

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

Partners' Satisfaction WITH HUD's Performance



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HOUSING PARTNERSHIPS NETWORK (HPN)-AFFILIATED
NON-PROFIT HOUSING ORGANIZATION PARTNERS'
SATISFACTION WITH HUD'S PERFORMANCE

2010 SURVEY 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

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 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 boards of trustees, chairpersons of boards of trustees, chairpersons of boards of selectmen, first selectmen, township commission presidents, etc.
- **Directors of Public Housing Agencies (PHAs)** PHAs are local public entities created through state-enabling legislation to

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>.

that own/manage 100 or more units of conventional public housing.

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

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

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

- **Owners of Sections 202 and 811 multifamily housing properties.**

administer HUD's public housing and Section 8 programs.

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

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.

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.

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.**

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

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

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.

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.

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: directors of non-profit housing organizations affiliated with the Housing Partnerships Network (HPN). A comparable document for the 2005 survey can be found on the HUDUSER website.⁴

The 2010 HPN-affiliated non-profit organization survey sample. The survey questionnaire was sent to all 95 affiliates of the Housing Partnerships Network; 86 of them responded to the survey—constituting a 91 percent response rate.

The questionnaire requested that the organization director respond to the survey but, if that were not possible, that it be filled out by a knowledgeable person capable of responding on the director's behalf. Fifty-one percent of survey respondents were organization directors; 6 percent were deputy directors; 23 percent were other senior organization officials, 11 percent were agency employees, and 9 percent held other titles.

Reporting results. Survey highlights are summarized in Part 2, below. 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.

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

- **By the respondent's job title/position.** Results are displayed separately for (a) the 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 and (b) 10 or more years of interaction with HUD.
- **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 HPN-affiliated non-profit organization 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, 60 percent of HPN-affiliated non-profit organization directors expressed satisfaction with HUD’s overall performance.

Satisfaction with various HUD program offices. While HPN-affiliated organizations worked with different HUD program offices, they interacted more often with the Offices of Community Planning and Development (CPD) and Housing/FHA than with the Offices of Public and Indian Housing (PIH) or Fair Housing and Equal Opportunity (FH&EO). Of those who had the most involvement with CPD, 65 percent expressed overall satisfaction with HUD. Of those who had the most involvement with the Office of Housing/FHA, 46 expressed overall satisfaction with HUD. The latter represents a decline in satisfaction: in 2005, 67 percent had expressed satisfaction.

Satisfaction with HUD’s programs and program administration. More HPN-affiliated non-profit organization directors were satisfied with the HUD programs with which they dealt (70%) than with the way HUD ran those programs (51%).

Satisfaction with activity domains. HPN-affiliated non-profit organizations interact with HUD across a wide range of program and activity domains. The percentage of directors expressing satisfaction with various activities is as follows:*

<i>Office of Community Planning and Development</i>	Percent Satisfied
Homeless assistance activities	61%
Homeownership housing	59%
Rental housing	50%
Other community development activities	41%
Residential services	25%
Economic development activities	19%
<i>Office of Housing/FHA</i>	
Housing counseling	60%
Multifamily development	55%
Single family development	54%
Ownership and operations/management	43%
Property acquisition/disposition	41%
Resident services.	35%
<i>Other Offices and Activities</i>	
FH&EO statutes/regulations pertaining to fair housing, persons with disabilities, Section 3 or senior exemption	53%
Faith-based and community initiatives	30%
PIH development activities	26%
PIH housing management activities	26%
PIH rental voucher administration	22%
PIH residential services	9%

*Given the relatively small numbers of respondents and considerable amount of non-response for the above items, the percentages should be viewed with caution; see the bar charts for Question 11, pages 38-40.

Satisfaction with individual aspects of HUD-non-profit organization interactions. HPN-affiliated non-profit organization directors expressed a range of opinions about aspects of their relationship with HUD in 2010, as shown in the table below. While there were no especially *high levels* of satisfaction (i.e., 80 percent or greater), between 50 percent and 76 percent of directors were satisfied with the HUD personnel with whom they dealt as well as with aspects of the information, guidance and technical assistance they received

from HUD. There were *low levels* of satisfaction (under 50 percent, highlighted in brown) with: the consistency of guidance received from HUD; the clarity of HUD rules and requirements; the time commitments required to comply with HUD reporting requirements; the timeliness of decision making by HUD; and HUD support and assistance related to the Housing and Economic Recovery Act of 2008, local and regional foreclosure issues, and improving the energy efficiency of housing supported by HUD programs.

Satisfaction with Various Aspects of HUD-HPN-Affiliated Non-profit Organization Interactions	Percent Satisfied	
	2010	2005
Ability to reach HUD people	76%	65%
Responsiveness of HUD people	74%	77%
Extent to which HUD employees have knowledge, skills and ability to do their work	73%	73%
Quality of information received from HUD	70%	70%
Competence of HUD people	65%	71%
Quality of guidance from HUD	53%	58%
Timeliness of information from HUD	53%	59%
Timeliness of HUD information and technical assistance for implementing provisions of the Housing and Economic Recovery Act of 2008	50%	NA
Quality of support and technical assistance related to implementing provisions of the Housing and Economic Recovery Act of 2008	48%	NA
Consistency of guidance from HUD	43%	50%
Quality of HUD support and technical assistance related to addressing local and regional foreclosure issues	37%	NA
Clarity of HUD rules and requirements	39%	38%
Time commitment required to comply with HUD reporting requirements (e.g., for the Tenant Rental Assistance Certification System (TRACS) or Real Estate Assessment Center (REAC))	36%	25%
Quality of HUD support and technical assistance related to improving the energy efficiency of housing supported by HUD programs	35%	NA
Timeliness of decision making by HUD	33%	38%

Usefulness of grants-related online resources.

HPN-affiliated non-profit organization directors were asked about their level of satisfaction with two online resources related to grants:

- **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. Over one-third (36%) of HPN-affiliated non-profit organization directors indicated they had not used Grant.gov. When those who had were asked to consider such things as ease of use and usefulness of Grants.gov, 63 percent expressed satisfaction, 28 percent expressed dissatisfaction, and 13 percent did not know.
- **E-snaps**, initiated by HUD in 2008, is an online application process for the Continuum of Care (CoC) grants competition. About two thirds (67%) of HPN-affiliated non-profit organization directors said they had not used e-snaps. When those who had were asked about such things as clarity of instructions, ease of use, and usefulness of e-snaps, 34 percent expressed satisfaction, 22 percent expressed dissatisfaction, and 44 percent did not know.⁵

⁵ By survey research standards, the proportion of respondents answering

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.

Sixty-one percent of HPN-affiliated non-profit organization 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 were as follows:

Logic models helped the organization to better:	Yes		No	Don't know
	Definitely	Probably		
...think through activities to achieve desired objectives	3%	31%	50%	16%
...identify performance indicators	6%	31%	47%	16%
...manage their HUD grant	--	25%	53%	22%

“don’t know” is quite large. Conceivably, some respondents could have said “don’t know” in lieu of saying they had not used e-snaps—and despite the fact that non-use was an option on the questionnaire.

Communications. As tools for communicating with its partners, HUD has increasingly relied on electronic transmission of information, including notices or guidance. HPN-affiliated non-profit organization directors were asked about the effectiveness of various communications media: 37 percent considered e-mail to be very effective and 38 percent considered it to be somewhat effective; 11 percent considered HUD listservs to be very effective and 45 percent considered them to be somewhat effective; and 10 percent considered HUD website postings to be very effective and 43 percent considered them to be somewhat effective.

Financial statement submissions. Sixty-nine percent of HPN-affiliated non-profit housing organization directors have submitted financial statements to HUD via the Real Estate Assessment Center's (REAC's) electronic system. Of this group, two percent said the system was very easy to use, 22 percent said it somewhat easy, 29 percent considered it somewhat difficult, and 8 percent found it to be very difficult to use. Without explanation, 39 percent of directors answered "don't know" to this question

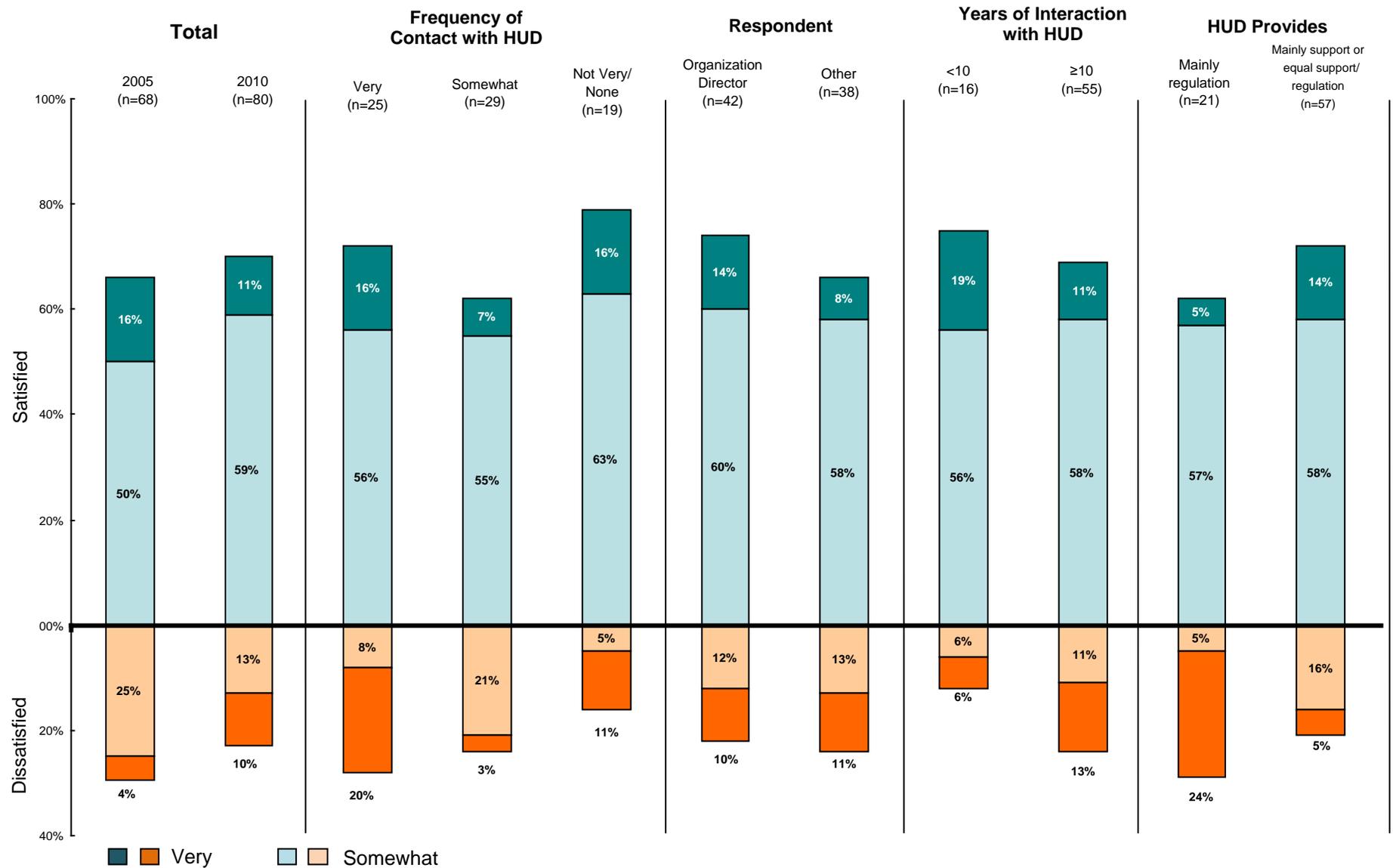
Usefulness of training and technical assistance. HPN-affiliated non-profit organization directors considered some types of HUD training and technical assistance approaches to be more useful than others, as follows:

Approach	Very Useful	Some-what Useful	Not too Useful	Not Useful at All	Have Not Used
HUD's Webpage	27%	50%	7%	3%	9%
HUD participation in panel discussions and training sessions set up by non-HUD groups	22%	32%	6%	--%	21%
Training programs conducted by contractors	13%	32%	7%	--%	35%
HUD-sponsored conferences	6%	41%	4%	1%	40%
HUD-sponsored satellite broadcasts	4%	27%	10%	1%	44%
HUD's Webcast training	3%	18%	10%	4%	49%

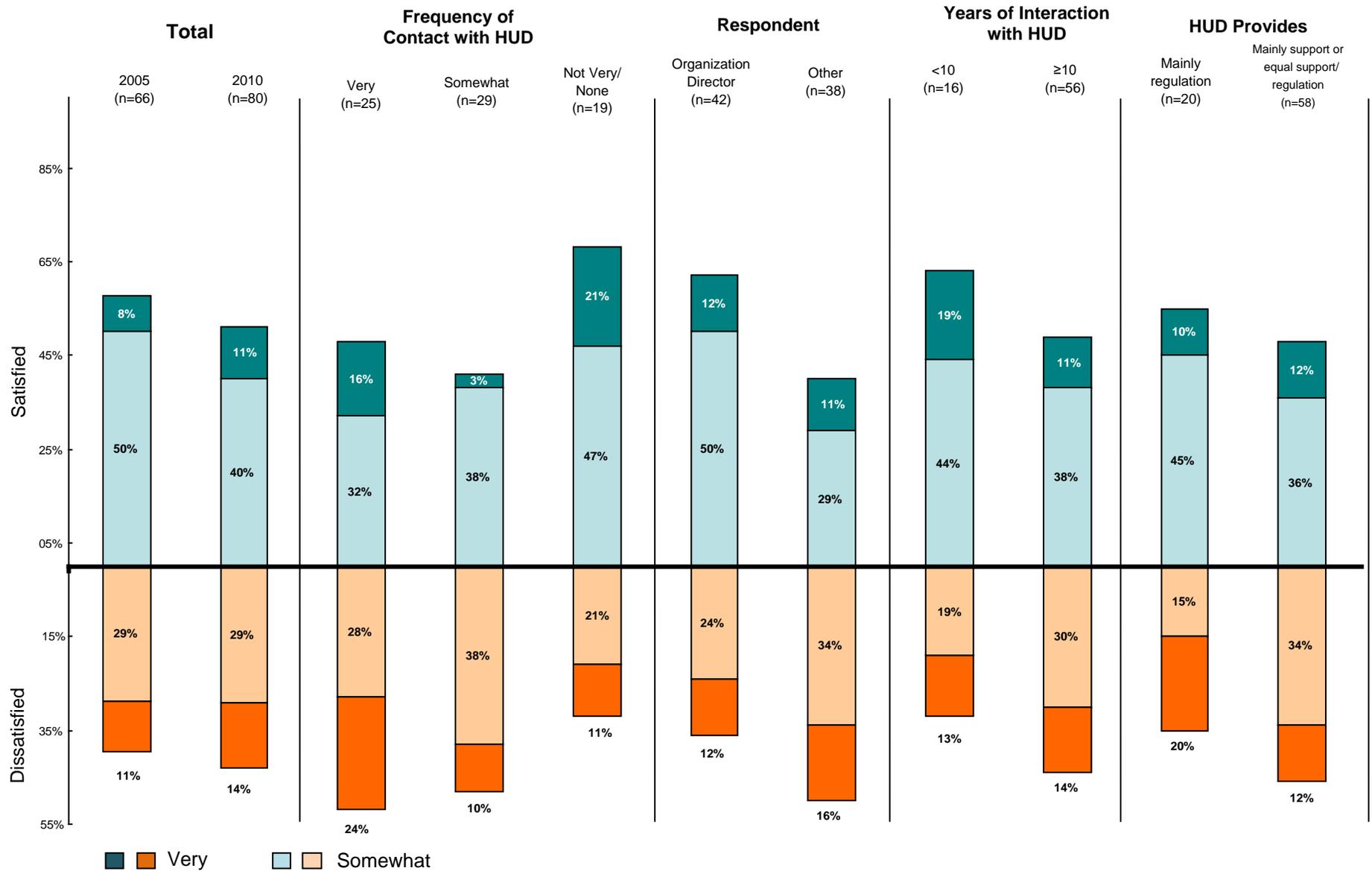
Row totals may not equal 100% because of rounding error or non-response to particular questions.

PART 3: BAR CHARTS OF EACH SURVEY QUESTION

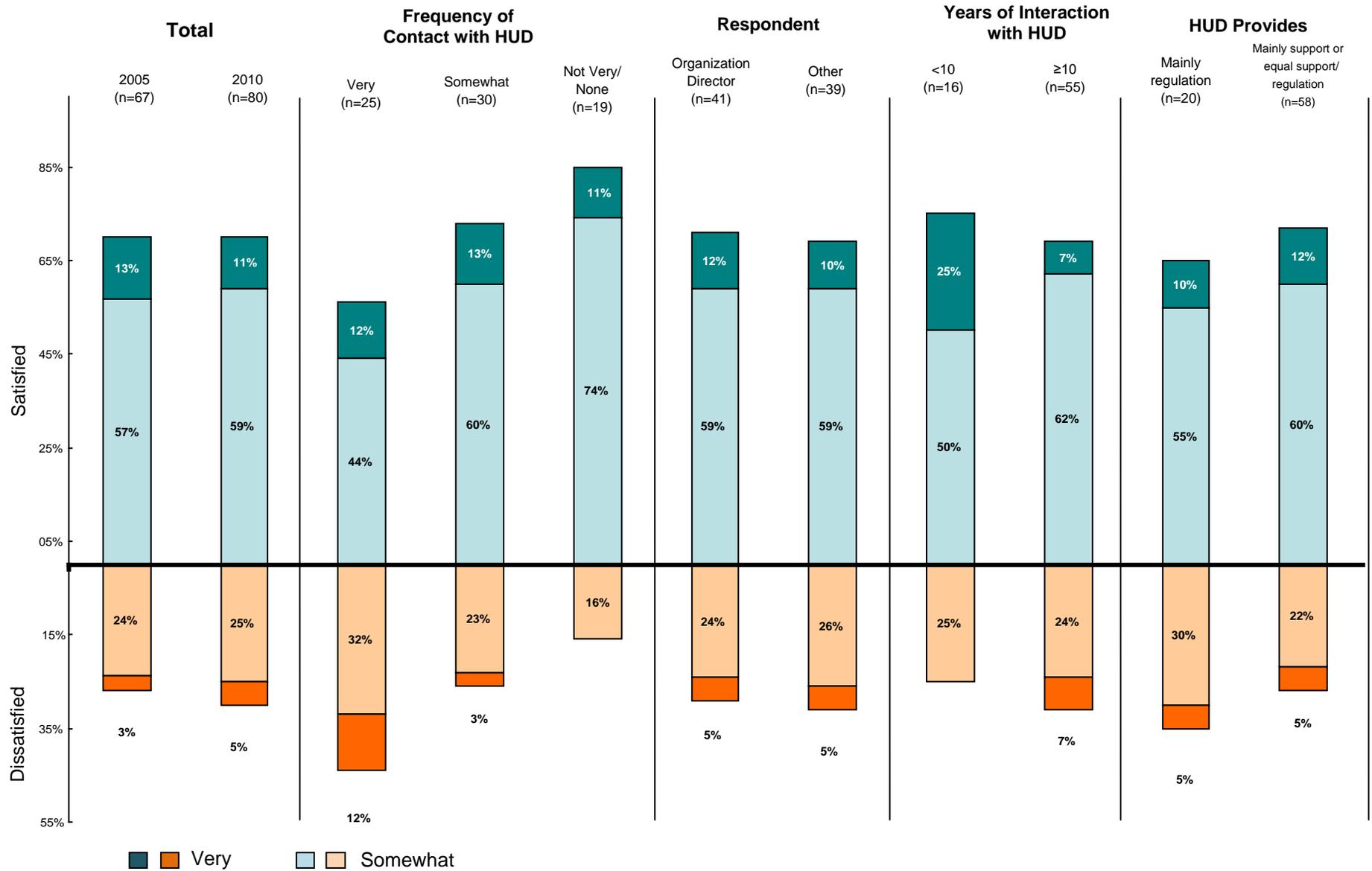
Question 4a. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



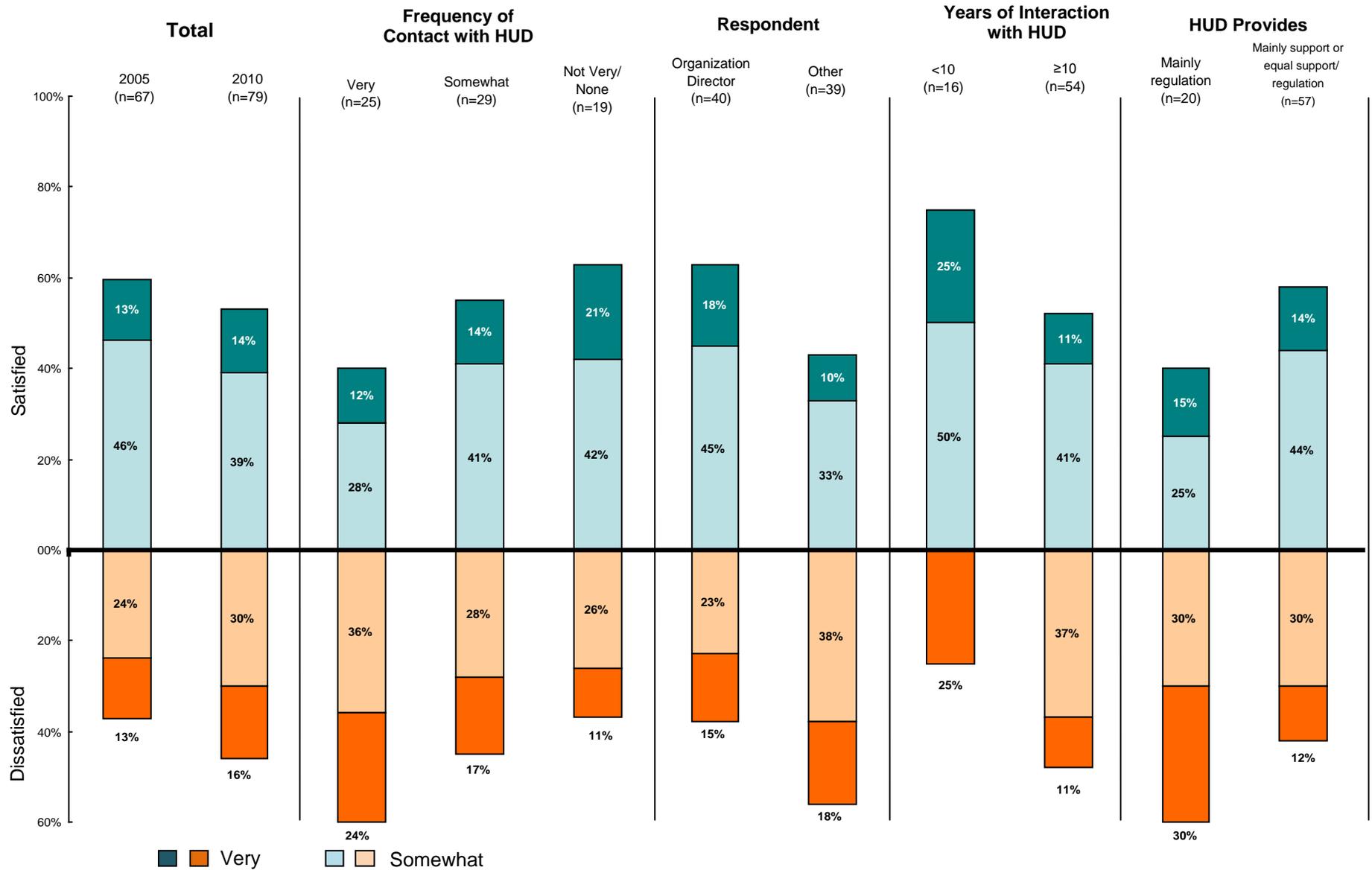
Question 4b. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



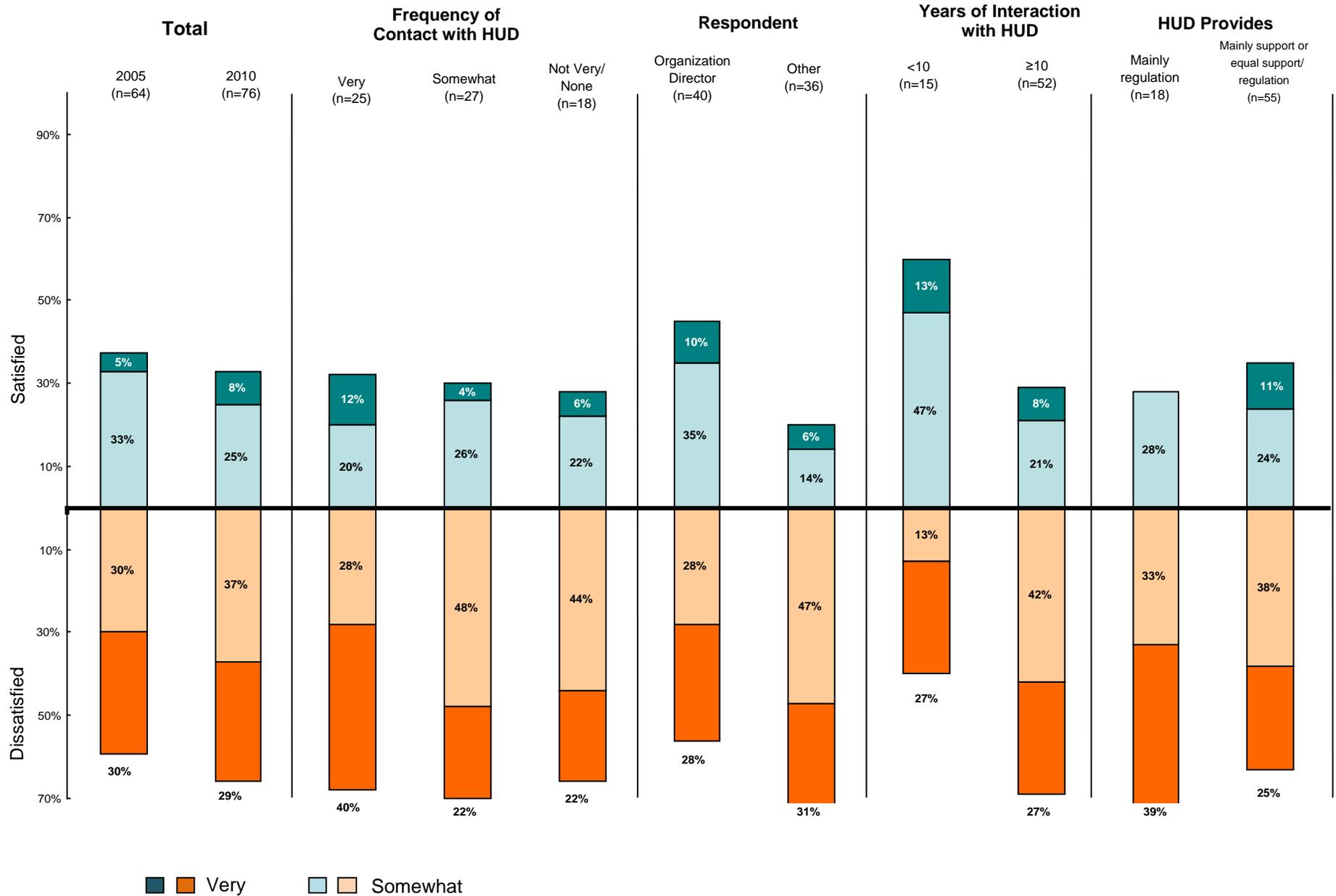
Question 5a. How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?



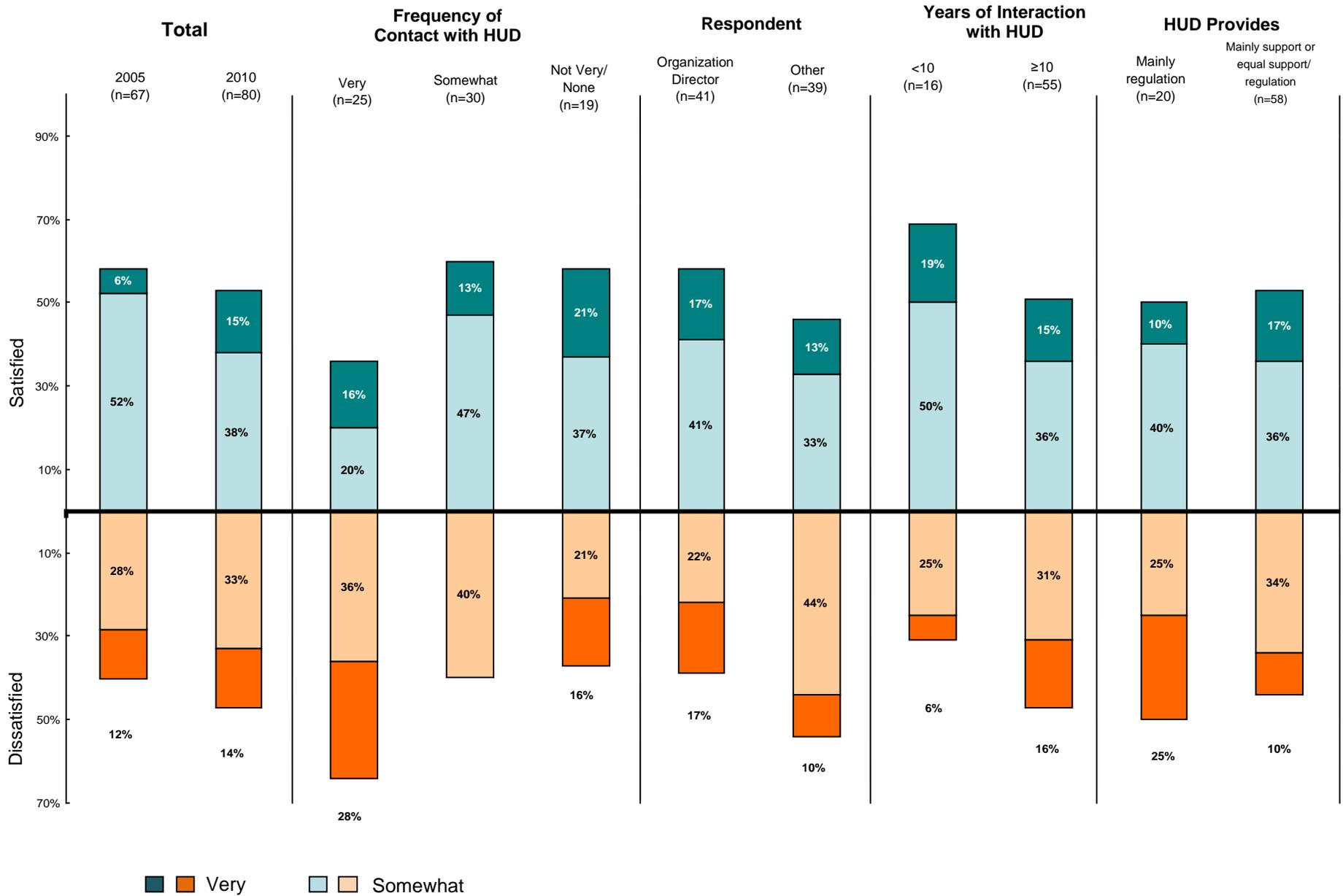
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



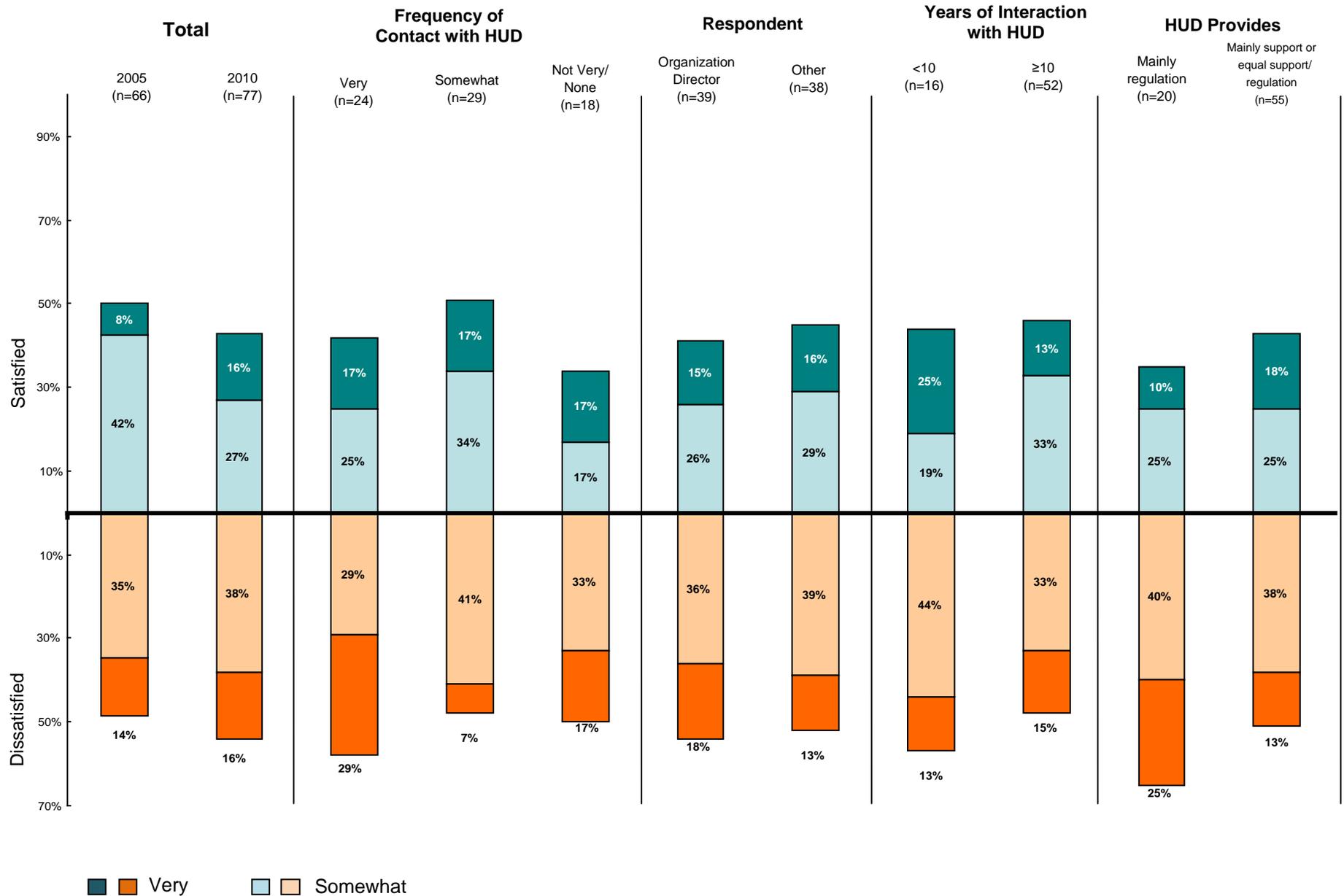
Question 5c. How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals)?



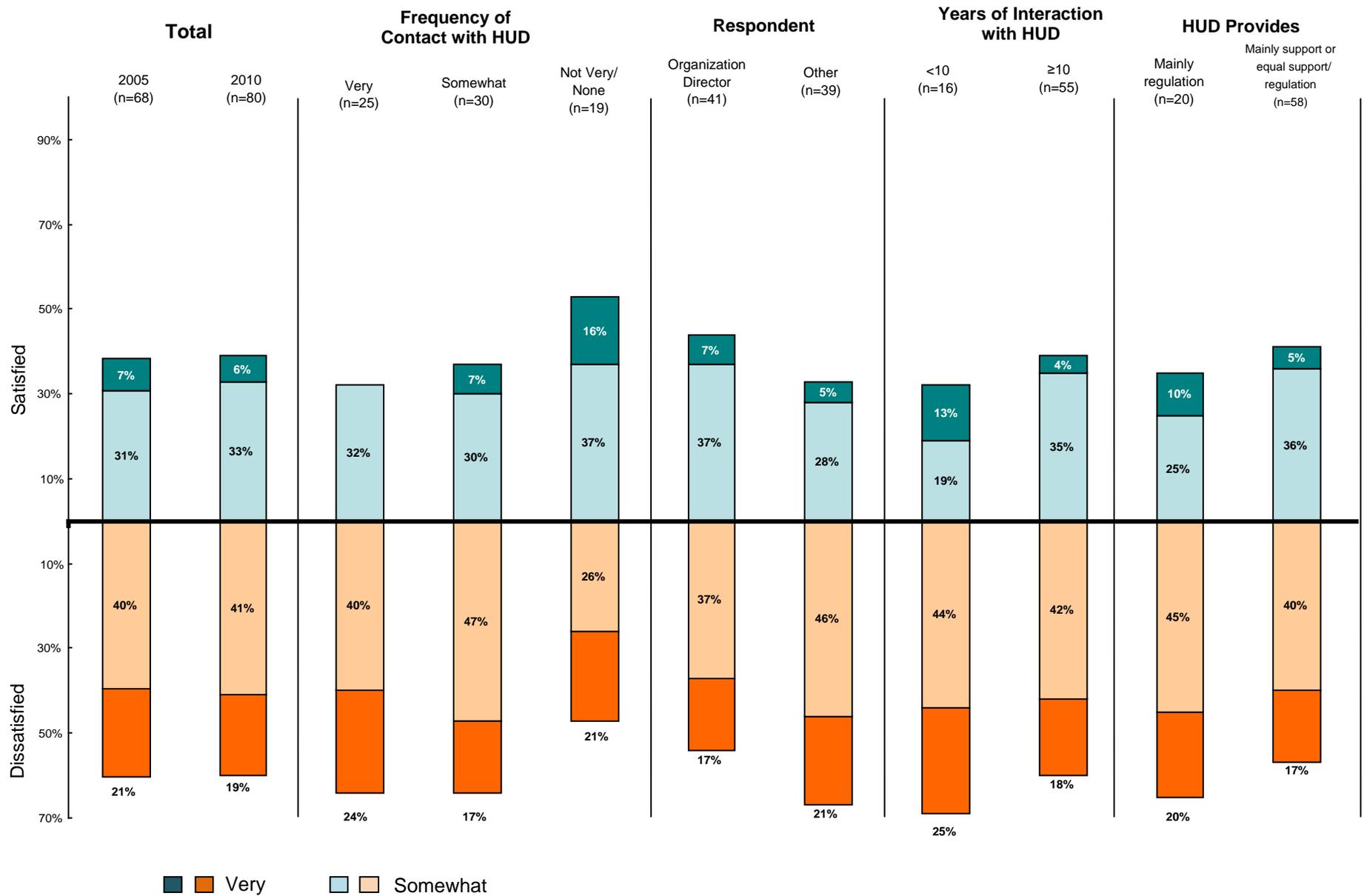
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



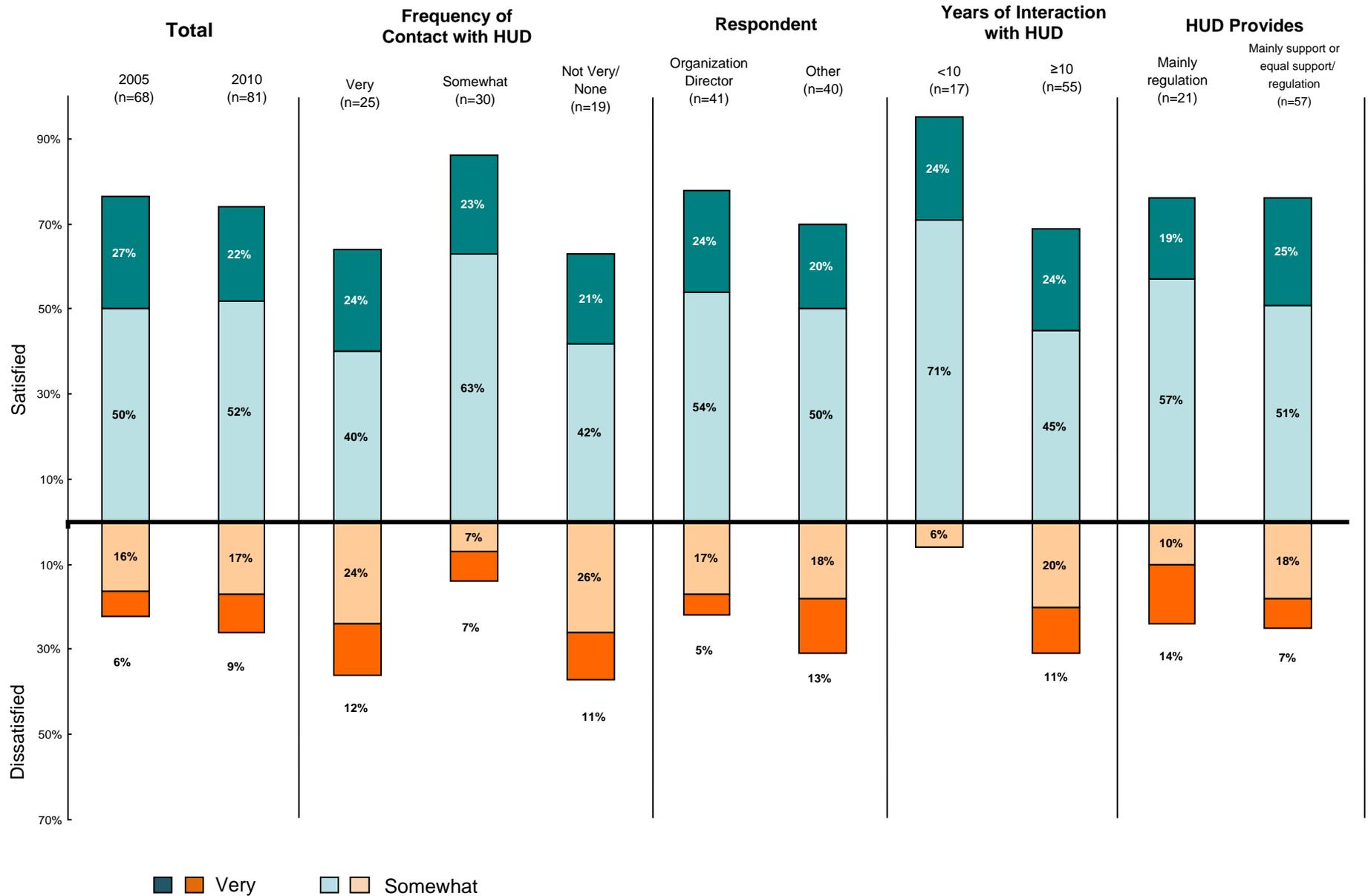
Question 5e. How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?



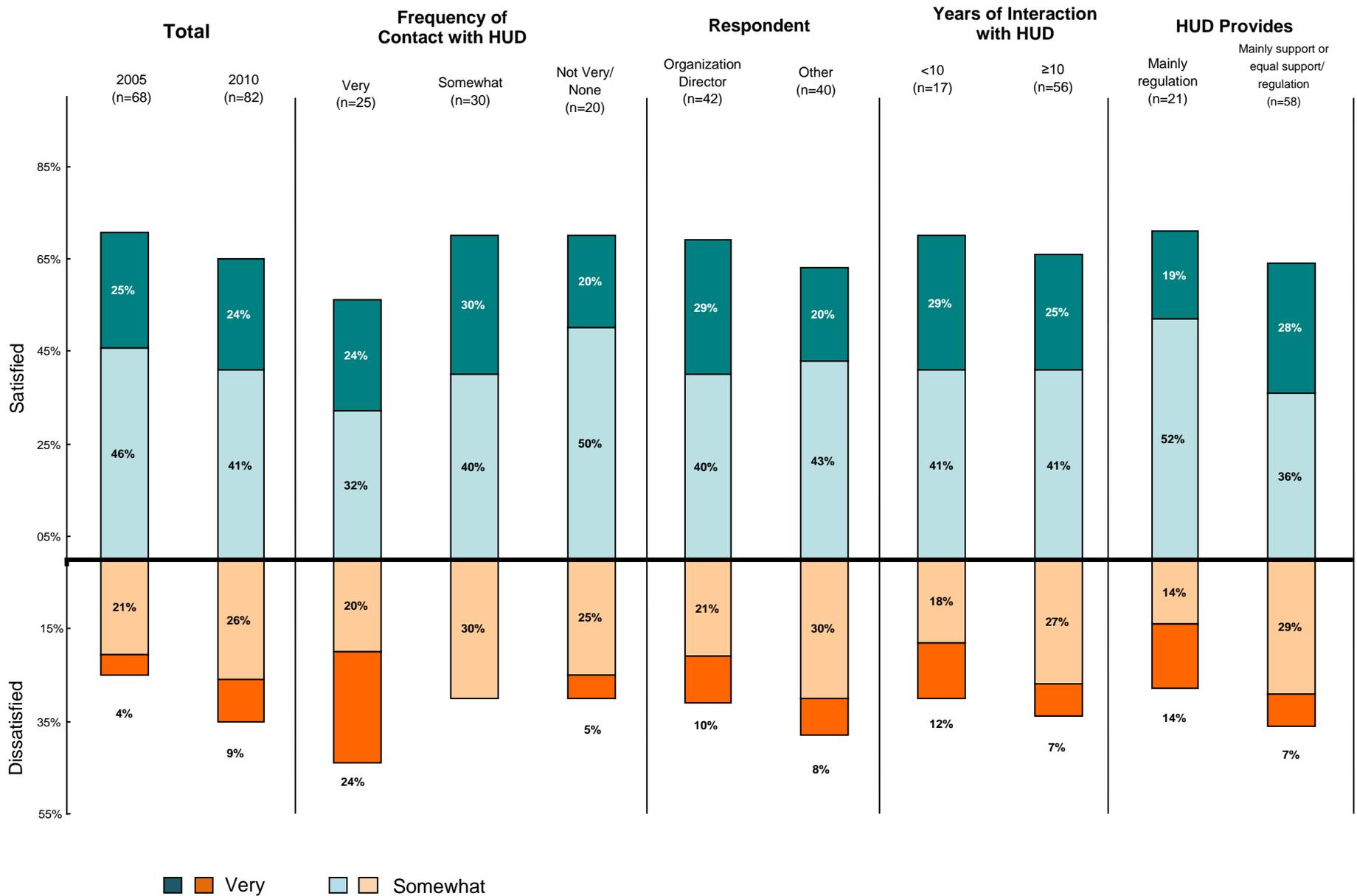
Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



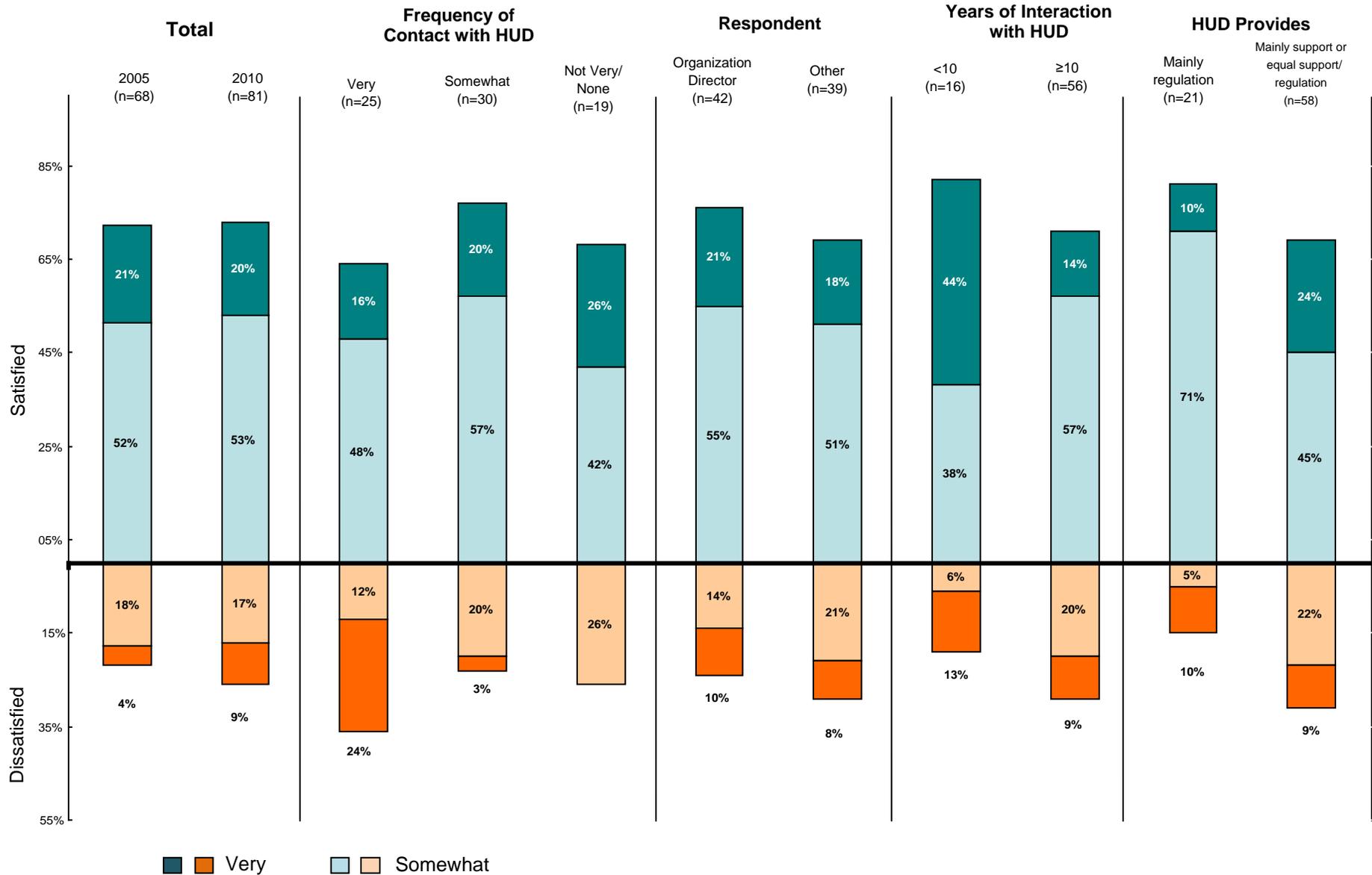
Question 5g. How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



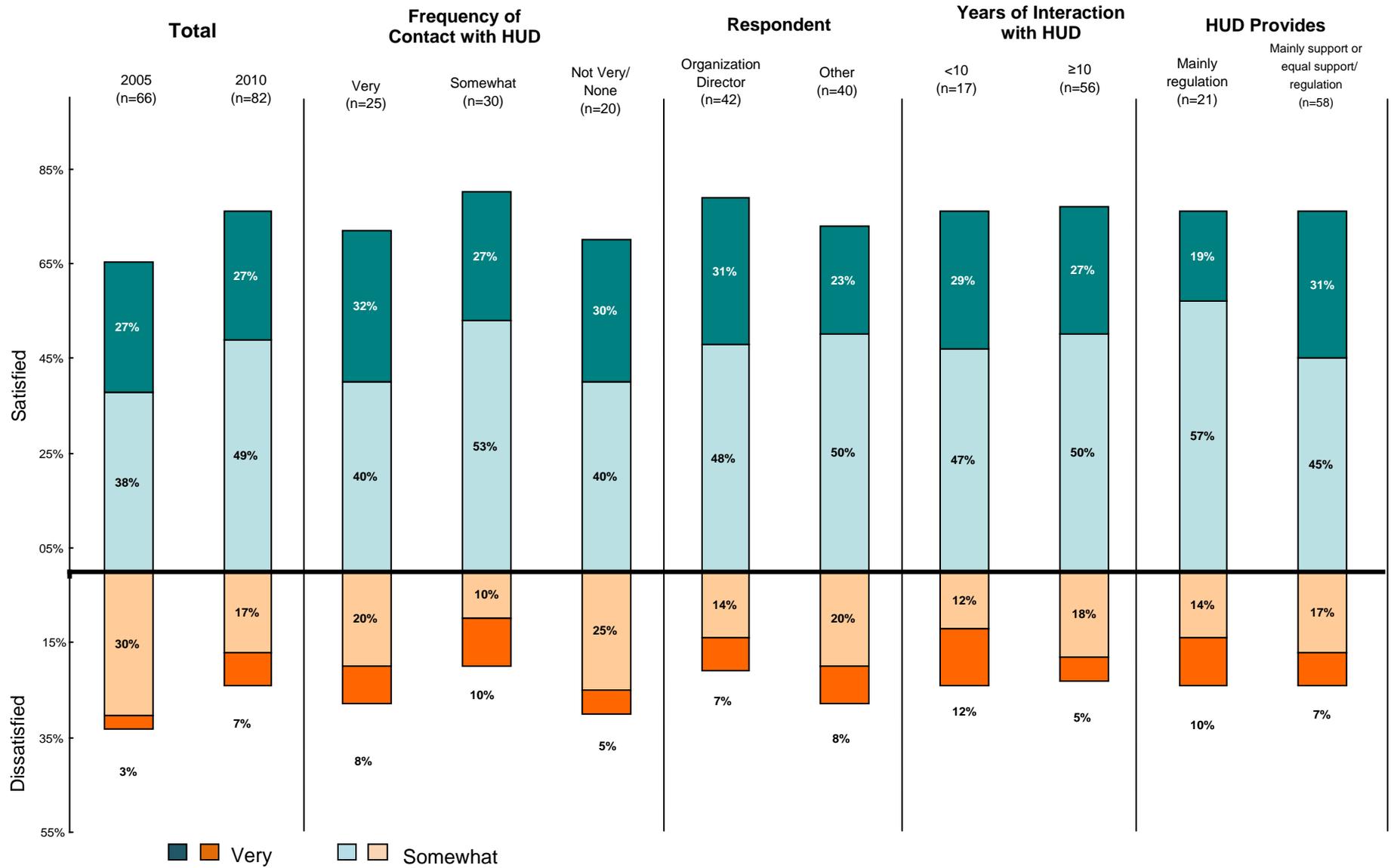
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



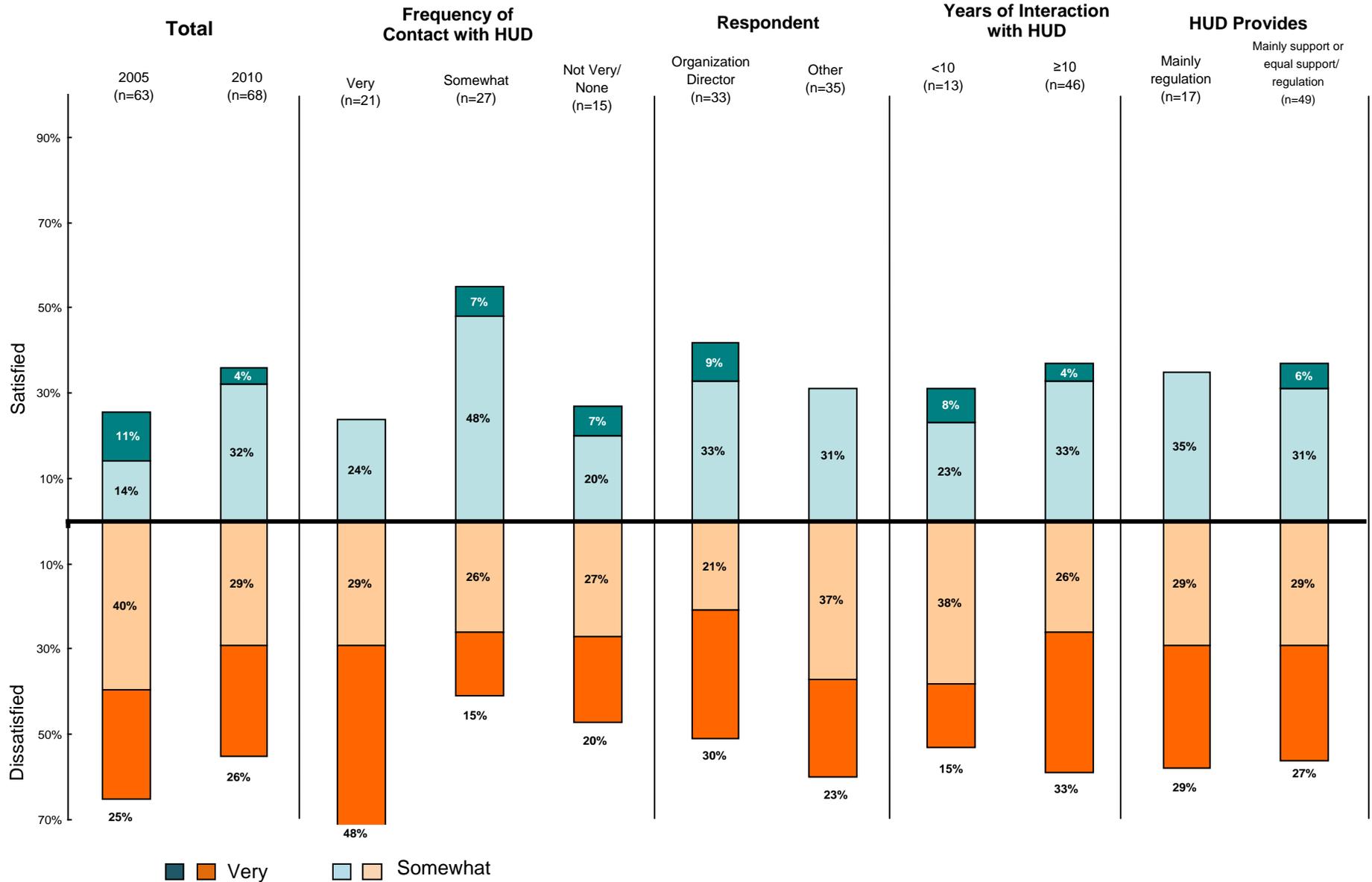
Question 5i. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?



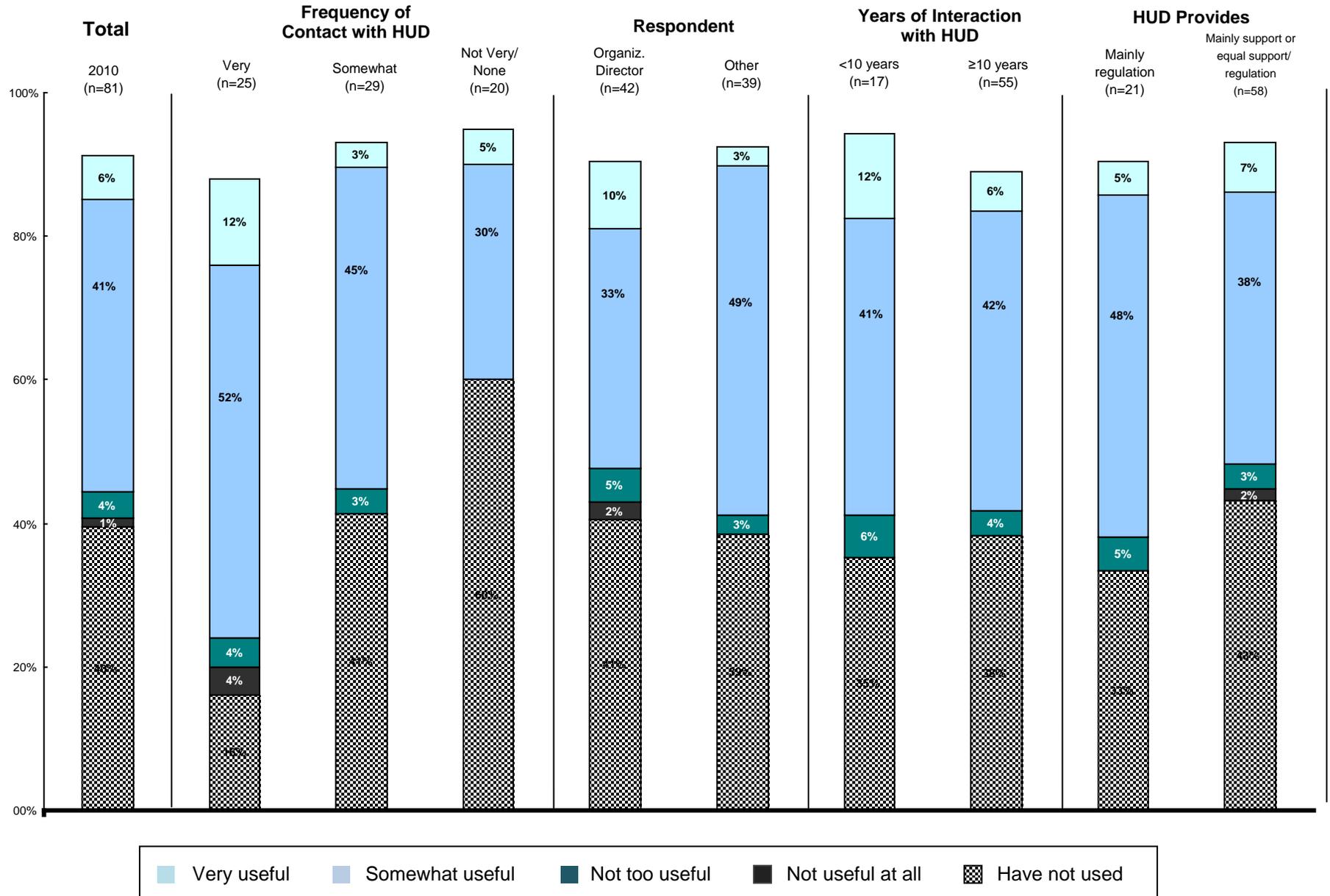
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



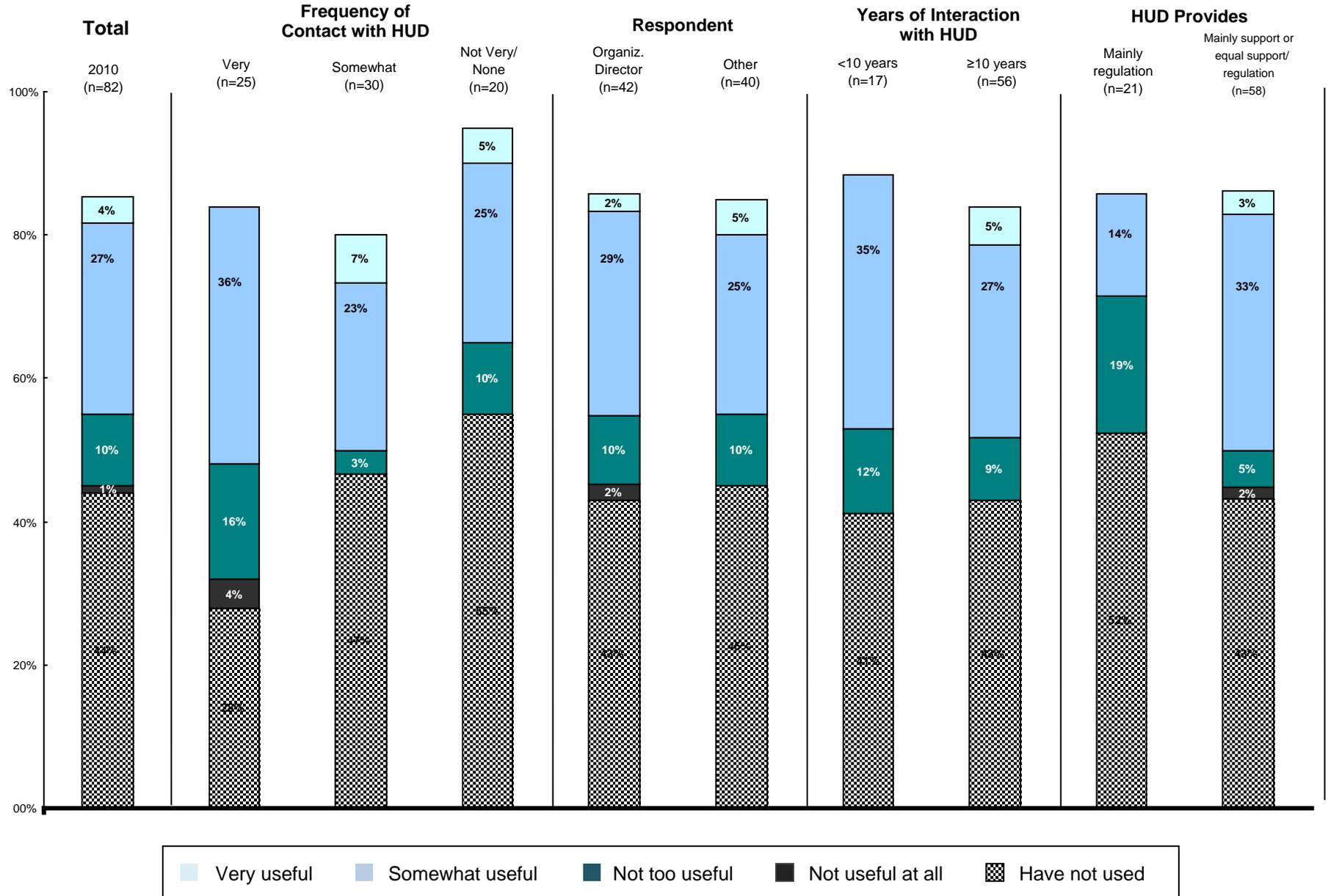
Question 5k. How satisfied or dissatisfied are you, in general, with the time commitment required to comply with HUD reporting requirements (e.g., for TRACS or REAC)?



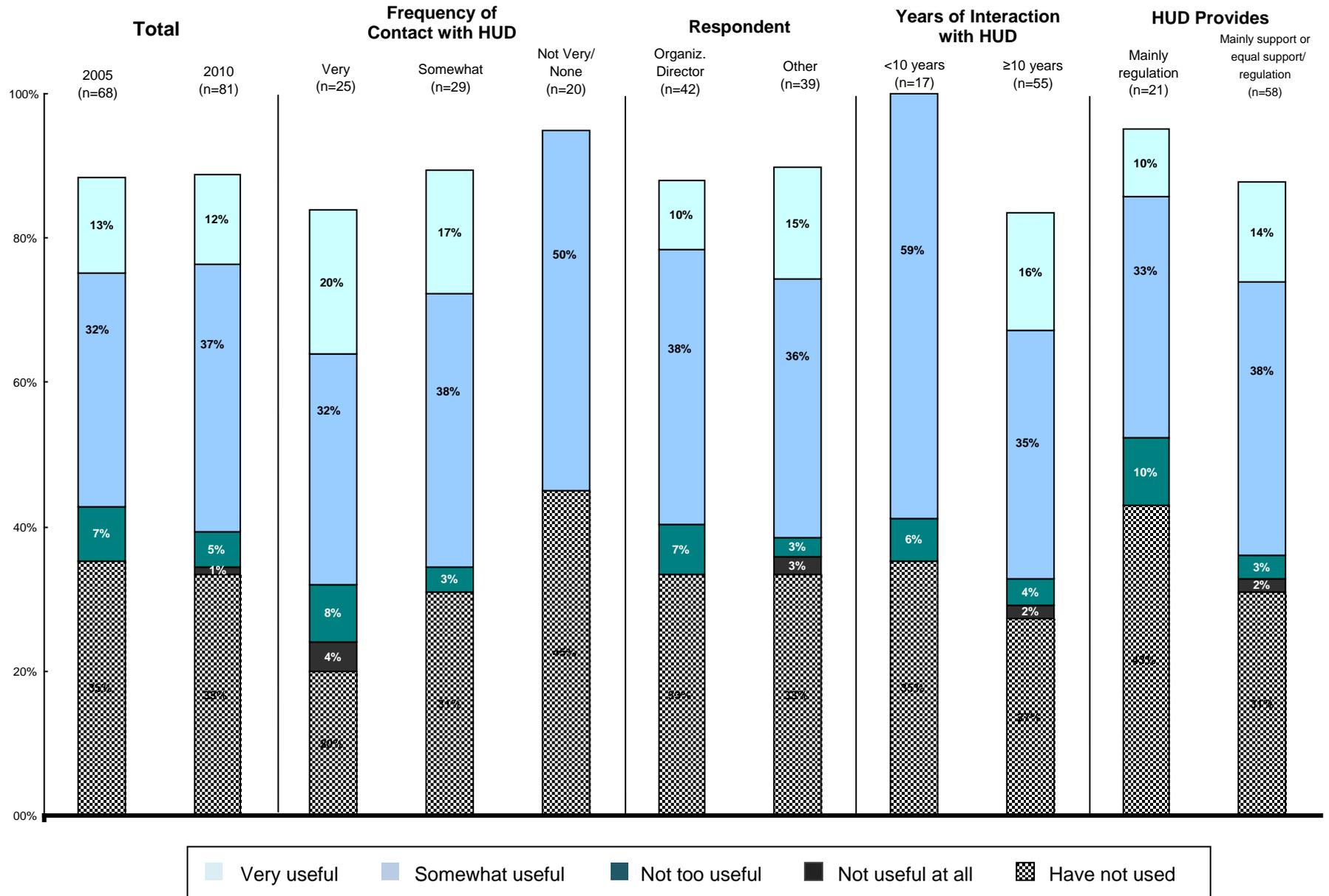
Question 6a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences?



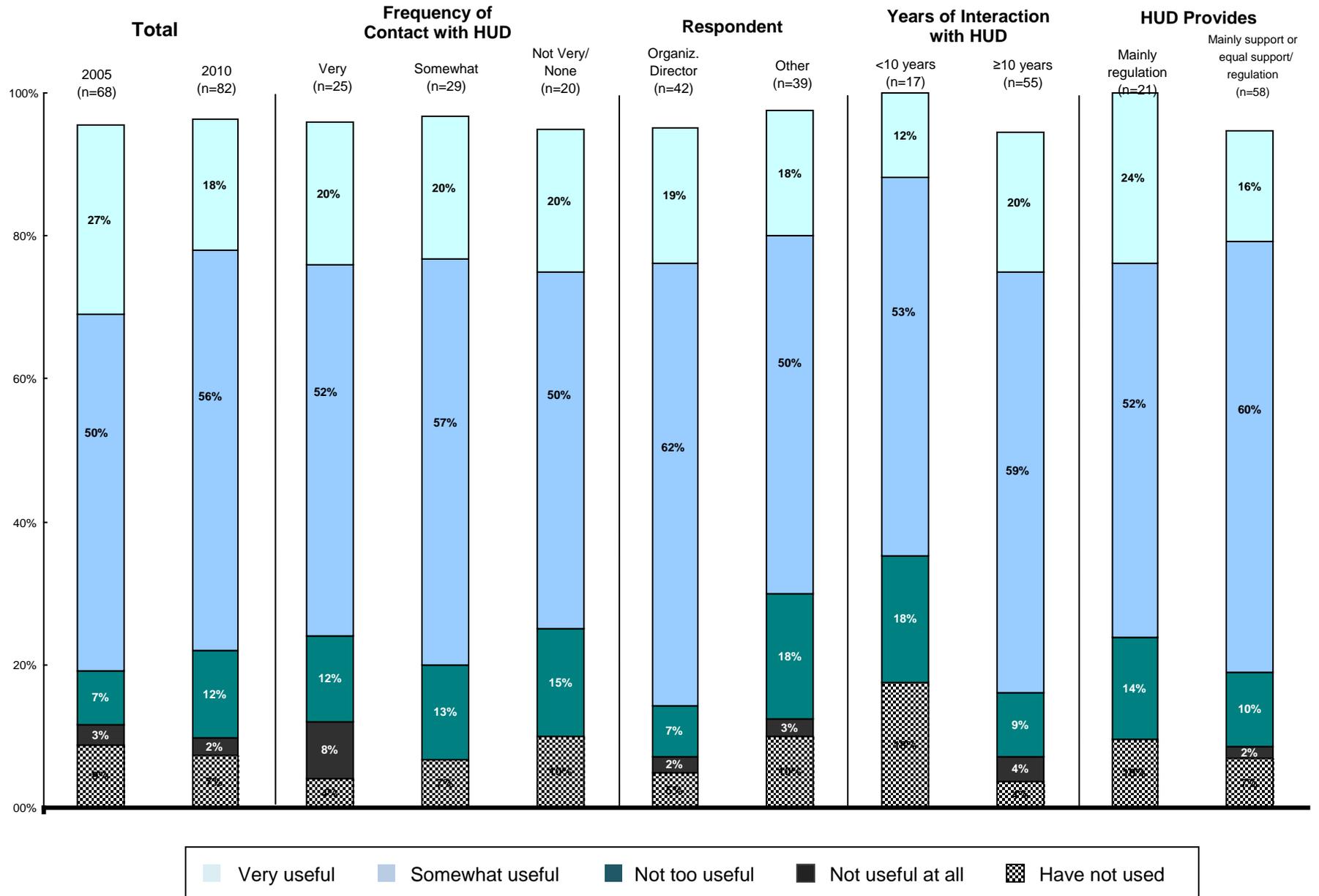
Question 6b. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored satellite broadcasts?



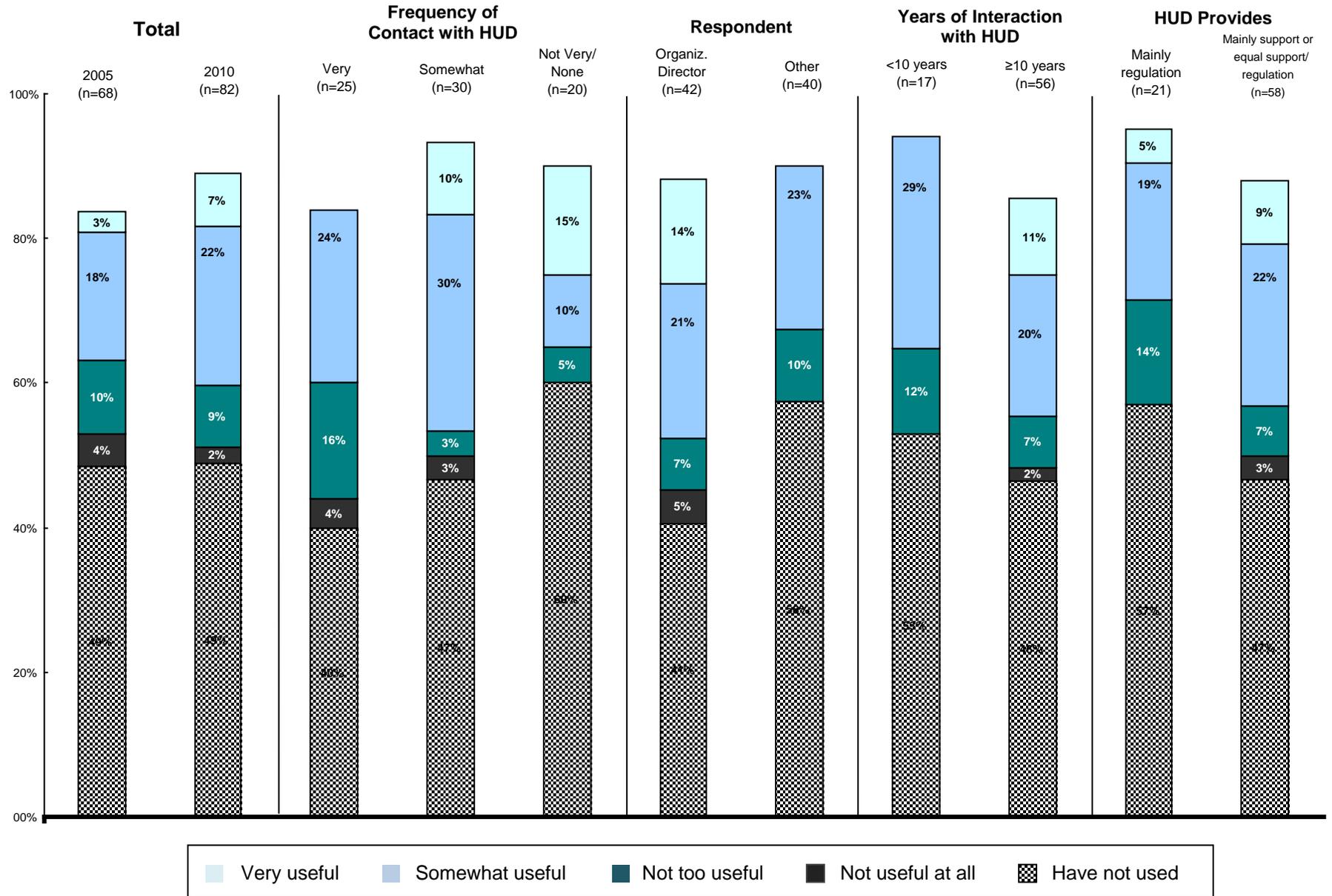
Question 6c. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?



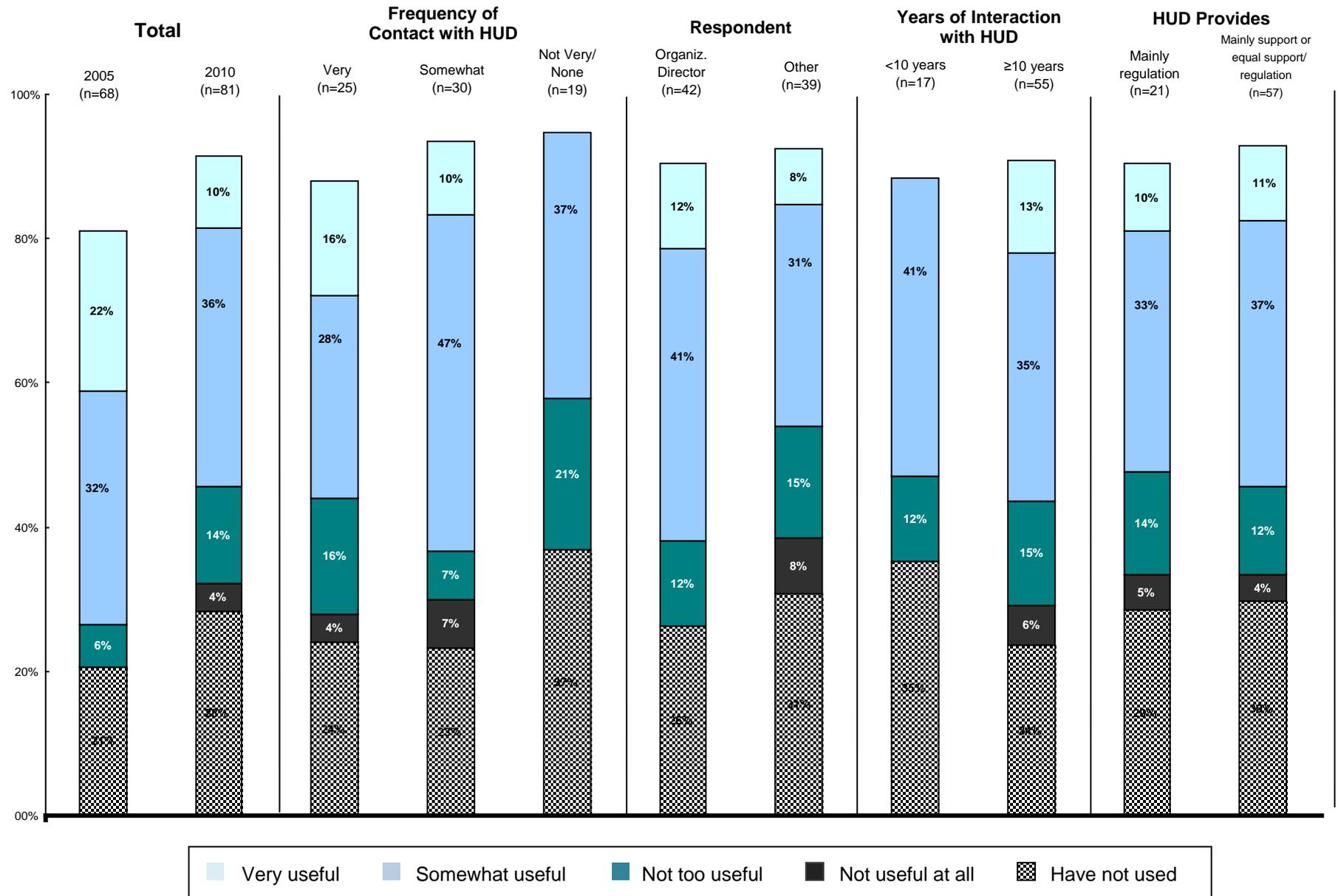
Question 6d. How useful or not useful have you found HUD's training and technical assistance through HUD's webpage?



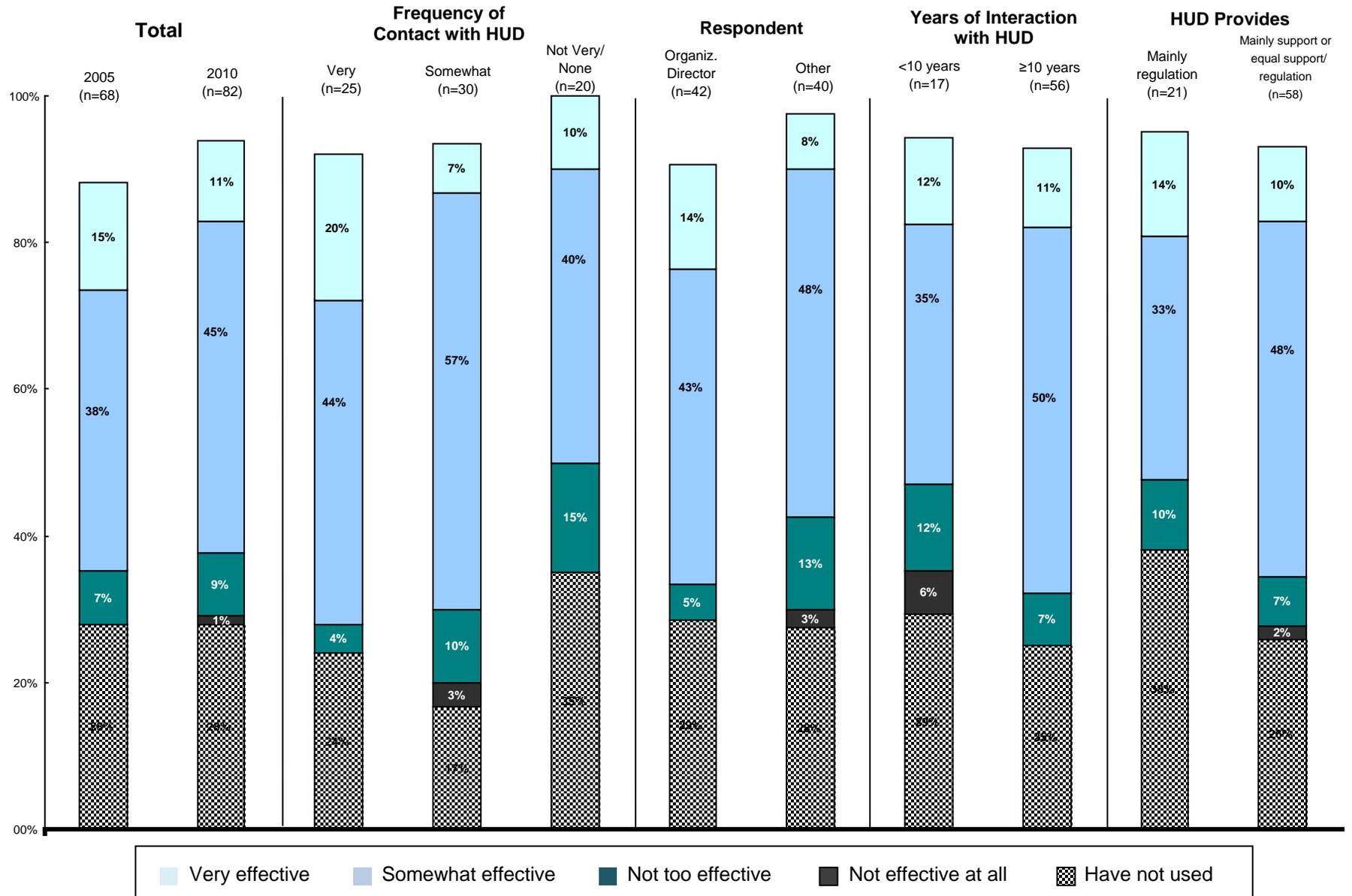
Question 6e. How useful or not useful have you found HUD's training and technical assistance through HUD's webcast training?



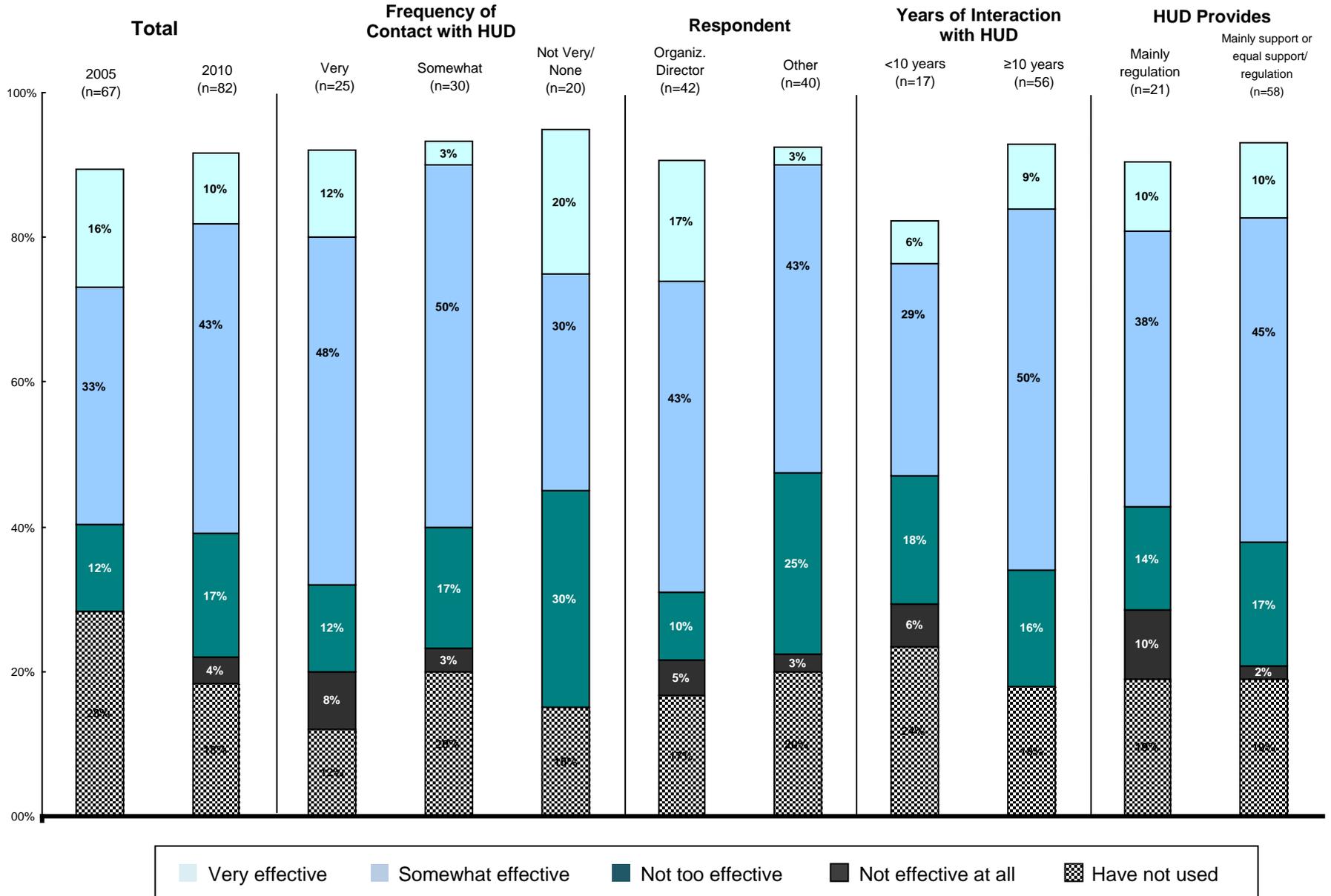
Question 6f. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



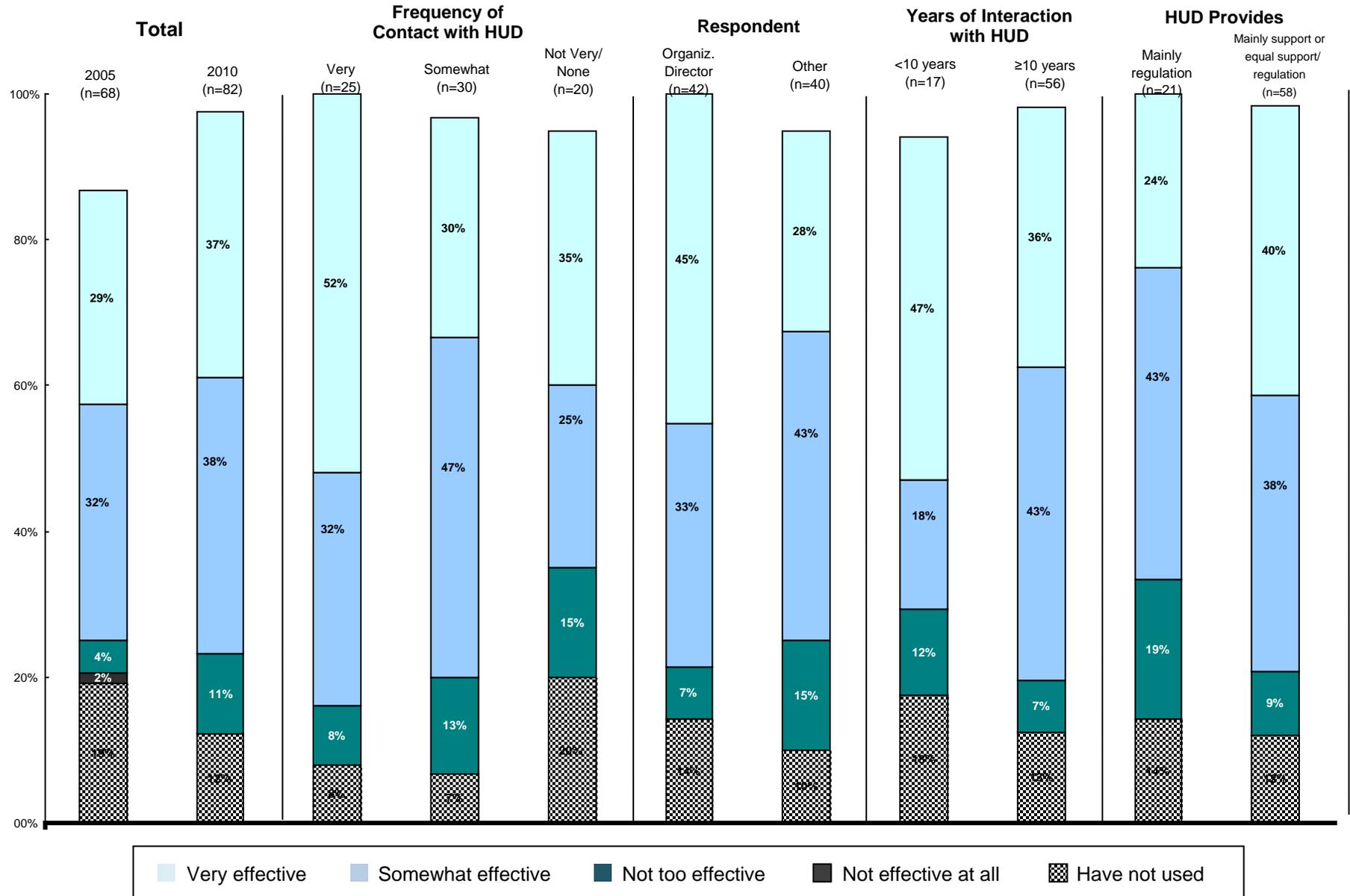
Question 7a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listservs have been as a tool for HUD to convey important information to you, such as notices and guidance.



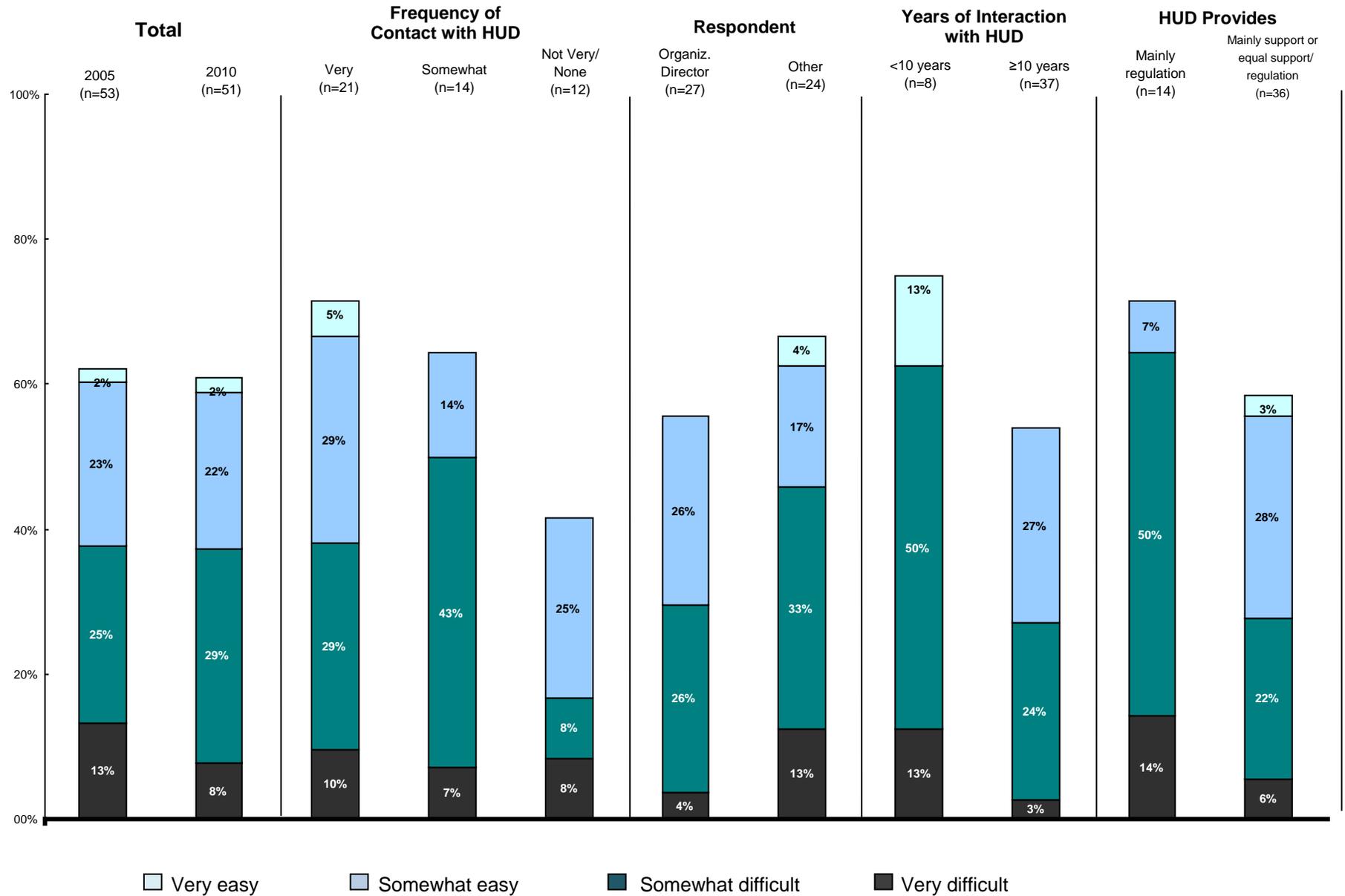
Question 7b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's website postings have been as a tool for HUD to convey important information to you, such as notices and guidance.



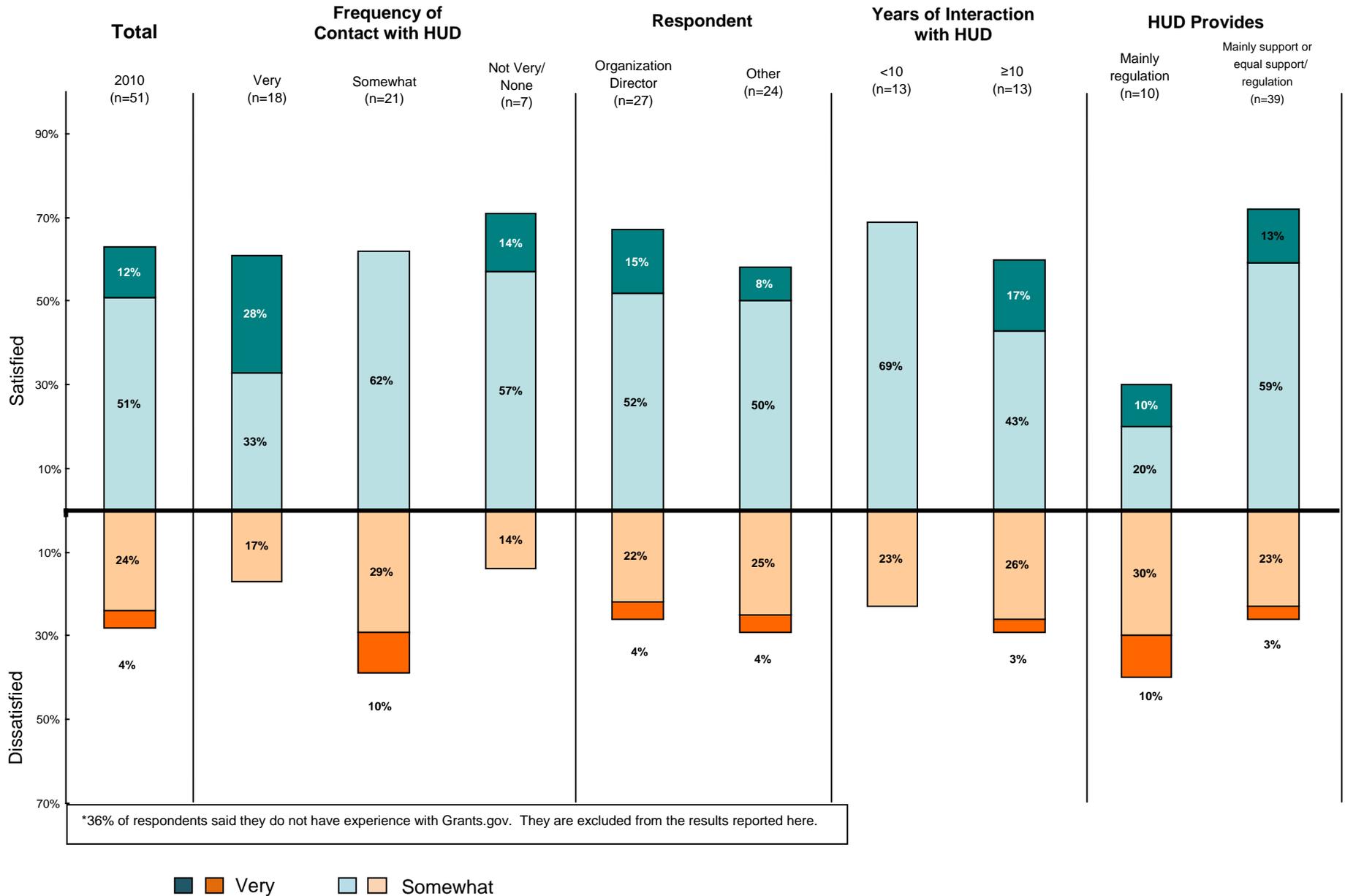
Question 7c. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's e-mail has been as a tool for HUD to convey important information to you, such as notices and guidance.



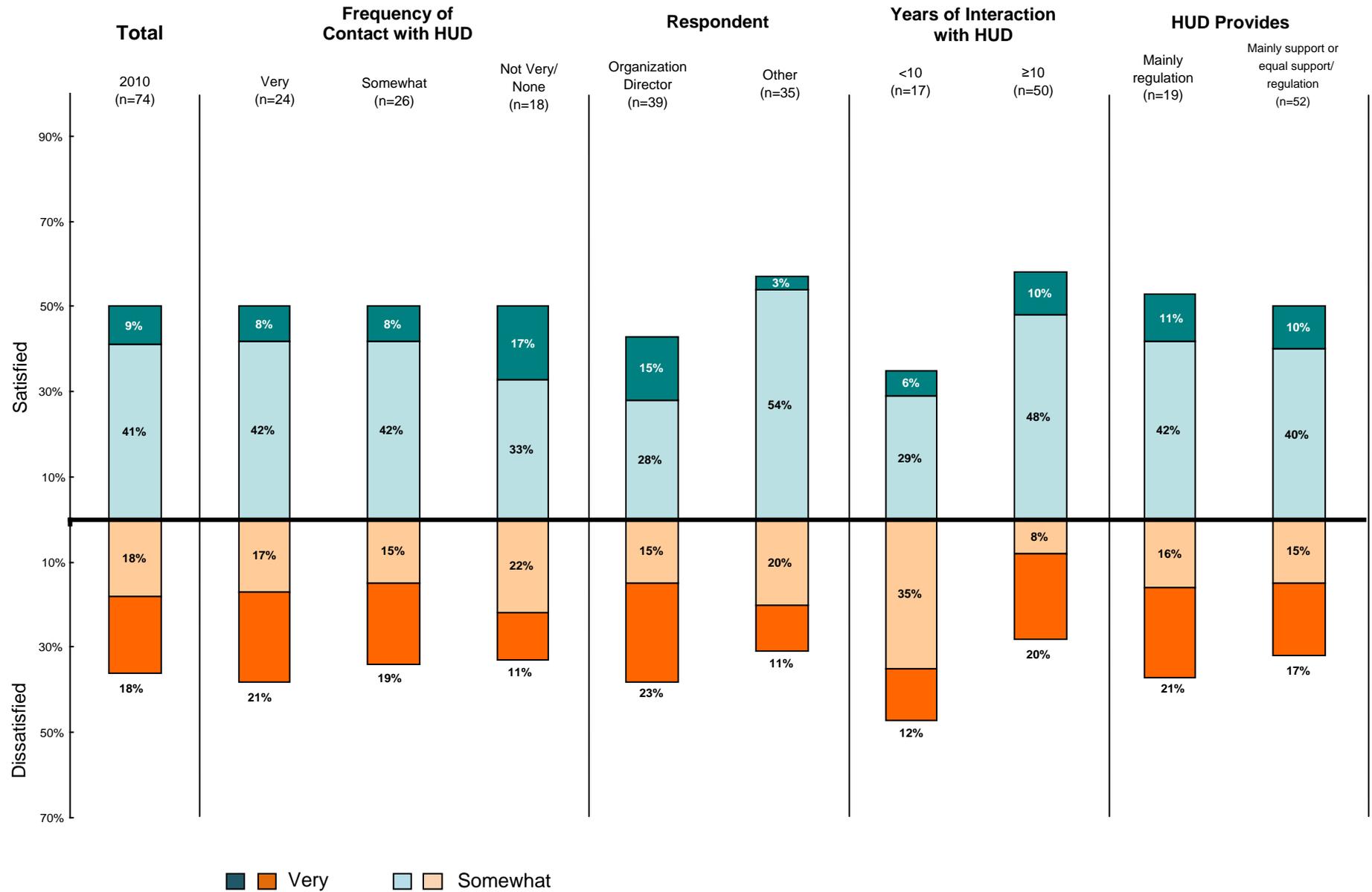
Question 8. In general, is the Real Estate Assessment Center's (REAC's) electronic system for submission of financial statements **easy** or **difficult** to use?



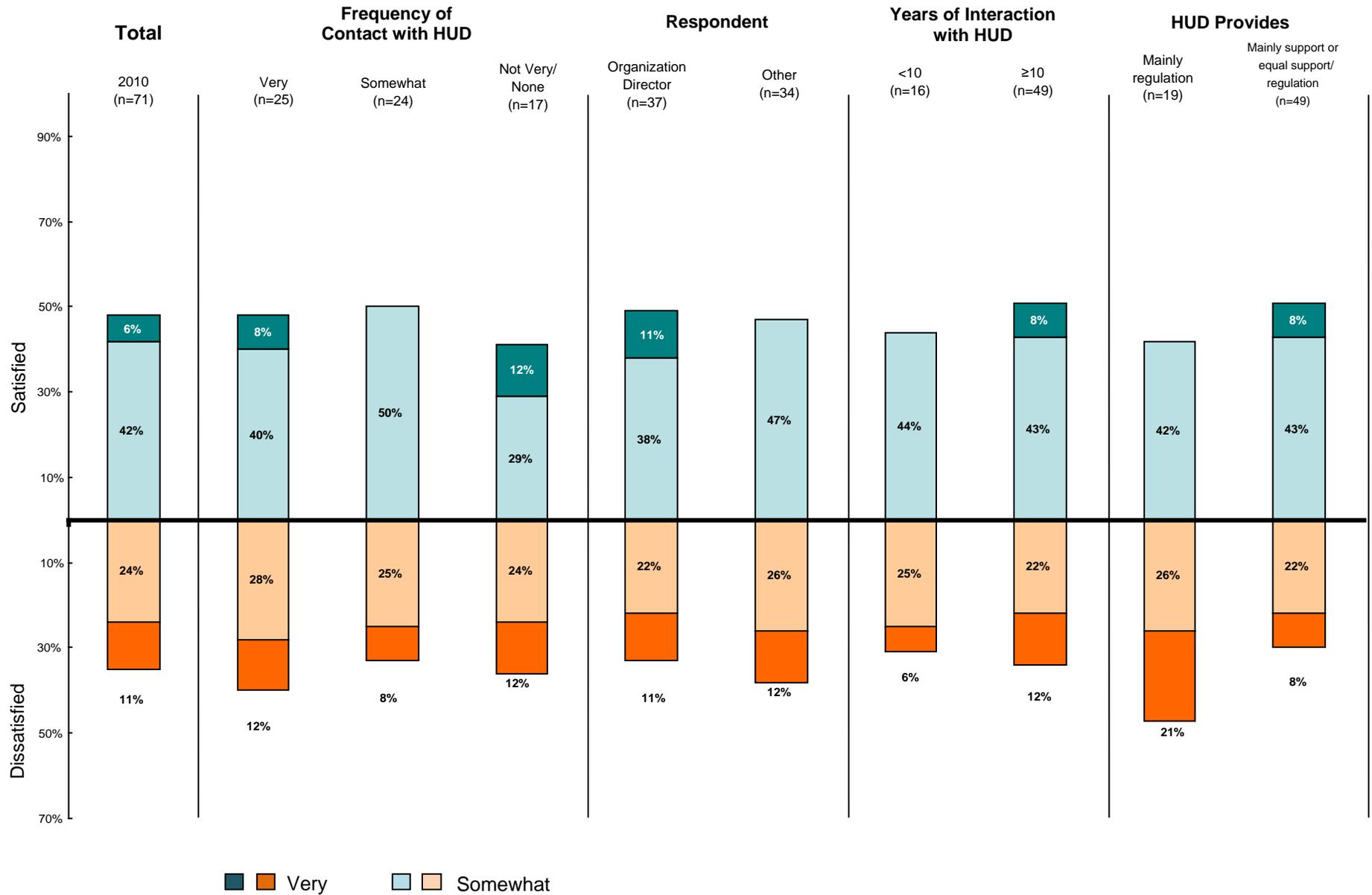
Question 9. How satisfied or dissatisfied are you with Grants.gov—considering such things as ease of use, usefulness etc.?



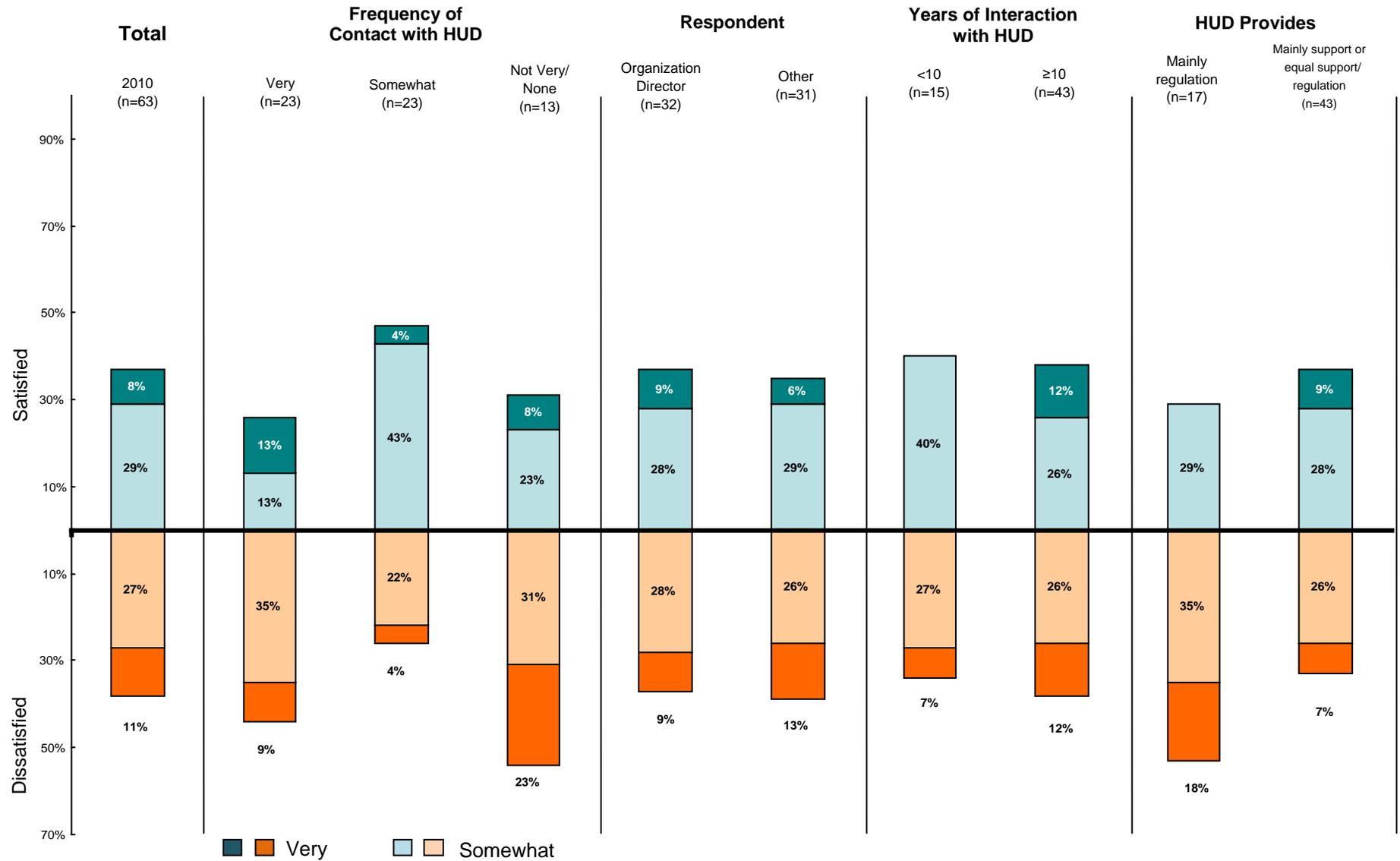
Question 10a. How satisfied or dissatisfied are you with the timeliness of HUD information & technical assistance for implementing provisions of the Housing and Economic Recovery Act of 2008—such as those related to the Neighborhood Stabilization Program, housing counseling, or the FHA mortgage insurance program?



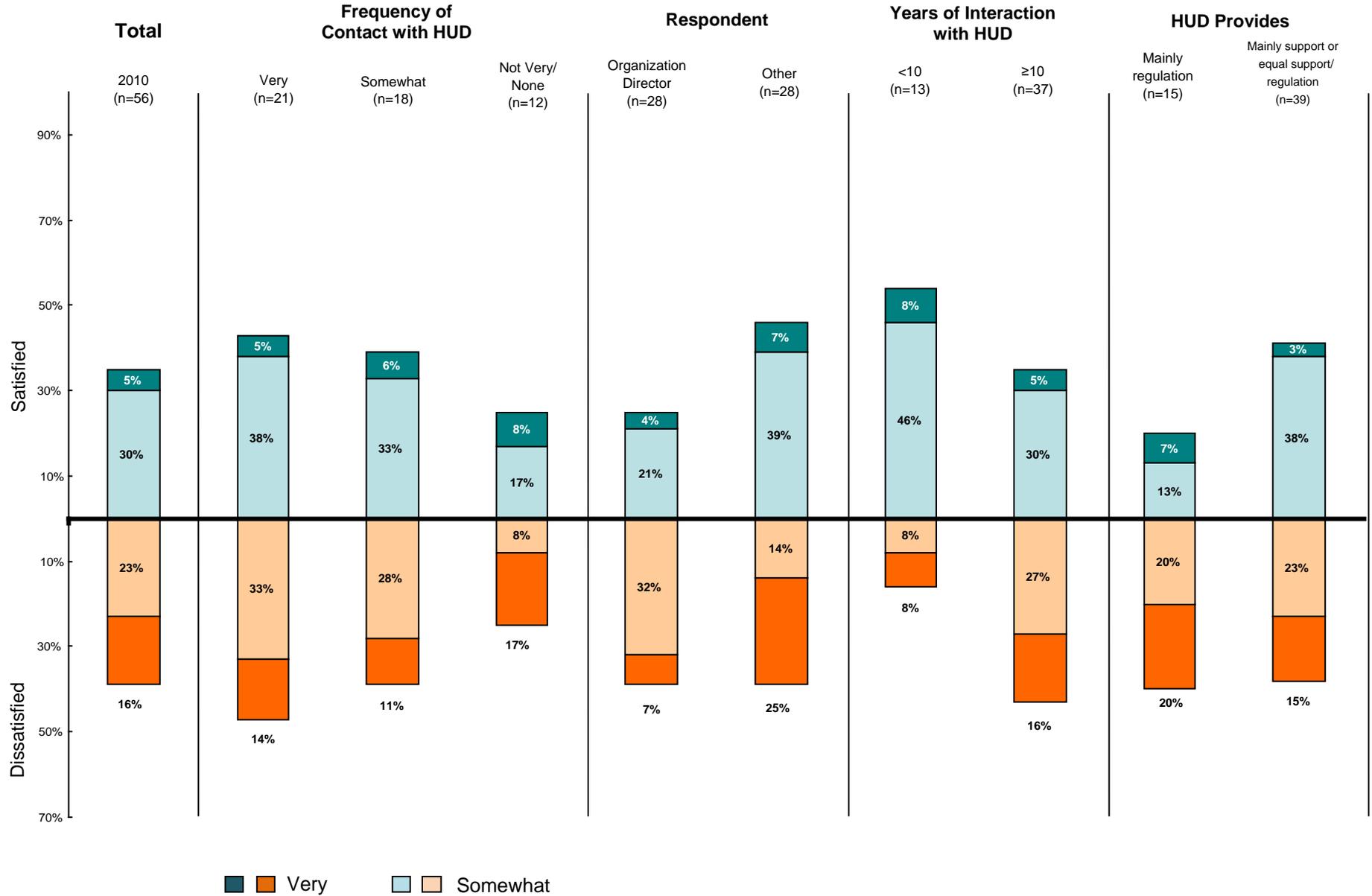
Question 10b. How satisfied or dissatisfied are you with the quality of HUD support & technical assistance related to implementing provisions of the Housing and Economic Recovery Act of 2008?



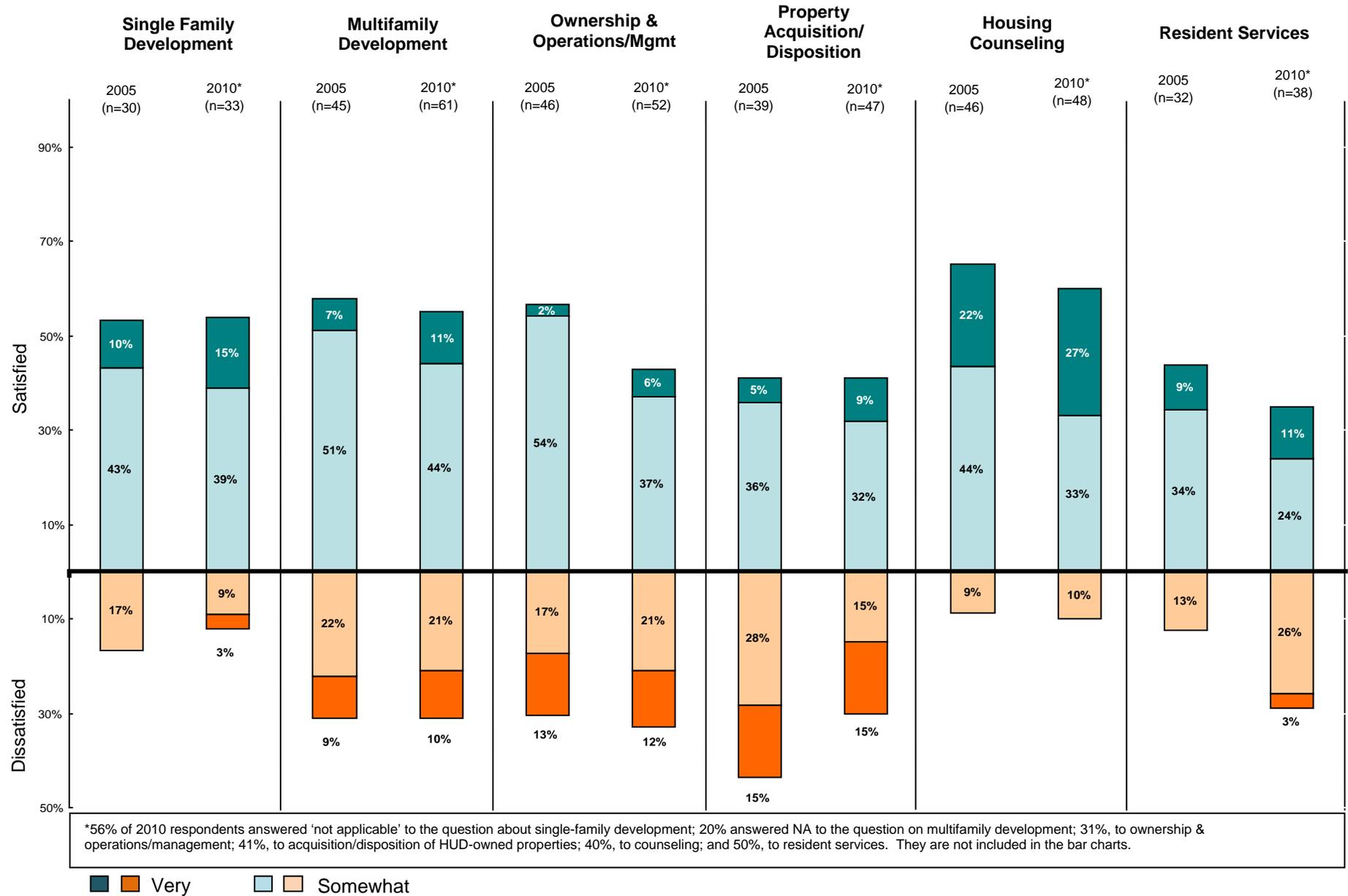
Question 10c. How satisfied or dissatisfied are you with the quality of HUD support & technical assistance related to addressing local and regional foreclosure issues?



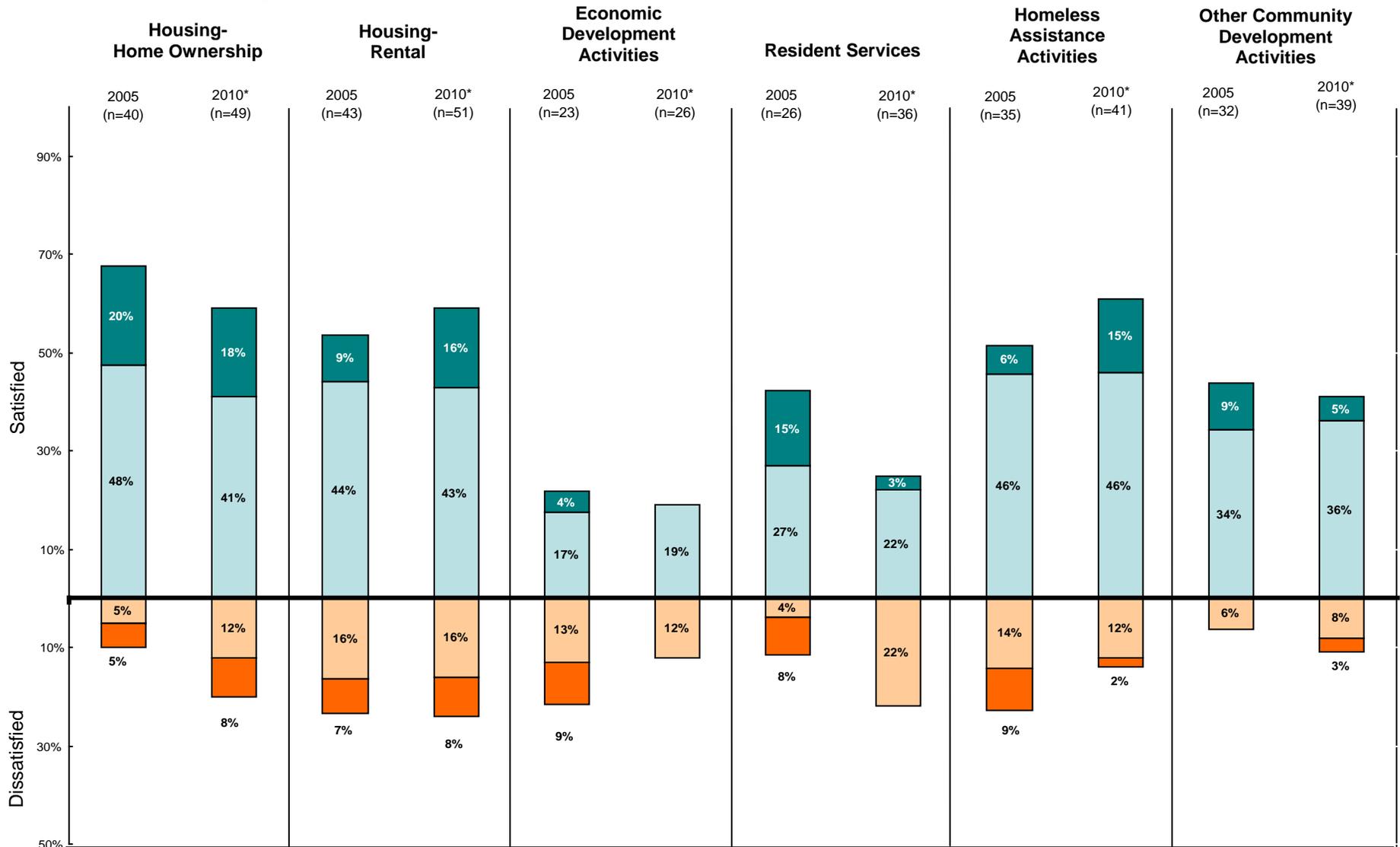
Question 10d. How satisfied or dissatisfied are you with the timeliness of HUD information & technical assistance related to improving the energy efficiency of housing supported by HUD programs?



Question 11a-f. How satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the programs of HUD's Housing/FHA Office?



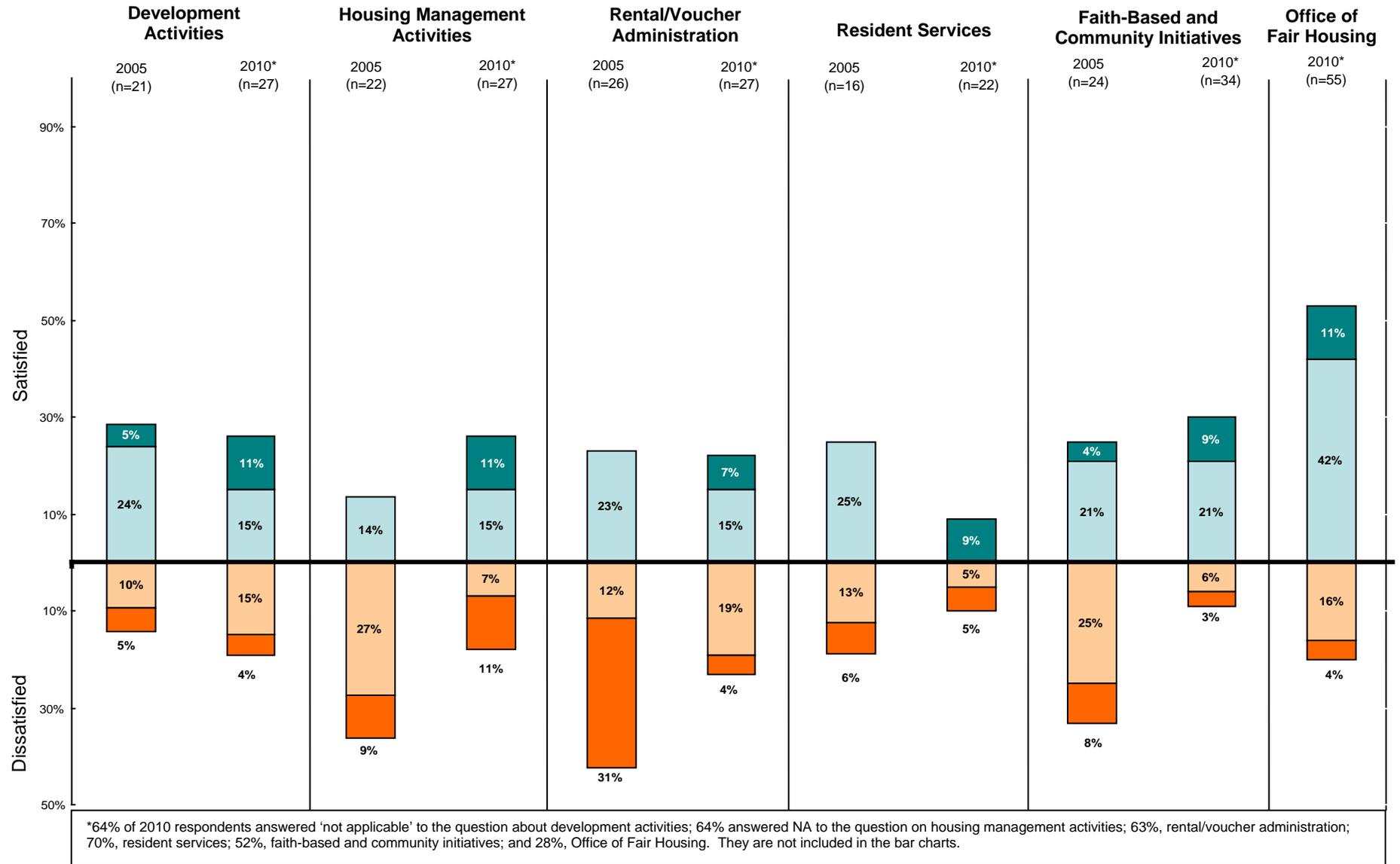
Question 11g-I. How satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the programs of HUD's Community Planning and Development Office (CPD)?



*38% of 2010 respondents answered 'not applicable' to the question about home ownership; 34% answered NA to the question on rental activities; 65%, economic development activities; 52%, resident services; 48%, homeless assistance activities; and 49%, other community development activities . They are not included in the bar charts.

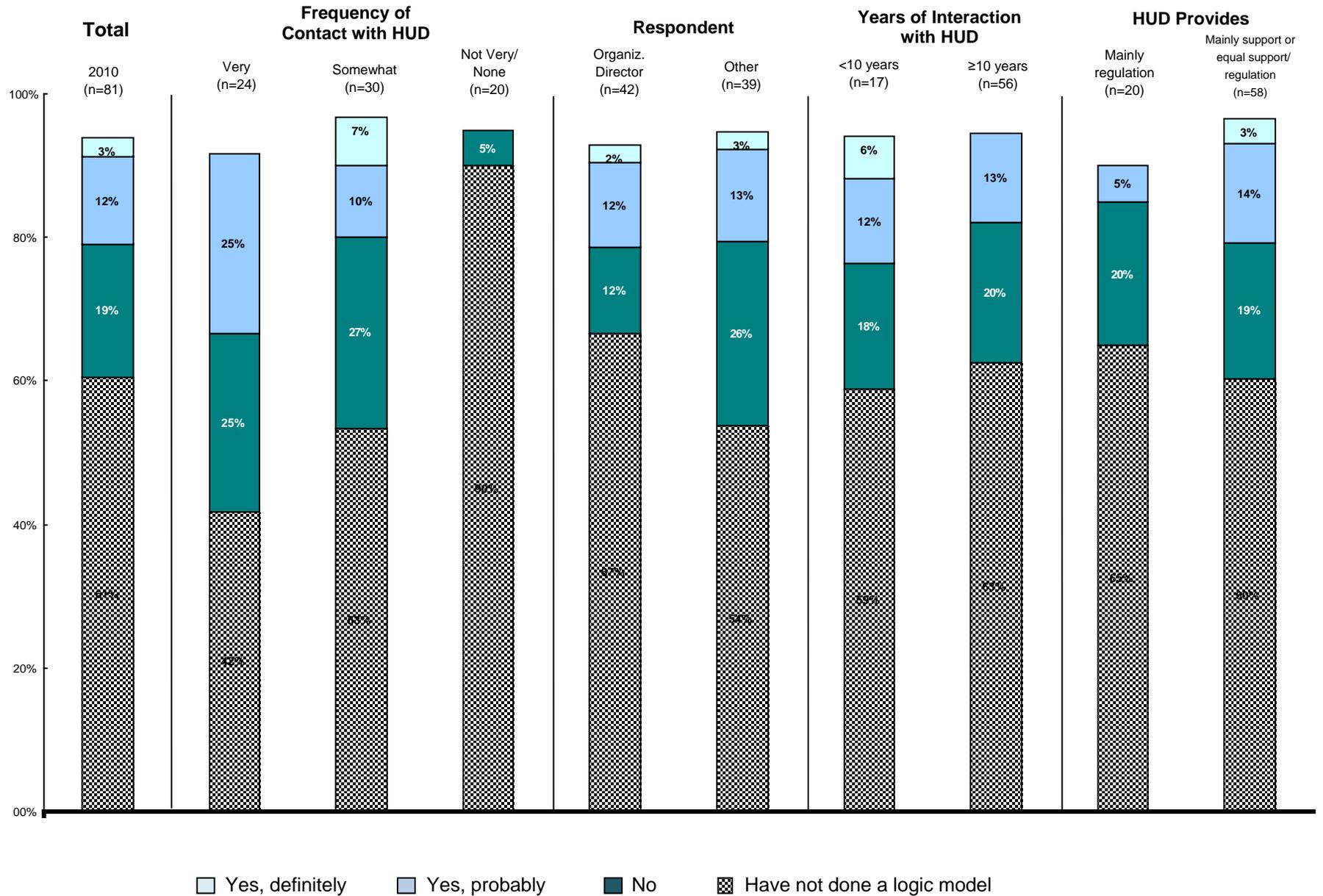
Very Satisfied (Dark Teal), Somewhat Satisfied (Light Teal), Somewhat Dissatisfied (Light Orange), Very Dissatisfied (Dark Orange)

Question 11m-r. Overall, how satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the programs of HUD's Public and Indian Housing Office (PIH) or other offices?

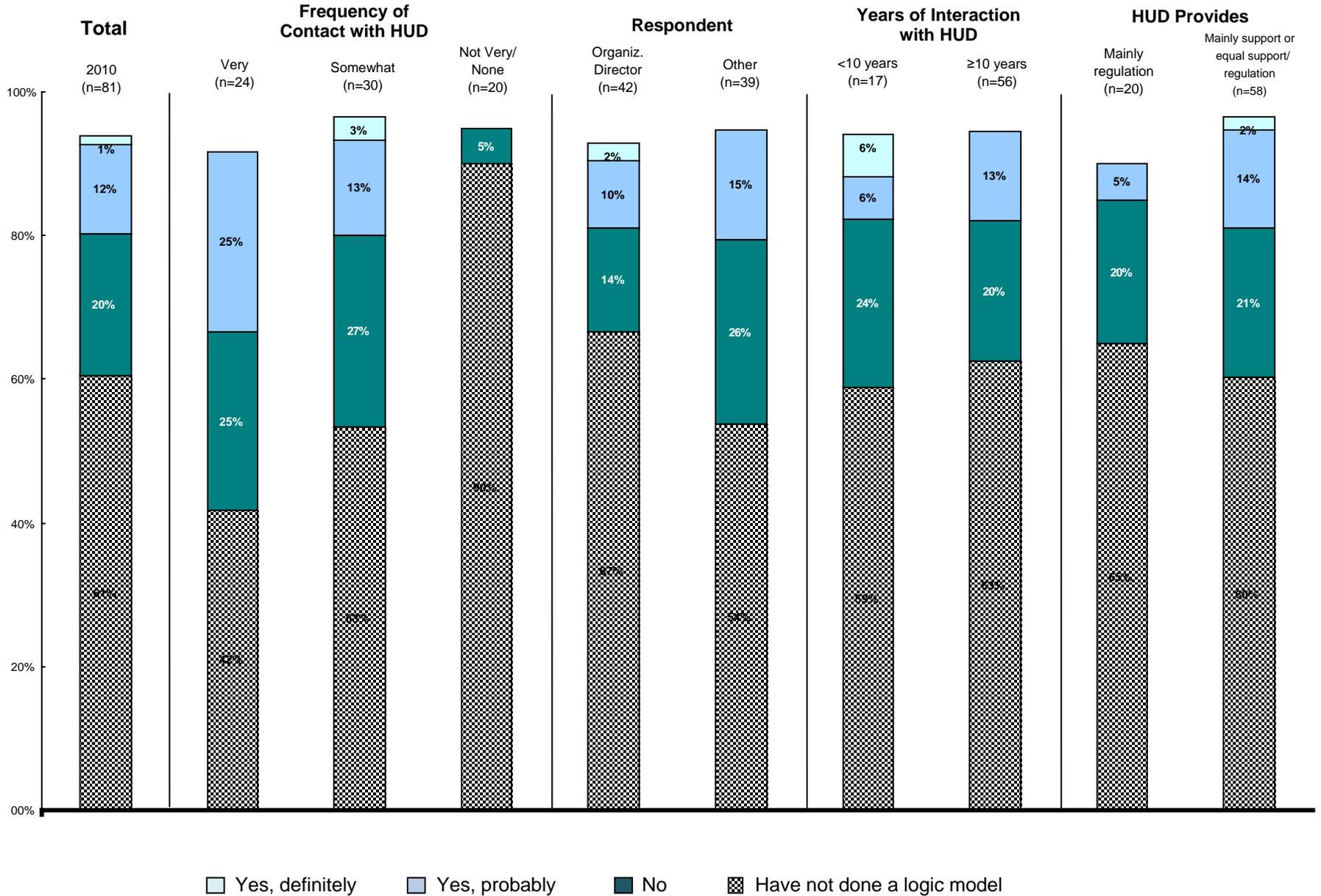


Very Satisfied (Dark Teal), Somewhat Satisfied (Light Teal), Somewhat Dissatisfied (Light Orange), Very Dissatisfied (Dark Orange)

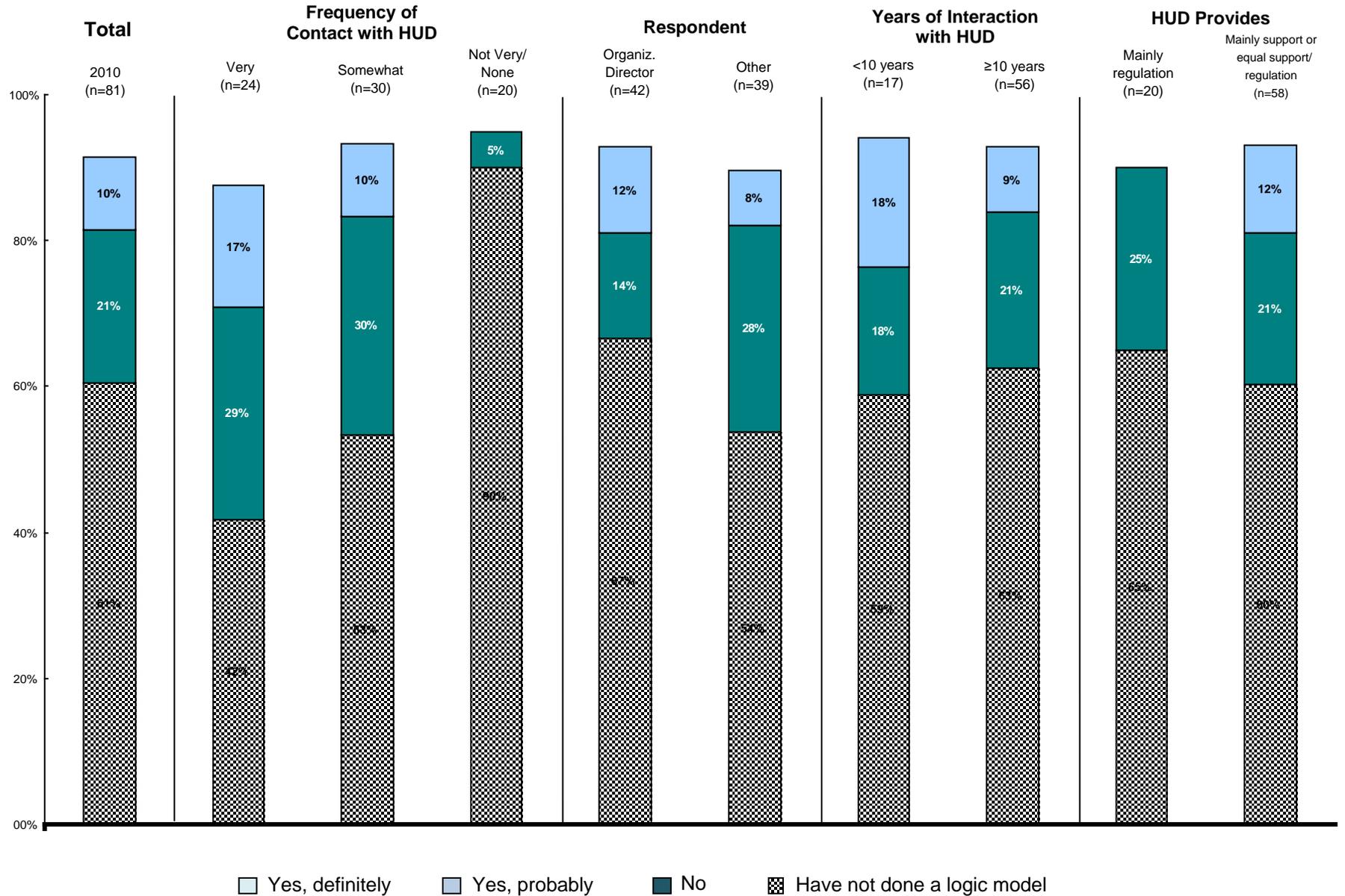
Question 13a. If your organization put together a logic model in conjunction with a HUD NOFA application, have you found that the logic model helped you to better identify performance indicators?



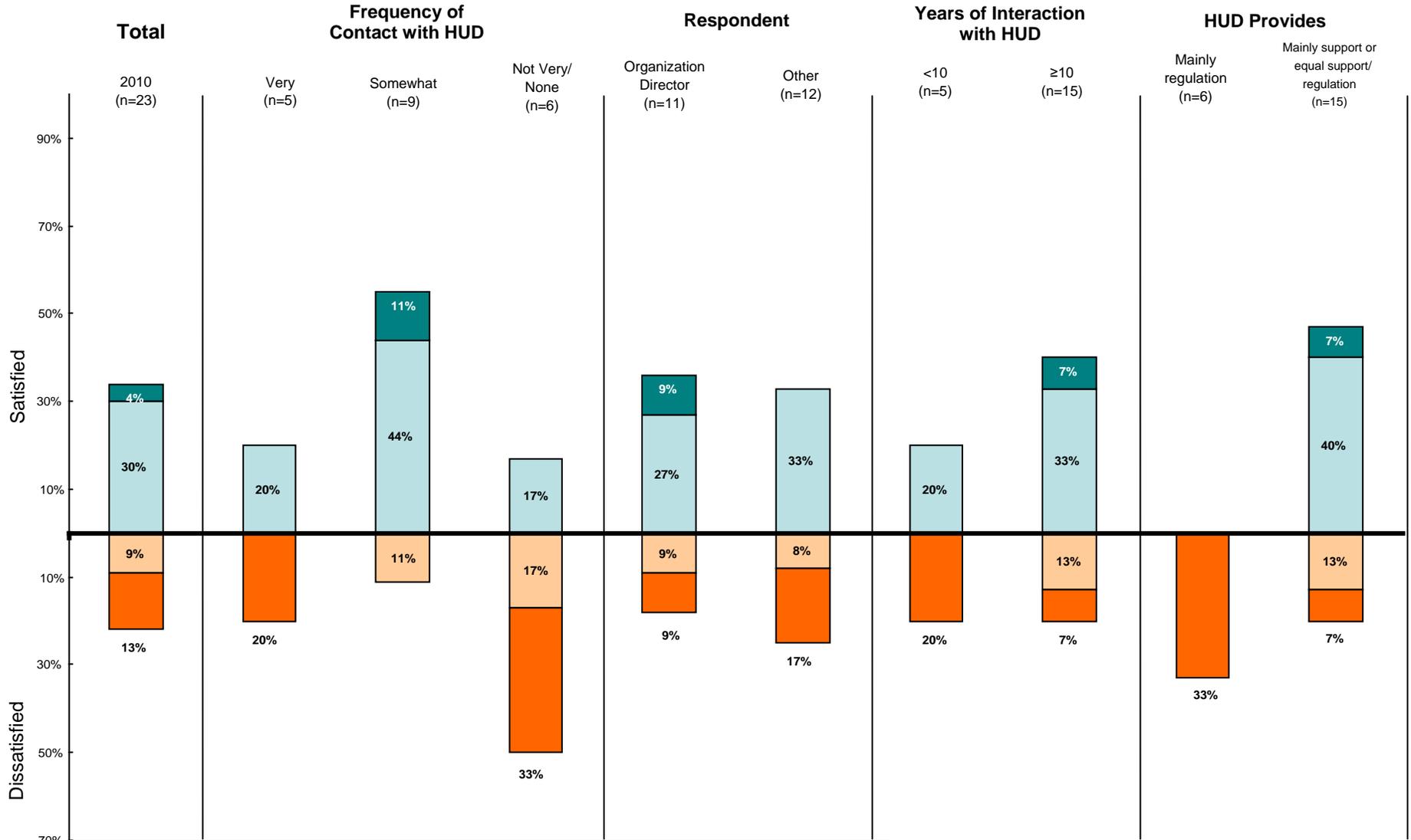
Question 13b. If your organization put together a logic model in conjunction with a HUD NOFA application, have you found that the logic model helped you to better think through activities to achieve your desired objectives?



Question 13c. 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 better manage your HUD grant?



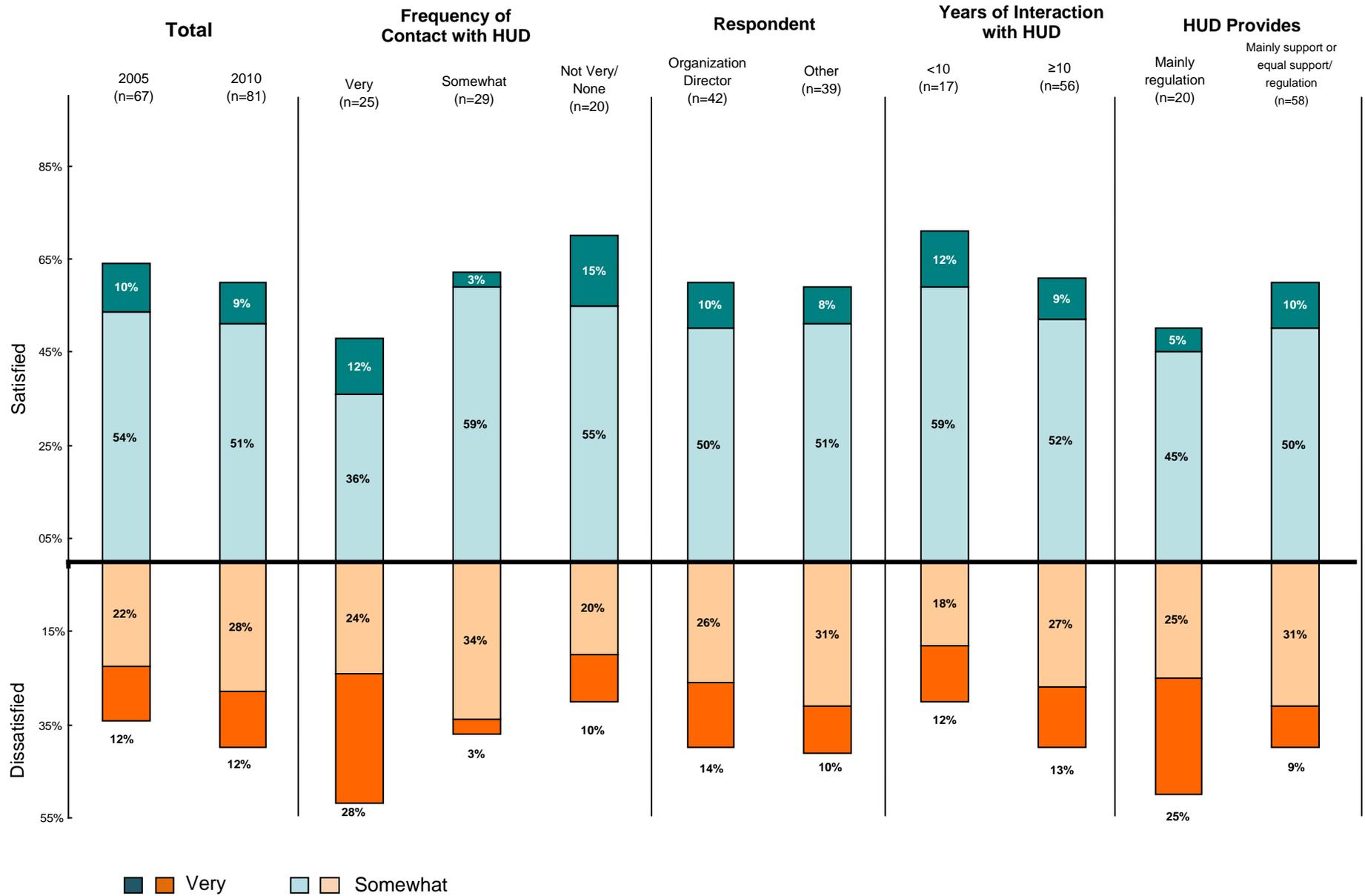
Question 14. How satisfied or dissatisfied are you with e-snaps—considering such things as clarity of instructions, ease of use, usefulness etc.?



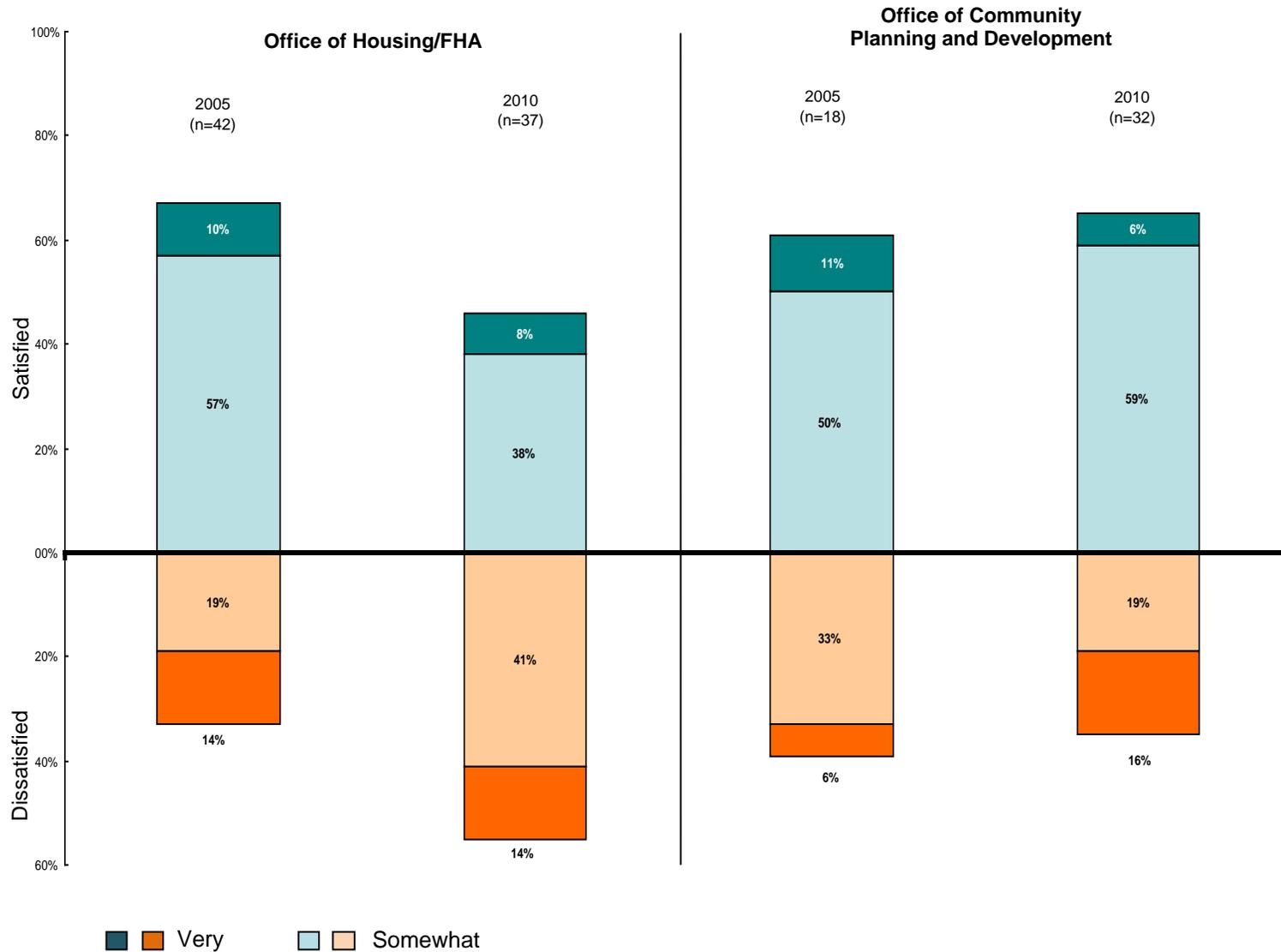
*67% of respondents said they do not have experience with e-snaps. They are excluded from the results reported here.

Very Somewhat

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



Overall satisfaction (Q15), shown by the HUD office/program with which the agency reported having the most involvement.



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>HUD IS THE MOST POORLY RUN GOVERNMENT ENTITY I'VE EVER WORKED WITH. STAFFING IS INSUFFICIENT. TRAINING IS INSUFFICIENT; AND HUD PERSONNEL, PARTICULARLY THE FRONT LINE STAFF, APPEAR AFRAID TO MAKE A DECISION ON ANYTHING SLIGHTLY OUT OF THE ORDINARY. IF YOU ARE FORTUNATE ENOUGH TO HAVE SOMEONE GOOD AS YOUR PRIMARY CONTACT, YOU MAY BE ABLE TO GET THINGS DONE. IT NOT, YOUR ORGANIZATION WILL HAVE A DIFFICULT TIME ADDRESSING ISSUES. IF HUD DOES NOTHING ELSE OVER THE NEXT PERIOD, THEY SHOULD CONCENTRATE ON IMPROVING ORGANIZATIONAL MANAGEMENT AND BECOMING MUCH MORE USER FRIENDLY.</p>
<p>WEBSITE NEEDS VAST IMPROVEMENTS. VERY DIFFICULT TO USE AND FIND INFORMATION. OUR EMPLOYEES GO TO THE WEBSITE ON A DAILY BASIS. NEEDS TO BE MORE USERS FRIENDLY.</p>
<p>THE LOCAL OFFICE LEADERSHIP AND STAFF ARE ACCESSIBLE AND TRY VERY HARD TO RESPOND QUICKLY AND THOROUGHLY TO EVERY REQUEST. THE CHALLENGE IS THE VOLUME OF DEMANDS PLACED ON THEM.</p>
<p>THE STAFF AT THE ... FIELD OFFICE ARE VERY HELPFUL AND REALLY GREAT TO WORK WITH. THEY DO EVERYTHING POSSIBLE TO ASSIST US IN FULFILLING OUR MISSION.</p>
<p>THE TIME IT TOOK FOR HUD (AND TREASURY) TO COME UP WITH REGULATIONS GOVERNING THE STIMULUS MONEY UNDER ITS WINGS WAS TERRIBLE! WE WORK A LOT WITH STATE HOUSING AGENCIES USING THESE FUNDS AND THAT PROCESS WAS TORTURE.</p>
<p>THE QUALITY OF SERVICES AND CAPABILITY OF STAFF VARIES SUBSTANTIALLY AMONG THE FIVE FIELD OFFICES WITH WHICH WE HAVE DEALINGS. LEADERSHIP AND STAFF CAPABILITIES ARE VERY STRONG IN... IS VERY EFFICIENT AND EFFECTIVE. OUR GREATEST FRUSTRATION IS DEALING WITH HEADQUARTERS WHEN THEY OVERRULE OR REVERSE LOCAL DECISIONS. THERE HAS BEEN A HISTORIC PATERNALISTIC TREATMENT OF NON-PROFITS AT HEADQUARTERS LEVEL. REAC PHYSICAL INSPECTIONS ARE A MAJOR HEADACHE. HUD CONTRACTORS DO NOT KNOW OR CONSIDER LOCAL CODE ISSUES AND OFTEN CANNOT DISTINGUISH BETWEEN A REAL ISSUE AND A NON-ISSUE.</p>
<p>WE HAVE BEEN AN ACTIVE USER OF HUD PROGRAMS FOR FORTY YEARS. WHILE WE HAVE SOME REGULAR CONTACT WITH HUD THROUGH THE ... AND ... OFFICES, MOST OF OUR CONTACT IS THROUGH THE CITY OF ... IN OTHER WORDS, WE ARE MORE A SUB-RECIPIENT OF MANY HUD PROGRAMS; E.G. HOMELESS SERVES PROGRAMS, SEC 8 AND VOUCHER PROGRAM, CDBG, ETC.</p>
<p>IT HAS BECOME MORE CUMBERSOME AND VERY PAPER BURDENED. BUDGETS ARE MUCH TIGHTER YET MORE REPORTING REQUIREMENTS CONTINUE TO BE ADDED SUCH AS FUNDS RECEIVED THROUGH ARRA FOR NORMAL SECTION 8 RENEWAL.</p>
<p>... HUD OFFICE IS VERY INEFFECTIVE. IT HAS NO PURPOSE AND CAN BE CLOSED. ALL FUNCTIONS CAN BE HANDLED BY THE ... OFFICE.</p>
<p>THE HOUSING DEPARTMENT IS VERY DIVIDED ON CAPACITY. THE SINGLE FAMILY STAFF SUPPORT WE GET IS GREAT BUT OF COURSE A LOT OF THE REGULATIONS ARE DIFFICULT. THE MULTIFAMILY DIVISION IS ANOTHER STORY. THE STAFF IS NOT UNFRIENDLY BUT IS SLOW (VERY) AND SEEMS TO KNOW LITTLE ABOUT COMPLEX REAL ESTATE ISSUES. FURTHER, THEY ARE NOT INTERESTED IN HELPING WITH REGULATIONS NOR ARE THEY CREATIVE. THEY HAVE COST US A LOT OF MONEY AS A NON-PROFIT. UNDER COMM. DEV THE LEADERSHIP OF THIS DEPARTMENT IS DIVIDED AND THERE ARE SEVERAL STAFF WHO ARE TOTALLY UNHELPFUL AND DO NOT CARE. NEW STAFF DO MUCH BETTER IN THIS AREA. THIS HAS MADE DOING PSH VERY PAINFUL AND EXPENSIVE.</p>
<p>MY PRINCIPLE DISSATISFACTIONS WITH HUD HAVE TO DO WITH ITS CUMBERSOME QUALITIES - GENERALLY AS WEIGHED DOWN BY THEIR OWN REGULATIONS THAT THEY'RE SLOW TO RESPOND ON NEARLY EVERYTHING. MY OTHER DISSATISFACTION IS LESS WITH HUD AND HOW THEY OPERATE AND MORE WITH THE SHORTAGE OF CRITICAL RESOURCES NEEDED - THE THINGS THEY DON'T DO, OR DON'T DO ENOUGH OF.</p>
<p>FORECLOSURE HELP - NEED FUNDS TO HELP PRE-FORECLOSURE. NEED LEGAL ASSISTANCE FOR THOSE IN FORECLOSURE. THE SYSTEM ISN'T WORKING IN TIME TO SAVE THOSE WITH PROLONGED UNEMPLOYMENT BUT ARE TRYING TO HOLD ONTO THEIR HOME. IT WOULD SAVE ALL CONCERNED A GREAT DEAL OF RESOURCES, TAXPAYERS, GOVERNMENT, LENDERS, SECONDARY LENDERS, COURT SYSTEMS AND REAL FAMILIES WHOSE BASIC SECURITY IS THREATENED. FIELD STAFF HAVE BEEN GREAT. WISH WE COULD HAVE A BIT MORE FACE TIME WITH THE ... REAL ESTATE CTR. CENTRAL OFFICE STAFF HAVE BEEN GREAT AT EMAIL COORDINATION AND PROGRAM KNOWLEDGE.</p>

I AM HOPEFUL AND LOOK FORWARD TO A NEWLY ENERGIZED HUD WITH GREAT FHA MULTIFAMILY PROGRAMS AND AN ENHANCED, EXPANDED, USER-FRIENDLY SECTION 8 PROGRAM. THANK YOU FOR ASKING
AS IT RELATES TO COMMUNICATION, INCREASED COMMUNICATION BETWEEN HUD DC HEADQUARTERS AND THE HUD FIELD OFFICE WILL ENHANCE THE ASSISTANCE PROVIDED IN THE FIELD.
WE LOOK FORWARD TO HUD DEVELOPING PROGRAMS THAT REALLY HELP DEVELOP AFFORDABLE HOUSING, WORK WITH OTHER PROGRAMS AND ARE LESS BURDENSOME TO ADMINISTER.
UPON ASKING DIFFERENT HUD PERSONNEL QUESTIONS DIFFERENT ANSWERS ARE GIVEN TO THE SAME QUESTION. HIGH TURNOVER OF STAFF. SLOW RESPONSE TO EMAILS. MISGUIDED TECHNICAL ASSISTANCE RELATED TO REFINANCING.
... IS THE FIELD DIRECTOR FOR ... THE ... IS SO VERY FORTUNATE TO HAVE ... AS A RESOURCE. SHE HAS PROVIDED THIS ORGANIZATION WITH REQUESTED INFORMATION AND HAS IN ADDITION BEEN A LEADER IN THE AREA FOR ADDITIONAL AFFORDABLE HOUSING. THE HUD FIELD OFFICE IN ... HAS SERVED NOT ONLY THE ... AREA, BUT EQUALLY THE ENTIRE STATE OF HUD IS FORTUNATE TO HAVE SUCH A DEDICATED STAFF SERVING THIS AREA AND HELPING HUD MEET THEIR MISSION.
THE REGION ... FIELD OFFICE CONTRADICTS GUIDANCE PROVIDED BY DC AND ... OFFICES. THE OFFICE ALSO DOES NOT PROVIDE CONFIRMATION OF VERBAL GUIDANCE IN WRITING AND THEN GENERATES A FINDING DURING AN AUDIT.
IT IS DIFFICULT TO REACH SOMEONE OR TO GET ASSISTANCE FROM ... HOC OR REO DIVISON.
HUD SEEMS WAY TOO FOCUSED ON MANAGING THE CASES AND UNWILLING TO SPEND EVEN A LITTLE ENERGY ON LONGER TERM FIXES THAT WOULD USE FUNDS AND OTHER RESOURCES MUCH MORE EFFICIENTLY IN THE LONG RUN.
OUR ORGANIZATION HAS HUD SHP MCKINNEY-COC GRANTS. THE FIELD OFFICE CONSISTENTLY TAKES MONTHS TO SEND US THE GRANTS. THE 2008 AWARDS WERE ANNOUNCED IN EARLY 2009. IT IS OCTOBER 2009 AND WE STILL HAVE RECEIVED ONE OF OUR GRANT AGREEMENTS. EVEN WHEN WE DO RECEIVE THE GRANT AGREEMENT, SIGN AND RETURN IT TO THE LOCAL HUD OFFICE, IT TAKES OVER A MONTH TO RECEIVE THE SIGNED GRANT AGREEMENT FROM HUD. THIS IS A PROBLEM FOR THE ENTIRE CONTINUUM AND HAS BEEN FOR YEARS.
LOCAL OFFICE (...) IS HELPFUL AND DC OFFICE CHALLENGING AND DIFFICULT TO WORK WITH.
I BELIEVE HUD, FHA MULTIFAMILY STAFF IS IMPROVING BUT THINK IT IS ESSENTIAL THAT ... RECEIVE MORE RESOURCES TO HIRE COMPETENT STAFF WHO HAVE THE SKILLS AND ATTITUDE TO GET THE JOB DONE. OVER THE NEXT 12 MONTHS, FHA MUST IMPROVE DECISION-MAKING, OR CANCELLATION/TERMINATION OF SEC 8; DECISION MAKING AND TIMELINESS OF HUD GREEN RETROFITS, WORKING W/DOE TO EXPEDITE THE WEATHERING OF HUD ASSISTED AND M/F HOUSING; GET OGC TO STRONGLY SUPPORT A ROBUST FHA MULTIFAMILY TEAM.
WE WOULD ALL BENEFIT FROM A MORE EFFECTIVE COMMUNICATIONS SYSTEM FROM HUD WASHINGTON TO NOT ONLY THE FIELD OFFICES BUT TO STATE AND MUNICIPAL GRANTEES/SUB-GRANTEES. MEMORANDA OF UNDERSTANDING AND GUIDANCE ON INTERPRETATION PUSHED OUT ROUTINELY ON PROGRAMS LIKE NSP WOULD GREATLY ASSIST LOCAL IMPLEMENTATION EFFORTS. ACCESS TO A SEARCHABLE DATABASE WOULD INCREASE UNDERSTANDING OF HUD WASHINGTON DIRECTIVES IF IMMEDIATELY ACCESSIBLE.
THE PEOPLE IN THE FIELD OFFICES IN ... & ... HAVE BEEN GREAT TO WORK WITH. THE ATTITUDE AND APPROACH F/HUD CENTRAL AND THE REAC CENTER HAS BEEN MUCH MORE BUREAUCRATIC & ENFORCEMENT ORIENTATED - NOT GETTING BUSINESS DONE
IN ... EXPERIENCE PUTTING TOGETHER A HUD 202 APPLICATION, LOCAL ... OFFICE WAS VERY DIFFICULT, HAS NO NEW INFORMATION ABOUT ADDITIONAL GREEN ENERGY AND EFFICIENCY REQUIREMENTS AND TREATED OUR OFFICE AS IF IT WAS SEEKING SPECIAL TREATMENT BY TRYING TO CLARIFY ELEMENTS OF THE NOFA. ONE BRIGHT SPOT IN HUD CUSTOMER SERVICE WAS THE CUSTOMER SERVICE REPRESENTATIVE ASSIGNED ..., TO ..., WAS ALWAYS FRIENDLY, KNOWLEDGEABLE AND TOOK TIME ON THE PHONE WITH US TO LOOK UP REGULATIONS AND ANSWER OUR QUESTIONS. WE ARE VERY GRATEFUL FOR ... HELP! ANSWERS WERE BASED ON AN AVERAGE OF SEVEN LEAD STAFF MEMBERS - WHERE APPLICABLE.

THE FOLLOWING IS PRIMARILY IN RESPONSE TO #11 FROM THE SURVEY: 1. FHA INSURANCE: FHA SHOULD INSURE COMMUNITY LAND TRUST HOMES, PROPERTIES WITH 99 YEAR GROUND LEASES THAT KEEP PROPERTY PERMANENTLY AFFORDABLE. 2. HOME PROGRAM: A) FOR COMMUNITY LAND TRUST PROPERTIES, HAVE NOT HAD A RESPONSE; REQUESTED SEVERAL MONTHS AGO. B) CURRENT HOME RULES REGARDING RENTAL UNITS (AFFORDABILITY RESTRICTIONS AND COMPLIANCE WITH HQS) MAKE IT DIFFICULT TO USE HOME FUNDS ON 2 UNIT OWNER OCCUPIED PROPERTIES (POPULAR HOUSING TYPE IN NORTH EAST). DIFFICULT FOR NON-PROFIT TO MONITOR ONCE SALE HAS OCCURRED (HOW TO FORCE HOMEOWNER TO REPAIR PROPERTY?). FORCES DEVELOPER TO REHAB ONLY SINGLE FAMILY PROPERTIES. C) HOME PROGRAM NEEDS TO BE MORE FLEXIBLE TO SUPPORT COMMUNITY DEVELOPMENT. CONSIDER USING HOME FUNDS AS DEVELOPMENT SUBSIDIES IN LOW-INCOME CENSUS TRACTS TO PROMOTE REHAB OF PROPERTIES TO BE OCCUPIED BY MODERATE INCOME (UP TO 120% OF MEDIAN INCOME). IN NORTHEAST URBAN AREAS, COSTS TO REHAB EXCEED VALUES AND NO PRIVATE DEVELOPMENT IS OCCURRING. CURRENT HOME PROGRAM IS RESTRICTED TO DEVELOPMENT OF LOW-INCOME HOUSING ONLY, FURTHER CONCENTRATING POVERTY. 3. REGULATION: THE REVISED GOOD FAITH ESTIMATE REQUIREMENTS WILL MAKE IT LIKELY THAT LENDERS WILL ISSUE THE GFE ONLY AT TIME OF LOAN APPLICATION, NOT WHEN BUYERS ARE SHOPPING FOR MORTGAGE COMPANIES, AND WHEN A GOOD FAITH ESTIMATE IS USEFUL. NEED A CONSISTENT DOCUMENT THAT WILL HELP CONSUMERS SHOP DIFFERENT LENDERS, WITH INFO ON DOWN PAYMENT, MORTGAGE INSURANCE, ETC. IT SEEMS AS THOUGH THE REVISIONS WERE MADE WITHOUT INPUT FROM HOUSING COUNSELORS. 4. HUD PROPERTY SALES: THE APPLICATION PROCESS TO BE QUALIFIED AS A NON PROFIT AND BID ON HUD FORECLOSED PROPERTIES PRIOR TO GENERAL PUBLIC IS EXTREMELY DIFFICULT AND TIME CONSUMING. THE APPLICATION PROCESS HAS CUT US OUT OF THIS OPPORTUNITY. 5. HUD HOUSING COUNSELING: WE ARE FORTUNATE TO HAVE HOUSING PARTNERSHIP NETWORK AS OUR INTERMEDIARY. WE ENCOURAGE HUD TO ADVOCATE ON BEHALF OF COUNSELING AGENCIES WITH ... TO A) CONTINUE TO IMPROVE ... AS A CLIENT MANAGEMENT SYSTEM AND B) TO MAKE BASIC COUNSELING TRAINING MORE WIDELY AVAILABLE ON A REGIONAL BASIS.

A CLEAR AND EFFECTIVE HOUSING POLICY THAT BALANCES URBAN REDEVELOPMENT (NOT JUST PUBLIC HOUSING) WITH THE NEEDS OF AFFORDABLE HOUSING (BOTH SUBSIDIZED HOME OWNERSHIP AND RENTAL HOUSING) IS CRITICAL TO THE HEALTH AND ECONOMIC SUCCESS OF THE COMMUNITIES WE SERVE (...).

THE APPS SYSTEM AND INSTRUCTIONS FOR IT ARE TERRIBLE, IT TAKES FOREVER TO GET AN ACTIVATION CODE - REAC SYSTEM SLOWS DOWN SO MUCH IN MARCH THAT YOU HAVE TO WORK NIGHTS TO GET STUFF IN TO HIT DEADLINE.

DEAR ALL, WE DO NOT DO MUCH THAT IS DIRECTLY REGULATED BY HUD - NO 811'S OR 202'S. OUR SECTION 8S ARE THROUGH STATE AND LOCAL HOUSING AUTHORITIES AND OUR PRIMARY REGULATORS ARE STATE AGENCIES AND THESE QUESTIONS DON'T HAVE MUCH RELEVANCE TO US. THANK YOU FOR ASKING

SURVEY QUESTIONNAIRE

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

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The timeliness of HUD information & technical assistance for implementing provisions of the Housing and Economic Recovery Act of 2008 —such as those related to the Neighborhood Stabilization Program, housing counseling, or the FHA mortgage insurance program	<input type="checkbox"/>					
b. The quality of HUD support & technical assistance related to implementing provisions of the Housing and Economic Recovery Act of 2008 (see a above)	<input type="checkbox"/>					
c. The quality of HUD support & technical assistance related to addressing local and regional foreclosure issues	<input type="checkbox"/>					
d. The quality of HUD support & technical assistance related to improving the energy efficiency of housing supported by HUD programs	<input type="checkbox"/>					

11. Overall, how satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the following areas? Check "Not Applicable" if your organization does not engage in a particular activity in conjunction with HUD's programs.

ACTIVITIES RELATED TO HUD'S HOUSING/FHA OFFICE:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. Single-family development with FHA financing	<input type="checkbox"/>					
b. Multifamily development	<input type="checkbox"/>					
c. Ownership and operations/management	<input type="checkbox"/>					
d. Acquisition/ disposition of HUD-owned properties	<input type="checkbox"/>					
e. Housing counseling	<input type="checkbox"/>					
f. Resident services	<input type="checkbox"/>					

ACTIVITIES RELATED TO HUD'S COMMUNITY PLANNING AND DEVELOPMENT OFFICE (CPD):

g. Housing - homeownership	<input type="checkbox"/>					
h. Housing - rental	<input type="checkbox"/>					
i. Economic development activities like business development or job creation	<input type="checkbox"/>					
j. Resident services	<input type="checkbox"/>					
k. Homeless assistance activities	<input type="checkbox"/>					
l. Other community development activities	<input type="checkbox"/>					

ACTIVITIES RELATED TO HUD'S PUBLIC AND INDIAN HOUSING OFFICE (PIH):

m. Housing development	<input type="checkbox"/>					
n. Housing management	<input type="checkbox"/>					
o. Rental voucher administration	<input type="checkbox"/>					
p. Resident services	<input type="checkbox"/>					

OTHER

q. Office of Fair Housing: statutes/regulations pertaining to fair housing, persons with disabilities, Section 3, senior exemption	<input type="checkbox"/>					
r. Faith-based and community initiatives	<input type="checkbox"/>					

12. With which HUD office/program do you have the most involvement? Check only **one** answer.

- Office of Housing/FHA
- Office of Community Planning and Development
- Office of Public and Indian Housing
- Office of Fair Housing and Equal Opportunity

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

	Yes, definitely	Yes, probably	No	I Don't know	Haven't done a logic model in conjunction with HUD grant application
a. Better identify performance indicators	<input type="checkbox"/>				
b. Better think through activities to achieve your desired objectives	<input type="checkbox"/>				
c. Better manage your HUD grant	<input type="checkbox"/>				



