... OFFICE ON LEGAL MATTERS. IT IS APPARENT TO ME THAT HUD IS TRULY MAKING AN EFFORT TO IMPROVE COMMUNICATIONS WITH THE FHAPS AND WOULD-BE FHAPS TRYING TO ACHIEVE SUBSTANTIAL EQUIVALENCY.

PROTOCOLS FOR COMMUNICATIONG WITH THE FIELD OFFICE DIRECTOR, FHEO DIRECTOR, REGIONAL DIRECTOR AND FHEO REGIONAL DIRECTOR NEEDS TO BE BETTER DEFINED.

1. HUD SHOULD ENCOURAGE OR REGULATE THAT FAIR HOUSING AGENCIES IN THE FHAP PROGRAM HAVE MAJOR A ROLE IN THE DEVELOPMENT OF THE MUNICIPALITIES' ANALYSES OF IMPEDEMENTS TO FAIR HOUSING CHOICE. HUD SHOULD CONSIDER PROVIDING FUNDS TO UNDERTAKE THE ANALYSIS. 2. HUD DEVOLVED ITS FHEO RESPONSIBILITIES TO OTHER HUD PROGRAM AREAS TO HANDLE. THE FHEO RESPONSIBILITIES SHOULD BE PUT BACK IN FHEO

DUE TO THE CURRENT HOUSING LENDING CRISIS, IT IS VERY IMPORTANT THAT FHAP AGENCIES REQUIRE COMPREHENSIVE TRAINING TO ASSIST IN ALL TYPES OF DISCRIMINATORY LENDING PROBLEMS. ALSO, TEAPOTS SHOULD HAVE A LIMIT TO THE VARIOUS LENDING BANKS TO GET INFORMATION. THIS WOULD HELP INVESTIGATORS. ONGOING TRAINING IS ESSENTIAL TO BETTER SERVE THE AMERICAN PEOPLE. ...

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.

SURVEY QUESTIONNAIRE



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 performance of HUD's organization and programs?
 Don't know →

- 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 **agency** had **contact** with:

	Yes	No	Don't Know
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a. HUD personnel in HUD's Washington DC Headquarters office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD personnel in one or more of HUD's field offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. A contractor working for HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	It depends
<input type="checkbox"/> Don't know				

how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

- 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 | <input type="checkbox"/> |
| b. The timeliness of the information you currently receive from HUD | <input type="checkbox"/> |
| c. The timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals) | <input type="checkbox"/> |
| d. The quality of guidance you currently get from HUD | <input type="checkbox"/> |
| e. The consistency of guidance you currently get from HUD | <input type="checkbox"/> |
| f. The clarity of HUD rules and requirements that apply to your agency; in other words, how easy they are to understand | <input type="checkbox"/> |
| g. The responsiveness of the people with whom you currently deal at HUD | <input type="checkbox"/> |
| h. The competence of the people with whom you currently deal at HUD | <input type="checkbox"/> |
| i. The extent to which HUD employees have the knowledge, skills, and ability to do their work | <input type="checkbox"/> |
| j. Your ability to reach the people at HUD whom you need to contact | <input type="checkbox"/> |
| k. The time commitment required to comply with HUD reporting requirements | <input type="checkbox"/> |

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 | <input type="checkbox"/> |
| b. HUD-sponsored satellite broadcasts | <input type="checkbox"/> |
| c. The National Fair Housing Training Academy | <input type="checkbox"/> |
| d. HUD-sponsored training programs conducted by contractors | <input type="checkbox"/> |
| e. HUD's Webpage | <input type="checkbox"/> |
| f. HUD's Webcast training | <input type="checkbox"/> |
| g. HUD participation in panel discussions and training sessions set up by non-HUD groups | <input type="checkbox"/> |

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) | <input type="checkbox"/> |
| b. HUD's Website postings | <input type="checkbox"/> |
| c. HUD's E-mail (individual correspondence to or from a HUD employee) | <input type="checkbox"/> |

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 ? | <input type="checkbox"/> |

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**?

Very good Good Bad Very bad Don't know

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

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.

