Fair Housing Initiatives Program (FHIP)

Partners' Satisfaction WITH HUD's Performance

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FAIR HOUSING INITIATIVES PROGRAM (FHIP) 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.
Assistant Secretary for Policy
Development and Research

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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]

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: FHIP organizations and single family lenders. The 10 groups are as follows:

● **Directors of Community Development (CD) Departments** in cities and urban counties with an entitlement to Community Development Block Grant (CDBG) funds.	CD 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.

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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] 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 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 Public Housing Agencies (PHAs)** 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.

- **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, *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 Initiatives Program (FHIP) directors.

The 2010 FHIP directors' survey sample. The survey questionnaire was sent to all 114 FHIP directors who held grants as of June 2009.

The questionnaires requested that if the director could not respond to the survey, a knowledgeable person capable of responding on the director's behalf should do so. In total, 92 FHIP organizations responded to the survey—constituting an 85 percent response rate. Sixty-seven percent of survey respondents were FHIP organization directors, 2 percent were deputy directors; 17 percent were other senior organization officials; and 15 percent were other organization employees or held other positions.

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 open-ended questions—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 also been asked in 2005, the 2005 results are 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 job title/position.** Results are displayed separately for (a) FHIP organization directors and (b) others who may have responded to the survey on behalf of the director.

- **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 FHIP organization's type of grant.** Results are displayed separately for (a) organizations that that have a performance-based contract and (b) those that do not.[4]

- **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 (a) perceiving (a) mainly regulation and (b) mainly support or equal amounts of support and regulation.

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[4] In 2005 HUD established a Performance-Based Funding Component (PBFC) as part of the FHIP to support development of long-term systemic fair housing complaint investigations that span multiple fiscal years. The PBFC offers three-year grants for private, tax-exempt organizations that investigate alleged violations of the Fair Housing Act or substantially equivalent state and local fair housing laws. Recipients conduct intake, investigation, mediation, and litigation of housing discrimination complaints and perform tests of the housing, lending and insurance markets. Applicants for PBFC grants must meet certain requirements related to the length and quality of their fair housing enforcement experience and have performed well in their use of previously awarded Private Enforcement Initiative (PEI) grants. See: *The State of Fair Housing: Annual Report on Fair Housing in 2009*, U.S. Department of Housing and Urban Development, July 2010; and *The State of Fair Housing: FY 2005 Annual Report on Fair Housing,* U.S. Department of Housing and Urban Development (undated).

PART 2: SURVEY RESULTS IN BRIEF

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

Satisfaction with HUD's overall performance. In 2010, 81 percent of FHIP organization directors were satisfied with HUD's overall performance. Performance-based grantees were somewhat more satisfied (87%) than other FHIP grantees (77%).

Satisfaction with HUD's programs and program administration. Most (80%) FHIP organization directors were satisfied with the HUD programs with which they dealt, and 72 percent were satisfied with the way HUD ran those programs. Directors with more years of interaction with HUD were somewhat more likely to be satisfied with the way HUD ran its programs than those with fewer years of interaction.

Relations between HUD and FHIP organizations. The vast majority of FHIP directors characterized the current 2010 relations between their agencies and HUD as being either very good (71%) or good (25%); only 3 percent indicated that relations were bad. And, 81 percent of those with performance-based grants say relations are very good compared with 64 percent of other FHIP organizations. Likewise, 80 percent of organizations with 7-9 years of interaction with HUD report very good relations as compared with 60 percent of those with three years or less of interaction.

Satisfaction with individual aspects of HUD-FHIP organization interactions. FHIP directors expressed a range of opinions about aspects of their relationship with HUD in 2010. As shown in the table on the next page, FHIP organization directors expressed high levels of satisfaction (of 80 percent or more, highlighted in teal) regarding monitoring of FHIP grants, the ability to reach the HUD people FHIP organizations need to contact, the responsiveness of the HUD people, and the quality of information received from HUD.

Somewhat lower levels of satisfaction were expressed regarding:: the competence of HUD employees and the extent to which they have the knowledge, skills and ability to do their work; the quality and consistency of guidance FHIP organizations receive from HUD; the clarity of HUD rules and requirements; the timeliness of information and decision making by HUD; the time commitment required to comply with HUD reporting requirements; the consistency of guidance FHIP organizations receive from HUD; and the amount and quality of support and technical assistance received related to addressing predatory lending.

A low level of satisfaction (below 50 percent, highlighted in brown) was reported regarding how complaints filed with HUD are handled.

FHIP Agency Partners

Satisfaction with Various Aspects of HUD-FHIP Interactions	Percent Satisfied 2010
The monitoring of the organization's FHIP grant	88%
Ability to reach HUD people	84%
Responsiveness of HUD people	82%
Quality of information received from HUD	81%
Competence of HUD people	79%
Extent to which HUD employees have knowledge, skills and ability to do their work	78%
Quality of guidance from HUD	76%
Consistency of guidance from HUD	64%
Clarity of HUD rules and requirements	62%
Timeliness of information from HUD	65%
Timeliness of decision making by HUD	55%
Time commitment required to comply with HUD reporting requirements	54%
Quality of support and technical assistance received related to addressing predatory lending	55%
Amount of support and technical assistance received related to addressing predatory lending	55%
How complaints are handled when filed with HUD	46%

Usefulness of the National Fair Housing Training Academy. The National Fair Housing Training 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 (61%) FHIP organizations say they have not been involved with the Academy but, of those who have been, 44 percent found it to be useful while 19 percent did not.[5]

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[5]The remainder, 36 percent, responded "don't know" when asked about the usefulness of the Academy even though they also had the option of reporting they have not used" it. The high proportion of "don't know" responses maybe a reflection of not having experience with the Academy. If they are excluded from the distribution, then 70 percent found the Academy to be useful while 30 percent did not.

Perceived nature of partner-HUD relationship. Most FHIP organization 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.). Thirteen percent of FHIP directors, however, considered their relationship with HUD as mainly entailing regulation. With respect to many aspects of HUD-FHIP 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.

Type of grant. While the differences are not especially large, there is some tendency for the satisfaction levels of performance-based FHIP grantees to be higher than those of other FHIP grantees.

Extent of FHIP organization interest in building closer partnerships with FHAP agencies. FHIP directors expressed an interest in building closer partnerships with FHAP agencies for education and outreach, and enforcement, activities more so than for participating in testing—as shown below.

Activities	Desire a Closer Partnership with FHAP Agencies	Closer Partnership with FHAP Agencies Is Not Necessary/ Appropriate	It Depends	NA
Education Activities/ Outreach	78%	6%	13%	3%
Enforcement	70%	11%	13%	6%
Testing	56%	17%	13%	14%

Effectiveness of communications. As tools for communicating with its partners, HUD has increasingly relied on electronic transmission of information, including notices or guidance. FHIP organization directors were asked about the effectiveness of various communications media: 54 percent considered e-mail to be very effective and 34 percent considered it to be somewhat effective; 36 percent considered HUD's listservs to be very effective and 23 percent considered them to be somewhat effective; and 26 percent considered HUD's website postings to be very effective and 41 percent considered them to be somewhat effective.

Grants-related online resources. FHIP directors were asked about their level of satisfaction with Grants.gov (formerly eGrants), considering such things as ease of use and usefulness. Grants.gov 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. Over two-thirds of them (68%) expressed satisfaction (including 89 percent of directors with three or less years of interaction with HUD), while 31 percent expressed dissatisfaction.

Usefulness of training and technical assistance. FHIP organization directors considered certain types of HUD training and technical assistance approaches 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	32%	39%	18%	3%	5%
HUD's Webpage	30%	53%	14%	--%	3%
HUD participation in panel discussions and training sessions set up by non-HUD groups	23%	43%	3%	1%	22%
HUD's Webcast training	18%	37%	22%	4%	15%
HUD-sponsored satellite broadcasts	17%	35%	22%	9%	11%
Training programs conducted by contractors	14%	28%	3%	3%	41%
The National Fair Housing Training Academy	7%	10%	6%	1%	62%

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.

All FHIP organizations had prepared a logic model in conjunction with a HUD NOFA. They 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		
Identify performance indicators	17%	26%	57%	--
Manage their HUD grant	15%	21%	64%	--
Think through activities to achieve desired objectives	12%	27%	61%	--

Reasons discrimination complaints may take a long time to close. Discrimination complaints referred by FHIP organizations directly to HUD for processing sometimes take a long time to close. FHIP directors were given a list of 12 possible reasons why this might be the case and asked to comment on whether each was a major reason, minor reason, not a reason for this; they were also given an opportunity to suggest other possible reasons in their own words.

Responses to each of the possible reasons are presented in Part 3, as Question 11, sub-parts *a* through *l.* Five of the possible reasons were judged to be *major* by more than one-fourth of FHIP directors. One of them, considered *major* by 41 percent of directors, involved "insufficient funding for FHIP organizations." The other four involved "internal HUD processing delays" (40%); "lengthy investigation time by HUD" (37%); "insufficient HUD staff" (35%), and "lack of HUD staff knowledge and expertise" (27%).

More than one-fourth of FHIP directors considered the following four considerations *not to be reasons* complaints may take a long time to close: "cases are inherently complex" (54%); "lack of FHIP staff time or competing demands leading to delays in responding to HUD requests for information" (45%); "disagreements between FHIP and HUD staff" (39%), and "HUD requirements for complaint processing are too restrictive" (38%).

Additional reasons offered by FHIP directors, beyond those postulated in the questionnaire, involve (a) the fact that cases are referred or transferred to FHAP agencies (not HUD) and (b) assorted HUD-related issues. The latter include alleged: staff unfamiliarity with the Title VIII Investigator's Manual; lack of Departmental clarity on controversial issues (like advertising discrimination); lack of guidance and consistency from HUD Headquarters to Regional offices; and lengthy decision-making by HUD.

FHIP Agency Partners

PART 3: BAR CHARTS OF 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?

FHIP Agency Partners
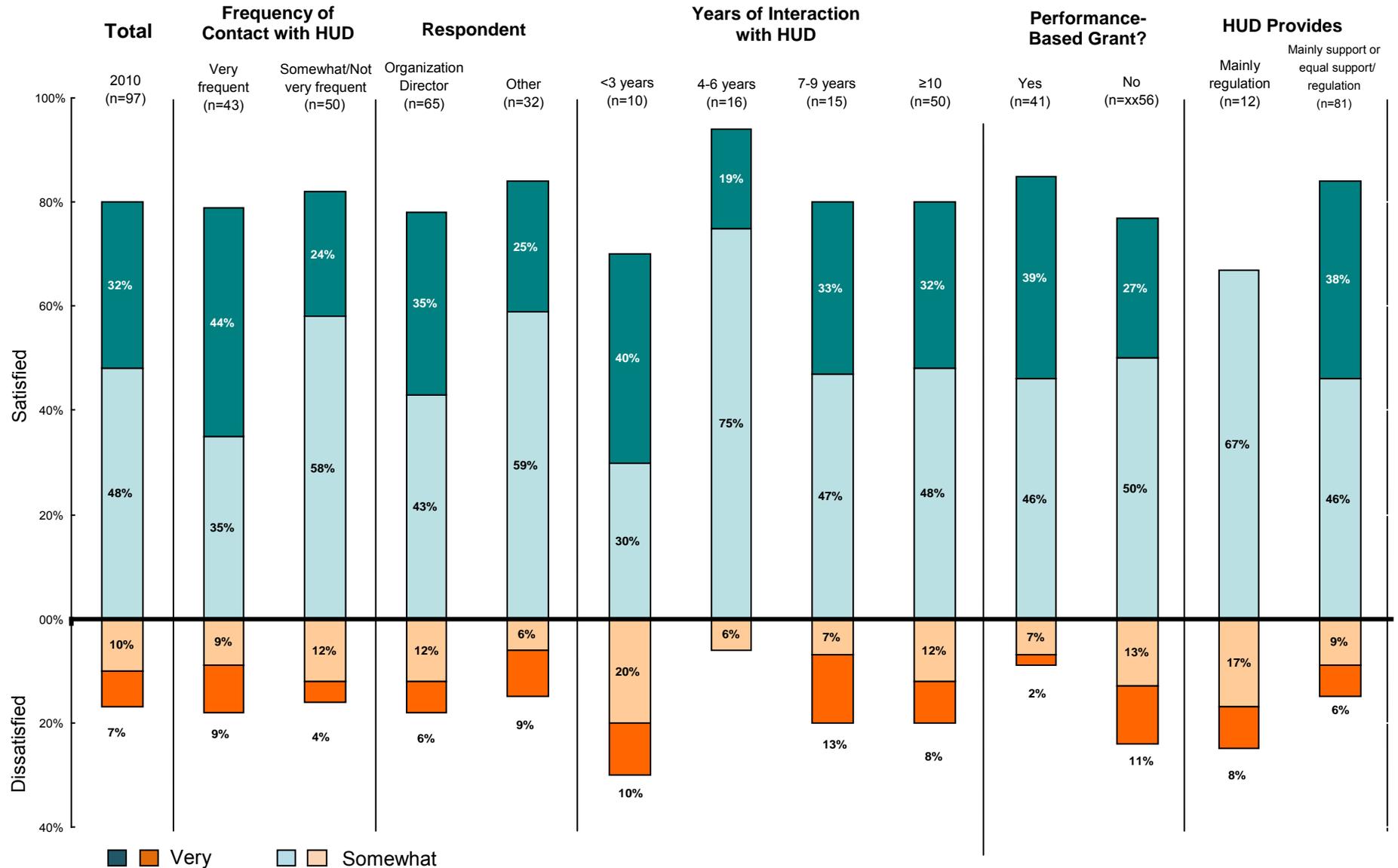
Question 4b. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?
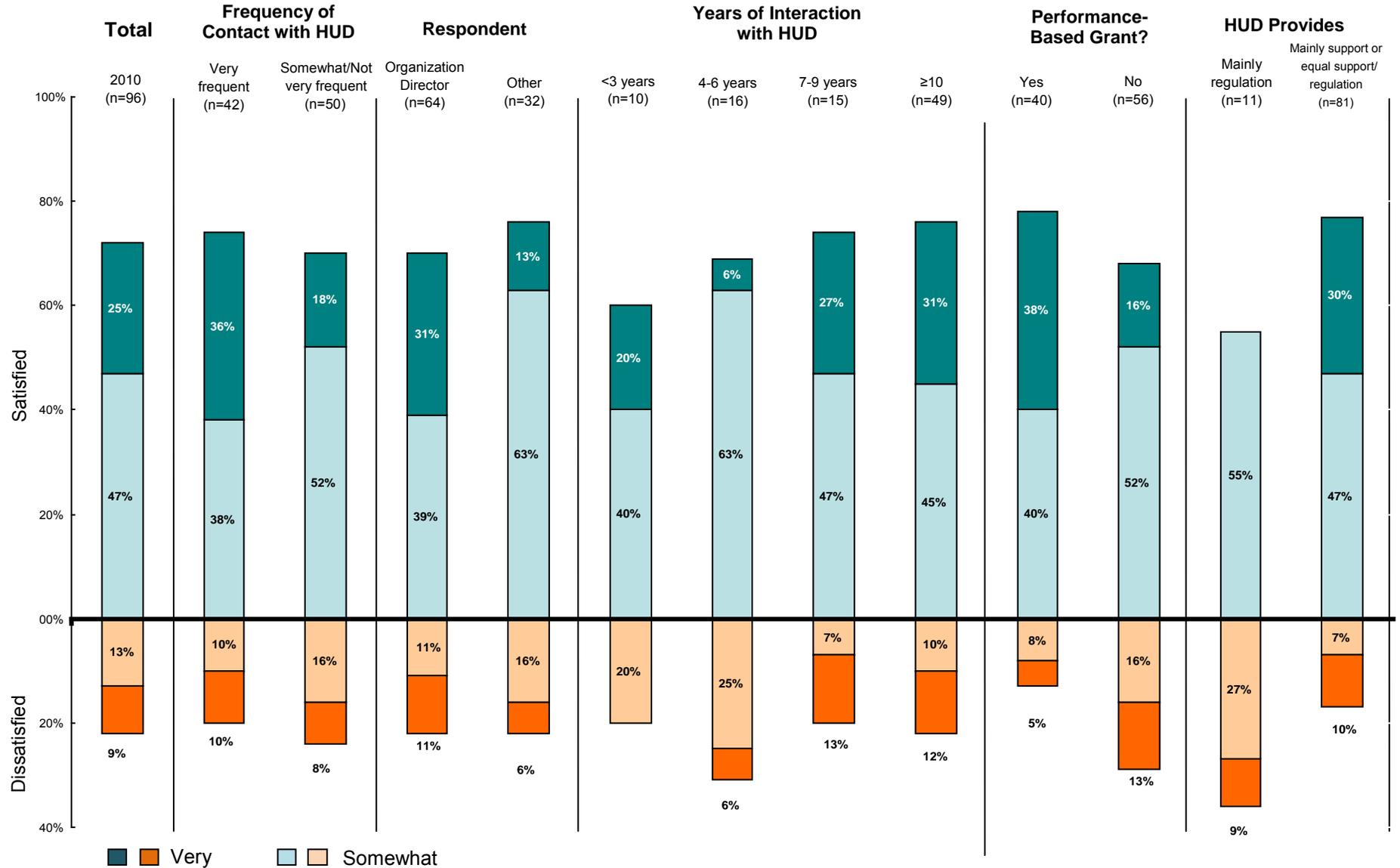
Question 5a. How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?

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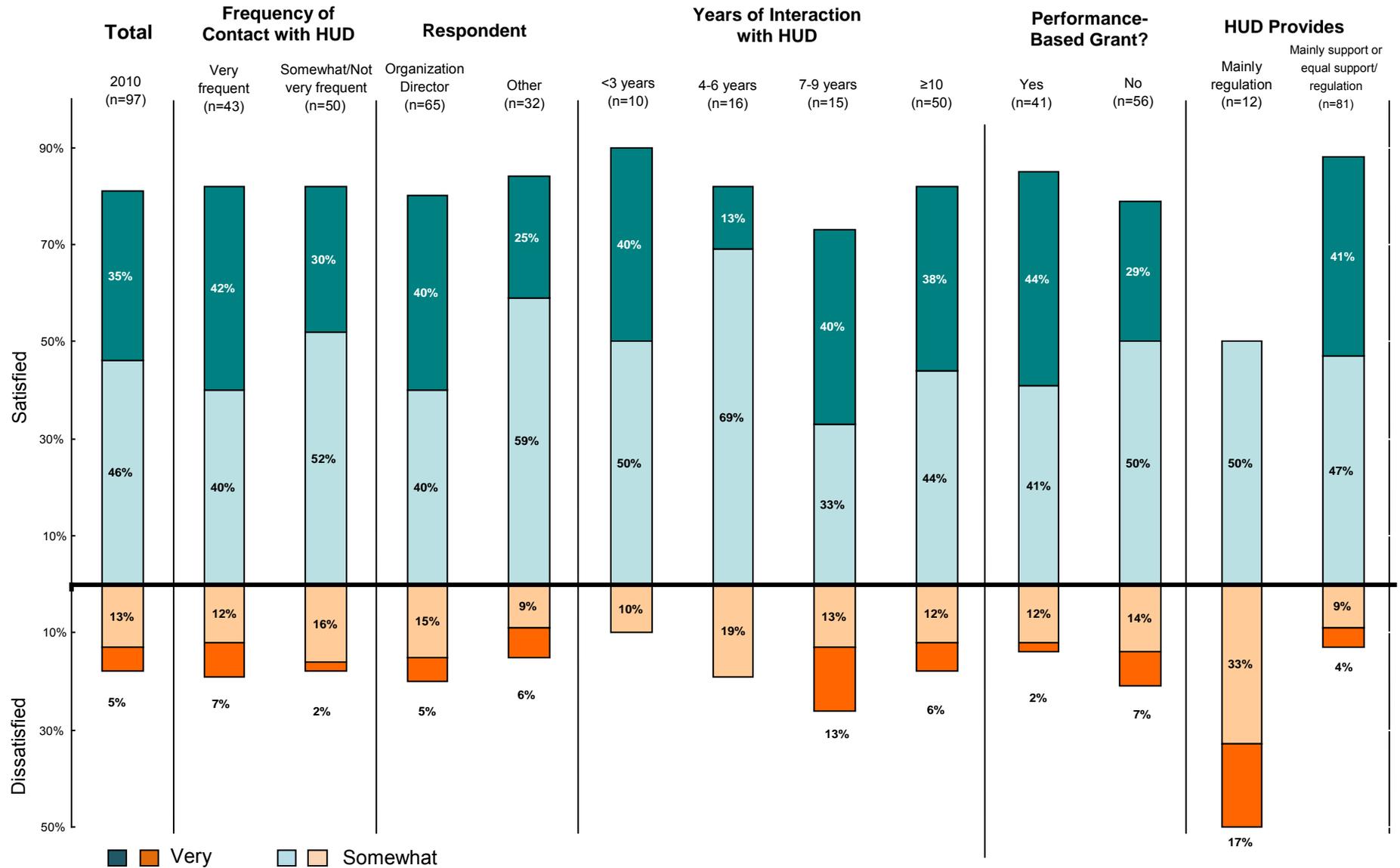
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?

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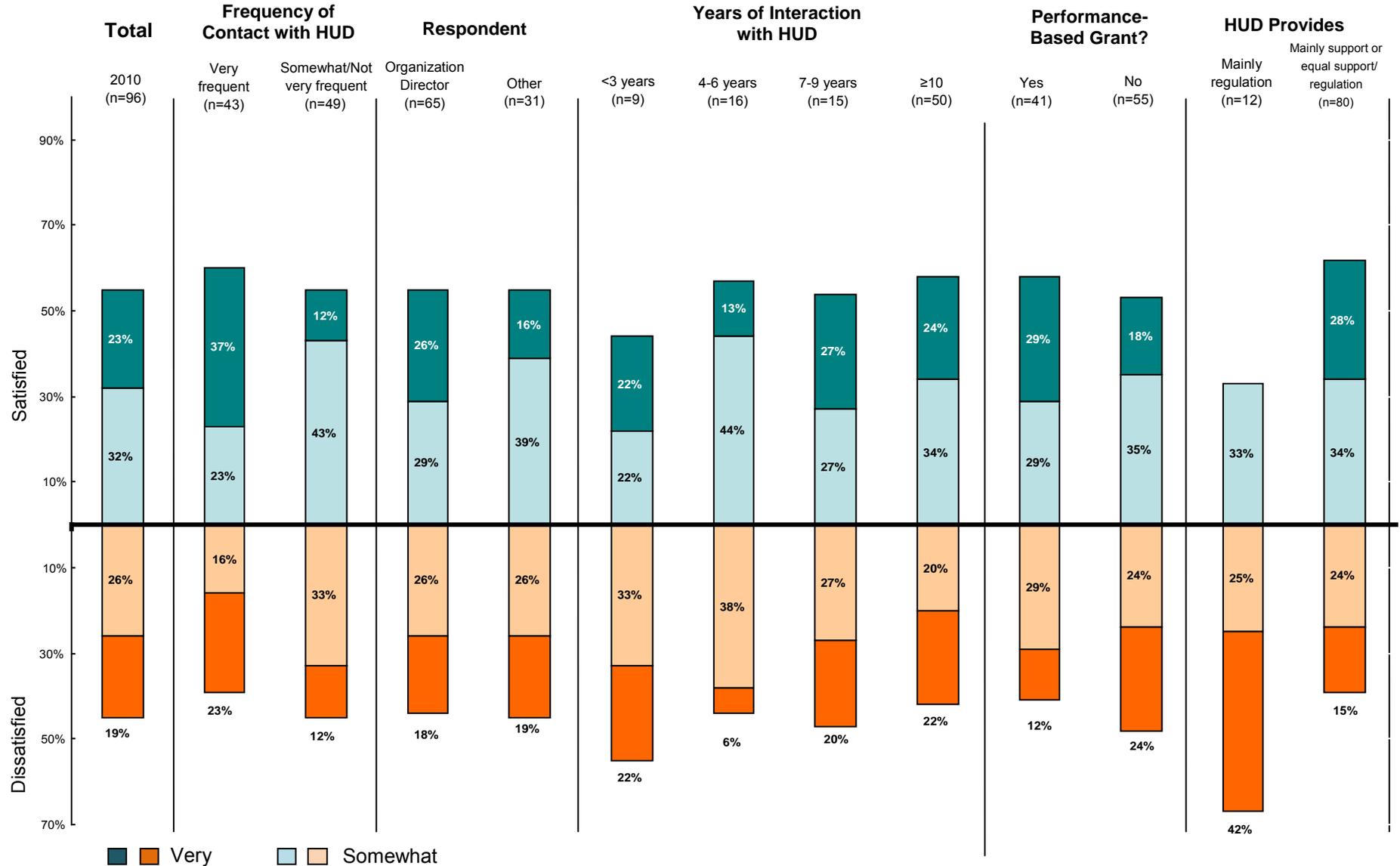
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?

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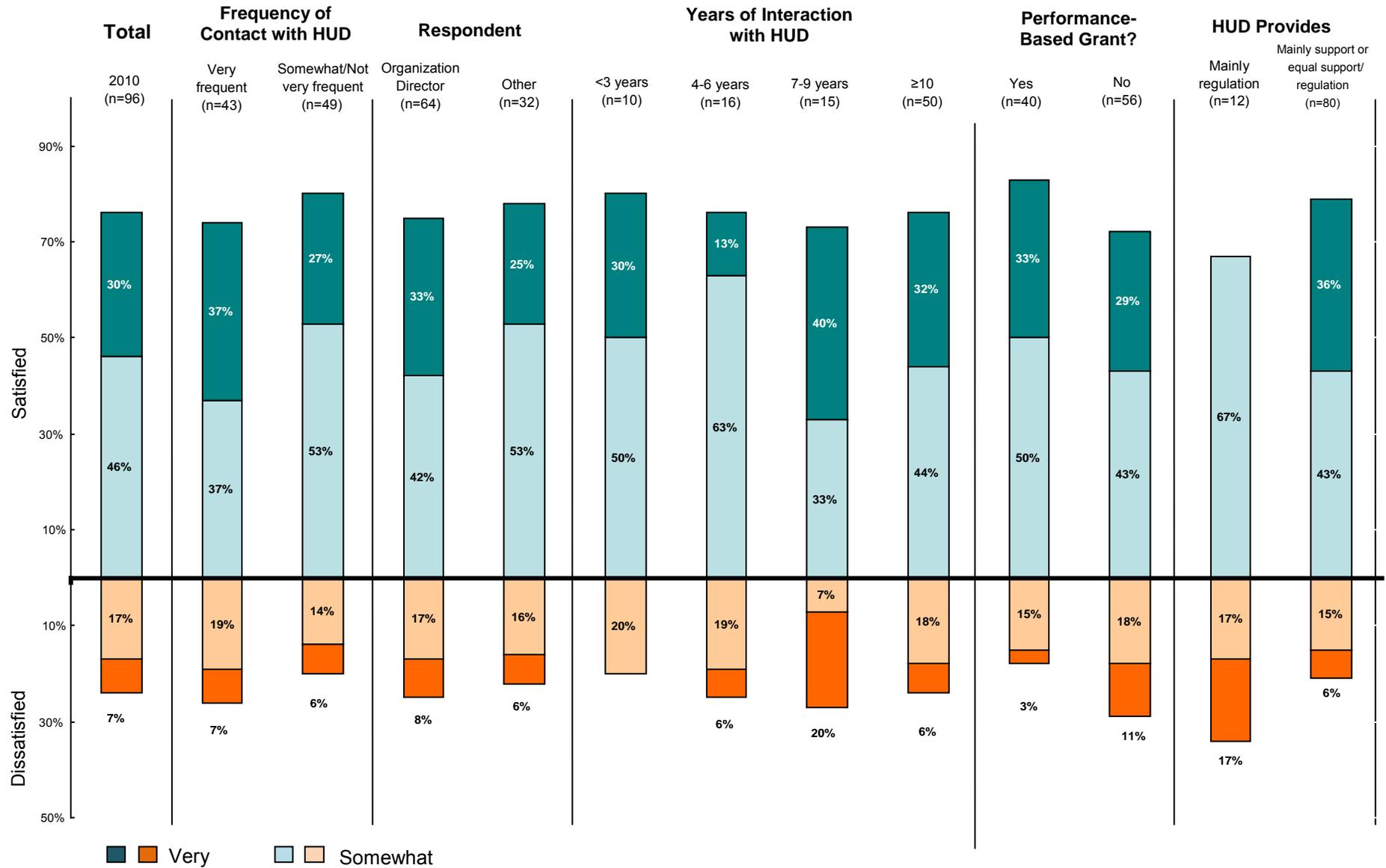
Question 5e. How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?
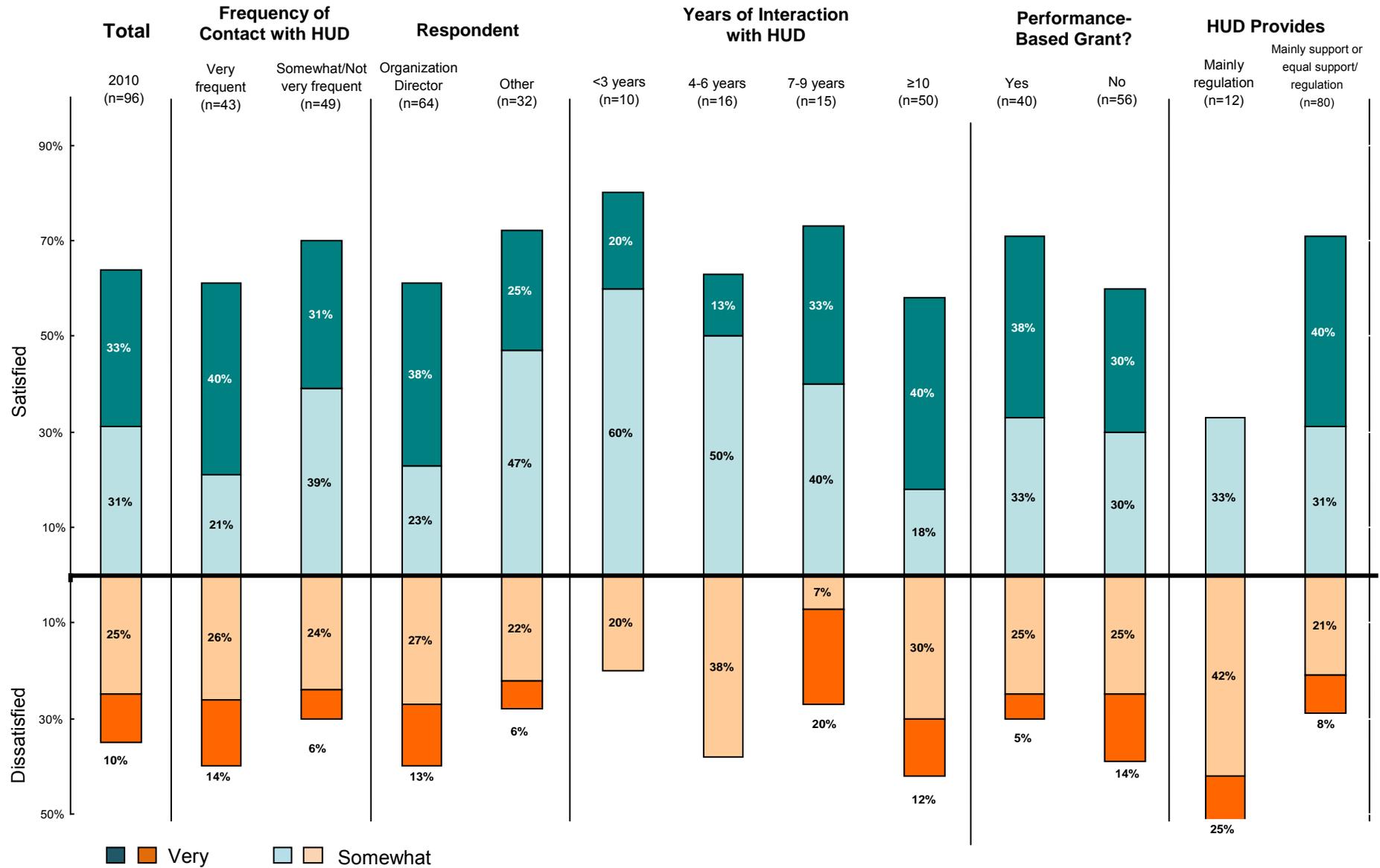
Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?

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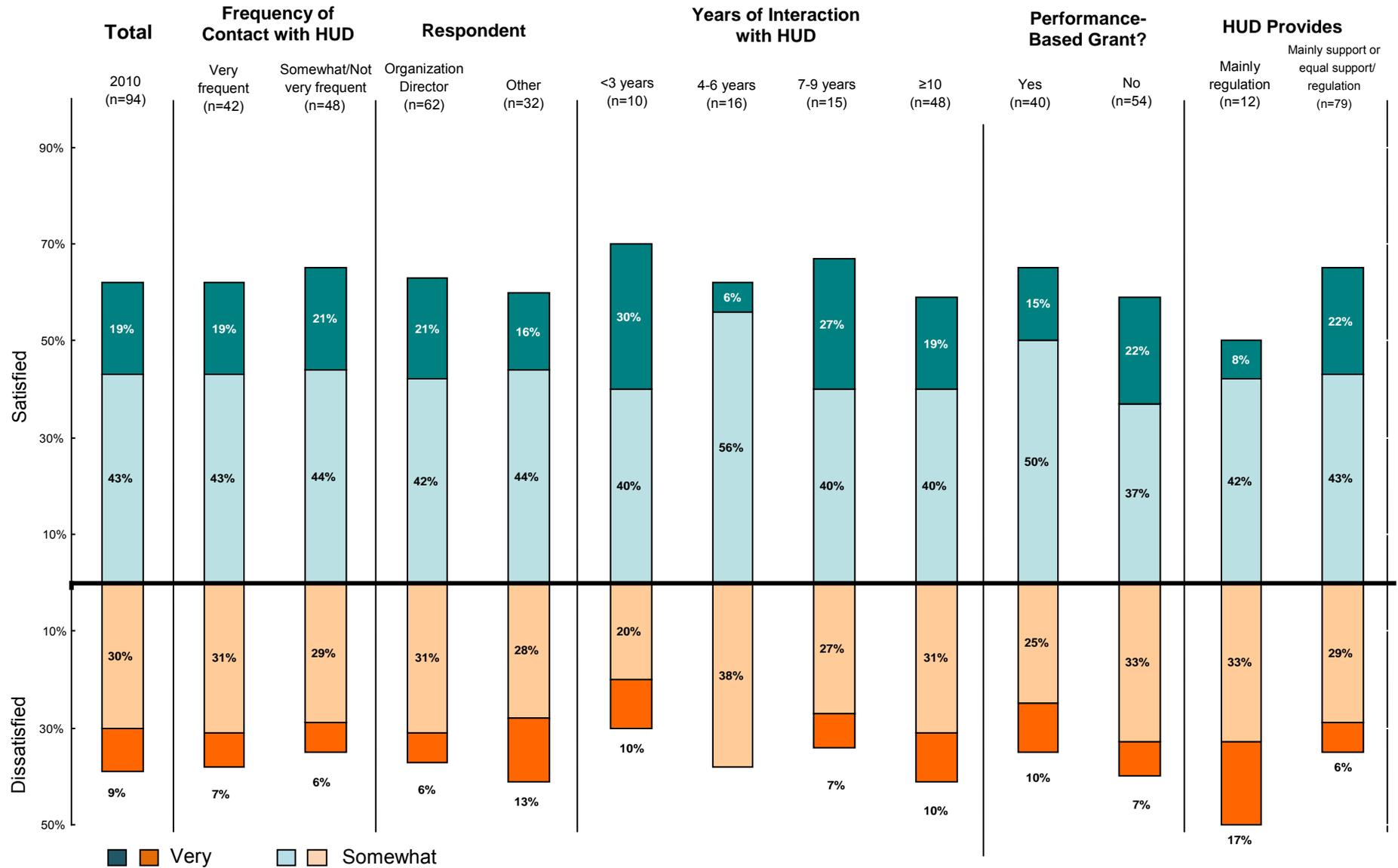
Question 5g. How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?
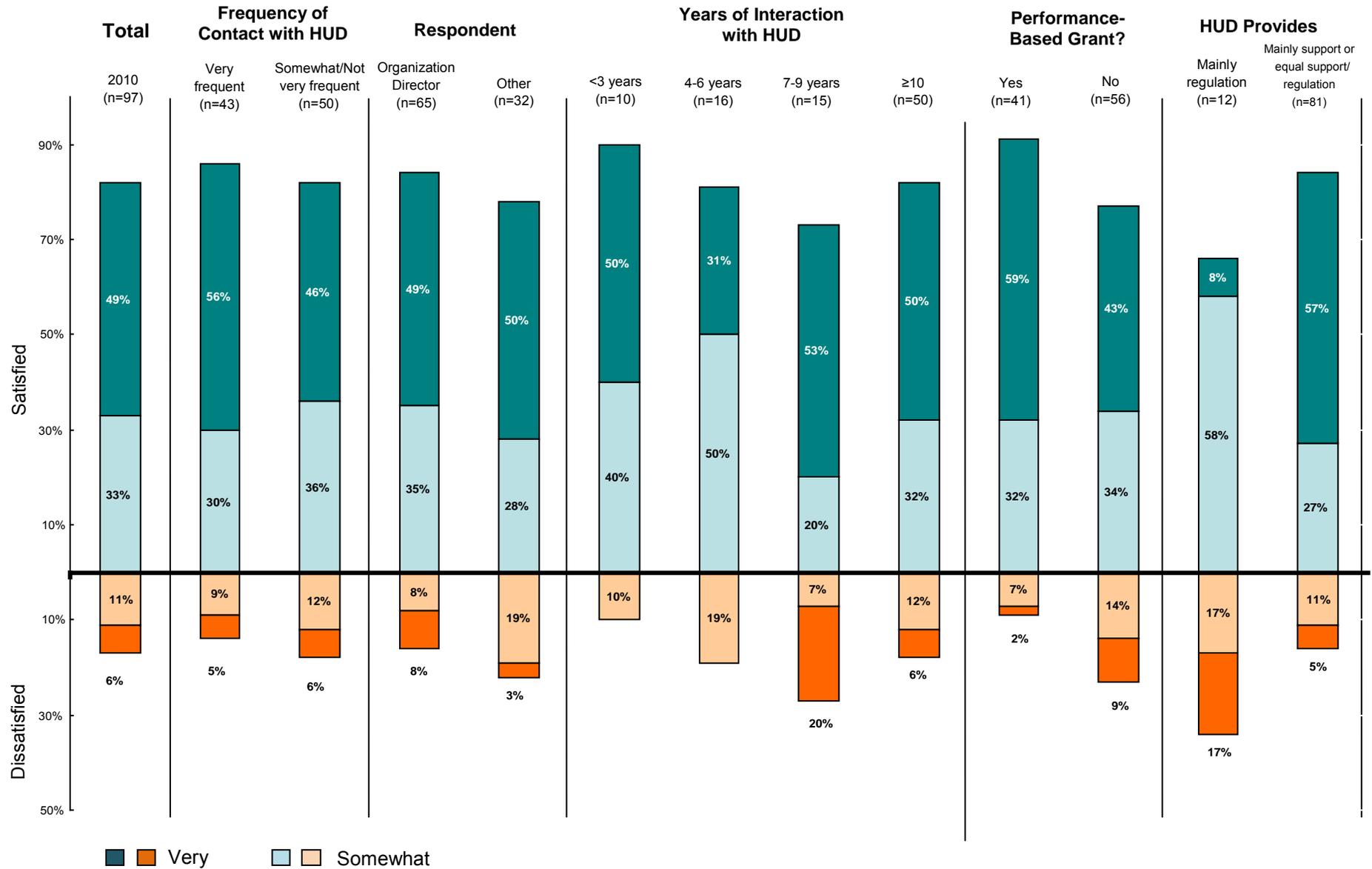
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?

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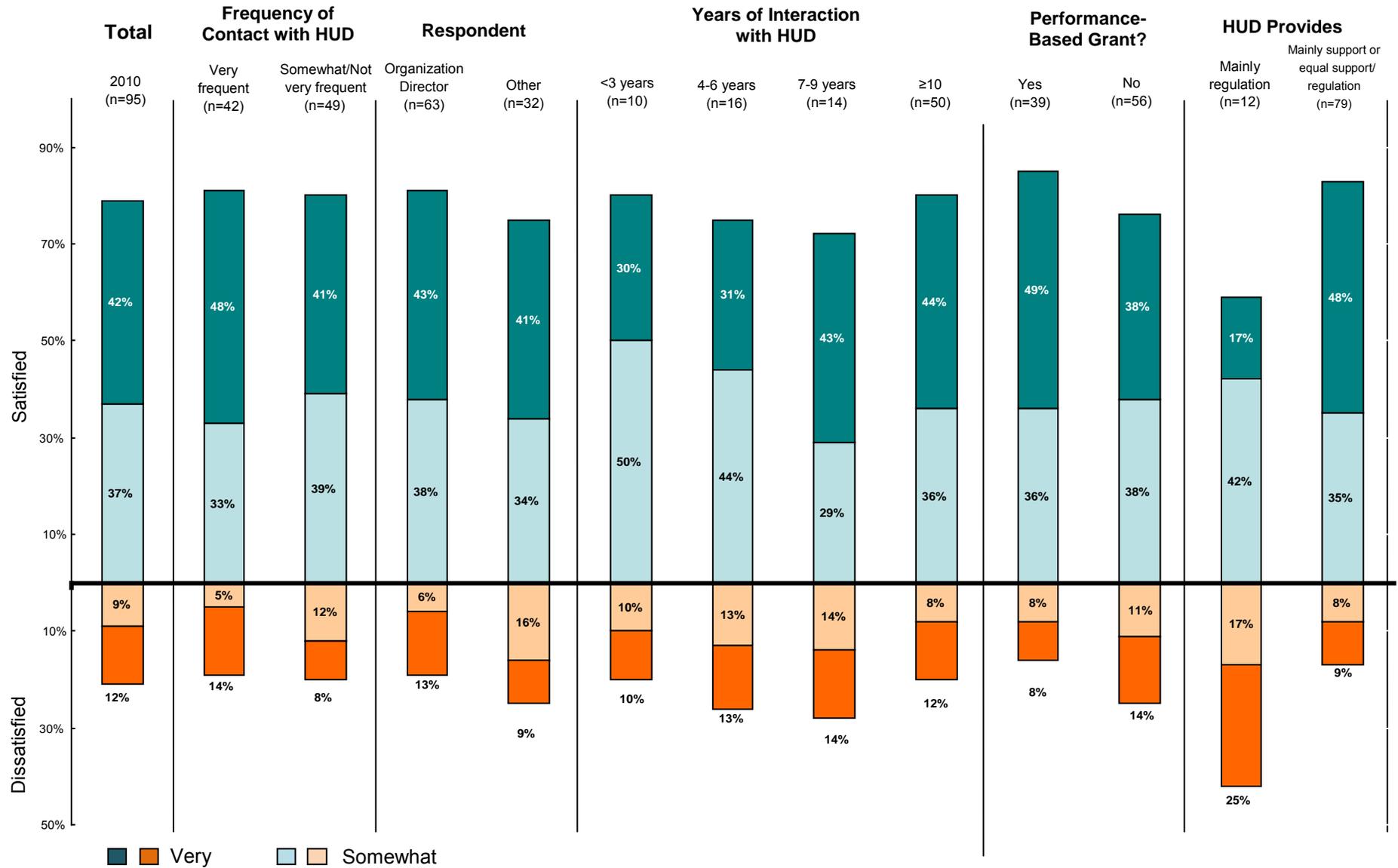
Question 5i. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?
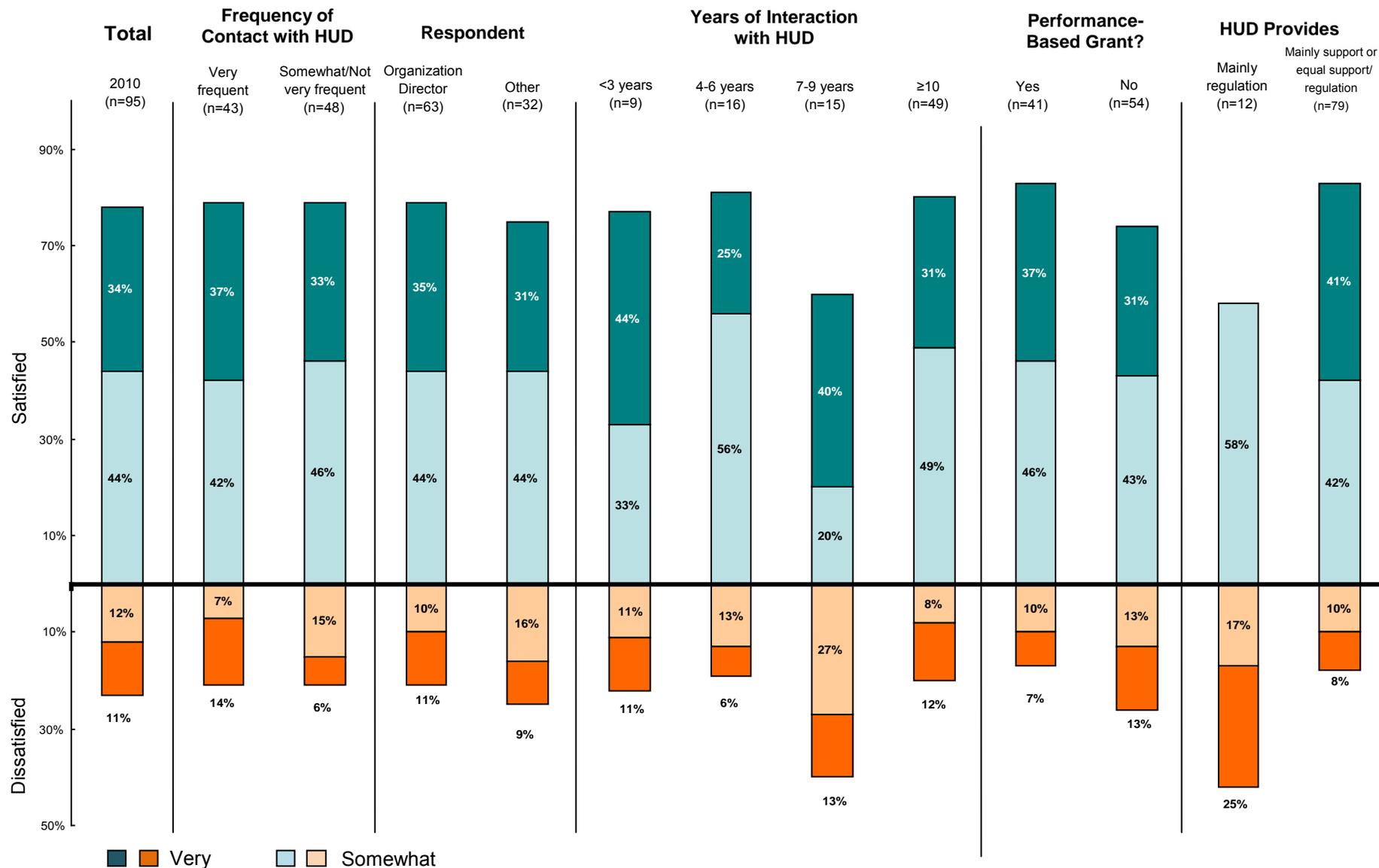
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?

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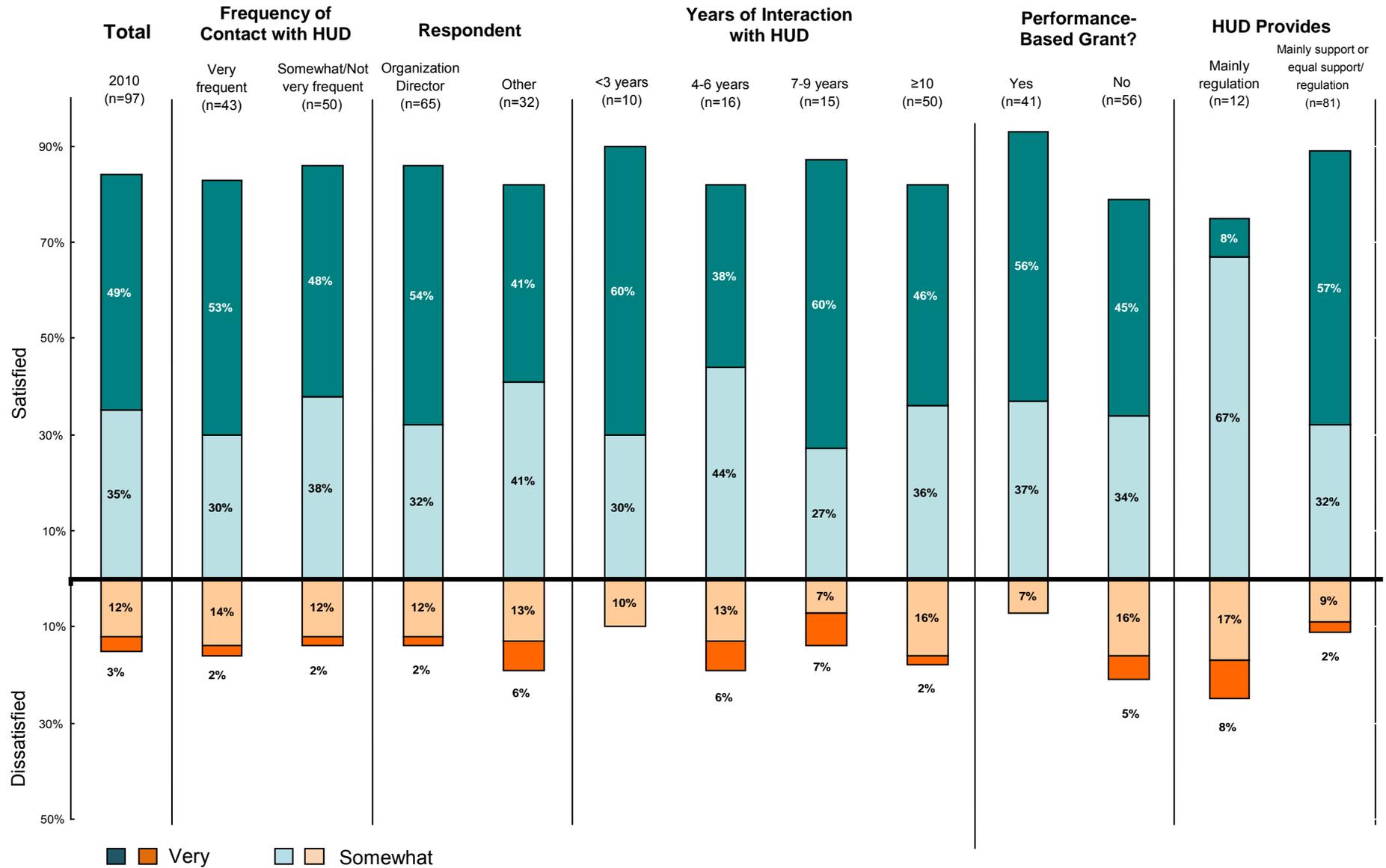
Question 5k. How satisfied or dissatisfied are you, in general, with the time commitment required to comply with HUD reporting requirements?
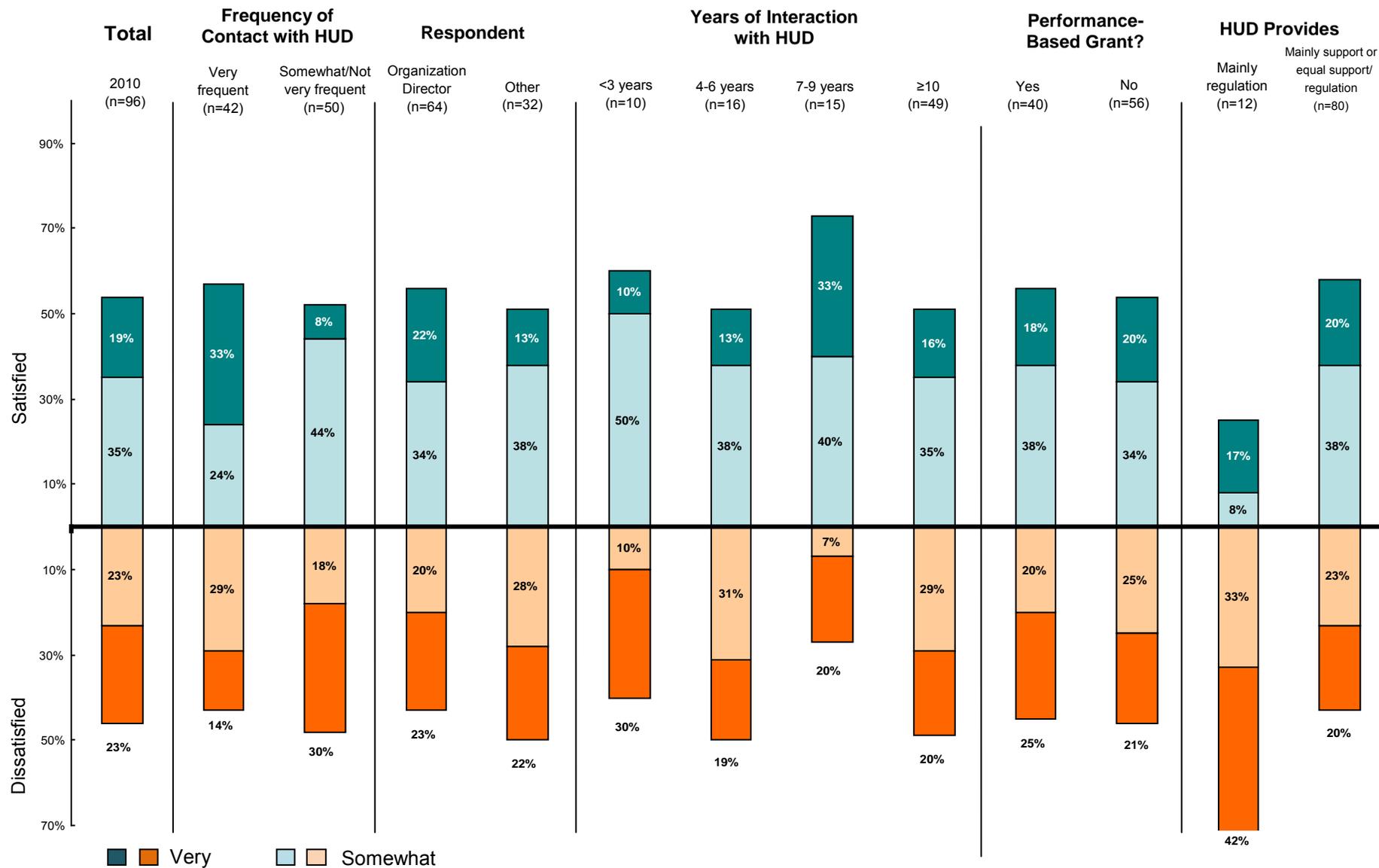
Question 6a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences?

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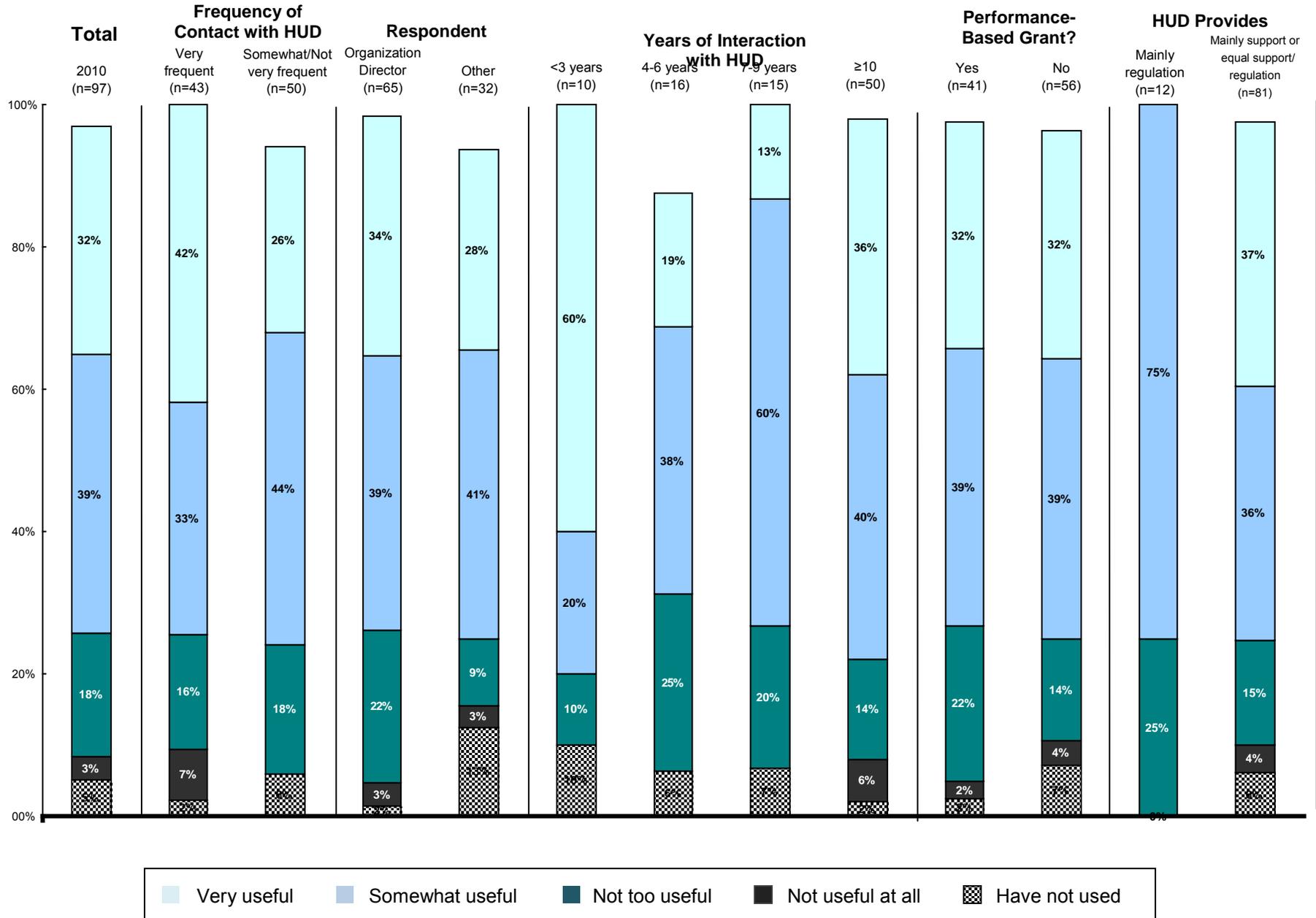
Question 6b. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored satellite broadcasts?

| | Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used |
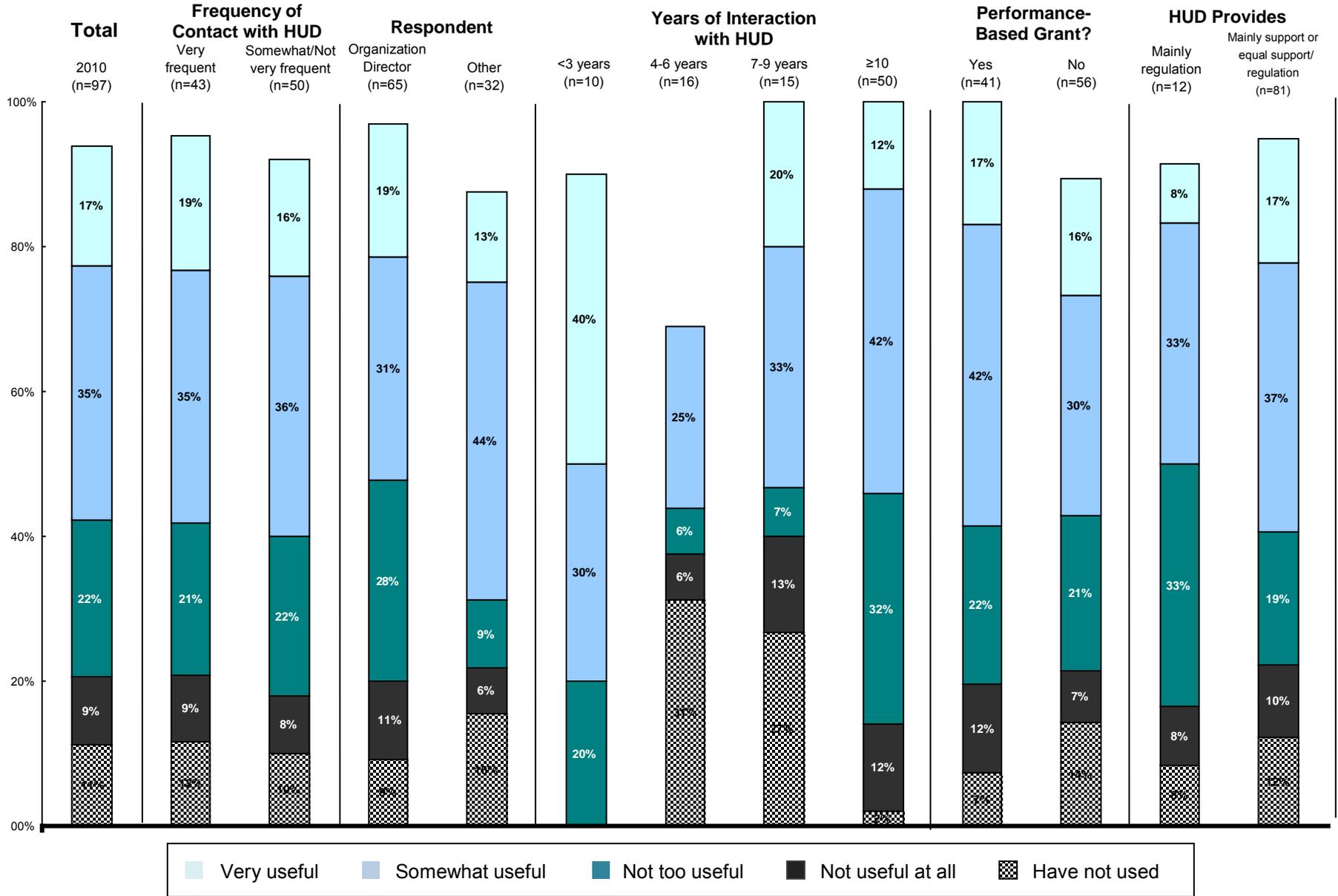
Question 6c. How useful or not useful have you found HUD's training and technical assistance through the National Fair Housing Training Academy?

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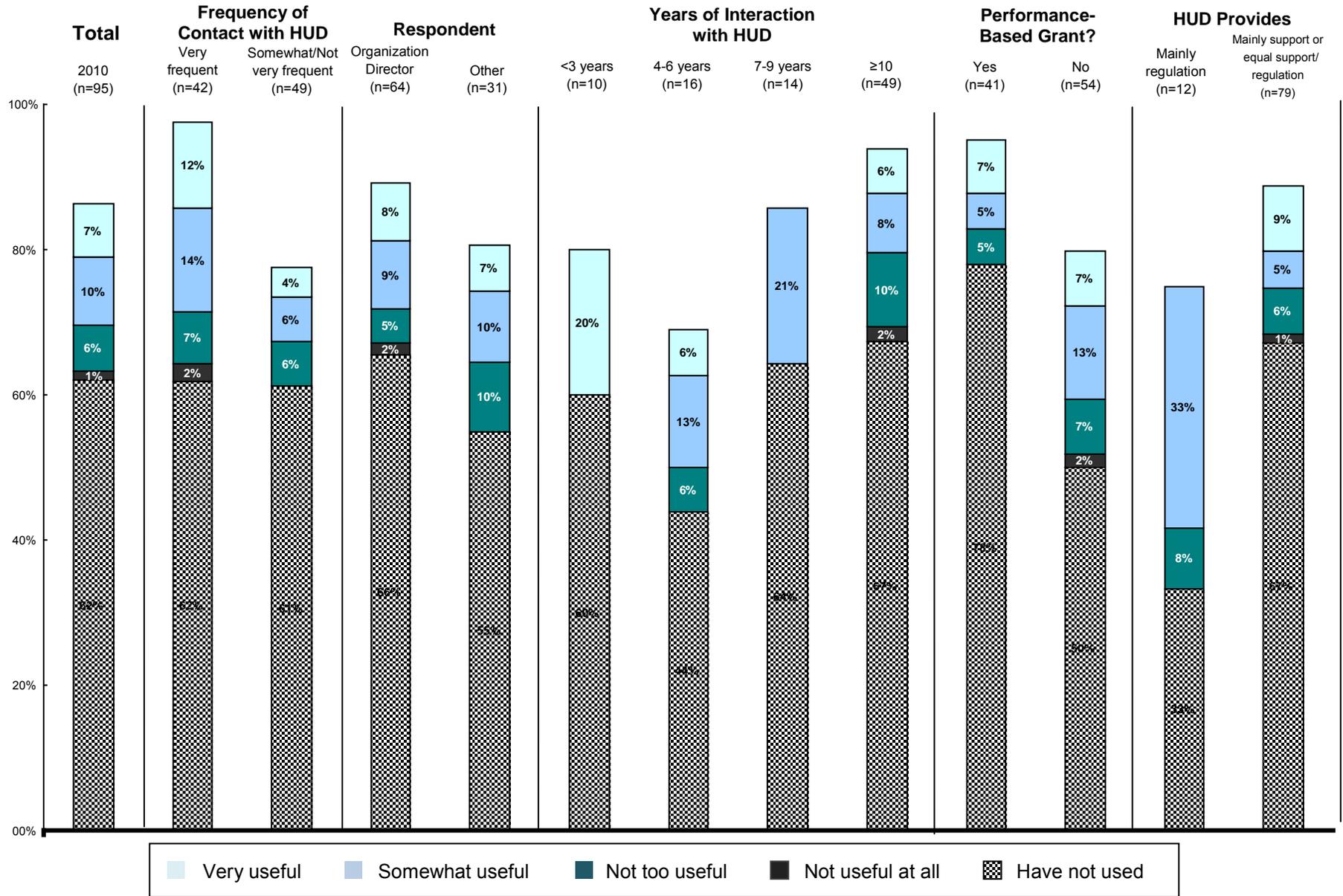
Question 6d. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?

Legend: Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used
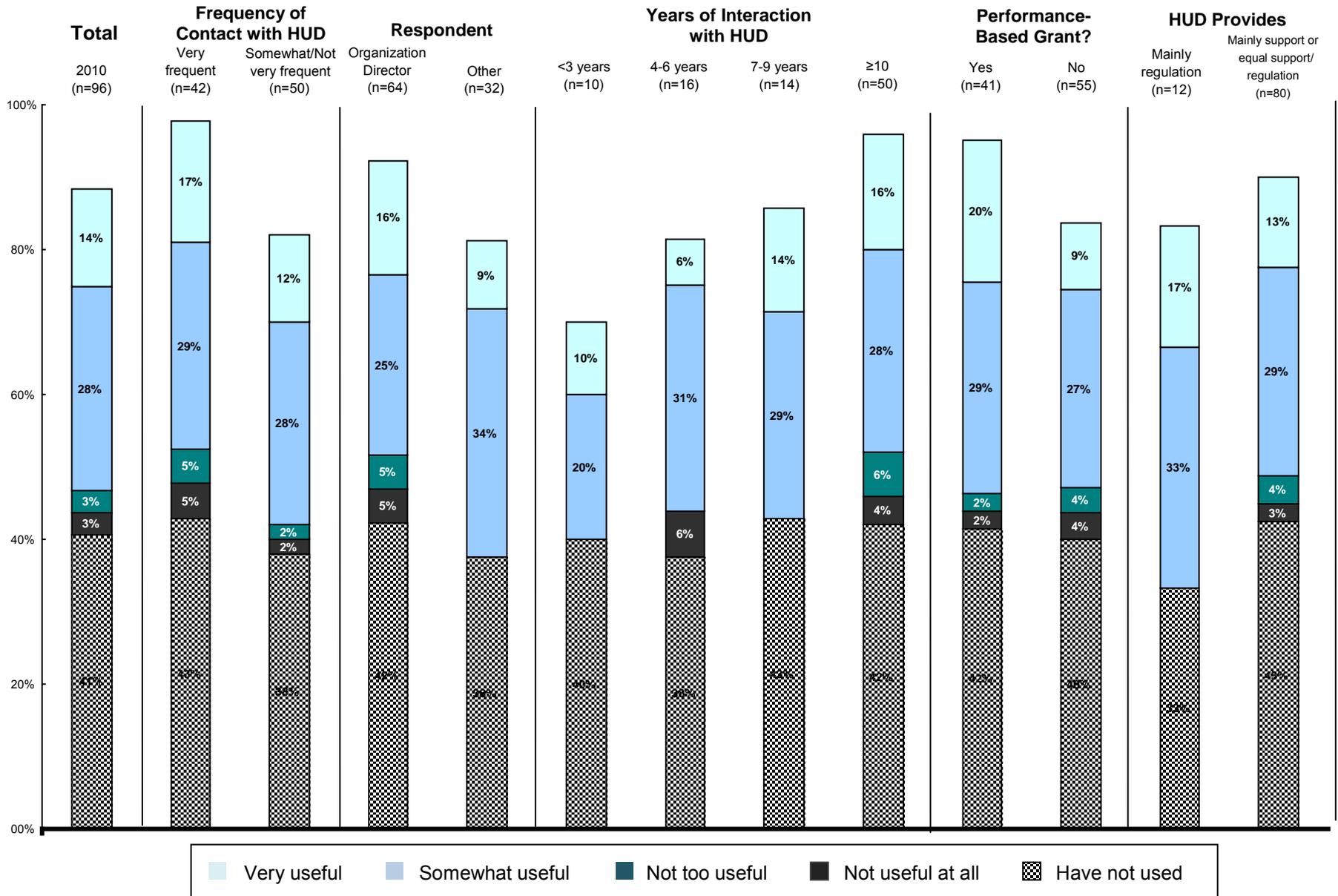
Question 6e. How useful or not useful have you found HUD's training and technical assistance through HUD's webpage?

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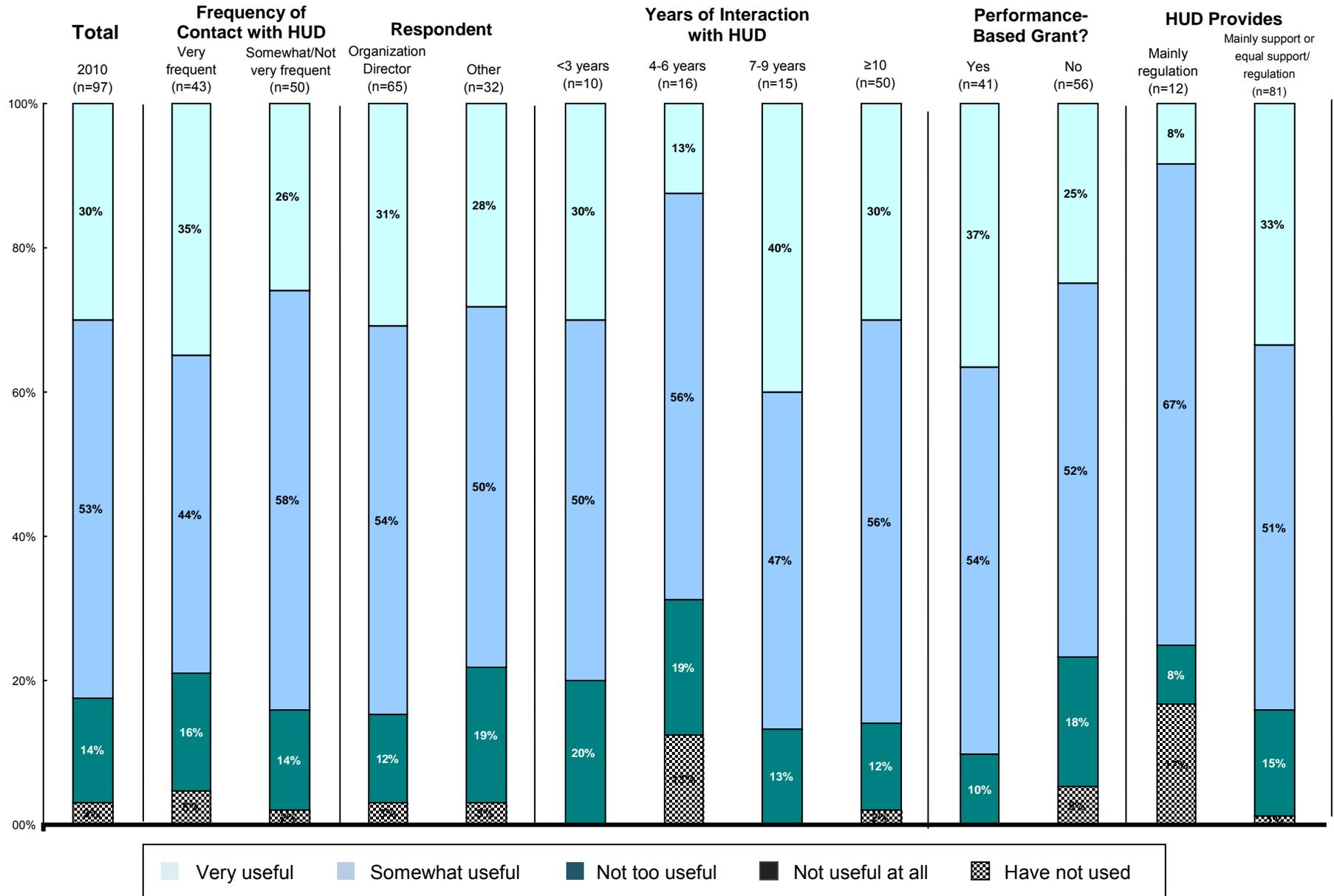
Question 6f. How useful or not useful have you found HUD's training and technical assistance through HUD's webcast training?

	Total	**Frequency of Contact with HUD**	**Respondent**	**Years of Interaction with HUD**			**Performance-Based Grant?**	**HUD Provides**

Legend:
- Very useful
- Somewhat useful
- Not too useful
- Not useful at all
- Have not used
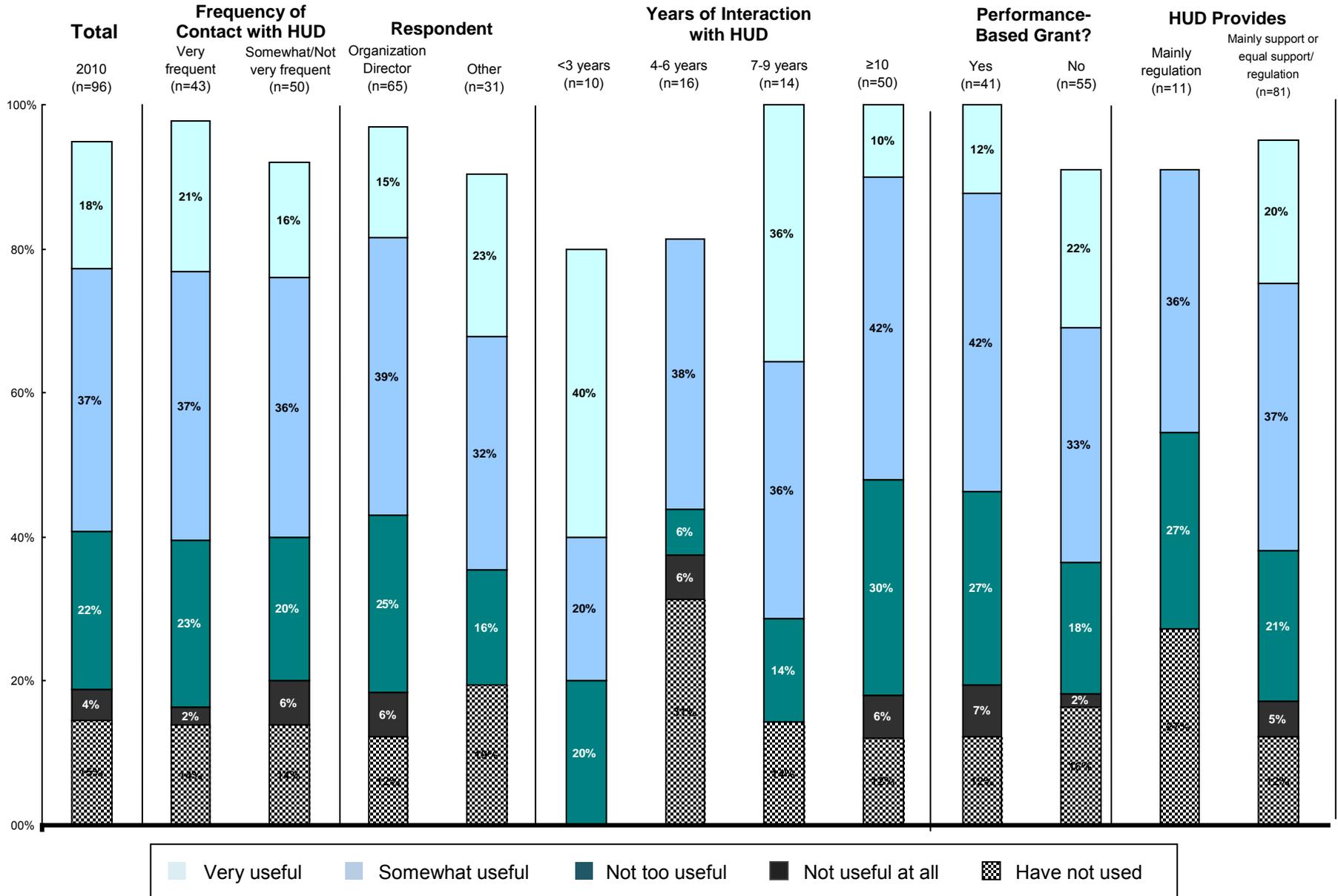
Question 6g. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?

FHIP Agency Partners

Legend: Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used
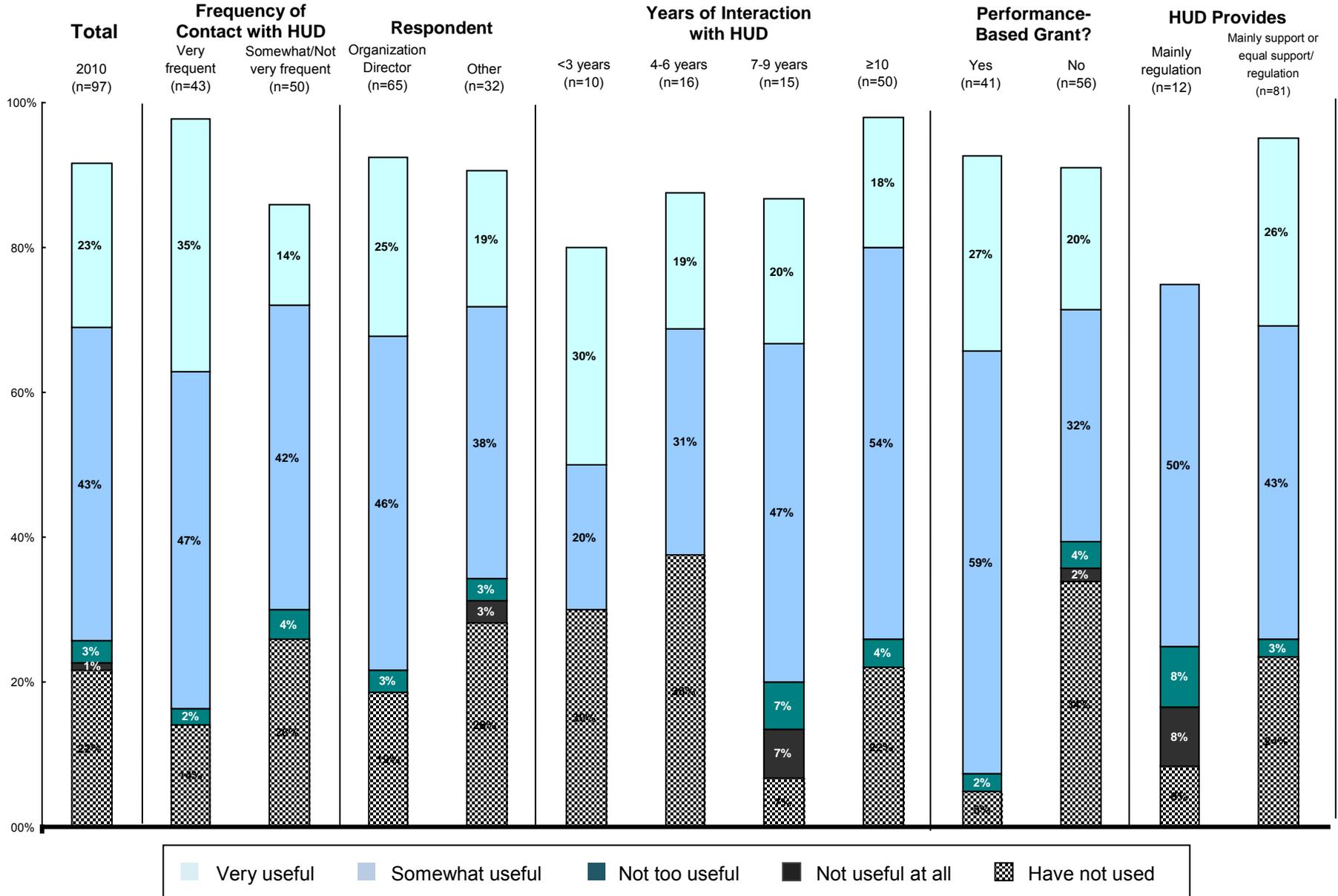
Question 7a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listservs have been as a tool for HUD to convey important information to you, such as notices and guidance.

Total
2010
(n=97)

Frequency of Contact with HUD
Very frequent (n=43)
Somewhat/Not very frequent (n=50)

Respondent
Organization Director (n=65)
Other (n=32)

Years of Interaction with HUD
<3 years (n=10)
4-6 years (n=16)
7-9 years (n=15)
≥10 (n=50)

Performance-Based Grant?
Yes (n=41)
No (n=56)

HUD Provides
Mainly regulation (n=12)
Mainly support or equal support/regulation (n=81)

Legend: Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used
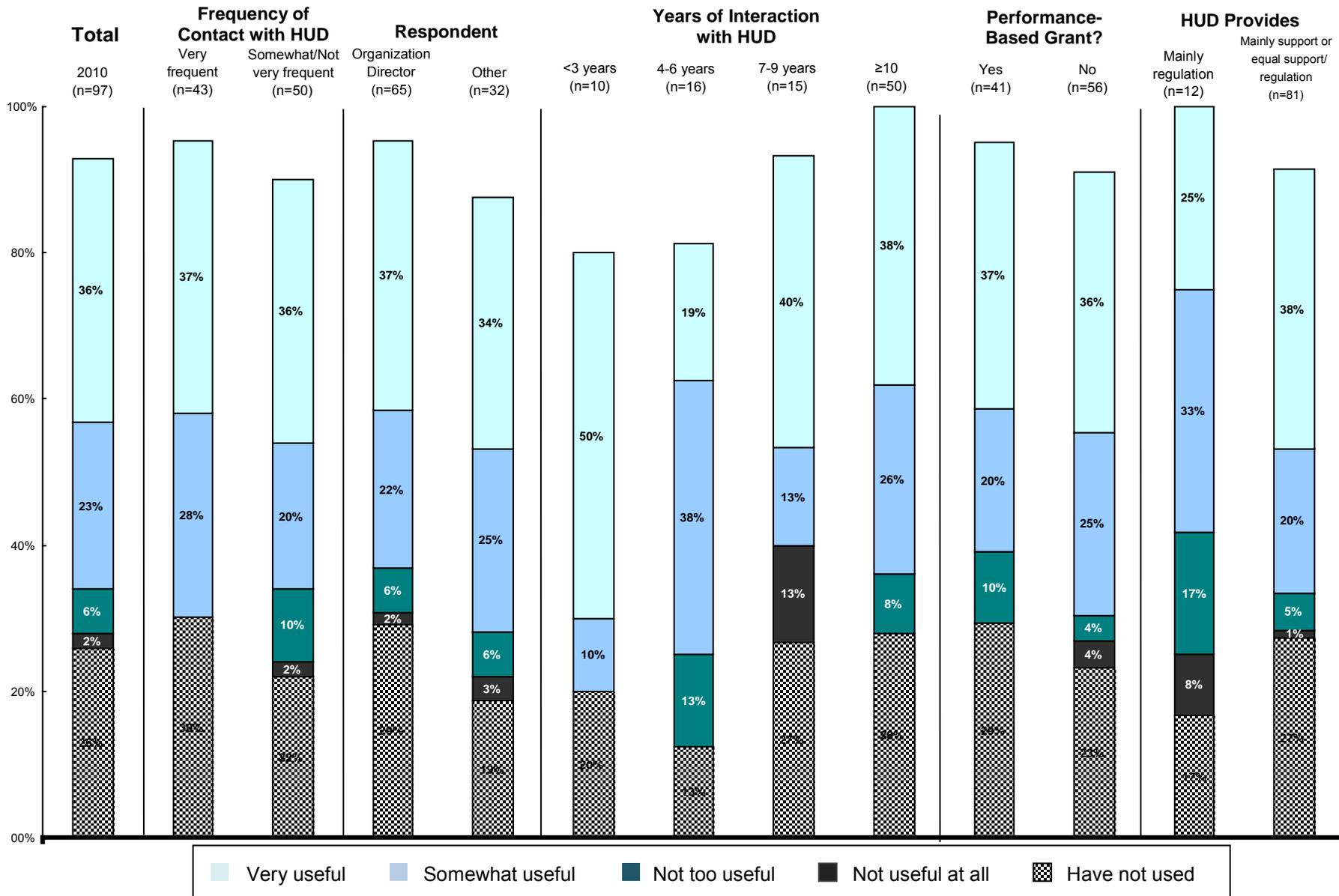
Question 7b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's website postings have been as a tool for HUD to convey important information to you, such as notices and guidance.

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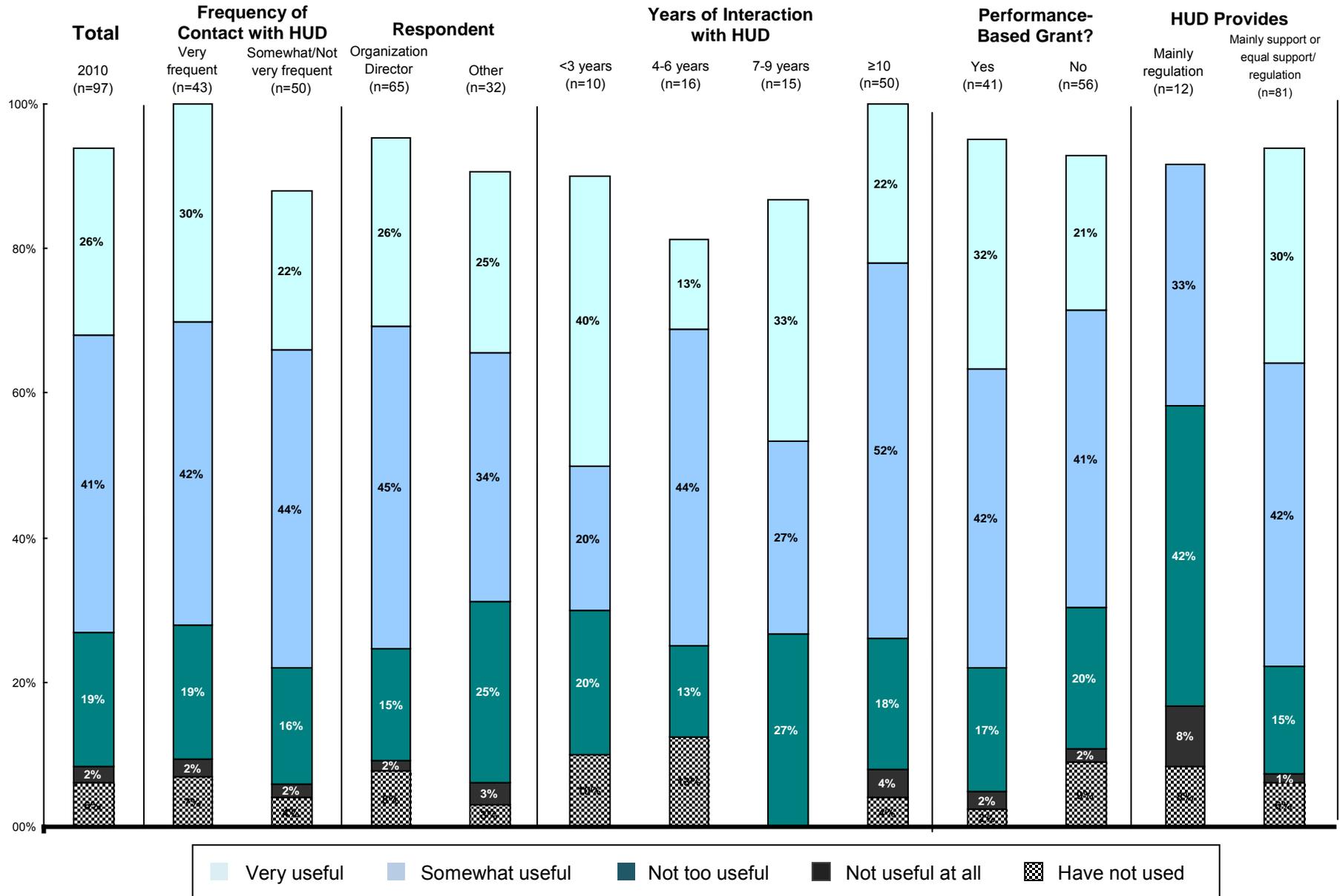
Question 7c. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's e-mail has been as a tool for HUD to convey important information to you, such as notices and guidance.

Legend: Very useful | Somewhat useful | Not too useful | Not useful at all | Have not used
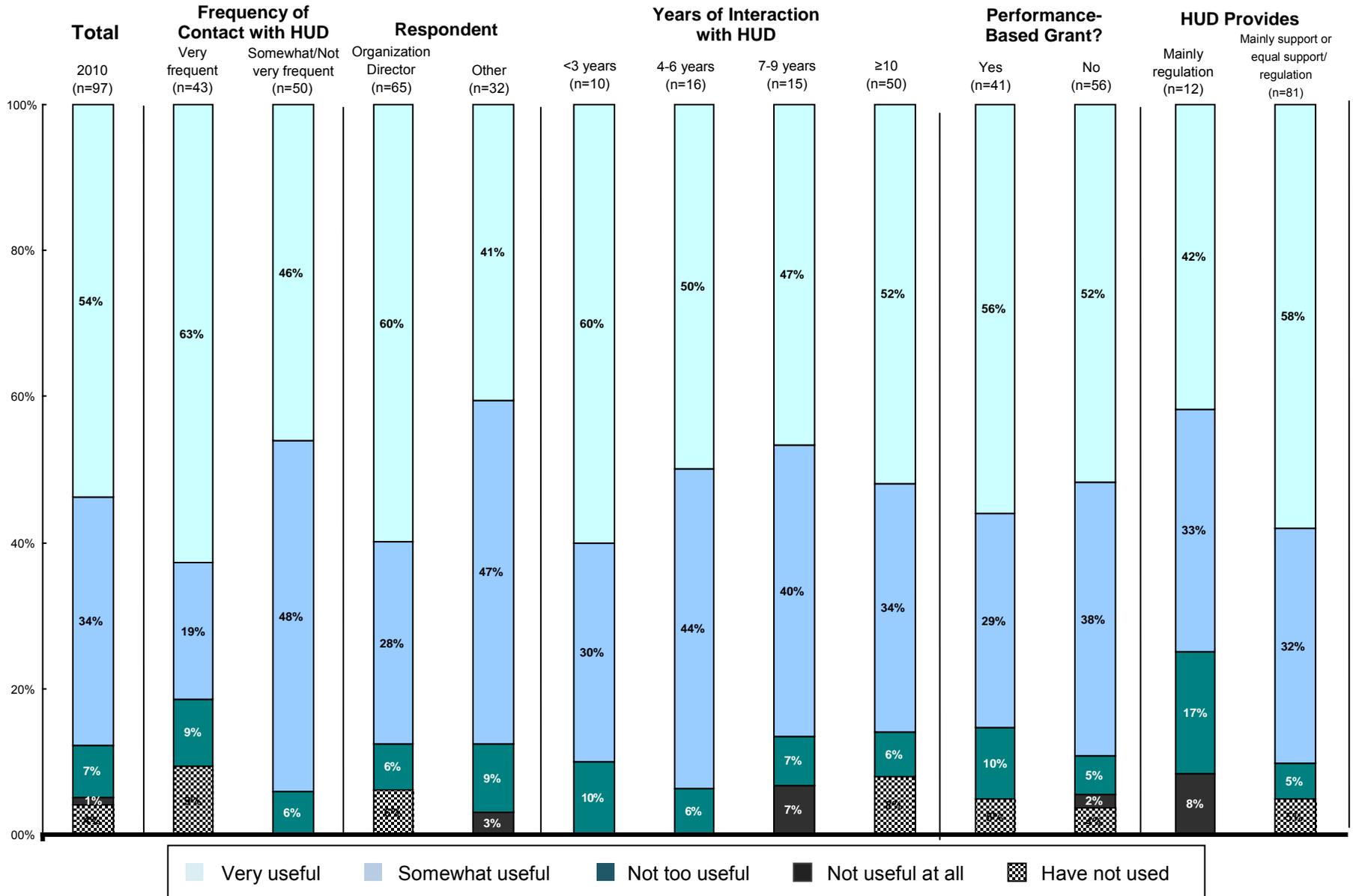
Question 8a. Some FHIP organization officials say they would like to build closer partnerships with Fair Housing Assistance Program (FHAP) agencies with respect to enforcement. Others say this is not necessary or appropriate. What do you say?

FHIP Agency Partners
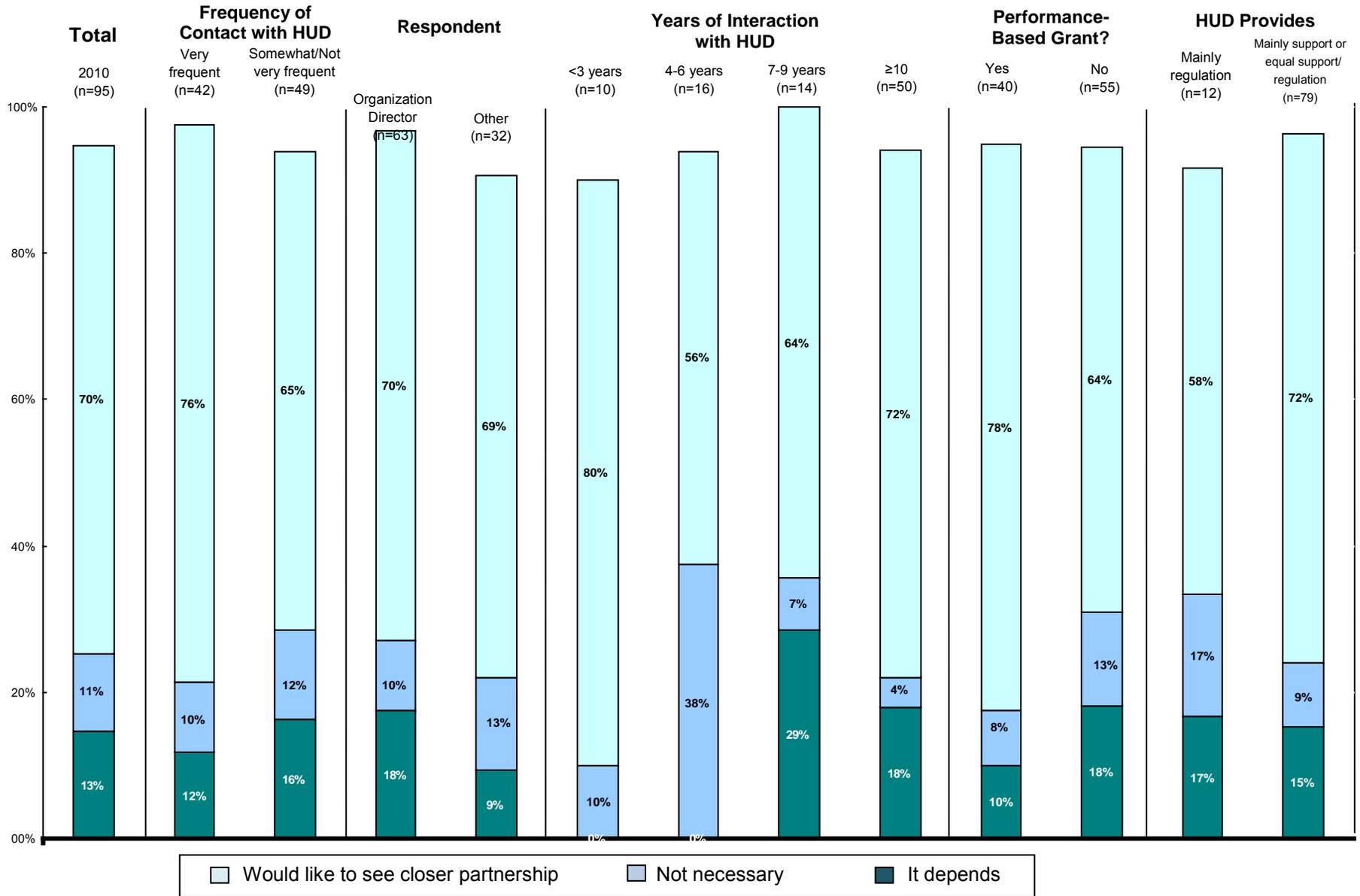
Question 8b. Some FHIP organization officials say they would like to build closer partnerships with Fair Housing Assistance Program (FHAP) agencies with respect to testing. Others say this is not necessary or appropriate. What do you say?
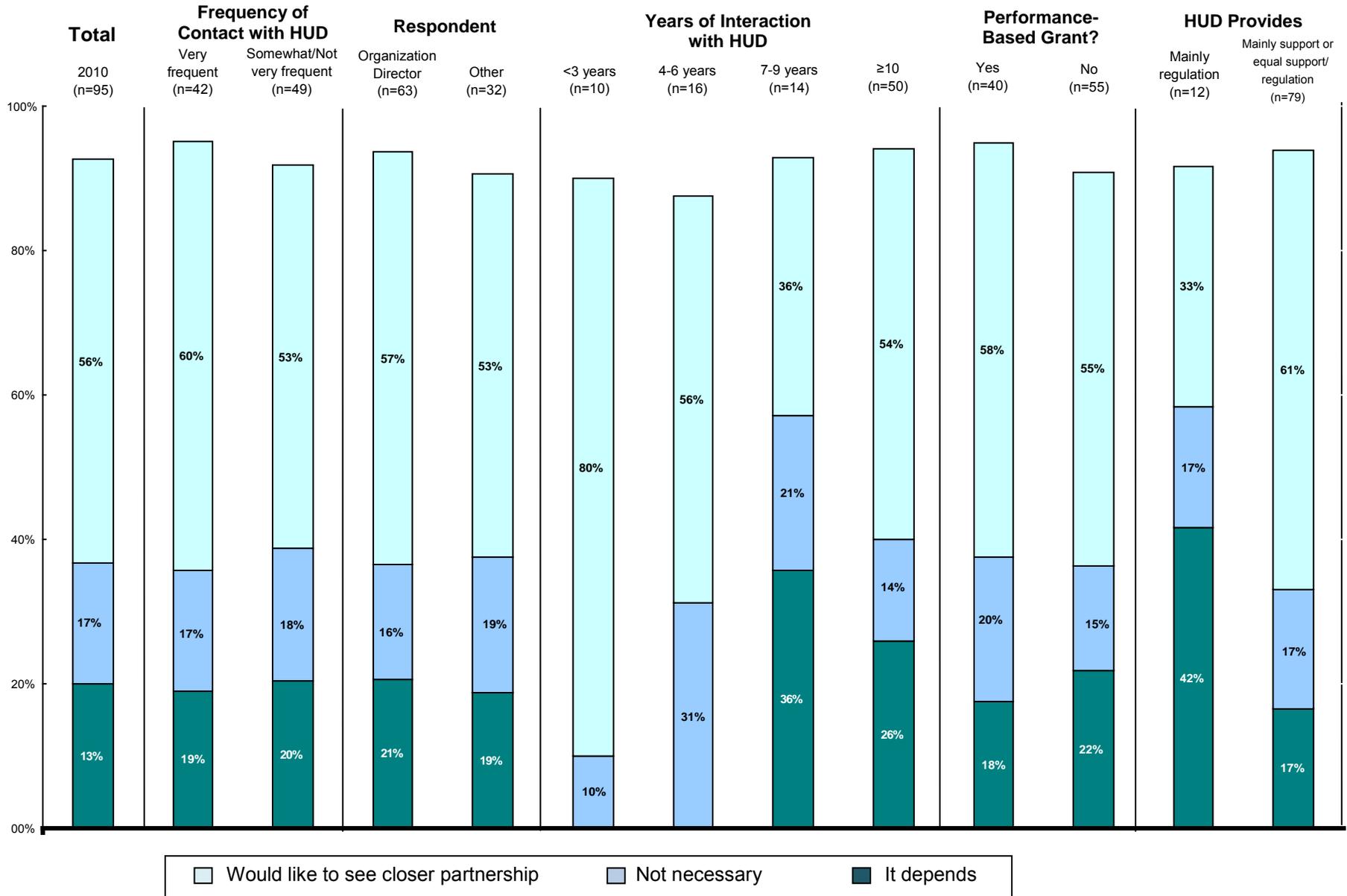
Question 8c. Some FHIP organization officials say they would like to build closer partnerships with Fair Housing Assistance Program (FHAP) agencies with respect to education activities/outreach. Others say this is not necessary or appropriate. What do you say?

FHIP Agency Partners
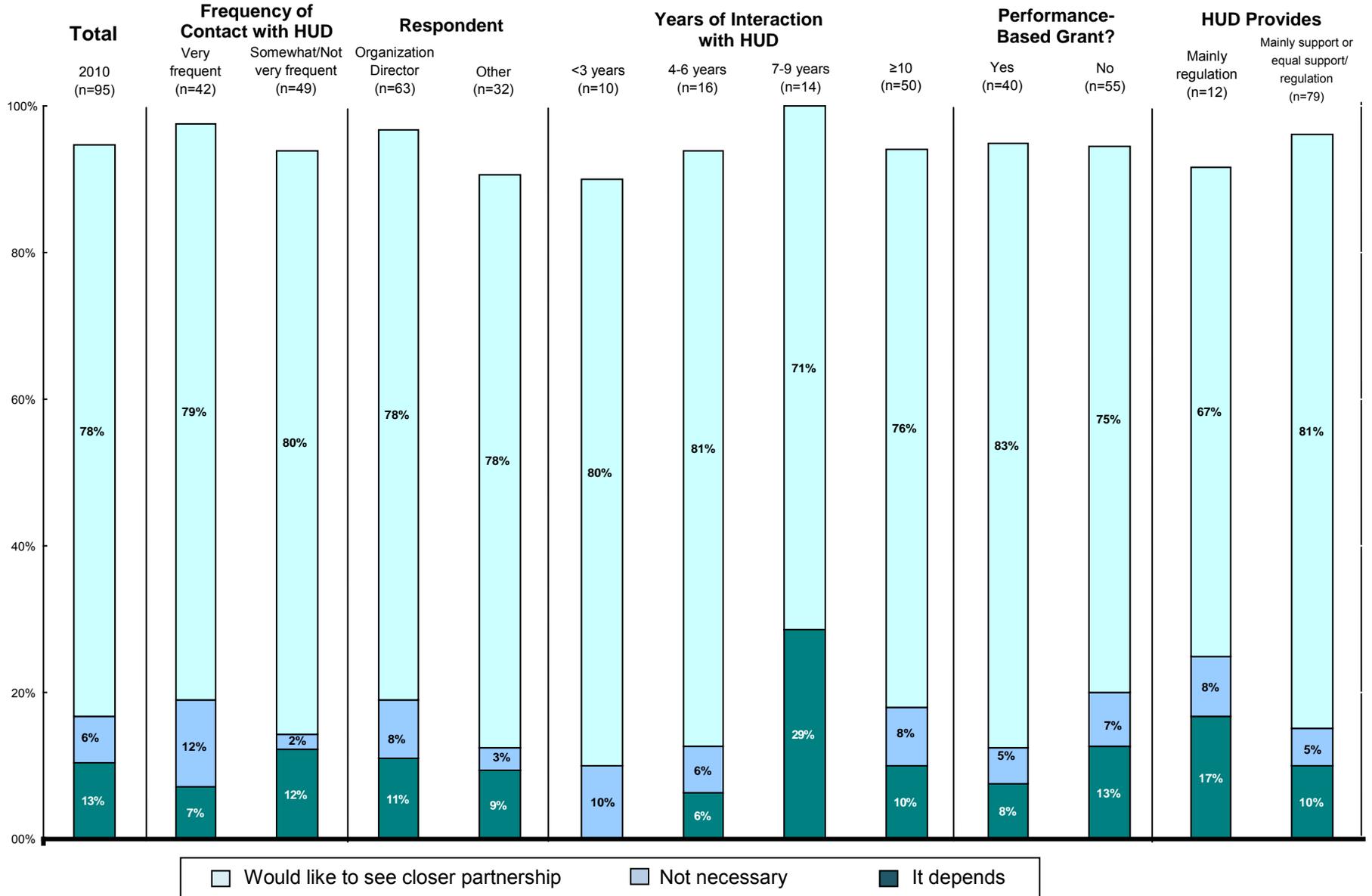
Question 9a. How satisfied or dissatisfied are you with the amount of support & technical assistance you receive related to addressing predatory lending?
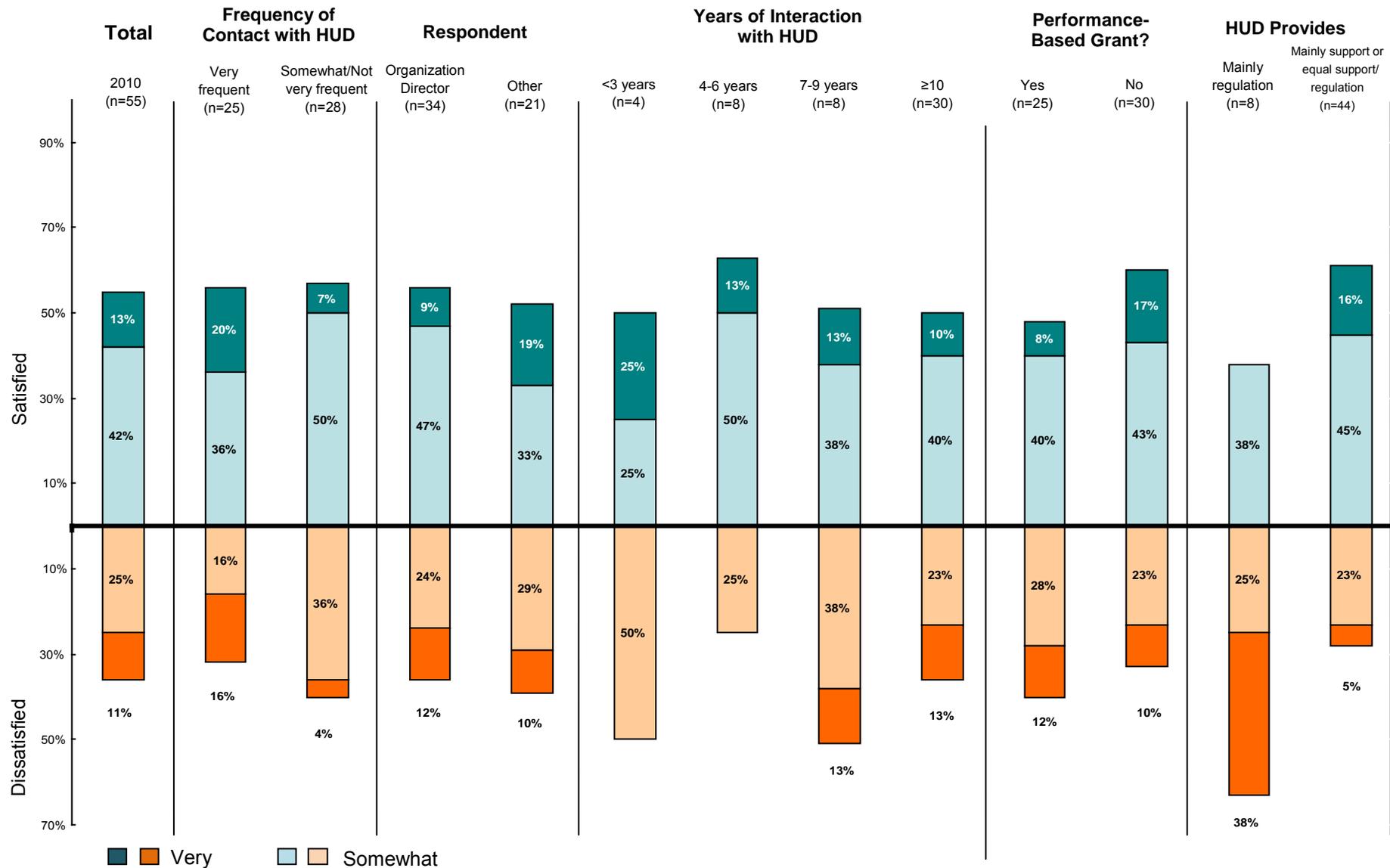
Question 9b. How satisfied or dissatisfied are you with the quality of support & technical assistance you receive related to addressing predatory lending?

FHIP Agency Partners
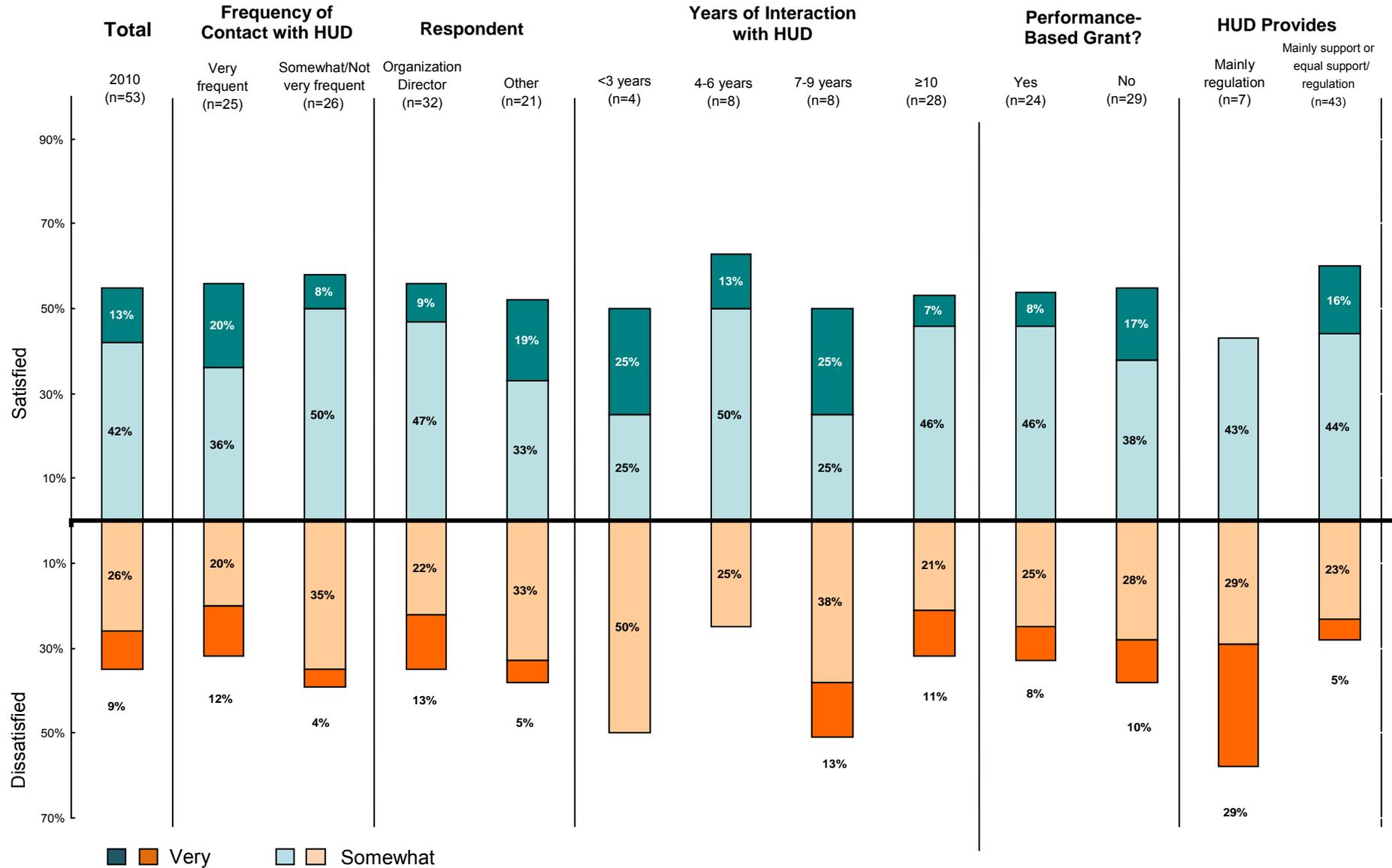
Question 9c. How satisfied or dissatisfied are you with the monitoring of your FHIP grant?

		Very		Somewhat
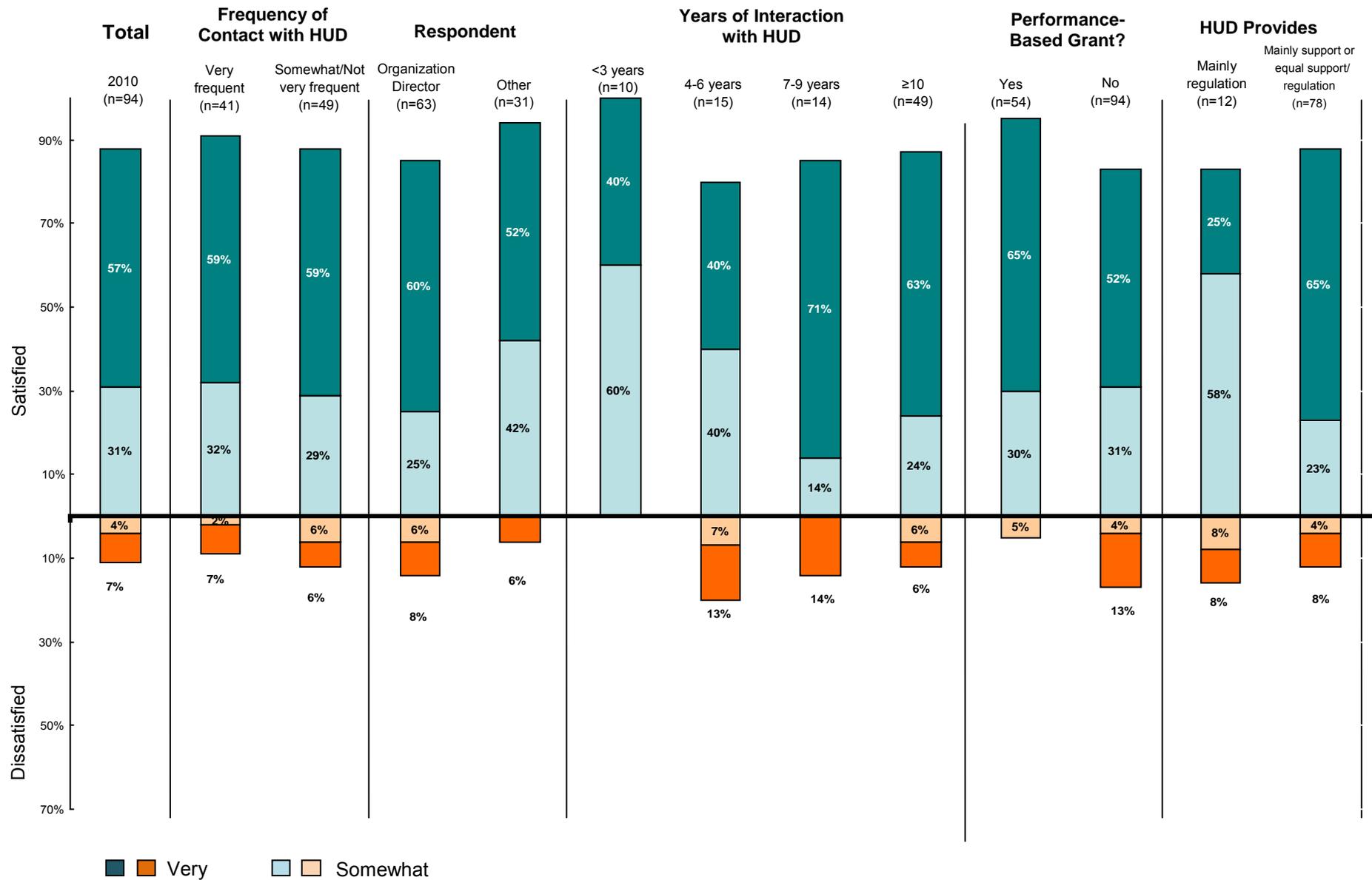
Question 9d. How satisfied or dissatisfied are you with how complaints are handled when you file them with HUD?

FHIP Agency Partners
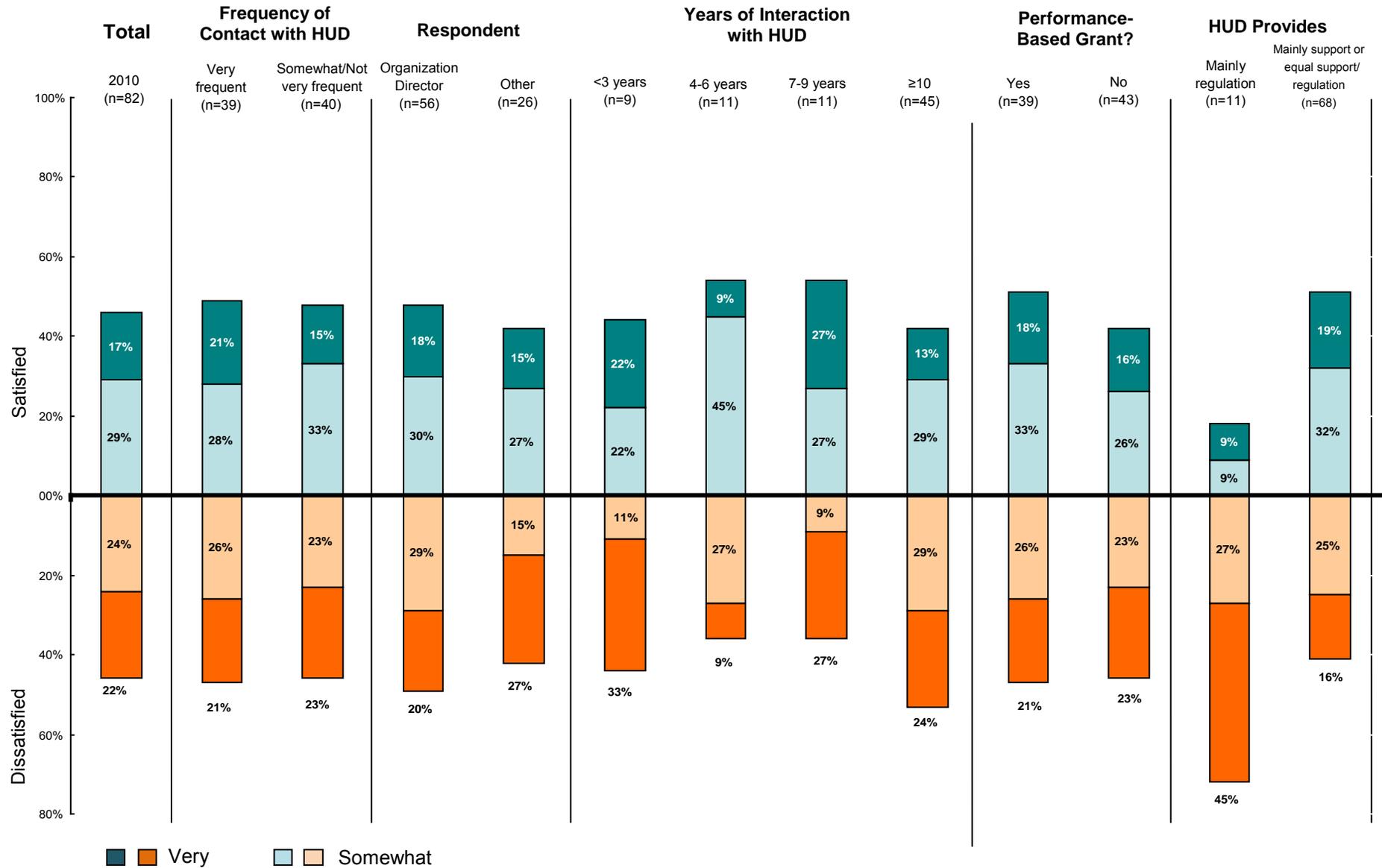
Question 10a. If your agency put together a logic model in conjunction with a HUD NOFA application, have you found that the logic model helped you to better identify performance indicators?

Stacked bar chart showing responses by category.

Category	Yes, definitely	Yes, probably	No
Total 2010 (n=95)	17%	26%	57%
Frequency of Contact with HUD — Very frequent (n=42)	24%	21%	55%
Somewhat/Not very frequent (n=49)	12%	33%	55%
Respondent — Organization Director (n=64)	19%	22%	59%
Other (n=31)	13%	36%	52%
Years of Interaction with HUD — <3 years (n=10)	10%	40%	50%
4-6 years (n=15)	20%	33%	47%
7-9 years (n=15)	20%	33%	47%
≥10 (n=49)	18%	18%	63%
Performance-Based Grant? — Yes (n=40)	20%	20%	60%
No (n=55)	15%	31%	55%
HUD Provides — Mainly regulation (n=12)	8%	25%	67%
Mainly support or equal support/regulation (n=79)	18%	27%	56%

Legend: ☐ Yes, definitely ☐ Yes, probably ■ No

Question 10b. 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?

FHIP Agency Partners
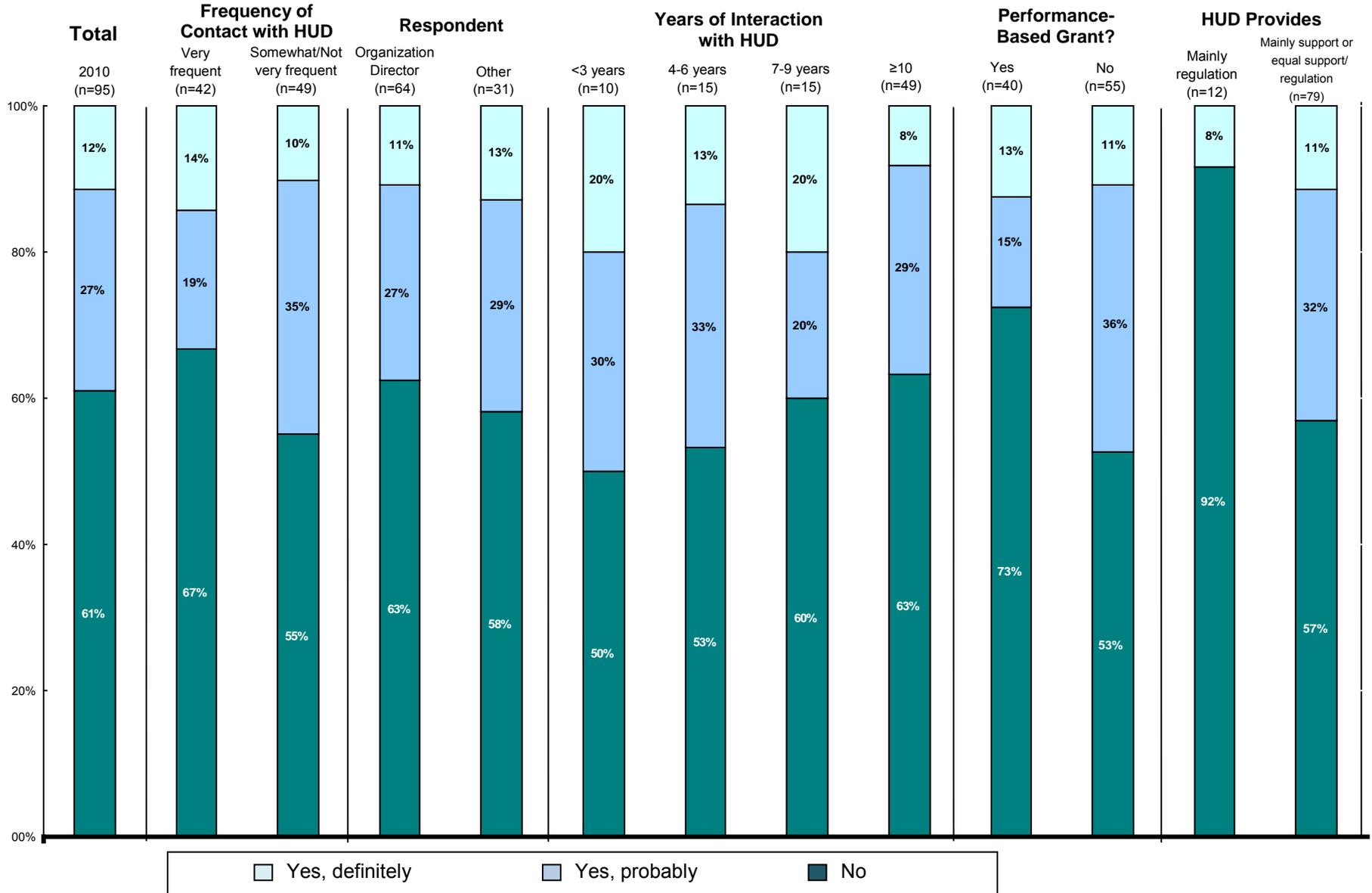
Question 10c. If your agency put together a logic model in conjunction with a HUD NOFA application, have you found that the logic model helped you to better manage your HUD grant?

Legend:
- ☐ Yes, definitely
- ☐ Yes, probably
- ■ No
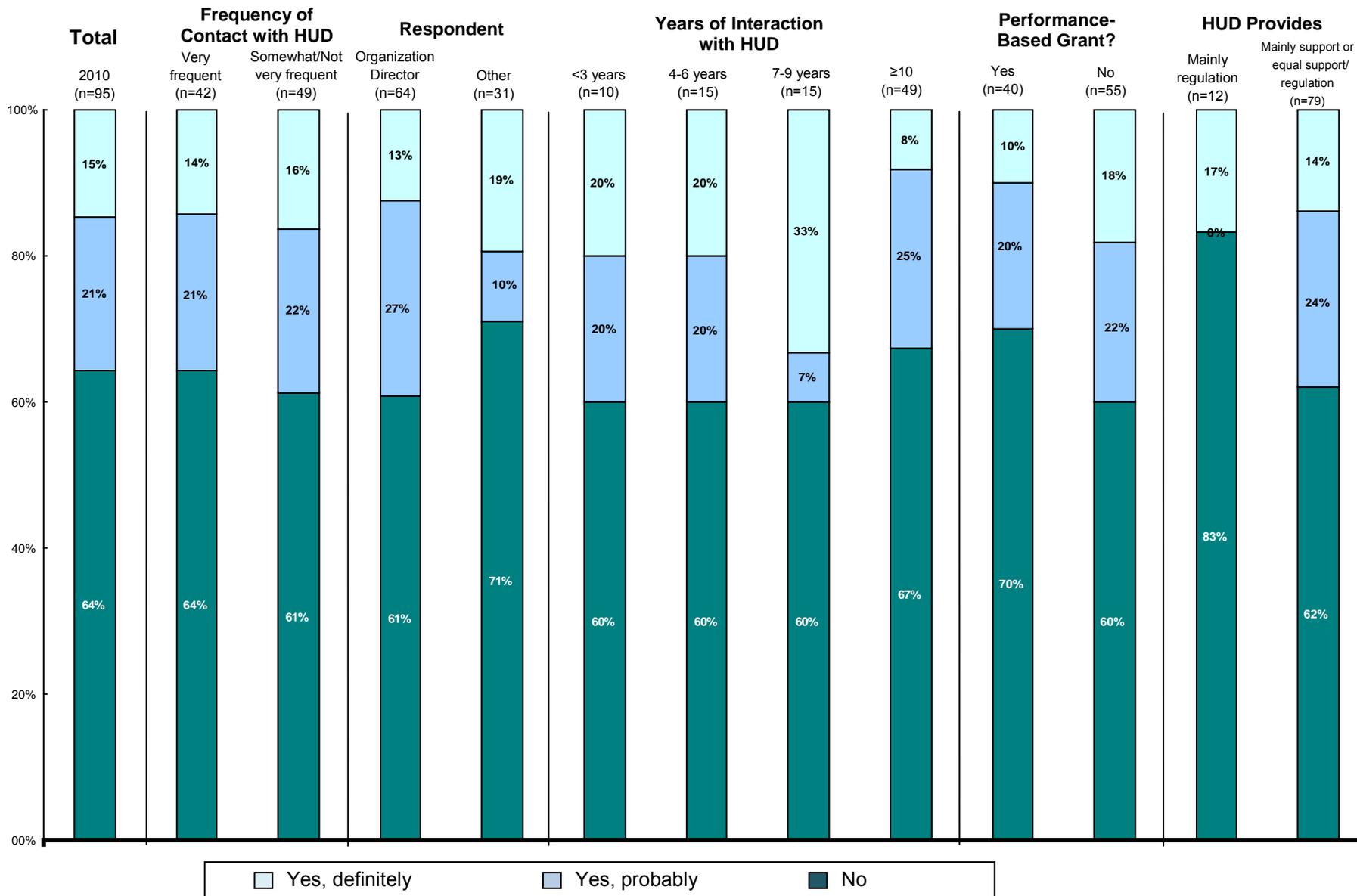
Question 11a-m. Discrimination complaints referred by FHIP agencies directly to HUD for processing sometimes take a long time to close. Here are some possible reasons why they might. Based on your organization's experience, please indicate whether you think each is a major reason, a minor reason, or not a reason at all that complaints sometimes take a long time to close.

	Major reason	Minor reason	Not a reason
Insufficient funding of FHIPs (n=90)	41%	22%	21%
Internal HUD processing delays (n=91)	40%	24%	6%
Lengthy investigation time by HUD (n=92)	37%	20%	16%
Insufficient HUD staff (n=92)	35%	20%	7%
Lack of HUD staff knowledge and expertise (n=92)	27%	26%	27%
No HUD fast-tracking (n=92)	25%	20%	19%
Time lag between referral and response (n=91)	24%	32%	23%
Time lag in communication between HUD & FHIP (n=92)	21%	39%	20%
Disagreements between FHIP & HUD staff (n=91)	14%	26%	39%
Cases are inherently complex (n=91)	11%	18%	54%
HUD requirements too restrictive (n=92)	10%	32%	38%
Lack of FHIP staff time, competing demands (n=92)	9%	25%	45%

FHIP Agency Partners
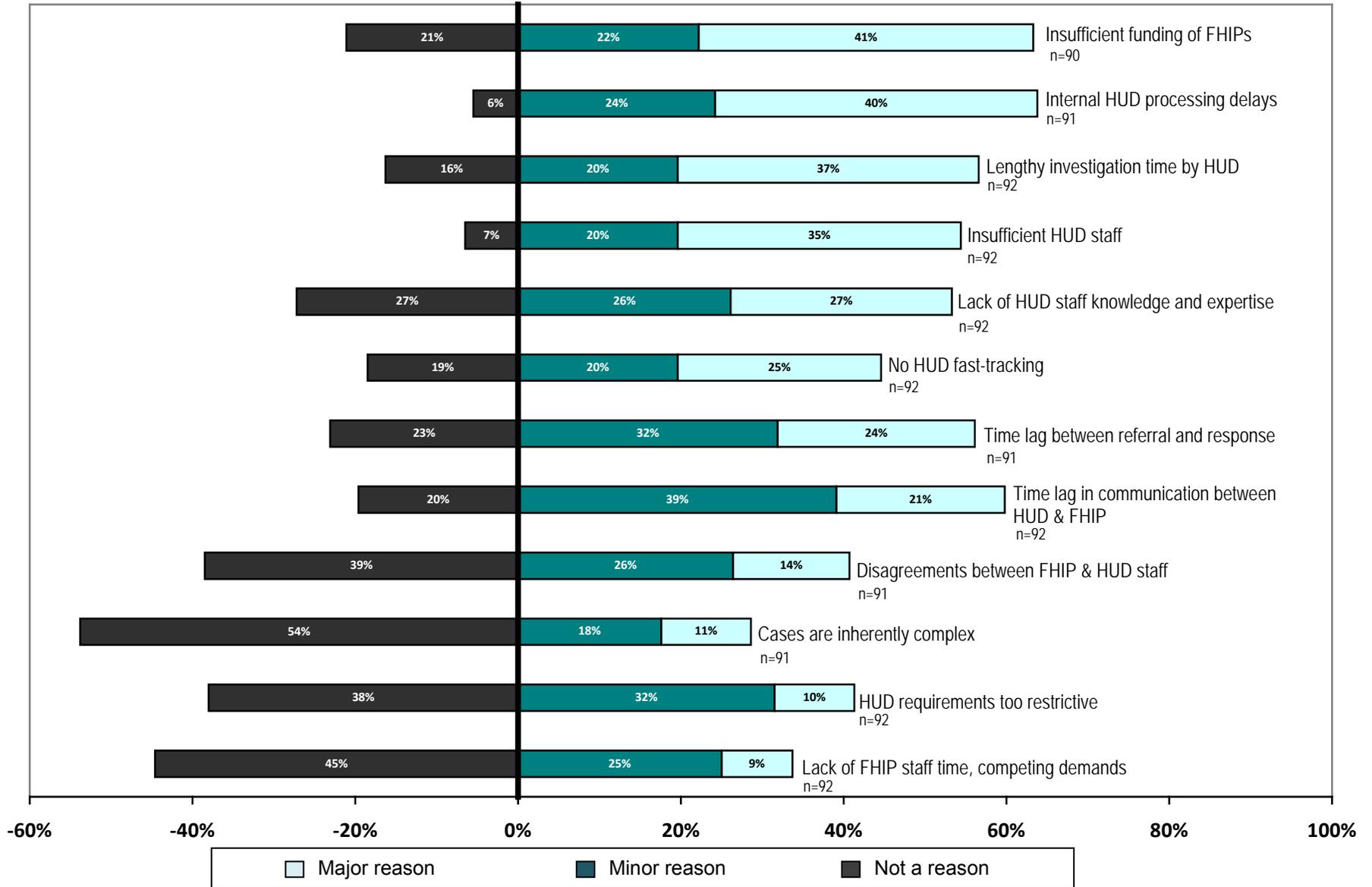
Question 11m. Other reasons FHIP directors believe discrimination complaints sometimes take a long time to close (verbatim):

- **Reasons involving FHAPs**
    - "We refer to FHAP subst. EQ."
    - "Cases referred to FHAP"
    - HUD refers cases to FHAP, which does nothing with cases. The problem is with the FHAP, not HUD.
    - "FHAP-lack of knowledge by investigators"
    - "Transfer complaints to …"
    - "We file complaints with HUD & the FHAP. The FHAP is responsible for the tasks described above."
    - "Refer all complaints to FHAP"
    - "FHAP delay in areas. Cause findings and not charging in 20 days after cause."

- **Reasons involving HUD**
    - "HUD staff unaware/unfamiliar with HUD Title VIII Investigator's Manual"
    - "Lack of response from state HUD office. Grant manager changing scope of work."
    - "Lack of clarity on where HUD stands on any "controversial" issue - i.e. advertising discrimination"
    - "Major lack of correspondence from HUD staff to FHIP and lack of clear guidance & consistency from HUD HQ throughout regions."
    - "HUD takes too long to make a decision"
    - "Major philosophical/judicial perspectives vs. HUD bureaucratic needs"
    - "Lack of consistent funding requiring breaks in service in non-funded years"
    - "National, region, state lack of communication between"

- **Other reasons or unclear referent**
    - "New construction cases are often complex. Settlement discussions take time"
    - "Lack of neutral investigators"
    - "Political considerations"
    - "Insufficient emphasis by program management to promptly process complaints"

Question 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.?

	Total	Frequency of Contact with HUD		Respondent		Years of Interaction with HUD				Performance-Based Grant?		HUD Provides	
	2010 (n=87)	Very frequent (n=38)	Somewhat/Not very frequent (n=46)	Organization Director (n=59)	Other (n=28)	<3 years (n=9)	4-6 years (n=12)	7-9 years (n=14)	≥10 (n=47)	Yes (n=38)	No (n=49)	Mainly regulation (n=10)	Mainly support or equal support/ regulation (n=73)
Satisfied (Very)	17%	16%	20%	20%	11%	33%	8%	36%	11%	13%	20%	10%	18%
Satisfied (Somewhat)	51%	50%	48%	47%	57%	56%	58%	29%	55%	53%	49%	50%	51%
Dissatisfied (Somewhat)	18%	16%	22%	17%	21%	11%	17%	36%	19%	18%	18%	30%	18%
Dissatisfied (Very)	13%	16%	11%	14%	11%		8%		15%	16%	10%	10%	12%

Legend: ■ Very ■ Somewhat
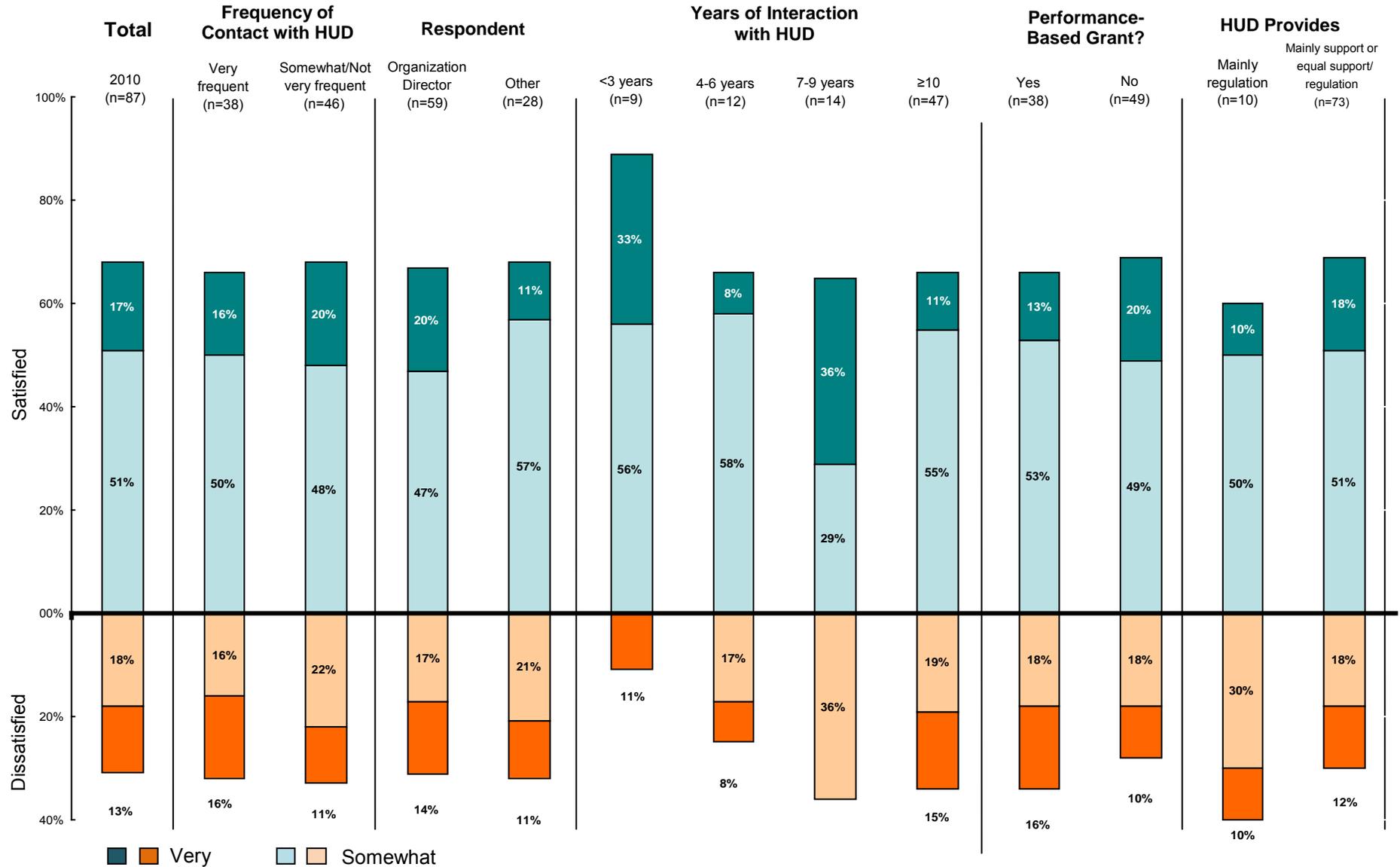
This chart excludes 4 respondents (4.4%) who said they haven't used Grants.gov.

FHIP Agency Partners

Question 14. How would you characterize relations between your agency and HUD today?

Legend: Very good · Good · Poor · Very poor
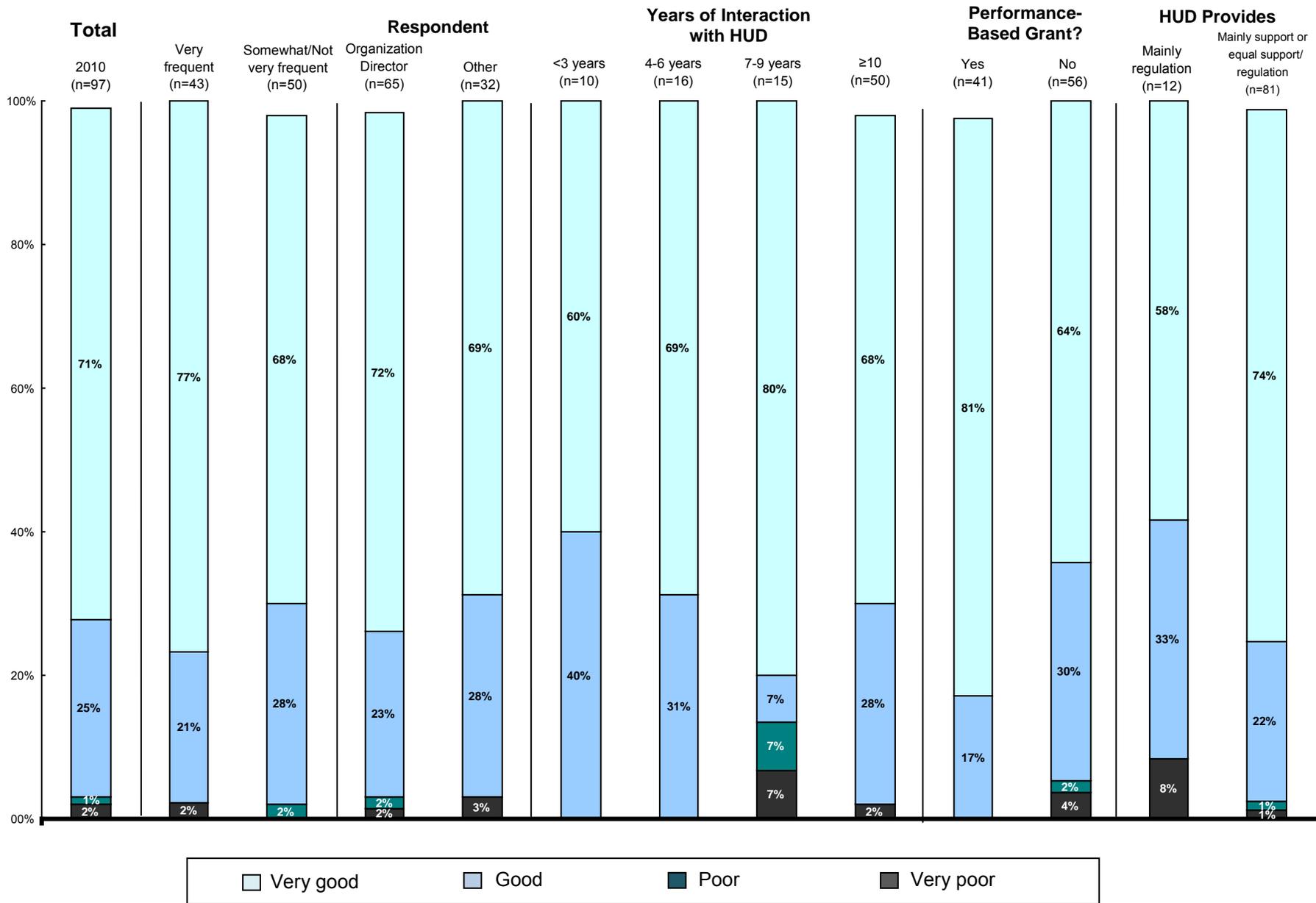
Question 15. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?

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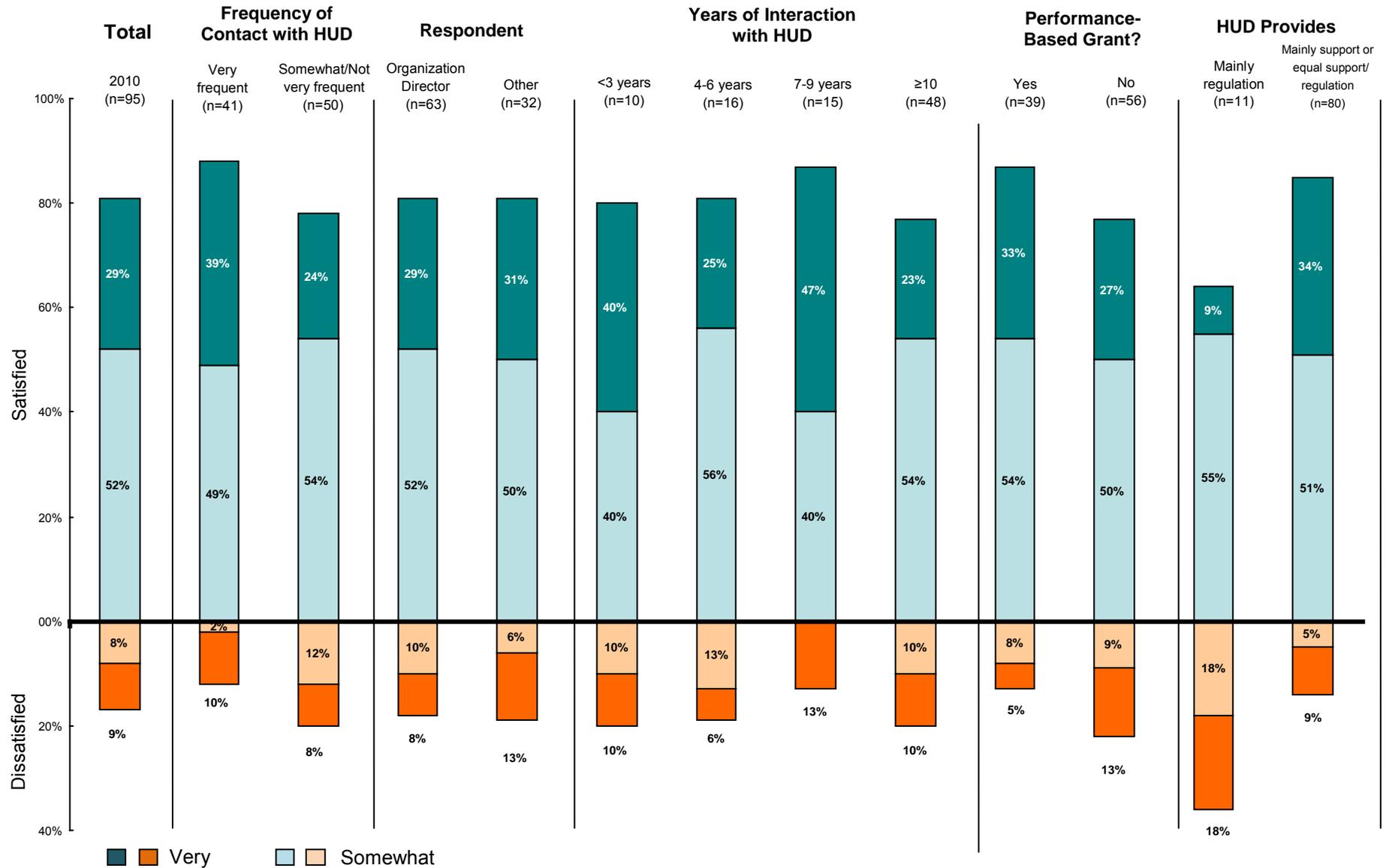
PART 4: VERBATIM RESPONSES TO AN OPEN-ENDED ITEM ON THE PARTNERS SURVEY

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.

#11. ... IS SUBSTANTIALLY EQUIVALENT. WE FILE COMPLAINTS TO ... FHAP ... FHAP CLOSES WITHIN 90 DAYS. OVERALL, STAFF AT HUD HAS BEEN PROFESSIONAL, COURTEOUS AND VERY SUPPORTIVE OF ...
ANSWERING QUESTION 18 ELIMINATES ANY CONFIDENTIALITY. PLUS, OUR FRUSTRATION WITH HUD IS NOT BASED ON THE PERFORMANCE OF THE FIELD OFFICE STAFF, BUT WITH THE DYSFUNCTIONAL BUREAUCRACY, LACK OF POWER OF FH&EO IN THE OVERALL HUD OPERATION AND LACK OF LEADERSHIP IN THE ELIMINATION OF HOUSING DISCRIMINATION.
19 OUT OF COMPLIANCE HOUSING PROJECTS WERE IDENTIFIED BY ... HUD STAFF ... IN ... AND 2 YEARS LATER - NO ACTION!
* I CAN NOT STRESS ENOUGH HOW USELESS THE LOGIC MODEL IS. I'VE DONE THEM IN OTHER CAPACITIES AND FOUND THEM HELPFUL BUT THE HUD FHIP ONE IS POORLY WRITTEN. * DECIDING GRANT AWARDS WEEKS AFTER THE DATE SAID AWARD IS TO BEGIN IS UNACCEPTABLE. * BUT THE PEOPLE AT HUD ARE ALWAYS PROFESSIONAL, SUPPORTIVE, AND INFORMED.
HUD STANDARDS AND REQUIREMENTS FOR MONITORING VARY DEPENDING ON THE MONITOR. THERE IS NO CURRENT MONITORING MANUEL TO REFER TO FOR INFORMATION FOR AGENCIES.
RECENTLY, ELECTRONIC COMMUNICATIONS & WEBSITE ARE IMPROVED. RECENTLY, FAIR HOUSING SEEMS TO BE MORE OF A SERIOUS PRIORITY THAN IN THE PAST - HUD & DOJ PARTICIPATION AT NFHA CONFERENCE WAS EXCELLENT. IN TERMS OF FUNDING, ORGANIZATIONS STRUGGLE WITH UNCERTAINTY AND VARIED FUNDING YEAR TO YEAR - MAKES IT VERY HARD TO BUILD CONSISTENT PROGRAM AND ATTRACT/MAINTAIN STAFF; IT'S INEFFICIENT. SUGGEST A MORE CONSISTENT FUNDING STREAM FOR PROVEN ORGANIZATIONS, SIMILAR TO HOUSING COUNSELING. OVER THE YEARS, HUD GRANT MANAGERS HAVE BEEN INCONSISTENT ON THEIR UNDERSTANDING OF FAIR HOUSING - WOULD BE HELPFUL TO HAVE EXPERTS IN THOSE ROLES.
THE STAFF I HAVE INTERACTED WITH HAVE ALWAYS BEEN EXTREMELY HELPFUL. HOWEVER, HUD NEEDS TO HAVE ADDITIONAL STAFF AVAILABLE AT A LOCAL, NOT REGIONAL LEVEL. HUD ALSO MUST INCREASE ITS IG CAPACITY. HAVE SOMEONE CALL ME.
FIRST, THE ... FIELD OFFICE IS USELESS AND A WASTE OF TAXPAYER MONEY. THEY SEEM TO DO ABSOLUTELY NOTHING. IF IT'S GOING TO STAY OPEN, GIVE IT A PURPOSE & HOLD STAFF TO ACCOUNT FOR THEIR TIME. SECOND, HUD NEEDS A GOOD DATABASE. WE REPORT THE SAME INFORMATION IN THREE DIFFERENT FORMATS: THE ENFORCEMENT LOG, THE LOGIC MODEL AND PERIODIC REPORTS THAT HUD NEEDS COMPLETED WITH TOO LITTLE NOTICE - SUCH AS THE BASIS & ISSUES REPORT. THE PROBLEM IS ORGANIZATIONAL & SYSTEMIC - HQ NEEDS TO DECIDE IN ADVANCE WHAT DATA IT NEEDS & USE ONE METHOD TO GET IT. I LIKE REGION ... STAFF & THEY ARE ALWAYS HELPFUL & PROFESSIONAL - THE PROBLEMS ARE BIGGER THAN ANY ONE REGIONAL OFFICE.
THE LOGIC MODEL IS EXTREMELY DIFFICULT TO UNDERSTAND & COMPLETE. THE HUD REPORTING REQUIREMENTS ARE OVERLY BURDENSOME. SOMETIMES, HUD WILL ASK US TO PROVIDE INFO./STATS ON ITEMS/THINGS THAT WE WERE NOT INITIALLY ASKED TO TRACK. TO GO BACK IN TIME TO GATHER THIS INFO/STATS IS EXTREMELY TIME-CONSUMING & A GREAT BURDEN.
THE LOGIC MODEL - DOES NOT DEPICT LEVEL OF WORK ACCOMPLISHED; COST. HUD'S USE IS UNCERTAIN.
THIS QUESTIONNAIRE ADDRESSES OUR RELATIONSHIP WITH HUD OVERALL. HOWEVER, WE HAVE TWO HUD GRANTS AND THE SATISFACTION EXPERIENCED BETWEEN THE TWO IS LIKE THE DIFFERENCE BETWEEN BLACK AND WHITE. ONE GRANT ... IS MANAGED EXTREMELY WELL; THE ... GRANT IS NOT. IT IS IMPORTANT TO RECOGNIZE WHEN AN AGENCY IS DOING WELL, AND WE ARE VERY PLEASED WITH OUR FHIP MONITORING STAFF. WE HAVE RECEIVED CONFLICTING AND ERRONEOUS INFORMATION FROM THE FHA STAFF WHICH IMPAIRED OUR ABILITY TO DO OUR JOB WELL. IT WAS CLEAR THE PROBLEM WAS A LACK OF KNOWLEDGE. THE RESPONSES CONTAINED IN THIS SURVEY REFLECT THE VACILLATION BETWEEN THESE TWO "POLES".
WE WOULD APPRECIATE FASTER ACTION BY HUD ON COMPLAINTS.
FOR AS LONG AS I HAVE WORKED WITH HUD STAFF PARTICULARLY FHEO, I HAVE OBSERVED A HIGHER LEVEL OF COMPETENCE & PROFESSIONALISM THEN I HAVE IN FORTUNE 500 COMPANIES I HAVE HAD THE OPPORTUNITY TO INTERACT WITH. THE WASHINGTON DC STAFF, IN PARTICULAR, HAVE BEEN VERY RESPONSIVE TO THE NEEDS OF THE PUBLIC, ESPECIALLY CONSIDERING THE RESOURCES THEY ARE GIVEN TO WORK WITH BY CONGRESS. THE WASHINGTON DC STAFF HAS HAD RELATIVELY SMALL TURNOVER IN THE LAST 10 YEARS AND HAS SUCCESSFULLY SURVIVED A POLITICAL ATTEMPT TO UP AN END TO HUD PROGRAMS WHICH DIRECTLY AID POOR & DISENFRANCHISED PERSONS. ..., AND THEIR COLLEAGUES ARE TO BE COMMENDED & REWARDED!

FIELD OFFICE PERSONNEL ARE PROFESSIONAL & COMPETENT. PRIMARY CONCERN IS W/HUD HQ STAFF NOT UNDERSTANDING WHAT FHIP AGENCIES DO AND REGIONAL OFFICE INTAKE STAFF HANDLING OF INTAKES - SOME COMPLAINTS HAVE TAKEN NEARLY 2 YEARS TO GET FILED DUE TO HUD STAFF DELAY.
RESPONSES TO QUESTION S11 & 12. FOR YEARS HUD PERSONNEL HAVE STATED, AND MANY OUTSIDE OF HUD HAVE AGREED, THAT THE MAJOR PROBLEM WITH HUD ENFORCEMENT IS THE AMOUNT OF TIME TAKEN FOR HUD TO INVESTIGATE AND CLOSE A CASE. I HAVE DISAGREED WITH THAT ANALYSIS. FROM OUR PERSPECTIVE THE MAJOR PROBLEM IS THE QUALITY OF THE INVESTIGATION AND QUALITY OF THE RESOLUTIONS ACHIEVED THROUGH THE HUD ADMINISTRATIVE PROCESS. RESPONDING TO QUESTIONS 11 AND 12 IN THE MANNER STATED WOULD IMPLY THAT I AGREE WITH THE PREMISE. I DO NOT.
HUD DOES AN EXCELLENT JOB OF CASE PROCESSING THE FHAP DOES A TERRIBLE JOB WITH CASE PROCESSING. HUD STAFF ARE ALWAYS RESPONSIVE AND ARE A PLEASURE TO WORK WITH.
GTM'S SHOULD FORWARD LOCAL TRAINING EVENTS IN A TIMELY MANNER. THANK YOU.
RELATIONS WITH & COMMUNICATIONS WITH FIELD OFFICE ARE EXCELLENT; ALSO GOOD SUPPORT. ALSO HUD NEEDS TO TREAT FHIP FUNDED AGENCIES AS PARTNERS AND NOT AS THE ENEMY. Q4 - VERY DISSATISFIED W/MULTIUNIT HOUSING SECTION OF HUD & OTHER SECTIONS, ESP. PHA-RELATED. FHEO IS THE ONLY HUD PROGRAM THAT APPEARS TO KNOW THAT FAIR HOUSING LAWS EXIST. Q5 - THE COMPETENCY OF HUD STAFF AND CONSISTENCY OF GUIDANCE VARIES DRAMATICALLY FROM REGION TO REGION. OUR FIELD OFFICE HUD STAFF ARE HIGHLY COMPETENT AND QUICK TO RESPOND. MUCH OF OUR DISSATISFACTION HAS COME FROM THE SEEMINGLY TOTAL LACK OF KNOWLEDGE BETWEEN OTHER HUD PROGRAMS AND FHEO. OTHER AREAS OF HUD ANSWER QUESTIONS ABOUT FAIR HOUSING FOR PHA'S, OTHER MULTI-UNIT HOUSING AND ARE USUALLY PROVIDING ERRONEOUS INFORMATION. WITHIN THE LAST YEAR TO 18 MONTHS WE HAVE BEEN TOLD, FOR EXAMPLE, THAT HUD APPROVED A TRANSITIONAL HOUSING PLAN THAT EXCLUDED CHILDREN, EVEN THOUGH THE APARTMENTS WERE LARGE ENOUGH FOR 2 PERSONS. ALSO, THE GLARING DIFFERENCES ON HOW REGIONAL FHEO OFFICES INTERPRET FAIR HOUSING IS A VERY REAL PROBLEM. OUR REGION IS GOOD & CONSISTENT, BUT THAT IS NOT THE CASE IN OTHER HUD REGIONS, MOST NOTABLY ...
HUD'S PRACTICE OF TRANSFERRING CASES TO THE STATE AGENCY IS UNACCEPTABLE & HAS BEEN A DISASTER FOR OUR ORGANIZATION. THE STATE ORGANIZATION DOES NOT INTERPRET CASES/COMPLAINTS IN A WAY THAT IS CONSISTENT OR SUBSTANTIALLY EQUIVALENT WITH HUD. AS A RESULT, THE STATE AGENCY DISMISSES ALMOST ALL OF THE COMPLAINTS ORIGINALLY FILED WITH HUD. HUD NEEDS TO STOP THIS PRACTICE OR WE NEED TO FILE DIRECTLY WITH FEDERAL COURT.
WE HAVE NOTED UNREASONABLE DELAYS BETWEEN FILING COMPLAINTS AND OFFICIAL IN-TAKE DATES BY HUD STAFF, WHO HAVE ON OCCASION MADE SERIOUS ERRORS COMPROMISING COMPLAINANT'S RIGHTS. THERE IS REAL RELUCTANCE TO RE-EXAMINING FHAP DETERMINATIONS REGARDLESS HOW TRANSPARENTLY ERRONEOUS. THESE ARE SERIOUS SHORTCOMINGS IN HUD'S PERFORMANCE IN TERMS OF AFFIRMATIVELY FURTHERING FAIR HOUSING. CDBG ENTITLEMENT COMMUNITIES AND OTHER FUNDED ENTITIES HAVE FLAWED STATUTE & REGULATIONS FOR DECADES WITH NO CONSEQUENCE.
ANSWERS WE PROVIDED APPLY ONLY TO ... & ... HUD OFFICES. PROBLEMS WITH THE ... OFFICE ARE MINIMAL. THE PROBLEMS THAT WE DO EXPERIENCE ARE WITH THE INTERNAL REVIEW PROCESS WHICH OCCURS HIGHER UP IN THE HUD PROCESS.
THE ... OFFICE OF HUD DOES NOT RUN WELL BECAUSE LEADERSHIP MICRO-MANAGES EVERY ACTIVITY. THEY GIVE FIELD OFFICE PERSONNEL RESPONSIBILITY BUT NO AUTHORITY. MORALE THERE IS EXTREMELY POOR, AMONG EMPLOYEES AND GRANTEES.
OUR EXPERIENCE WORKING WITH THE ... REGIONAL OFFICE STAFF HAS BEEN VERY GOOD. OUR CONTACT, ... IS VERY RESPONSIVE AND REASONABLE. SHE WORKS WITH US TO HELP US PROVIDE THE BEST SERVICES.
1. THE LOGIC MODEL FOR THE FHIP PROGRAM, WHILE AN EFFORT IS BEING MADE TO IMPROVE ITS RELEVANCE, STILL DOES NOT ACCURATELY REFLECT THE WORK DONE BY THE FHIPS FOR THE LOGICAL MEASUREMENT OF OUTCOMES OF THAT WORK. FOR EXAMPLE, THE MEASURE FOR "COMPLAINTS FILED" SHOULD BE THE NUMBER OF COMPLAINTS FILED, NOT THE NUMBER OF PERSONS INVOLVED. HUD-FHEO ALSO NEEDS TO MAKE AN EFFORT TO DEFINE THE TERMS USED IN THE LOGIC MODEL, AS SOME TERMS ARE NOT USED IN A CONSISTENT MANNER THROUGHOUT THE FORM. FOR EXAMPLE, THE TERM "COMPLAINT" REFERS TO CASES ASSESSED FOR MERIT, COMPLAINTS FILED WITH HUD, AND INQUIRIES TO THE FHIP FOR THE PUBLIC ABOUT POSSIBLE HOUSING DISCRIMINATION. THE TERMINOLOGY NEEDS TO BE CLARIFIED SO THAT ALL THE FHIPS ARE TALKING ABOUT THE SAME THING WHEN USING THE SAME TERM. HUD SHOULD ALSO PROVIDE FURTHER TRAINING ON FILLING OUT THE LOGIC MODEL FORM. 2. THE FHIP FUNDING APPLICATION PROCESS IS EXTREMELY COMPLEX AND TIME-CONSUMING AND SHOULD BE SIMPLIFIED. HUD-FHEO SHOULD NOT GIVE POINTS FOR POLICY PRIORITIES THAT HAVE NOTHING TO DO WITH FAIR HOUSING (LIKE ENERGY STAR!). 3.

HUD'S INTAKE STAFF FOR REGION ... IS TOO SMALL TO PROCESS COMPLAINTS IN A TIMELY MANNER. 4. FHIPS NEED TO BE ABLE TO CONTACT HUD PERSONNEL OTHER THEN THE GTM WHEN PAYMENTS ARE NOT MADE OR ARE NOT MADE TIMELY. OUR PROGRAM HAS NOT BEEN PAID AT ALL SINCE THE BEGINNING OF THE GRANT YEAR (JAN-09), WITH NO EXPLANATIONS FROM THE GTM FOR WHY PAYMENT IS DELAYED OR IS NOT BEING MADE. 5. HUD-FHEO STAFF NEED TO GIVE MORE LEAD TIME TO PROVIDE INFORMATION REQUESTED FROM THE FHIPS BY EMAILS. IT IS NOT UNUSUAL TO RECEIVE AN EMAIL REQUESTING INFORMATION BY THE FOLLOWING DAY, OR EVEN 5PM ON THE SAME DAY. THIS CAN CAUSE A PROBLEM IF FHIP STAFF ARE NOT AVAILABLE TO RESPOND IMMEDIATELY. SIMILARLY, NOTICES OF EVENTS ARE OFTEN NOT SENT OUT TIMELY (FOR EXAMPLE, A NOTICE OF A GRANT AWARD CEREMONY SENT THE DAY OF THE CEREMONY). IT IS ALSO NOT UNUSUAL FOR HUD-FHEO STAFF TO SEND EMAILS REQUESTING THE SAME INFORMATION THAT WAS ALREADY PROVIDED TO THEM IN A DIFFERENT FORMAT, SUCH AS A QUARTERLY REPORT.

THE THING THAT IRRITATES ME THE MOST IS WHEN AN E-MAIL IS PASSED FROM NATIONAL OR REGION THROUGH ... ASKING FOR DATA RESPONSE ON THE SAME DAY, OR DATA THAT HAS ALREADY BEEN SUBMITTED IN A QUARTERLY, YEARLY, OR END OF GRANT REPORT. THE SECOND MOST IRRITATION IS NOTIFYING ME OF MANDATORY TRAINING SESSIONS OCT. THROUGH DEC., KNOWING THAT WE ARE NEAR THE END OF OUR GRANT AND HAVE ALREADY SPENT BUDGETED FUNDS FOR HUD APPROVED TRAINING. FINALLY, IT IS VERY IRRITATING TO ATTEMPT TO TRAIN A HUD INVESTIGATOR OVER THE PHONE ABOUT ACCESSIBILITY REQUIREMENTS, 1ST AMENDMENT ISSUES, ORGANIZATIONAL STANDING, ETC.

OUR HUD REGIONAL OFFICE IS EXCELLENT. HUD QUARTERLY REPORTS TAKE 2-3 WEEKS TO PREPARE AND OUR OFFICE IS HIGHLY AUTOMATED. THIS IS A DIVERSION OF RESOURCES! GRANTS GOV APPLICATION PROCESS IS A NIGHTMARE. HAVING TO GO TO 3-4 AGENCIES FOR VERIFICATION - THE USE OF MPINS, TPINS, POCS, AVRS, ETC. IS BYZANTINE! THIS YEAR THE PROCESS WAS BETTER THAN '08. IN '08 WE SUBMITTED GRANT APPLICATIONS OVER 40 TIMES DURING 1 WEEK AND NEVER RECEIVED FINAL VERIFICATION.

THIS SURVEY FAILED TO INCLUDE QUESTIONS REGARDING FHAP GRANT APPLICATION (UNWIELDY), THE LOGIC MODEL (NOT LOGICAL; CONTAINS CATEGORIES THAT ARE UNRELATED OR INAPPROPRIATE), THE SUFFICIENCY OF FHIP GRANTS AND ADEQUACY OF STATEMENT OF WORK, THE AMOUNT OF FHIP STAFF TIME NEEDED TO APPLY FOR & REPORT ON GRANT.GOV. LOW GRANT AWARD AMOUNTS, THE INCONSISTENCY BETWEEN HUD OFFICES ON MONITORING FHIP GRANTS AND IMPOSING "NEW" REQUIREMENTS MID-GRANT, AND USING DIFFERENT FORMS FROM REGION - TO - REGION. IT'S UNFORTUNATE THAT THIS SURVEY WAS NOT USED AS AN OPPORTUNITY TO ASK MORE RELEVANT AND IMPORTANT QUESTIONS OF FHIP FUNDED ORGANIZATIONS. ALSO, I NOTE THERE ARE NO QUESTIONS REGARDING FHIP TESTING WHICH SHOULD BE AT HEART OF PROGRAM.

MAJOR PROBLEM IN FAIR HOUSING ENFORCEMENT IS INCONSISTENCY AND ARBITRARINESS OF FUNDING WITH CYCLES WHEN THERE IS NO FUNDING.

OUR ORGANIZATION'S MAJOR COMPLAINT WITH HUD IS THEIR REFUSAL TO "CLOSE" ANY OF OUR FAIR HOUSING COMPLAINTS. IT DOES NOT SEEM THAT CASES ARE OPEN TOO LONG; RATHER IT IS THE LACK OF ANY ACTUAL INVESTIGATION THAT IS DONE. IT SEEMS THAT CASES/COMPLAINTS ARE PUSHED TO CONCILIATE AT ANY COST RATHER THAN BEING CLOSED AND PUT INTO THE ADMINISTRATIVE HEARING PROCESS.

WE SELDOM GET CONTACTED BY OUR FHIP GTR OR GTM UNLESS IT IS TO BE CRITICAL OR DEMAND SOMETHING FROM US. THERE IS NO SENSE OF A MENTORING RELATIONSHIP OR A DESIRE TO BE OF HELP IN FACILITATING OUR ACCOMPLISHING OUR STATEMENT OF WORK AND PROGRAM GOALS. IN INSTANCES WE HAVE HAD DEALINGS WITH CPD RELATED TO OUR PROGRAM ACTIVITIES WE HAVE GENERALLY BEEN MET WITH RECALCITRANCE OR OUTRIGHT OBSTRUCTION. THERE IS NO SENSE THAT CPD SEES IT HAS COMMON PURPOSE WITH FHEO.

OUR GRANT MANAGER IS EXCELLENT, PROFESSIONAL, AND ALWAYS VERY HELPFUL. IT WOULD BE HELPFUL TO OUR AGENCY IF SHE WAS GIVEN FINANCIAL AUTHORITY TO RELEASE PAYMENT SINCE, AS A NON-PROFIT, CASH FLOW IS ALWAYS AN ISSUE FOR US. THANK YOU!

WE HAVE ENJOYED AN EXCELLENT RELATIONSHIP WITH OUR HUD FIELD OFFICE AND CONSIDER OUR PROGRAM/GRANT OFFICERS TO BE EXCELLENT RESOURCES AND PEERS.

ALL INTERACTIONS WITH OUR FIELD OFFICE IN ... ARE VERY POSITIVE AND RELIABLY TIMELY. INTERACTIONS WITH WASHINGTON ARE NOT AS FAST.

#5I REGION ... STAFF AND FHIP [WASHINGTON D.C.] STAFF SEEM HIGHLY KNOWLEDGEABLE AND HIGHLY RESPONSIVE - BUT IT WOULD BE BENEFICIAL IF THE FRONT LINE HUD INVESTIGATORS UNDERSTOOD THE VALUE OF TESTING EVIDENCE - TO VALUE WHAT IS THERE RATHER THAN A FOCUS ON WHAT IS NOT THERE. #9D. ... #11 AND #12 ... HAS A FHAP WITH A HUD FUNDED MEDIATION PROGRAM. THE PROGRAM IS THE BEST THING I HAVE EXPERIENCED IN ALL MY 30+ YEARS OF

WORKING IN FAIR HOUSING.
LAST MINUTE MANDATORY TRAININGS ARE VERY DIFFICULT FOR SMALL AGENCIES AND SHOULD BE AVOIDED. HAVING "NATIONWIDE" CONFERENCES IN THE MONTH OF APRIL IS INAPPROPRIATE - THAT SHOULD BE USED FOR LOCAL AGENCIES TO PROVIDE PROGRAMMING AROUND FAIR HOUSING IN APRIL NOT FOR OUT OF STATE CONFERENCES.
WE ARE VERY PLEASED WITH HUD. ONLY CONCERN IS CLARITY ON SOME RULES. OUR FHAP AGENCY IS BETTER, BUT MORE EFFORT/CARING ABOUT FAIR HOUSING IS NEEDED. ALSO - TRAINING FOR FHAP INVESTIGATORS
COMPLETELY REVISE OR ELIMINATE THE LOGIC MODEL. STATISTICAL AND NORMATIVE PERFORMANCE DATA FROM THE ENFORCEMENT LOG AND STATEMENT OF WORK PROVIDES THE SAME INFORMATION IN A MUCH MORE UNDERSTANDABLE FORMAT.
OUR MAIN CONCERN IS WITH THE INSUFFICIENT OVERSIGHT OF THE ... DEPT. OF ... BY HUD. IT IS FRUSTRATING TO HAVE ALL HUD COMPLAINTS AUTOMATICALLY SENT TO ... (THE FHAP). ALSO, FHIP FUNDING NEEDS TO BE SIGNIFICANTLY INCREASED SO THE ENTIRE NATION IS COVERED BY AN AGENCY THAT CAN ENFORCE THE FAIR HOUSING ACT.

SURVEY QUESTIONNAIRE

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 ⟶ | 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 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**

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

today? Are they very good, good, bad or very bad?

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 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