



U.S. Department of Housing and Urban Development



Office of Policy Development & Research

# **Partner Satisfaction with HUD's Performance**

## **2005 Survey Results and Trends Since 2001**

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# **Partner Satisfaction with HUD's Performance**

## **2005 Survey Results and Trends Since 2001**

**March 2006**

Prepared for:

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

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## Foreword

In order to serve the American people, the U.S. Department of Housing and Urban Development works through various partner groups such as local governments, public housing agencies, and owners of multifamily housing. Therefore, the views of these partner groups about how HUD is doing are relevant, since the quality of those relationships affects the Department's ability to assist the American public.

In 2001, HUD published, "How's HUD Doing?" that contained the results of the first survey of its key partners. This report is a follow-up of the 2001 report. It shows the level of partner satisfaction in 2005, documents changes in partner satisfaction between 2001 and 2005, and examines current issues involving partner relationships.

The 2001 and 2005 surveys comprised nationally representative samples of the following partner groups:

- Directors of Community Development (CD) Departments,
- Public Housing Agencies (PHAs),
- Fair Housing Assistance Programs (FHAPS),
- Non-profit organizations affiliated with the National Housing Partnership Network (NHPN),
- Owners of Section 202/811 properties,
- HUD-insured and HUD-assisted multifamily properties,
- Mayors and elected officials.

Results from the 2005 surveys showed relatively high levels of satisfaction with HUD's programs and how they are administered, ranging from 88 percent of CD directors to 62 percent of HUD-insured owners expressing satisfaction. Satisfaction has improved for PHA directors with the proportion reporting satisfaction with HUD's overall performance rising from 44 percent in 2001 to 65 percent in 2005. There was no significant change for other partners from the 2001 survey.

In addition to asking about general levels of satisfaction, the surveys covered partners' views of specific management issues and initiatives. The results of these surveys should be of special interest to members of the partner groups who were represented in this study.



Darlene F. Williams  
Assistant Secretary for  
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## Executive Summary

Consistent with the Government Performance and Results Act (GPRA) of 1993, the U.S. Department of Housing and Urban Development (HUD) sponsored in 2001 a series of independent, confidential surveys of many of its key implementation partners—intermediaries who delivered HUD's programs—to assess their satisfaction with HUD's performance. The surveys revealed that many HUD partners were satisfied with the Department, yet also showed dissatisfaction with particular aspects of HUD-partner relationships and on the part of certain partner groups. To follow up on those findings, track changes in partner satisfaction since then, and examine partner-relationship issues of current interest, a second series of partner surveys was conducted in 2005.

**Survey coverage.** Both series of surveys comprised nationally representative samples of the following partner groups: directors of Community Development (CD) Departments, Public Housing Agencies (PHAs), Fair Housing Assistance Programs (FHAPs), and non-profit organizations affiliated with the National Housing Partnership Network (NHPN); owners of Section 202/811, HUD-insured, and HUD-assisted multifamily properties; and mayors. In all, 2,278 partners responded to the surveys. Response rates were high—averaging 82 percent for all but multifamily owners and 63 percent for multifamily owners.

**Indicators of overall satisfaction.** The surveys revealed that core partner satisfaction with HUD, as well as with its programs and the way it administered them, remained relatively high in 2005 but varied across groups—ranging from 88 percent for CD directors to 62 percent for HUD-insured owners. For all partner groups, the extent of satisfaction with HUD's programs somewhat exceeded partner evaluations of how HUD ran its programs. In a few instances, satisfaction had improved since 2001. Especially noteworthy were PHA directors, the majority of whom had been dissatisfied with HUD in the earlier survey: the proportion reporting satisfaction with HUD's performance overall rose from 44 percent in 2001 to 65 percent in 2005. Likewise, the vast majority of PHA directors (95%), and also mayors (92%), described their agencies' or communities' 2005 relations with HUD as being either 'very good' or 'good.'

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

**Working and interpersonal relationships with HUD.** Day-to-day relationships between HUD and its partners included interactions with HUD staff, information exchanges related to the implementation of statutory requirements and HUD rules, and partner involvement in HUD monitoring and compliance activities. Compared to other groups, CD directors and mayors tended to be the most satisfied with these aspects of their working and interpersonal relationships with HUD, while multifamily owners and NHPN non-profit organization and PHA directors tended to be the least satisfied.

In general, the majority of partners expressed satisfaction with the responsiveness and capabilities of HUD staff, and with their ability to reach HUD staff. Multifamily housing owners were the least satisfied in these respects.

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

**HUD's management and technological environment.** Following the *President's Management Agenda* issued by the Office of Management and Budget in 2002, HUD's management objectives included striving to be more market-based and customer friendly, instilling an ethic of competence and excellence in its employees, and emphasizing performance over process. As of 2005, very few HUD partners believed these objectives had been fully achieved, with CD directors and



mayors more likely to rate them as being accomplished and NHPN non-profit organization directors and HUD-insured owners less likely.

Since the 2001 baseline surveys were conducted, several organizational changes had occurred at HUD, including elimination of the community builder function and consolidations of previously autonomous offices (the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring) under existing program offices. Partners were divided as to the effects of these changes. PHA directors split about equally, with 42 percent saying the changes made HUD better and 38 percent saying they made HUD worse. Across all other partner groups the proportion that said the changes were for the better exceeded by at least ten percentage points the proportion that said the opposite. Even so, between 26 percent and 30 percent of the groups most involved in HUD's housing programs (HUD-insured, HUD-assisted, and 202/811 owners, and NHPN non-profit organization directors) believed the changes to have been for the worse.

Of those expressing an opinion, the majority of partners believed HUD's management controls and monitoring systems for decreasing fraud, waste and abuse to have been effective—although many more said they were *somewhat* effective as opposed to *very* effective. CD directors and mayors were more likely than the other groups to describe HUD's management controls and monitoring systems to have been effective.

Though a sizable proportion of partner groups had not received any training or technical assistance from HUD, representatives of those who did generally found them to be at least *somewhat* helpful. Electronic communications, particularly e-mail, were rated by most partners to have been effective tools, although multifamily (particularly HUD-insured) owners were less likely than others to have used electronic communications in their dealings with HUD.



## PART 1: BACKGROUND

Improved satisfaction with the U.S. Department of Housing and Urban Development on the part of its key implementation partners—those intermediaries who deliver the Department's programs to its end customers—is a HUD objective intended to enhance agency accountability, service delivery, and customer service.<sup>1</sup> The premise is that when those who deliver HUD's programs receive quality service from HUD, the individuals and households who benefit from HUD's activities will, in turn, receive the best possible service. For that reason, measurement and tracking of partner satisfaction by HUD is responsive to the mandate of the Government Performance and Results Act of 1993 (GPRA), which calls on Federal agencies to set standards of government performance and measure progress toward their achievement.

In 2001, HUD sponsored a series of independent, confidential surveys of many of its partners, asking them to assess the Department's performance from their various vantage points. The survey data were published by HUD in a report titled *How's HUD Doing?*<sup>2</sup> It provided a snapshot of

partner assessments at that point in time and also afforded a baseline against which to evaluate changes in partner satisfaction with HUD over time.

To measure improvement in partner satisfaction since 2001, as well as to examine partner-relationship issues of current interest, HUD sponsored a second series of surveys in 2005. They focused on the same partner groups surveyed in 2001 and used a similar methodology to ensure comparability. How these partners believe HUD is doing in its current quest for management excellence, and whether there has been change over time, are the primary issues addressed by the 2005 surveys.

The remainder of Part 1 of this four part report on the 2005 surveys includes a discussion of the nature of the partnerships HUD maintains with numerous private and public entities to administer its programs. That is followed by a brief review of the findings of the 2001 surveys, since they serve as a baseline against which to view the 2005 results. Part 1 concludes with a discussion of the methods used to conduct the surveys. Subsequent parts present the findings of the 2005 surveys, including: basic partner satisfaction with HUD (Part 2); partner perspectives regarding working and interpersonal relationships with HUD (Part 3); and partner perspectives regarding HUD's management and technological environment (Part 4).

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<sup>1</sup> *Fiscal Year 2006 Annual Performance Plan*, U.S. Department of Housing and Urban Development, June, 2005, pp.148-149.

<sup>2</sup> 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.

### HUD Generally Works Through Numerous Partner Entities to Serve its End-customers<sup>3</sup>

As a large and complex federal agency, HUD deals with a variety of policy areas and administers an array of programs in the housing, public housing, fair housing, and community and economic development areas. Consequently, it has numerous types of end-customers—be they clients, recipients, or program beneficiaries.<sup>4</sup> To serve them, the Department generally works with intermediaries, referred to as partners, to carry out its mission. These include: non-profit organizations; state and local governments and elected officials; housing agencies and tribes; community and faith-based organizations; other HUD grantee organizations; various housing industry groups including lenders, brokers, appraisers, and multifamily developers and owners; health care facilities providers; small businesses; fair housing organizations; and investors.<sup>5</sup> Each group has its own

<sup>3</sup> The material in this section is adapted from *How's HUD Doing?* pp. 3-4.

<sup>4</sup> Ultimate customers are those provided assistance, services or benefits of various kinds. Included, for example, are people whose home mortgages are insured by FHA as well as those who face housing discrimination; people who live in public housing as well as those who receive businesses loans using Community Development Block Grants; and people who are homeless as well as those who rent private-market housing using vouchers.

<sup>5</sup> Specific examples of intermediaries are private owners of HUD insured or assisted housing units, public agencies that own and manage public housing developments, fair housing agencies that provide educational and

perspectives, points of reference, and experiences. The connections among such groups, and with HUD, are multifaceted.<sup>6</sup>

“It’s been a pleasure dealing with HUD personnel in both the ... and ... offices. We’ve always found the HUD staffs to be helpful and well informed. Both offices realize that we are partners and our goals are the same.”

HUD-Assisted Housing Owner

“HUD staff has been very accessible, and we appreciate their professionalism and partnership in helping revitalize our communities and provide housing and other services to our needy.”

Mayor’s Office

Since public and private partners are, by and large, HUD's direct link to most of its ultimate customers, the nature and quality of the relationships that exist between HUD and its partners have considerable consequence for the achievement of HUD's mission. Effective working relations with partners enhance the Department's service value to its end-customers. And, given the nature of their immediate relationship with the Department, partners, more so than end-customers, are likely

adjudication services, and state and local government agencies and officials involved in community improvement.

<sup>6</sup> As described in this part of the report, samples of HUD's partners were surveyed in 2005 to obtain their perspectives on their relationship with the Department. The questions were primarily closed-ended but respondents were also invited to provide their comments about HUD. Throughout this report, selected partner comments will appear in boxes, as discussed in the introduction to Part 2.

to be aware of, directly affected by, and knowledgeable about HUD's performance.

As intermediaries between HUD and its end-customers, even including non-customer stakeholders who are affected by the Department's programs, HUD's partners share an interest in providing customer services and benefits to them. To that end, HUD generally provides funds to its partners for their use or redistribution, and aids and supports them in other ways to serve customers. However, HUD's partners may also have interests that are different or independent from those of HUD's end-customers (or at least from some of them), and HUD's various partners may have interests that differ one from another.

"A lot of time could be saved if HUD would stop pretending there is a partnership. The fact is that HUD dictates and FHAPs and FHIPs carry out the orders. Partners consult, deliberate and agree jointly. HUD does not do this."

FHAP Director

"My comments are with specific reference to the HUD field office with which we interact. We have an excellent partnership relationship with field staff. They are knowledgeable and competent and consistently make every effort to respond to our concerns."

FHAP Director

As the "senior partner" responsible for serving a multiplicity of customer groups with differing and sometimes conflicting needs and perspectives, HUD is in the position of balancing interests as well as regulating, monitoring, and

sometimes taking adverse actions against its partners. These potentially contradictory roles in which HUD is both "helper" and "enforcer" may result in complex, multifaceted and, sometimes, conflicted relationships that may not always appear to be genuine partnerships.<sup>7</sup>

### **HUD Sponsored a Series of Baseline Surveys in 2001 to Assess Its Relationship with Key Partners**

To measure the state of HUD-partner relationships in 2001 and to establish a baseline against which to assess them

<sup>7</sup> Reporting on the relationship between HUD and its housing partners in 2000, the National Academy of Public Administration observed, "Some of the officials interviewed for this study indicated that HUD has no partners—has only contractors who carry out the programs in accordance with their contractual requirements. While it is true that contracting is part of the process, the organizations with whom HUD contracts deliver a product not so much for HUD—as is typically the case in a standard contracting process—as they are for individual beneficiaries of HUD's programs" (p. 16). On the issue of the balance between HUD's regulatory (enforcer) and support (helper) roles, the Academy commented, "The panel recognizes the importance of HUD's regulatory role and its fiduciary responsibility to ensure that the federal funds entrusted to the department are spent in accordance with laws and regulations. . . . But the panel believes as well that regulation and enforcement should not be the primary means of conducting daily business with partners and stakeholders. These legalistic approaches imply that the relationship between HUD and its partners is one-way—HUD directs and the housing providers, including PHAs, comply. However, PHAs are instrumentalities of state and local governments. As such, they are components of the federal system and should be treated as partners rather than simply as contractors" (p. xiii). *Evaluating Methods for Monitoring and Improving HUD-Assisted Housing Programs*, National Academy of Public Administration, December 2000.

over time, HUD sponsored an initial series of partner surveys. Among the various groups with which HUD deals, the surveys focused on the following eight, which were selected by the respective HUD program offices and represent a range of significant constituencies:

- **Directors of Community Development Departments** in cities and urban counties with an entitlement to Community Development Block Grant (CDBG) funds.<sup>8</sup>
- **Mayors** of communities with populations of 50,000 or more.<sup>9</sup>
- **Directors of Public Housing Agencies (PHAs)** that own and manage 100 or more units of conventional public housing.<sup>10</sup>
- **Directors of Fair Housing Assistance Program (FHAP) agencies.**<sup>11</sup>
- **Owners of Section 202 and Section 811** multifamily housing properties.<sup>12</sup>
- **Owners of HUD-insured (unsubsidized)** multifamily housing properties.<sup>13</sup>
- **Owners of HUD-assisted (subsidized)** multifamily housing properties.<sup>14</sup>
- **Directors of non-profit housing organizations** affiliated with the **National Association of Housing Partnerships (NAHP)**—now the **National Housing Partnerships Network (NHPN).**<sup>15</sup>

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<sup>8</sup> These are local government agencies that engage in a wide variety of community and economic development activities, often in conjunction with HUD's Community Development Block Grant (CDBG) program and other HUD programs.

<sup>9</sup> Included also are other chief elected officials in places where there is no mayor. These include 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.

<sup>10</sup> These are public entities created by local levels of government, through state-enabling legislation, to implement HUD's public housing and Section 8 programs.

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<sup>11</sup> These are state and local government agencies that administer laws and ordinances consistent with Federal fair housing laws.

<sup>12</sup> Section 202 provides supportive housing to very low-income elderly, including frail elderly; Section 811 provides supportive housing to very low-income adults with disabilities.

<sup>13</sup> These are owners of multifamily properties whose mortgages are insured by HUD; neither rental assistance nor mortgage interest subsidies are provided. Owners represent a range of entities including: public agencies; non-profit, limited dividend, or cooperative organizations; and private builders and profit-motivated businesses.

<sup>14</sup> These are owners of multifamily properties that are either insured under a HUD mortgage insurance program involving mortgage interest subsidies, or that are provided with some form of HUD rental assistance. Owners may be for-profit businesses or non-profit organizations.

<sup>15</sup> In 2001, the NAHP consisted of 59 major independent non-profit organizations, located across the nation, engaged in a wide variety of housing-related activities. Most were sophisticated housing developers, lenders, or providers who may have worked with one or more HUD programs and program offices.

### **The 2001 Surveys Found Considerable Partner Satisfaction with HUD, but Also Documented Significant Exceptions**

The 2001 surveys measured partners' perceptions of their relationships with HUD. That included each group's level of overall satisfaction as well as its satisfaction with HUD's service, staff, rules, information, and guidance.

**Overall satisfaction.** Majorities of all but one of the eight HUD partner groups surveyed in 2001 expressed satisfaction with HUD's programs, the way they were run, and the Department's overall performance. Three of every four mayoral, FHAP agency, Section 202/811 multifamily property, and CD agency partners, for example, were satisfied with overall performance—many of them reporting they were *very* satisfied. And, while somewhat smaller proportions of NAHP-affiliated non-profit housing providers and HUD-insured (unsubsidized) multifamily housing owners were satisfied with HUD, still three of every five such partners were.

In 2001 the proportion of satisfied partners was lowest for PHA directors. Only 44 percent expressed satisfaction with HUD overall, while 56 percent said they were dissatisfied—25 percent indicating they were *very* dissatisfied. Likewise, only 37 percent of PHA directors were satisfied with the way HUD ran its programs, while 56 percent were not—24 percent

indicating they were *very* dissatisfied. Certainly by comparison to most other HUD partners and, indeed, to many other such surveys, this pattern of response by PHA directors indicated acute disaffection on the part of many.<sup>16</sup>

**Satisfaction with service quality.** Majorities within each partner group expressed satisfaction with the overall quality of service they received from HUD as of 2001, although the degree of satisfaction varied considerably across groups. Mayors, as well as community development and FHAP agency directors, gave the most positive evaluations of HUD's service; four of every five said they were satisfied. The levels of satisfaction were somewhat lower for NAHP-affiliated non-profit housing directors and multifamily property owners, but still at least three of every five partners expressed satisfaction. Approval of HUD's service was lowest among PHA directors, with 53 percent expressing satisfaction and 47 percent expressing dissatisfaction.

There was also variation in the extent to which HUD's partners credited the Department with improving service to them over the previous several years. Majorities of some partner groups—including FHAP agency, mayoral, NAHP-affiliated non-profit housing, Section 202/811 multifamily property, and community development partners—believed that

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<sup>16</sup> The strained relationship between PHAs and HUD, especially during the period covered by the 2001 surveys, is described in *Evaluating Methods for Monitoring and Improving HUD-Assisted Housing Programs*, pp. xiii - xxvi.

the quality of HUD service had improved. In stark contrast, 56 percent of PHA directors indicated a decline in the quality of service, with only 30 percent of them seeing service improvements and the remainder observing no change.

**Satisfaction with HUD staff.** In 2001, sizeable majorities of all partner groups were satisfied with the responsiveness and competence of the HUD staff with whom they dealt—generally those located in HUD's field offices.<sup>17</sup> It was also the case that, by far, the largest proportion of positive remarks given in response to open-ended questions at the end of the survey focused on HUD field staff, often emphasizing the helpfulness of such people. These satisfaction levels were high, and certainly noteworthy in the context of some partners' lower levels of satisfaction with other aspects of the Department's service.

Nonetheless, between 15 percent to one-third of HUD's partners, depending on the group, were dissatisfied with either the competence or responsiveness of the people with whom they dealt. A few were also highly critical of some HUD staff in their responses to open-ended questions—in a small number of cases pointing to rude or unprofessional behavior.

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<sup>17</sup> Some respondents added notations to their questionnaires, specifically stating they were referring to field office staff when answering questions about the people at HUD with whom they dealt; others added comments at the end of the survey indicating the same.

**Satisfaction with HUD rules.** In 2001 there was considerable variation in partners' assessments of the reasonableness of Departmental rules and requirements. A sizeable majority of FHAP agency directors and owners of Section 202/811 multifamily properties expressed satisfaction with HUD's rules, and smaller proportions (ranging from 50 to 55 percent) of mayors and community development directors also said they were reasonable. However, majorities of HUD-insured (unsubsidized) multifamily property owners, HUD-assisted (subsidized) multifamily property owners, NAHP-affiliated non-profit housing directors, and PHA directors (especially the latter) were dissatisfied with HUD's rules. The question did not indicate, however, whether dissatisfaction was due to the content of the rules or to the way they were being implemented.

**Satisfaction with information provided by HUD.** Within each partner group, the majority of partners were satisfied with the quality of information they received from HUD, although this ranged from 84 percent (for Mayors) to 53 percent (for PHA directors). Likewise, with one exception, the majority of partners were satisfied with the timeliness of the information they received. The exception was PHA directors; a substantial 63 percent were dissatisfied with this aspect of their relationship with HUD. For all partner groups, satisfaction with the quality of information provided was somewhat greater than with its timeliness.



**Satisfaction with guidance provided by HUD.** With two exceptions, the majority within each partner group was satisfied with the quality and consistency of guidance they received from HUD. The exceptions involved NAHP-affiliated non-profit housing directors and PHA partners. Only 46 percent of the former and 41 percent of the latter were satisfied with the *consistency* of HUD's guidance, and only 42 percent of the latter were satisfied with the *quality* of that guidance. Indeed, large numbers of PHA directors were "very" dissatisfied with the guidance they received from HUD.

**Summary—2001.** While many HUD partners expressed satisfaction with the Department in 2001, there was enough dissatisfaction with some aspects of HUD-partner relationships to have been worthy of note. Examples included the number of partners believing HUD's rules to have been unreasonable or HUD's guidance to have been inconsistent. Also noteworthy was the fact that partners who considered their agencies, organizations, or businesses to have been primarily regulated by HUD tended to be less satisfied, in most instances, than those who considered their entity to be primarily supported or equally supported and regulated by HUD. Finally, the most consistent and notable finding from the 2001 survey was the extent to which PHA directors, in particular, were dissatisfied with HUD; indeed, a good proportion of them were outright alienated and acutely disaffected.

### **Some HUD Initiatives or Events Occurring Since 2001 Could Have Had Consequences For Partner Satisfaction by 2005**

The relationship between HUD and its partners is certainly dynamic or fluid to the extent that policies, programs, rules and personnel on both sides change over time. Yet, institutionally, HUD and its partners have generally worked with each other over an extended time period and, sometimes, across multiple program contexts. It would be expected, therefore, that partners' judgments about the quality of their relationships with HUD would likely be expressions of their cumulative experiences. As such, one would predict relative stability in such judgments over time.

If so, why would partner judgments about HUD change for the better or worse from one time period to the next? It seems logical that alterations in partner satisfaction with HUD would primarily be a response to some particular or series of initiative(s) or event(s) that are both highly visible to partners and perceived as substantial. The *net effect* of all such initiatives or events occurring during any period might, then, contribute to changes in partner satisfaction with HUD.

What occurred since 2001 that could have resulted in changed partner satisfaction with HUD? While it is impractical to present an exhaustive inventory of all policy or program

actions, organizational adjustments, or management initiatives, several examples provide a flavor of what occurred.

- Among the policy initiatives undertaken since 2001 were efforts to expand homeownership opportunities, increase the production and quality of affordable rental housing, and encourage partnerships between faith-based and community organizations; as well as proposals to block grant the Housing Choice Voucher Program to the states, revise Housing Choice Voucher Program funding calculations, suspend the HOPE VI program, transfer the Community Development Block Grant program to the Department of Commerce, or implement public housing negotiated rulemaking recommendations.
- Among the program initiatives that occurred since 2001 were the provision to communities of a Consolidated Plan Management Process Tool, full implementation of the Public Housing Assessment System (PHAS), expanded multifamily oversight and monitoring (especially through Performance-Based Contract Administrators overseeing the project-based Section 8 program with annual management and occupancy reviews), expanded oversight of non-performing or marginally performing multifamily owners and agents (as determined by REAC physical inspections), drawbacks of some multifamily delegations, establishment of timeliness and quality standards for agencies processing fair housing complaints, and implementation of a Rental Housing Integrity Improvement Project.
- Among the organizational changes occurring since 2001 were elimination of the community builder function as well as consolidation of previously independent offices—like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring—under existing program offices.
- Among the management initiatives undertaken since 2001 were improvements in Web and electronic communications, expanded e-Government, reductions in staffing, investments in workforce analysis and planning, and development of personnel succession strategies.

Since one of the Department's management goals is to increase the level of partner satisfaction as a means of improving service delivery and customer service, it is important to ask whether these or other initiatives or changes altered HUD-partner relationships for the better or for the worse since 2001. Some may have been specifically intended to do just that, while others were done for many different reasons. Either way, to determine if satisfaction levels have changed, it is necessary to replicate core portions of the 2001 baseline surveys. Consequently, surveys conducted in 2005 were designed for that purpose, as well as to ascertain partners' views on matters that have arisen since 2001.

### **New Partner Surveys were Conducted In 2005 to Discern Trends Since 2001 as Well As to Examine Issues of Current Interest**

Under contract to HUD, a series of 2005 partner surveys was developed and administered by Silber and Associates, an independent survey research firm located in Clarksville, MD, in conjunction with the Urban Institute, a non-partisan research organization located in Washington, DC. The decision by HUD to sponsor confidential surveys, conducted at arms-length from HUD, was intended to ensure that the results would be honest, valid and credible representations of partners' evaluations of the Department's performance.

**Partner group coverage.** The 2005 surveys were designed to cover the same partner groups that were surveyed in 2001, although new random samples of each group were drawn. One difference is that since 2001, the National Association of Housing Partnerships (NAHP) expanded somewhat and changed its name to the National Housing Partnerships Network (NHPN). Thus, for 2005, the survey of NHPN members represents major non-profit housing providers.

**Survey topics.** The 2005 surveys were designed both to assess trends over time on selected indicators of partner satisfaction against a 2001 baseline and to add new questions

that are of current interest. With respect to trends, key indicators of partner satisfaction collected for the 2001 surveys were replicated. To develop a list of additional topic areas and questions, Silber and Associates and the Urban Institute consulted with HUD program staff and spokespersons for organizations representing many of the partner groups to be surveyed. The survey items that ultimately constituted the questionnaires for the 2005 surveys fall into four topic clusters—the first three of which are reported in this document. The fourth cluster, involving issues unique to each program area, is reported on separately. The four clusters include:

- Partner satisfaction with the HUD programs they deal with, the way HUD administers those programs, and overall performance.
- Partner satisfaction with their working relationships with HUD (including quality of guidance, information, decision making, and rules) and their human relationships (including their ratings of the responsiveness, competence, and abilities of HUD personnel).
- Partner perspectives on the management environment at HUD (including the perceived effects of organizational changes, achievement of management objectives, perceived effectiveness of management controls), and satisfaction with HUD's technological environment (including technical assistance and electronic communications).

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

**Survey instruments.** The survey instruments, which are reprinted in the Appendix, contain a series of questions common to all partner groups and additional questions unique to each group's programmatic experiences with HUD. Common questions cover partners' (a) overall evaluations of HUD's performance, (b) evaluations of the quality of service they receive, (c) assessments of the effects of certain organizational changes, (d) appraisals of the extent to which several HUD management objectives are being achieved, and (e) evaluations of HUD's initiatives to train, support, and communicate with partners. These, as well as questions unique to each partner's relationship to HUD, are closed-ended—with pre-established response categories. In addition, the survey permitted respondents to provide additional comments about HUD, in their own words, at the conclusion.<sup>18</sup>

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<sup>18</sup> The proportion of respondents who chose to provide additional comments varied by group, and ranged from 33 percent for PHA directors to 43 percent for CD and NHPN directors—with approximately one-third of the respondents in four of the groups providing comments. Comments often consisted of two or three sentences, but some were considerably longer. Along with the high rate of response to the surveys, the large number of comments is also indicative of partner interest in being able to provide feedback to HUD. Both positive and negative comments were offered but, as might be expected when presented with such an opportunity, more of them were negative than positive.

**Survey procedures.** Silber and Associates, assisted by the Urban Institute, developed the survey procedures, selected the samples, and administered the surveys. For most partner groups, HUD provided the lists from which samples were randomly drawn.

The surveys were administered between May 27 and September 2, 2005. Participation was voluntary. Respondents were guaranteed confidentiality and assured that neither HUD nor others would be able to associate individual names, organizations, or communities with survey responses.<sup>19</sup>

Members of the survey sample were sent questionnaires in the mail (or by certified letter in some circumstances) and asked to reply by return mail. Those who did not were contacted by telephone and asked to respond by mail or fax, or given the options of either completing an electronic version of the instrument and e-mailing it back or being surveyed over the telephone. Once the surveys were completed and returned, Silber and Associates tabulated the

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<sup>19</sup> Even so, some potential respondents communicated their fear of retribution from HUD should their responses be disclosed, some refused to participate under any circumstances out of concern about disclosure, and a few removed survey control numbers from the questionnaires to further protect their anonymity. This experience reinforces the notion that for such surveys to accurately reflect partner opinion and be credible, they must be done under third-party auspices and with appropriate provision for the protection of respondent confidentiality.

results and the Urban Institute, in conjunction with Silber and Associates, analyzed the data and prepared this report.

**Survey response rates.** In total, 2,278 HUD partners responded to the surveys and the rate of response was very high (see Exhibit 1).<sup>20</sup> For all but HUD multifamily partners, response rates ranged from 80 percent for mayors to 91 percent for NHPN non-profit housing organizations; the average for these groups, excluding multifamily partners, is 82 percent.

The rate of response for multifamily property owners, while strong, is lower than that of other groups—63 percent, taken as a whole. Rates ranged from 59 percent for HUD-insured owners to 66 percent for Section 202/811 owners. As was the case in 2001, HUD's multifamily partners were more difficult to survey than others. In part, this was because of the challenge of identifying the appropriate representatives from the complex set of corporations, syndications, partnerships, and legal entities that own some of the multifamily properties insured or assisted by HUD. And, in part, it was because some owners have relatively little on-going contact with the Department and, consequently, less interest in responding to a questionnaire about HUD relations.

<sup>20</sup> Ninety percent of the completed surveys were returned by mail or fax; 6 percent requested an electronic version of the questionnaire, which they e-mailed back as an attachment; and 4 percent responded by telephone.

**Exhibit 1: Sample Sizes and Response Rates**

Partner Group	Sample Size	Number of Respondents***	Response Rate
Community Development Departments	500	411	82%
Mayors Offices	641	514	80%
Public Housing Agencies	500	408	82%
Fair Housing Agencies	99	87	88%
Multifamily ownership entities:	1,250**	783	63%*
Section 202/811	400	265	66%
HUD-insured (unsubsidized)	400	237	59%
HUD-assisted (subsidized)	400	247	62%
NHPN Non-profit Organizations	82	75	91%

\*HUD's list of owners of HUD-insured, HUD-assisted, and Section 202/811 properties—from which the samples were drawn—contained some addresses to which mail or certified letters were undeliverable, as well as some missing or wrong telephone contact numbers. (It also contained at least one entity that did not own properties but worked in partnership with Community Development Corporations and PHAs—learned only after the fact.) Taking into account only those entities in the sample that were potentially reachable with the address, e-mail, or telephone information contained in the list, the adjusted rate of response for multifamily owners is 74 percent.

\*\* In addition to the 1,200 owners of HUD-insured, HUD-assisted, or Section 202/811 properties, 50 owners were sampled who own more than one type of property. This was done to ensure that the full sample of multifamily owners (weighted to compensate for disproportionate sampling) accurately represented all multifamily owners with which HUD deals.

\*\*\*Some questionnaires were returned with identification numbers removed; these were excluded from the dataset to ensure that, inadvertently, duplicate surveys from the same persons, agencies, or organizations were not included. The numbers of such forms are: 3 for PHAs, 4 for CD departments, 6 for multifamily ownership entities, 3 for FHAP agencies, 2 for mayors, and 2 for NAPN-affiliated organizations.

The lower response rate for multifamily partners also illustrates the challenge faced by HUD in maintaining a complete, up-to-date list of names, addresses, and telephone numbers of ownership entities. Of all the partner groups surveyed, only those sampled from HUD's multifamily lists resulted in numerous returned ("addressee unknown") mail

questionnaires from the U.S. Postal Service or contained some missing or inaccurate telephone numbers, resulting in failure to make contact.<sup>21</sup> Indeed, if such cases are removed from the sampling frame for purposes of calculating a response rate for all multifamily housing partners, the adjusted response rate is 72 percent.

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

**Survey respondents.** Questionnaires were sent to directors of Community Development Departments, Public Housing Agencies, FHAP Agencies, and NHPN-affiliated non-profit housing organizations, as well as to mayors or other local chief elected officials, and owners of multifamily properties. Owners of multifamily properties consisted of CEOs, managing general partners, presidents, chairpersons, principals, or organization directors—whoever could speak authoritatively for the entity.

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

In many instances the individuals to whom the survey was sent personally responded, as requested. But, in some cases, others responded on their behalf. The proportion of respondents who were directors, mayors, or owners is shown in Exhibit 2. As indicated, nine of every ten PHA directors personally responded to the surveys. Smaller proportions of HUD-insured multifamily property owners, NHPN non-profit organization directors, and FHAP agency directors responded personally. In contrast, only about one in seven mayors personally responded to the survey.

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<sup>21</sup> According to HUD's Office of Housing, some owners have little interest in maintaining a continuing relationship with HUD beyond that of their currently insured or assisted properties and, therefore, little motivation or incentive to keep their contact information up to date. Likewise, there may be limited functional benefit for HUD to allocate scarce resources to maintaining information not used on a regular basis.

**Exhibit 2: Types of Survey Respondents**

<b>Partner Group</b>	<b>Percent Actual Director, Mayor, or Owner</b>	<b>Percent Other Persons</b>	<b>Total</b>
Community Development Departments	38%	62%	100%
Mayors Offices	14%	86%	100%
Public Housing Agencies	91%	9%	100%
Fair Housing (FHAP) Agencies	65%	35%	100%
Multifamily Ownership Entities:			
Section 202/811	35%	65%	100%
HUD-insured (unsubsidized)	55%	45%	100%
HUD-assisted (subsidized)	48%	52%	100%
NHPN Non-profit Organizations	60%	40%	100%

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





## PART 2: BASIC PARTNER SATISFACTION WITH HUD

Part 2 presents the results of the general satisfaction portion of the 2005 surveys. It covers partners' ratings of the HUD programs with which they deal, the way HUD runs those programs, and HUD's overall performance.<sup>22</sup> Responses are compared across eight partner groups as well as to baseline data derived from the 2001 surveys where they are available. Also presented are partners' characterizations of the nature of their relationship with HUD—whether primarily supportive or regulatory—and the extent to which these characterizations are associated with overall partner satisfaction.

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

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<sup>22</sup> In the bar charts presented throughout this report, those who answered "don't know" are not shown in the bars although they are included in the denominator for calculating percentages. Hence, the values on the bars may not add to 100 percent, the difference being the proportion of such respondents. In contrast, those who skipped a question or answered "not applicable" are excluded from the denominators and the bars.

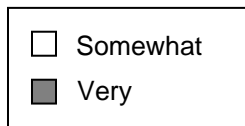
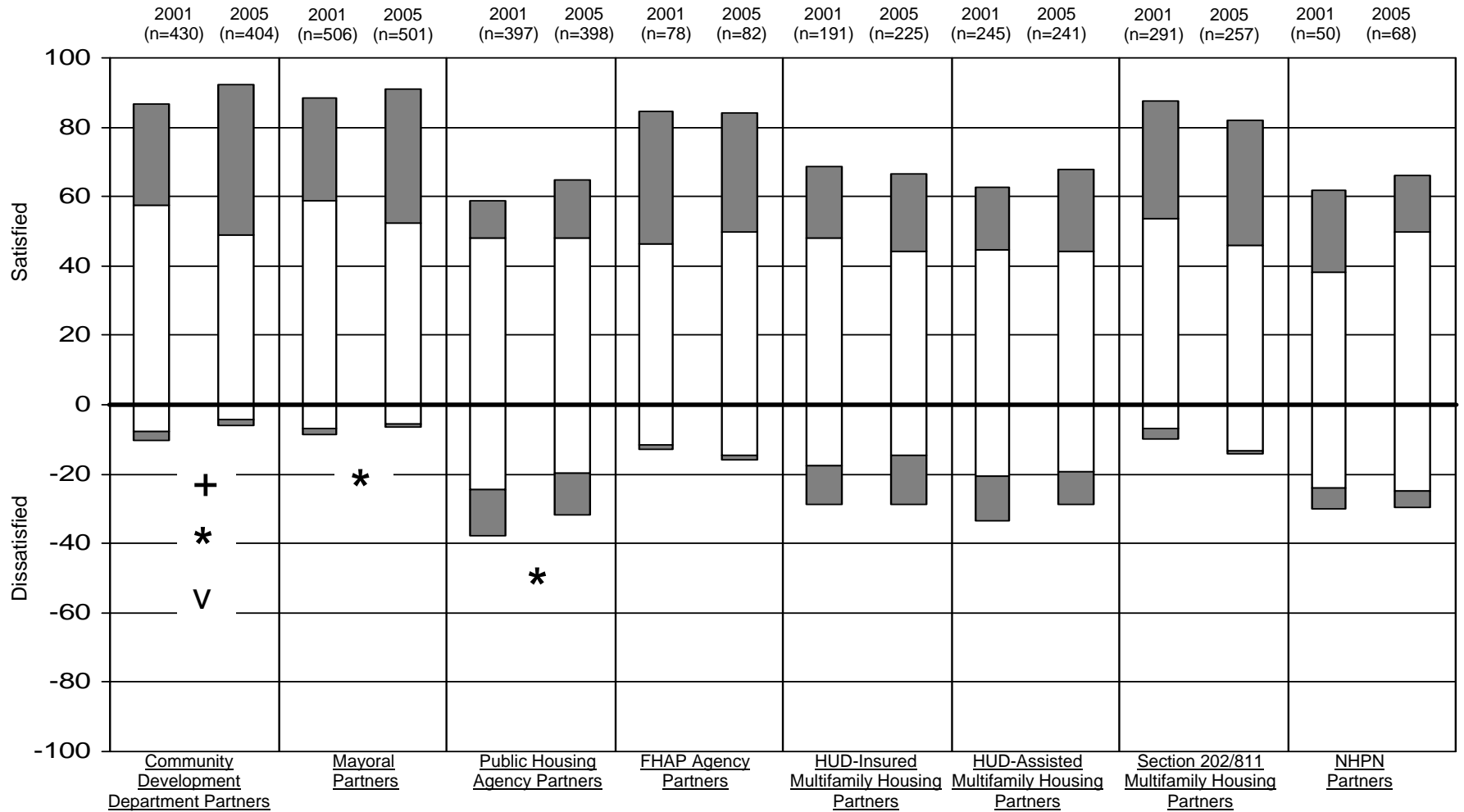
### **Most Partners are Satisfied with HUD's Programs, Administration and Performance, and There is Some Improvement Since 2001**

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

**Satisfaction with HUD's programs.** As shown in Exhibit A, the majority within each partner group express satisfaction with the HUD programs with which they currently deal, although there is wide disparity across the groups. The following observations derive from the exhibit.

- Partners are more likely to be *somewhat*, as opposed to *very*, satisfied with HUD's programs.
- The level of program satisfaction ranges from a high of 92 percent for CD directors to a low of 65 percent for PHA directors. Four groups—community development directors, mayors, FHAP agency directors and Section 202/811 owners—are the most satisfied; the remaining four—PHA directors, HUD-insured owners,

**Exhibit A.** How satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



+ Statistically significant ( $p \leq .05$ ) increase in overall satisfaction since 2001  
 \* Statistically significant ( $p \leq .05$ ) increase in percentage of "Very Satisfied" since 2001  
 V Statistically significant ( $p \leq .05$ ) decrease in overall dissatisfaction since 2001

- HUD-assisted owners and NHPN non-profit organization directors—are the least satisfied.
- Relatively large proportions of CD directors (43%), mayors (39%), Section 202/811 partners (36%), and FHAP directors (34%) say they are *very* satisfied with HUD's programs, compared to considerably lower proportions of PHA directors (17%) and NHPN non-profit organization partners (16%).
- The proportion of CD directors who express satisfaction with HUD's programs has improved somewhat since 2001. Also, the proportion of CD directors, mayors and PHA directors who say they are *very* satisfied with HUD programs has improved.<sup>23</sup>

Perhaps the most important of these observations involves improvement in program satisfaction among PHA directors. Although the increase is modest, this group's program satisfaction levels were the lowest of all partner groups in 2001. As such, any sign of improvement is noteworthy.

#### **Satisfaction with HUD's program administration.**

Compared to their satisfaction with the programs themselves, a somewhat smaller percentage of each of the partner groups

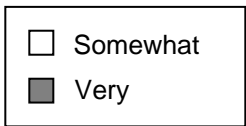
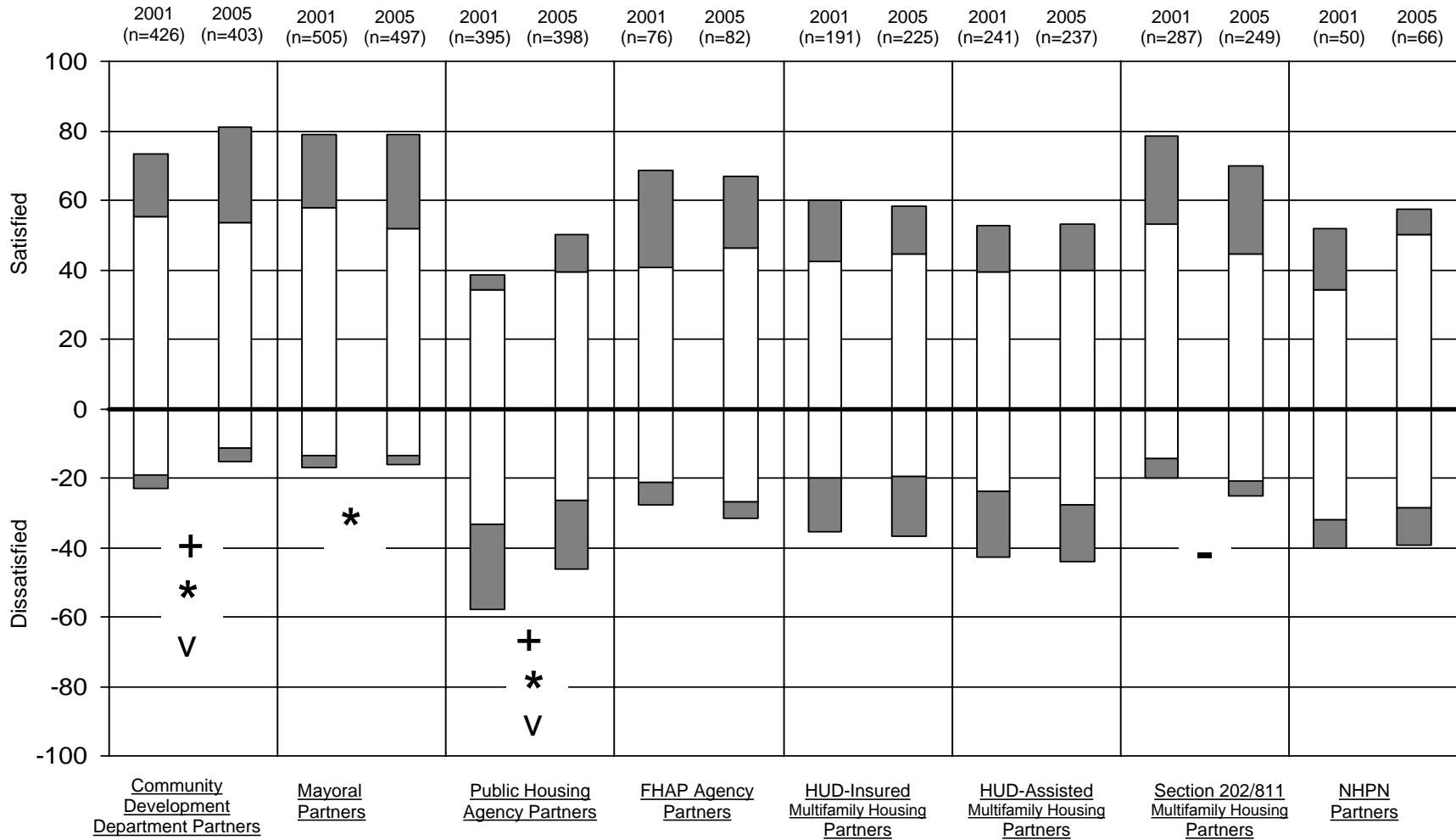
expresses satisfaction with the way HUD runs its programs. Exhibit B shows the following:

- Within each group, partners are more likely to be *somewhat*, as opposed to *very*, satisfied with the way HUD runs its programs.
- Levels of program satisfaction range from a high of 81 percent for community development directors to a low of 50 percent for PHA directors. Partner groups exhibiting the highest degree of satisfaction with the way HUD runs its programs are CD directors, Mayors, and owners of Section 202/811 multifamily properties; while PHA directors and HUD-assisted owners are least satisfied.
- The proportions of CD directors and mayors who express satisfaction with the way HUD runs its programs have improved since 2001; also, the proportions of CD and PHA directors and mayors who say they are *very* satisfied has increased somewhat. In contrast, satisfaction levels have declined slightly for owners of Section 202/811 properties and have not changed for the remaining partner groups.

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<sup>23</sup> T-tests of proportions in independent samples were conducted to identify statistically significant differences between the 2001 and 2005 survey results. Differences that are not statistically significant are likely to have occurred simply by chance.

**Exhibit B.** How satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs you deal with?



- + Statistically significant (p≤.05) increase in overall satisfaction since 2001
- Statistically significant (p≤.05) decrease in overall satisfaction since 2001
- \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001
- V Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001

"My relationship with my HUD partners couldn't be better. They work with me and not against me. When issues come up, they point them out and then help me resolve them."

CD Director

"I have found HUD to be fair but firm and that is the only way they can operate."

Section 202/811 Owner

"Dealing with HUD is like dealing with the IRS. Unless you can prove you're innocent they assume you're guilty. HUD's personnel have been heavy handed in their dealings with us."

FHAP Agency Director

Again, improvement in PHA directors' ratings of the way HUD runs its programs, while modest, is probably the most noteworthy trend observed in these data. Also, it should be noted that the decline in satisfaction among Section 202/811 owners is not indicative of a pervasive decline with respect to other performance areas, as will become apparent in Parts 3 and 4, below.

#### **Satisfaction with HUD's overall performance.**

Exhibit C shows the level of basic partner satisfaction with HUD.<sup>24</sup> Put near the end of the survey, the question read, "At

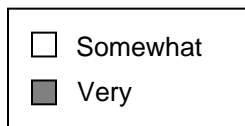
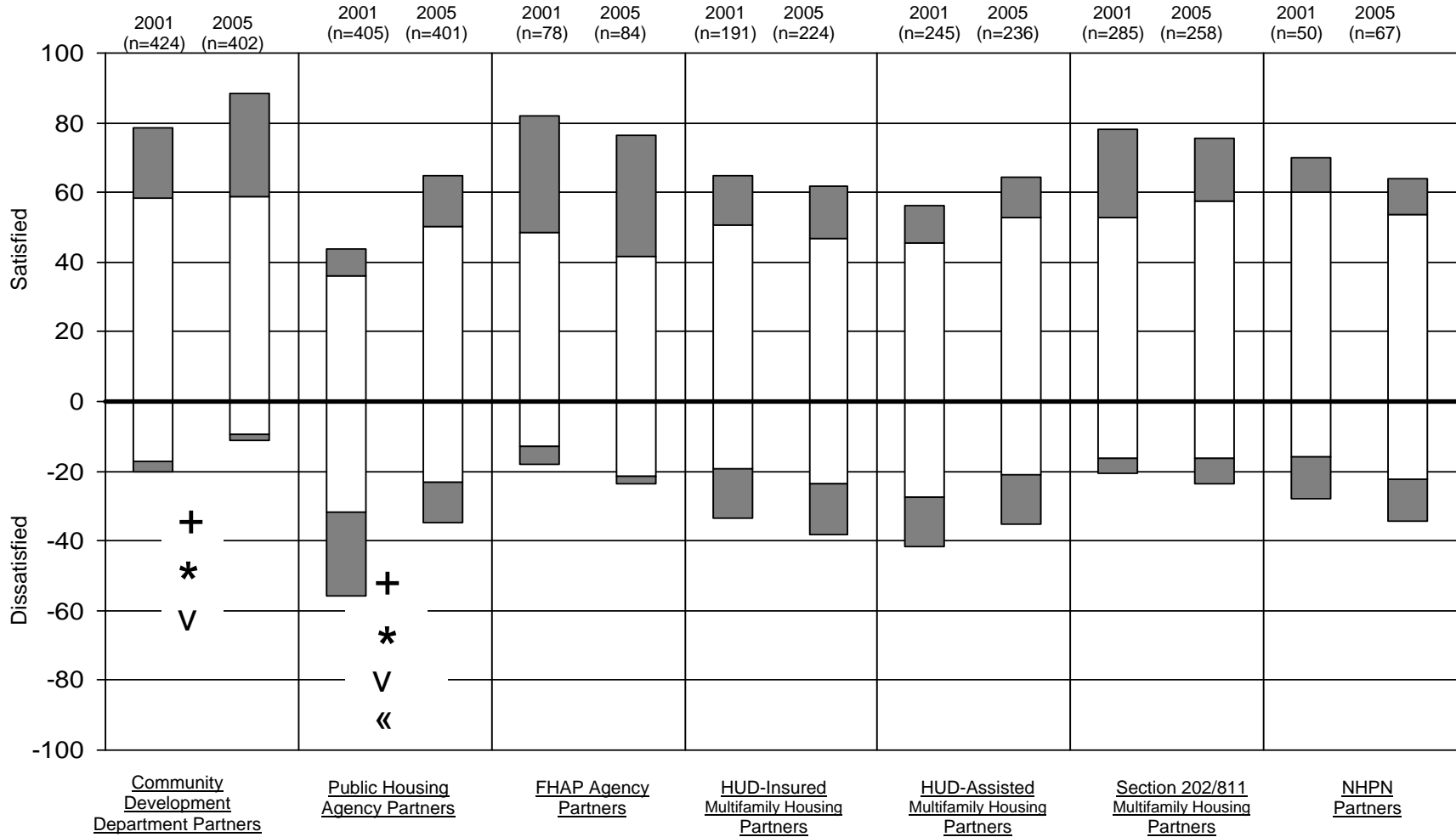
<sup>24</sup> In 2005, mayors were not asked about HUD's overall performance but, instead, other questions, including, "At present, taking everything into consideration, how satisfied or dissatisfied are you with the overall performance of the HUD field office with which your community generally deals?" In response, 55 percent said "very satisfied," 37 percent said "somewhat satisfied," 6 percent said "somewhat dissatisfied," less than 1

present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?" It allowed partners to weigh and balance their range of interactions and experiences with HUD and to summarize them into a single, bottom-line rating. The Exhibit shows:

- Within each group, partners are more likely to be *somewhat*, as opposed to *very*, satisfied with the Department's overall performance, although the ratio of very satisfied to somewhat satisfied FHAP directors is more favorable than that of other groups.
- Levels of program satisfaction range from a high of 88 percent for community development directors to a low of 62 percent for owners of HUD-insured properties. Partner groups exhibiting relatively higher levels of satisfaction are CD and FHAP directors as well as owners of Section 202/811 properties, while relatively lower levels of satisfaction were reported for HUD-insured and HUD-assisted owners, NHPN non-profit organization and PHA directors.
- The proportions of CD and PHA directors who are either satisfied or very satisfied with HUD's overall

percent said "very dissatisfied," and 2 percent did not know. This level of satisfaction and the proportion responding "very satisfied" is extremely high. Mayors were also asked if they or their staff had dealt directly with an office or person at HUD headquarters in Washington, DC over the past 12 months. Those who responded in the affirmative were asked, "How satisfied or dissatisfied have you been with your direct interactions with HUD headquarters in Washington, DC, over the past 12 months?" In response, 36 percent said "very satisfied," 40 percent said "somewhat satisfied," 11 percent said "somewhat dissatisfied," 5 percent said "very dissatisfied," and 9 percent did not know.

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



- + Statistically significant (p≤.05) increase in overall satisfaction since 2001
- \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001
- V Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001
- << Statistically significant (p≤.05) decrease in percentage of "Very Dissatisfied" since 2001

\*The wording of this question was different for mayors, precluding a comparison to the other partner groups. See page 19 for more information.

performance have improved since 2001, while ratings have not changed over time for the remaining groups.

Improvement in the level of satisfaction of PHA directors is, again, noteworthy in these data; in this instance, the improvement is reasonably substantial. Compared to 44 percent of directors who were satisfied in 2001, 65 percent are satisfied in 2005. Although PHA directors are still relatively less satisfied than some groups, they are no longer the least satisfied group on this rating, as they were in 2001.

“In summary, our city's experience with HUD personnel, especially those based in the...field office has -- over many years -- been uniformly good. Almost all are genuinely interested in making HUD programs work in this area. All too often, however, we find ourselves battling with illogical, ill-conceived, or simply unintelligible legislation, policy, regulation and 'flavor of the month' emphases emanating from Washington D.C.”

Mayor's Office

“HUD has improved in the past couple of years.”

PHA Director

### Some Partners Express Notably High Levels of Basic Satisfaction with HUD, Particularly its Programs

Several partner groups stand out from the others in terms of high levels of basic satisfaction. As shown in Exhibit 3, more than 80 percent of CD Directors express satisfaction

with all three basic measures. Also, 80 percent or more of Mayors, FHAP directors, and Section 202/811 owners indicate satisfaction with the HUD programs with which they deal.

### Exhibit 3: Partner Groups Exhibiting Basic Satisfaction Ratings that are Equal to or Greater than 80 Percent

Partner Group	Question	Percent Satisfied
CD Directors	HUD programs	92%
	How HUD runs programs	93%
	Overall satisfaction	88%
Mayors	HUD programs*	91%
FHAP Directors	HUD programs	84%
Section 202/811 owners	HUD programs	80%

\* Also, 92 percent of mayors were satisfied with the overall performance of the HUD field offices with which their communities dealt.

In addition to questions put to all partner groups, mayors and PHA directors were asked an additional question about current relations with HUD. It is notable that 92 percent of mayors and 95 percent of PHA directors describe their communities' and agencies' current relations with HUD as being either *very good* or *good*. That characterization by PHA directors is all the more noteworthy in the context of the findings of the 2001 partners' survey, in which PHA directors, by comparison to others, were especially dissatisfied with HUD.<sup>25</sup>

<sup>25</sup> Asked if relations between their housing agency and HUD had changed over the last several years, 49 percent of PHA directors in 2005 said that they had gotten better, 13 percent said they had gotten worse, 35 percent said they had not changed, and 3 percent did not know.

### **While Most Partners are Satisfied with HUD's Programs, Administration, and Performance, Dissatisfaction is Also Apparent**

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

There are at least two considerations involved in assessing whether HUD partner ratings are good or bad. The first involves understanding the meaning behind the ratings—that is, what underlies respondents' summary satisfaction or dissatisfaction judgments. That is important because partners' ratings may reflect a deeper, broader, or more complex picture than might be apparent from a simple satisfaction measure. For instance, some might conclude, "I am satisfied with 'service x' considering the meager resources the provider had to work with," while others might say, "the resources that went into 'service x' are so meager I am very dissatisfied with it." The partner comments in the box below are meant to illustrate why it may be important to know more about the rationale for satisfaction ratings before drawing conclusions as to whether they are good or bad.

"During the late '80s -- early '90s, HUD/CPD operated at its best. It has deteriorated since & hasn't been able to get back to that status. More than likely, due to the additional workload. While CPD programs & regulations have increased, CPD staffing has decreased over the past 20 years. We used to have annual entitlement meetings and a few training sessions during the year -- great opportunity to network & brainstorm ideas. We haven't been to a CDBG training or meeting in 7 or 8 years. We haven't heard from or seen the local CPD Director in about that long. Support staff, however, is very competent and they do the best they can in the environment in which they work. They are very good at working with you over the phone or via email when providing assistance."

Mayor's Office

"I received your second request to fill out your survey form about HUD. I have not been able to fill out the form because it does not seem to apply to our organization. We are the largest non profit housing developer in the ... region, but it would be hard to comment on how well HUD is serving our needs since most of the good HUD programs have been cut and no one in our organization can recall when someone from HUD last visited our organization. I think it might have been more than ten years ago. Since we are a faith based organization, you might think that we would be working with the new faith based department. But, we have never heard from them and know little more than what we read in the national press. I have no idea why they exist. ..."

NHPN Nonprofit Director

A second consideration involves the application of some set of guidelines for judging the acceptability of satisfaction or dissatisfaction ratings. Unfortunately, there appear to be no standard partner service criteria to serve as a point of reference. HUD has not established such criteria nor is there a broader literature covering partner satisfaction ratings in other agencies or similar settings to use as a



benchmark.<sup>26</sup> Indeed, even the literature on customer service or employee satisfaction suggests no uniform criteria. Instead, those who study customer service or employee satisfaction tend to apply reasonable, common sense rules of thumb when considering, for example, the question as to when dissatisfaction levels are unacceptably high.

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

Extrapolating from this practice, Exhibit 4 identifies all instances in which 20 percent or more of the members of HUD's partner groups express dissatisfaction on one or more of the basic measures. Six of the eight groups surveyed are in this category. Indeed, in several instances, dissatisfaction levels approach or exceed 40 percent. Applying reasonable criteria, then, all of the cases shown in the exhibit are noteworthy.

**Exhibit 4: Partner Groups Exhibiting Basic Dissatisfaction Ratings that are Equal to or Greater than 20 Percent**

Partner Group	Question	Percent Dissatisfied
PHA Directors	HUD programs	32%
	How HUD runs programs	46%
	Overall satisfaction	35%
FHAP Directors	Overall satisfaction	24%
HUD-insured Owners	HUD programs	29%
	How HUD runs programs	37%
	Overall satisfaction	38%
HUD-assisted Owners	HUD programs	29%
	How HUD runs programs	44%
	Overall satisfaction	35%
Section 202/811 Owners	How HUD runs programs	25%
	Quality of information	20%
	Overall satisfaction	24%
NHPN Non-profit Organization Directors	HUD programs	29%
	How HUD runs programs	39%
	Overall satisfaction	34%

<sup>26</sup> In compliance with a 1993 Executive Order (Number 12862), HUD in 1994 outlined its customer and partner service standards but did not establish criteria for assessing service ratings. *Report on Customer Service Plans*, U.S. Department of Housing and Urban Development, Office of Policy Development and Research, September 1994.

### HUD Not Only Supports its Partners in Accomplishing Program Objectives but also Regulates them, Complicating the Relationship

A contextual factor serving both to frame partners' relationships with HUD and explain some of the variation in their satisfaction with those relationships involves the nature of HUD's role vis-à-vis its partners.<sup>27</sup> Indeed, many partners have a paradoxical relationship with the Department: HUD is simultaneously a supporter and a regulator of them. Support consists of HUD providing funding, technical assistance, and information to its partners. Regulation involves HUD

"HUD is very supportive and employees are wonderful."  
NHPN non-profit Director

"I'm afraid to contact HUD for support of problems because they're the enforcers!"  
CD Director

establishing and promulgating rules, issuing guidance, assuring compliance, and doing assessments of its partners. This dual role can lead to contradictory expectations on the part of both HUD and its partners.

The fact that relationships may include both support and regulation is not unusual, but variation in the way these are blended across HUD's programs and partners (that is,

<sup>27</sup> The relationship between variations in HUD's role and partners' satisfaction with HUD was first observed in the 2001 partners surveys. See Abravanel *et al.*

which role is, or is perceived to be, dominant in any situation) makes a difference. To understand how HUD's role with respect to its partners varies, survey respondents were asked if they mainly received support from HUD, were mainly regulated by HUD, or were about equally provided support and regulated.<sup>28</sup>

"Our dissatisfaction relates to HUD nationally implementing rules like LEP\* with a 'gotcha' mentality."

HUD-Assisted Housing Owner

"They need to be a partner. The 'gotcha' mentality is prevalent."

PHA Director

"HUD is clearly in a 'gotcha' mode, rather than the supportive, partnership mode. It is very difficult."

CD Director

"We work closely with our local Field Office. Information from that office is great, although staff still has more of a 'gotcha' approach than I think is helpful."

Mayor's Office

\* Limited English Proficiency

<sup>28</sup> Respondents were asked the following question: "HUD has several different responsibilities. On the one hand, it provides various forms of support (for example, funding, technical assistance, information) and, on the other hand, it has a regulatory responsibility (that is, it makes rules, assures compliance with those rules, does assessments). In your agency's/ business'/organization's/community's relationship with HUD, would you say HUD is (a) mainly providing support to you, (b) mainly regulating you, (c) about equally providing support and regulating you, (d) neither/something other, or (e) don't know? "

Undoubtedly, their answers reflect some mixture of objective reality and subjective perception. With respect to the former, real differences exist in the extent of support versus regulation from program area to program area, as well as possibly from partner to partner within a program area.<sup>29</sup> Differences may also exist in partners' sense of the balance between support and regulation: two partners with an equivalent support-regulation mix may see their situations differently. Whether based on reality or perception, the extent to which partners consider themselves to be mainly regulated or mainly supported by the Department can have a powerful effect on the way they relate to and assess their relationship.<sup>30</sup>

<sup>29</sup> For example, Community Development Departments receive annual grants and some multifamily owners receive monthly rental assistance payments from HUD and, in exchange, comply with HUD regulations pertaining to the use of, and reporting on, this support. In contrast, other multifamily owners receive a benefit (such as a lower interest rate, a higher loan-to-value ratio, or a non-recourse mortgage) only initially, at the time of loan closing. While such benefits carry on for the life of a mortgage, they may be perceived as one-time, front-end benefits in exchange for regulatory obligations (such as HUD monitoring and compliance reviews, building inspections, reporting requirements, limitations on ownership options because of housing preservation requirements, etc.) that last for the duration of the mortgage—sometimes 40 years. HUD would consider those regulatory requirements integral to performance of its fiduciary responsibilities whereas, from the owners' perspective, they may be seen as adding further complexity to already complicated multifamily financing arrangements and operations in exchange for a benefit 'received' long ago.

<sup>30</sup> Likewise, the *ACSI Federal Agencies Government-wide Customer Satisfaction* survey reported, ". . .satisfaction is highest among customer segments that receive a direct benefit from an agency and lowest for customer segments subject to regulation by agencies. . ." University of

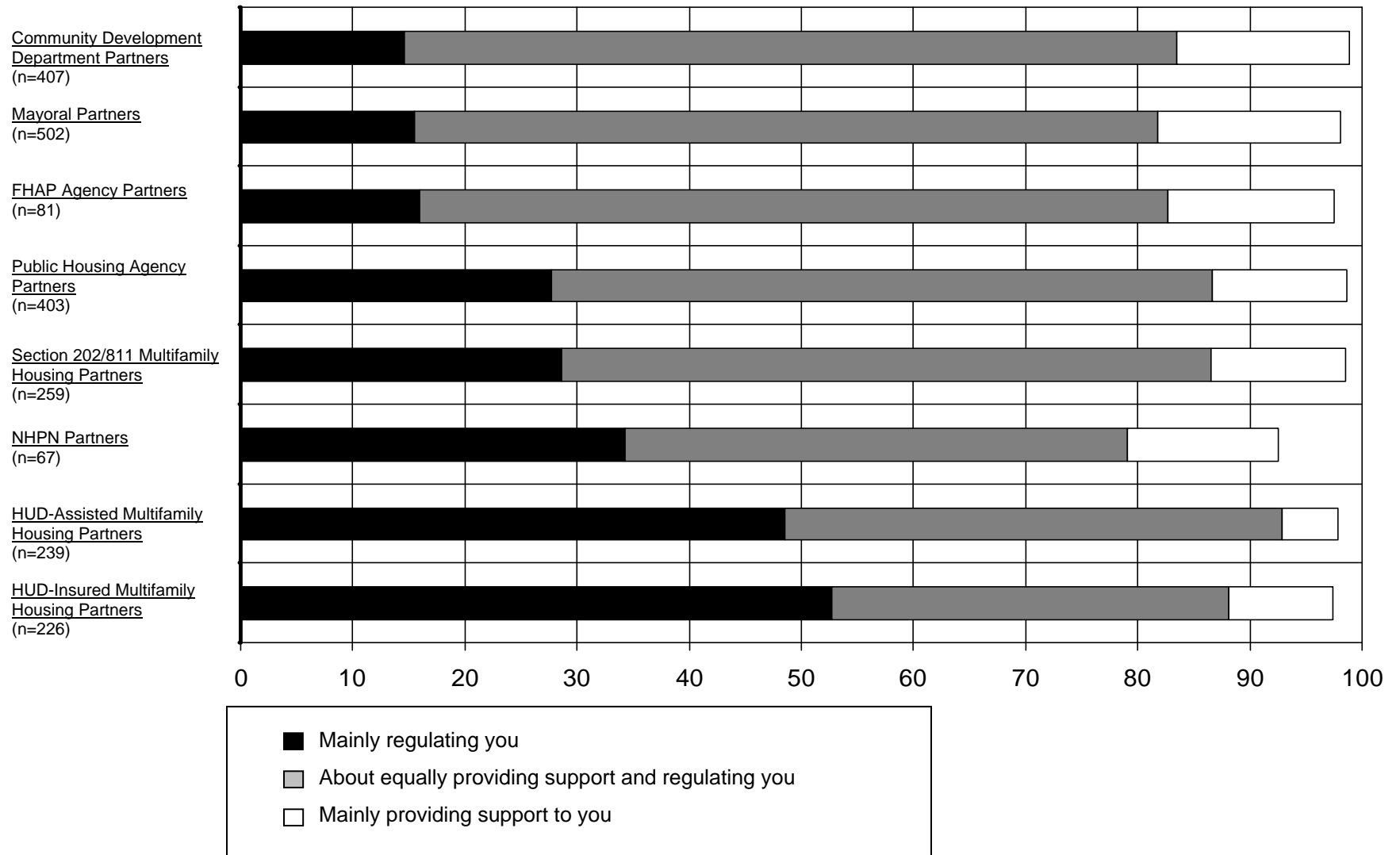
Exhibit D displays partners' responses to the question of HUD's role in their relationship.<sup>31</sup> It shows substantial cross-group and within-group differences. A relatively small proportion within each partner group (ranging from 5 percent for HUD-assisted owners to 16 percent for mayors) considers HUD's role to be primarily supporting their agency, business, community or organization. The remainder considers HUD's role to be either a mixture of support and regulation or mainly one of regulation. In the latter category are: about one-half of HUD-insured and HUD-assisted owners; about three in every ten Section 202/811 owners and NHPN non-profit organization and PHA directors; and about 15 percent of FHAP and CD directors and mayors.

"We were just monitored by HUD & one HUD person stated, 'We are here to find mistakes.' Not to help better our program but to find mistakes & that is the attitude of this CPD office."  
Mayor's Office

Michigan Business School, *American Customer Satisfaction Index: Federal Agencies Government-wide Customer Satisfaction Report for the General Services Administration*. Washington, DC: December 1999.

<sup>31</sup> For ease of comparison, partner groups are arrayed based on the frequency with which they see themselves as being "mainly regulated." In subsequent exhibits, however, partner groups are consistently arrayed, from left to right, as follows: CD partners, mayoral partners, PHA partners, FHAP partners, HUD-insured (unsubsidized) multifamily partners, HUD-assisted (subsidized) multifamily partners, Section 202/811 multifamily partners, and NHPN-affiliated (non-profit housing) partners.

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



As was observed in the 2001 surveys, these differences are associated with partners' assessments of HUD's performance.<sup>32</sup> Exhibit E shows that, within each partner group, those who see HUD's role with respect to their agency, business, community, or organization as primarily involving regulation are also more likely to be dissatisfied with HUD's overall performance than those who see HUD as either mainly supporting them or equally regulating and supporting them. Indeed, this theme resonates throughout the surveys: compared to others, those who see HUD's role as mainly that of regulator are often more dissatisfied with various aspects of their relationship with HUD.<sup>33</sup>

An interesting question is whether there have been changes over time in the way HUD's partners view the Department's role and, if so, whether that has an effect on their satisfaction with HUD. The answer to the first question is, yes, there have been some changes, although they are not consistent across partner groups. The three largest changes observed between 2001 and 2005, all of which exceed 10 percentage points, are shown in Exhibit 5 and are as follows:

- Fewer mayors perceive HUD's role to be either mainly regulating or mainly supporting their communities;

conversely more of them see HUD as about equally regulating and supporting them.

- Fewer PHA directors perceive HUD's role to be mainly regulating their agencies; conversely, more of them see HUD as about equally regulating and supporting them.
- More FHAP directors perceive HUD's role to be mainly regulating their agencies; conversely, fewer of them see HUD as mainly supporting them.

**Exhibit 5: Perceptions of HUD's Role Vis-à-Vis its Partners, for Three Partner Groups and by Survey Year\***

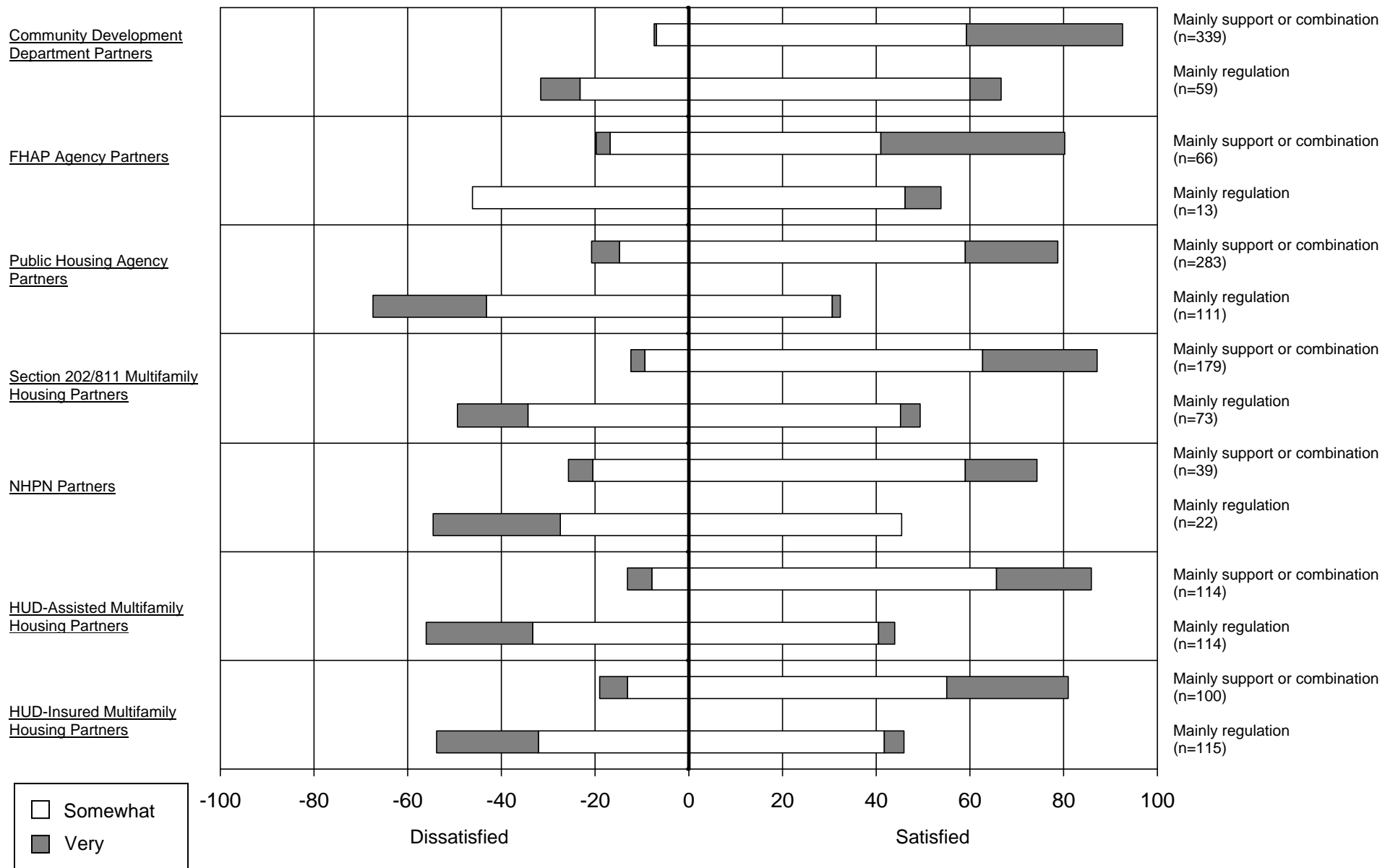
HUD's Role	Mayors		PHA Directors		FHAP Agency Directors	
	2001	2005	2001	2005	2001	2005
Mainly to Regulate	25%	16%	43%	28%	5%	16%
About Equally to Regulate & Support	48%	66%	42%	59%	62%	67%
Mainly to Support	24%	16%	11%	12%	30%	15%
Other/DK	3%	2%	4%	1%	3%	2%
<b>Total</b>	100%	100%	100%	100%	100%	100%
<b>Number</b>	512	502	409	403	76	81

\* Chi-square tests of differences between years 2001 and 2005 for each partner group are significant at  $p \leq .05$ .

<sup>32</sup> Abravanel *et al.*, p. 19.

<sup>33</sup> Such findings are displayed in a separate data binder prepared in conjunction with this report.

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



While the changes that have occurred between 2001 and 2005 are not extreme, they may have some bearing on changes in the extent to which partners are satisfied with HUD over time. Specifically, groups less likely over time to see HUD as mainly a regulator would be expected to have higher levels of satisfaction with HUD in 2005 than they did in 2001—other things being equal. Indeed, this result was observed above for PHA partners (see Exhibit C). Alternatively, groups more likely over time to see HUD as mainly a regulator would be expected to have lower levels of satisfaction. On this score, although there appears to be a modest percentage decline in the overall satisfaction ratings of FHAP partners between 2001 and 2005, the difference is not statistically significant.





### **PART 3: PARTNER PERSPECTIVES REGARDING WORKING AND INTERPERSONAL RELATIONSHIPS WITH HUD**

Part 3 reports on partners' ratings of satisfaction with the working and interpersonal relationships they have with HUD. Some of the measures are repeated verbatim from the 2001 baseline surveys to make comparison possible, while others are unique to the 2005 surveys.

#### **The Majority of Partners are Generally Satisfied with Working Relationships and Some Improvement Has Occurred Over Time, but Dissatisfaction is also Evident**

HUD partners were asked to rate the working relationships they have with the Department with respect to the quality and timeliness of the information provided, the quality and consistency of the guidance given, the timeliness of HUD's decision-making, and the clarity of HUD's rules.

**Satisfaction with the quality and timeliness of information provided by HUD.** Asked if they were satisfied or dissatisfied with the quality of the information they currently receive from the Department, the majority within each partner group report being satisfied. The size of the majority ranges from a low of 68 percent for HUD-insured owners to a high of 89 percent for mayors (see Exhibit F). Aside from this variation, some improvement is noted between 2001 and 2005 for CD directors, PHA directors, mayors, and HUD-assisted

housing owners—either in terms of their satisfaction level or the degree to which they are very satisfied with the quality of information they receive. In 2001, for example, 31 percent of mayors were very satisfied with the quality of information they received; in 2005, 42 percent are very satisfied. Equally noteworthy is the considerable improvement in the proportion of PHA directors expressing satisfaction (54 percent in 2001 compared to 74 percent in 2005), as well as the proportion saying they were very satisfied (13 percent in 2001 compared to 24 percent in 2005).

"I have worked with the ... field office for almost 20 years. They are courteous, prompt, and knowledgeable. If they do not know an answer to a difficult question they will research and get back to you usually within 24 hours."

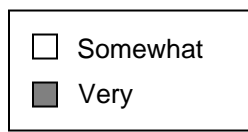
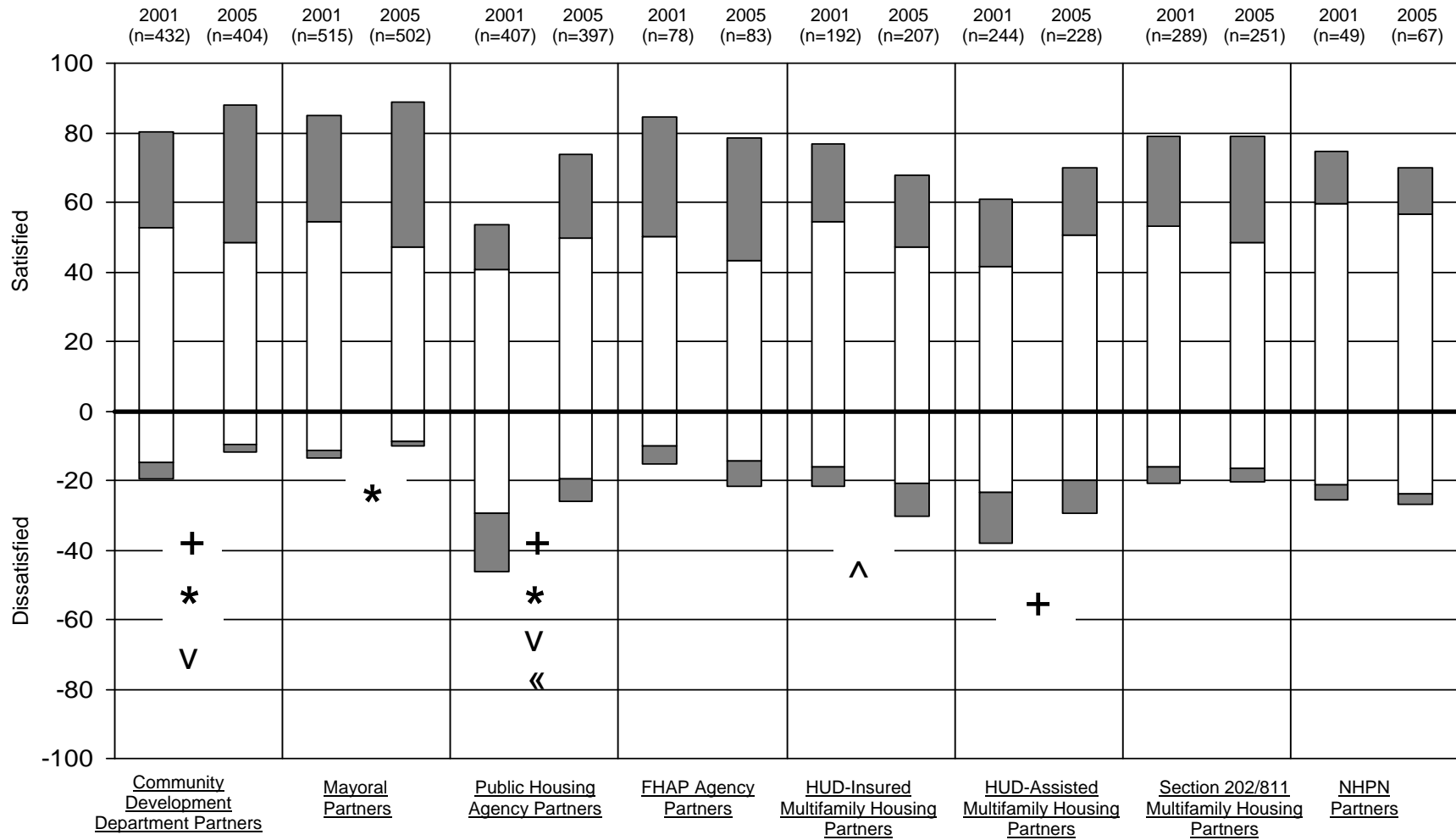
CD Director

"Too many times received conflicting directions from HUD staff. At times you do not even get a response to letters in spite of log system. Staff has to check with someone else & I have to keep calling to get answer."

HUD-Assisted Housing Owner

Likewise, majorities of all partner groups are satisfied with the timeliness of information received from HUD (see Exhibit G). The least satisfied groups are PHA directors (59 percent), HUD-assisted owners (60 percent), and NHPN non-profit organization directors (60 percent), while the most satisfied are mayors (81 percent). There is also improvement between 2001 and 2005 in the proportions of CD directors, PHA directors and mayors reporting satisfaction, and in the

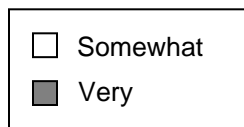
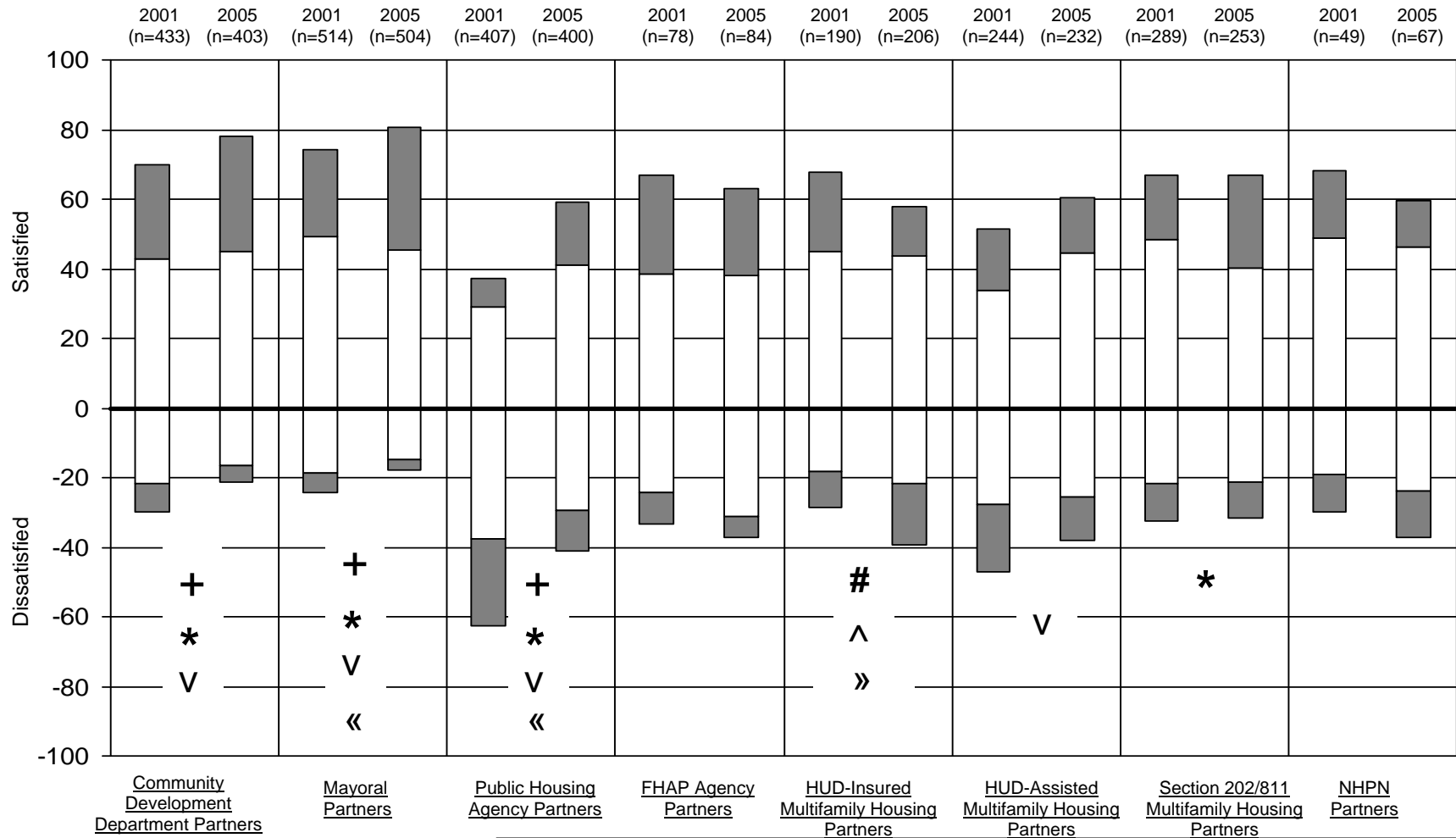
**Exhibit F.** How satisfied or dissatisfied are you at the present point in time with the quality of the information you currently receive from HUD?



- ⊕ Statistically significant (p≤.05) increase in overall satisfaction since 2001
- \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001
- ∨ Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001
- ^ Statistically significant (p≤.05) increase in overall dissatisfaction since 2001
- ⏏ Statistically significant (p≤.05) decrease in percentage of "Very Dissatisfied" since 2001

PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
2005 Survey Results and Trends Since 2001

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



- + Statistically significant (p≤.05) increase in satisfaction since 2001
- \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001
- # Statistically significant (p≤.05) decrease in percentage of "Very Satisfied" since 2001
- V Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001
- ^ Statistically significant (p≤.05) increase in overall dissatisfaction since 2001
- « Statistically significant (p≤.05) decrease in percentage of "Very Dissatisfied" since 2001
- » Statistically significant (p≤.05) increase in percentage of "Very Dissatisfied" since 2001

proportions of CD directors, PHA directors, mayors, and Section 202/811 owners saying they are *very* satisfied. The increase in satisfaction among PHA directors is noteworthy: compared to 37 percent who were satisfied in 2001, the proportion improves to 59 percent in 2005; and, compared to 8 percent who were *very* satisfied in 2001, the proportion improves to 18 percent in 2005

The current survey also shows some decline in the extent to which HUD-insured owners are *very* satisfied with the quality of information they receive. In 2001, 21 percent were *very* satisfied, compared to 14 percent in 2005.

As was observed in 2001, all partner groups are more satisfied with the quality of information received from HUD than with the timeliness of the information.

**Satisfaction with the quality and consistency of HUD guidance.** Partners were asked to rate both the quality and consistency of guidance they currently receive from HUD. The majority of each partner group is satisfied with quality—with the level ranging from 58 percent for HUD-insured owners to 81 percent for mayors (see Exhibit H). Also noteworthy is the relatively high proportions of CD directors and mayors who are *very* satisfied (39 percent and 37 percent, respectively).

“The only certain thing about HUD is that everything (rules, funding, guidance etc.) is always changing.”

PHA Director

Improvements are observed in both the satisfaction levels of CD directors, mayors, and PHA directors, as well as the proportions saying they are *very* satisfied—with the most marked change noted for PHA directors. In 2001, 42 percent of PHA directors were satisfied (including 14 percent who were *very* satisfied); in 2005, the comparable proportions are 67 percent and 25 percent, respectively—a 25 percentage point increase in satisfaction overall.

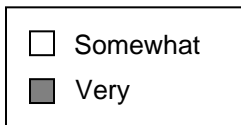
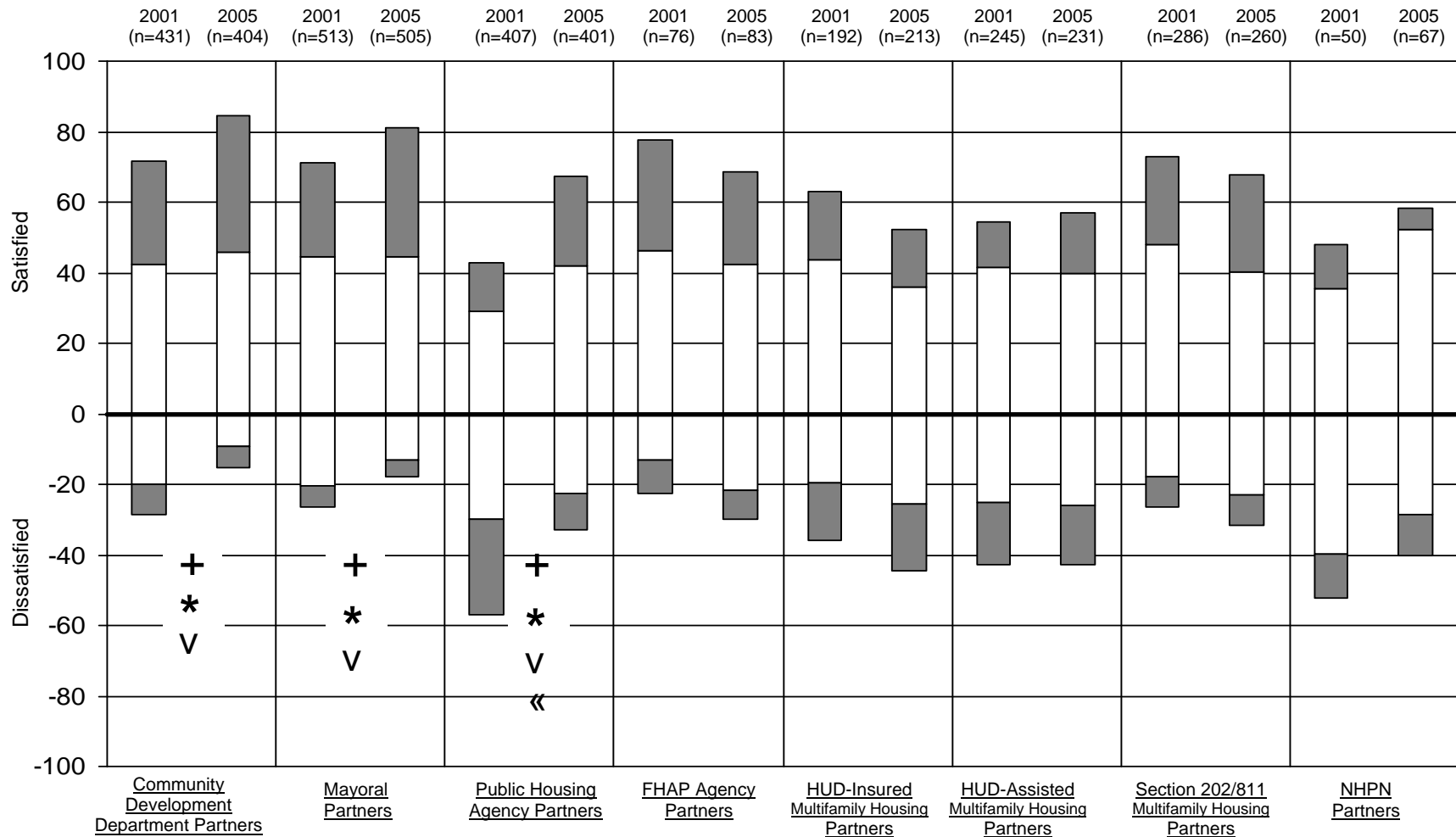
The extent of partner satisfaction with the consistency of guidance received from HUD varies widely, from 50 percent of HUD-insured owners to 80 percent of CD directors (see Exhibit I). CD and PHA directors and mayors show improvement in the proportion of partners saying they are satisfied or *very* satisfied.

**Satisfaction with the timeliness of HUD decision-making.** With respect to the timeliness of decision-making by HUD, partners were asked to consider such things as requests for waivers, rulings, and approvals. By comparison to many

“The most frustrating aspect of dealing with [HUD] is the almost total lack of accountability which pervades the organization. Decision time frames are constantly extended without explanation other than that's the way the system works! Other partners and stakeholders advise not rocking the boat for fear of retribution. When you can identify a responsible and responsive individual they are routinely overburdened because everyone gravitates to them in the hope of gaining effective advice. In short [HUD] has lost its mission of helping to promote affordable housing and community development by being an enthusiastic partner for positive change and become an organization widely viewed as an impediment of which one should be extremely wary ...”

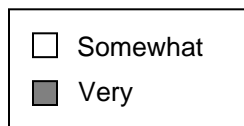
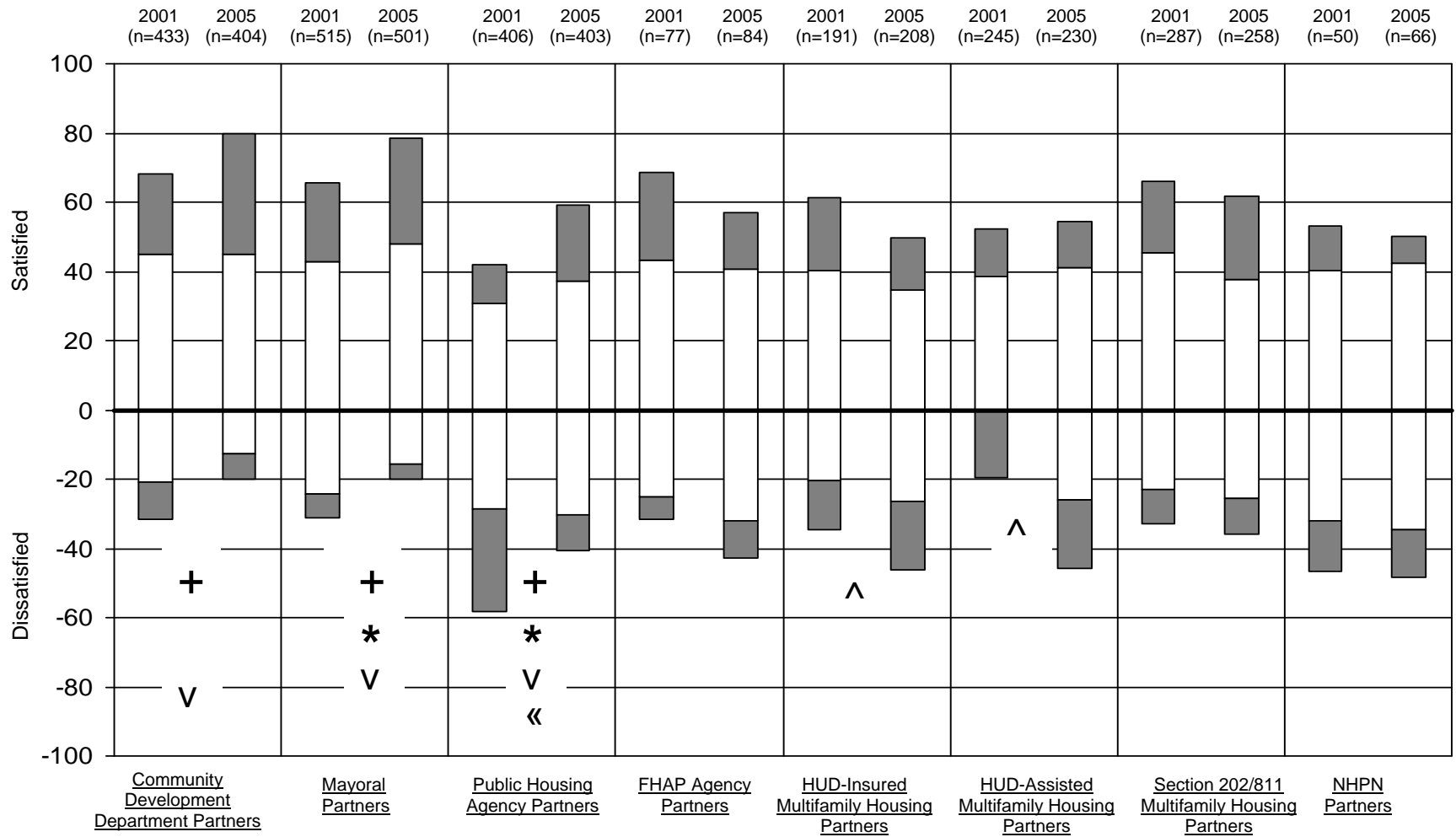
HUD-Assisted Housing Owner

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



- +** Statistically significant ( $p \leq .05$ ) increase in overall satisfaction since 2001
- \*** Statistically significant ( $p \leq .05$ ) increase in percentage of "Very Satisfied" since 2001
- V** Statistically significant ( $p \leq .05$ ) decrease in overall dissatisfaction since 2001
- «** Statistically significant ( $p \leq .05$ ) decrease in percentage of "Very Dissatisfied" since 2001

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



- + Statistically significant (p≤.05) increase in overall satisfaction since 2001
- \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001
- V Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001
- ^ Statistically significant (p≤.05) increase in overall dissatisfaction since 2001
- « Statistically significant (p≤.05) decrease in percentage of "Very Dissatisfied" since 2001

other items involving working relationships with HUD, satisfaction ratings are consistently lower on this score (see Exhibit J). They range from a high of 70 percent for mayors and 69 percent for CD directors to a low of 38 percent for NHPN non-profit organization directors, 41 percent for HUD-insured owners, 42 percent for HUD-assisted owners, and 47 percent for PHA directors.

“HUD's line staff (those responsible for closings and reviewing reports and most important, processing construction draw requests) are critically important to the success of our projects and programs. Some are great, some are weak... long delays, excessive enforcement of [regulations] (beyond any reasonable standard), and ultimately, a total disregard for our agency's cash flow and the need to conduct business in a timely manner. HUD needs to achieve the dual goals of operational efficiency and regulatory compliance. The weaker employees appear to hide behind "regulatory compliance" to mask their own inefficiency.”

NHPN Non-profit Director

“HUD has taken months & months to rule on simple waiver requests (Sec. 8 project based) & the HUD staff don't seem to know the programs, are afraid to make decisions & often seem to try to block things.”

NHPN Non-profit Director

**Satisfaction with the clarity of HUD rules and requirements.** As a final indication of the quality of their working relationships with HUD, partners were asked to assess the clarity of HUD's rules and requirements that apply to their agencies, businesses, or organizations—that is, how easy such rules are to understand. As with ratings of the

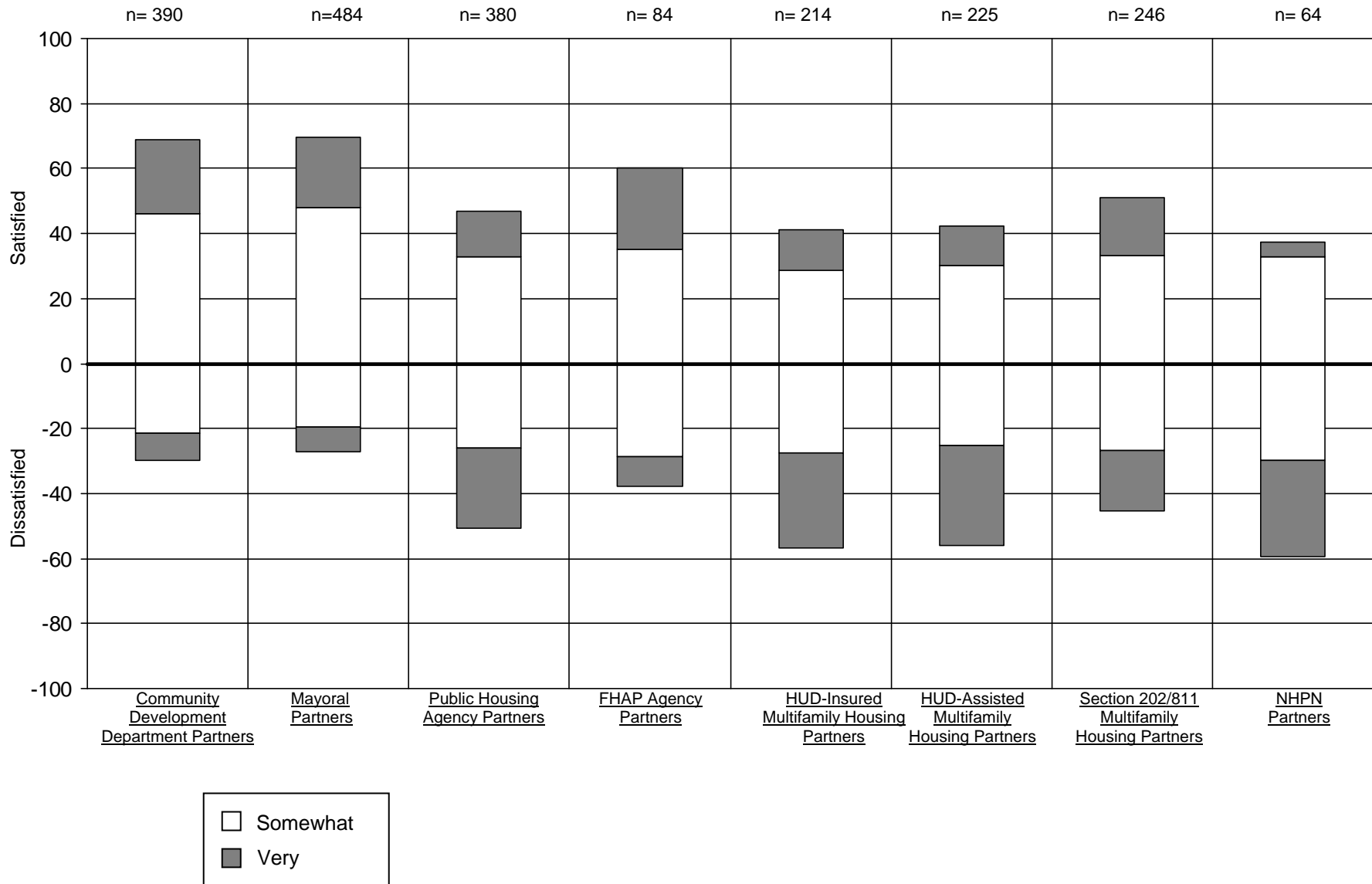
timeliness of HUD's decision making, partner satisfaction with the clarity of HUD's rules is relatively low (see Exhibit K). It ranges from a high of 66 percent for FHAP directors to a low of 38 percent for NHPN non-profit organization directors and 42 percent for PHA directors, HUD-insured owners and HUD-assisted owners. Conversely, dissatisfaction levels approach 60 percent for NHPN non-profit organization and PHA directors, and HUD-insured and HUD-assisted owners; they are also high for the remaining partners.

“I sometimes wonder who develops HUD's regulations. They are oftentimes difficult to interpret. If misinterpreted you could end up having to repay HUD monies, even worse, risk losing your job & livelihood for your family. We're asked to put a lot on the line for these funds & our government. It can take the joy out of doing something that should be worthwhile to our communities.”

CD Director

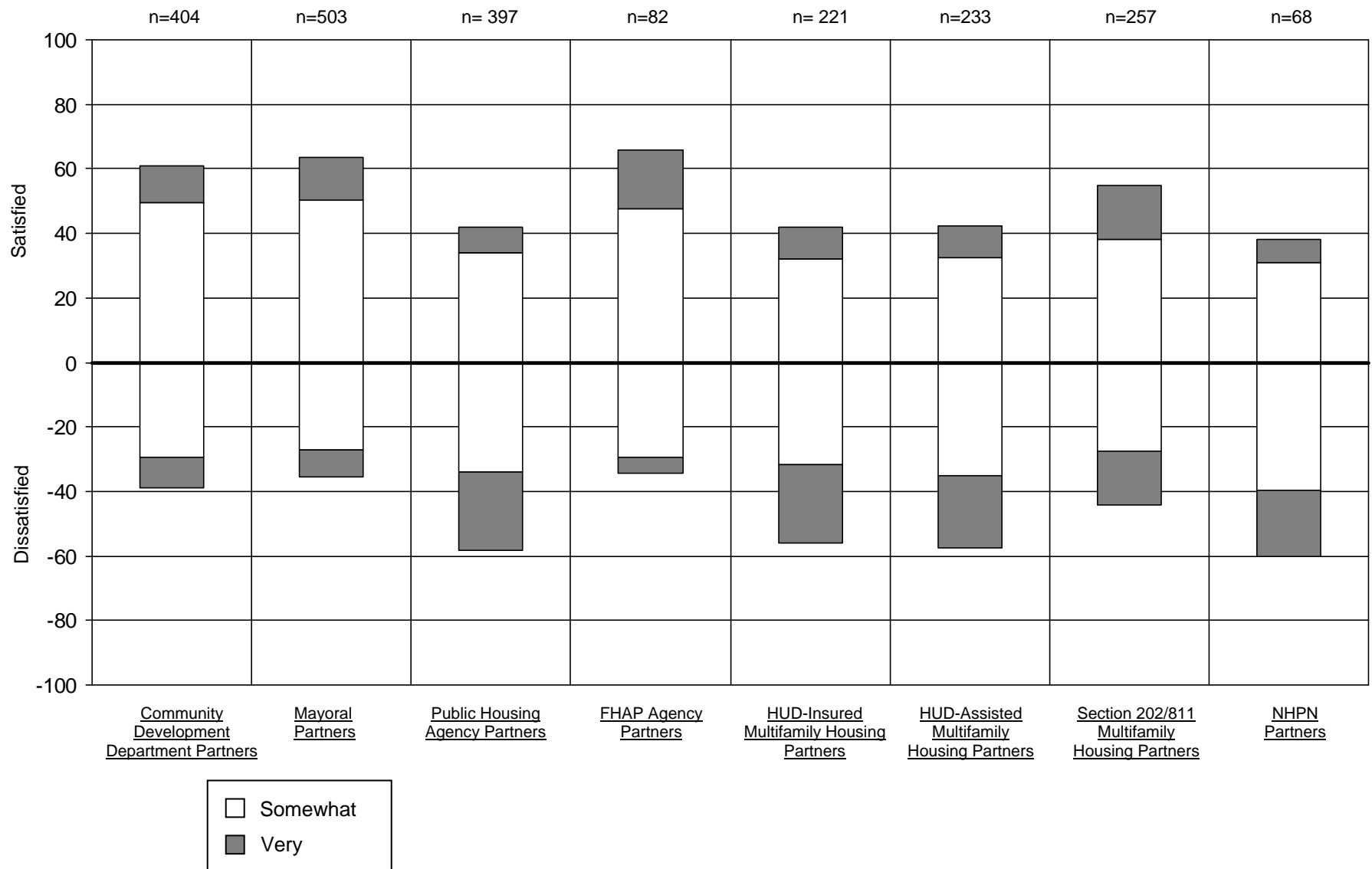
**Satisfaction with the time commitment needed to comply with HUD reporting requirements.** Partners were asked how satisfied they were with the time commitment needed on their part to comply with HUD reporting requirements. Such reporting generally involves use of one or another HUD system, such as the: Integrated Disbursement and Information System (IDIS) for CD Departments; Title VIII Automated Paperless Office Tracking System (TEAPOTS) for FHAP Agencies; Tenant Rental Assistance Certification System (TRACS) and the Real Estate Assessment Center (REAC) for non-profit housing organizations and multifamily

**Exhibit J.** How satisfied or dissatisfied are you, in general, with the timeliness of decision making by HUD?





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



housing ownership entities; and REAC and the PIH Information Center (PIC) for PHAs.<sup>34</sup>

“Now we are all so burdened with regulations and paperwork we don’t have time to do our jobs. We are all so mistrusted.”

PHA Director

Satisfaction levels are relatively low with respect to the time required for partners to report to HUD (see Exhibit L). Section 202/811 owners exhibit the highest proportion of satisfied partners, 59 percent, while NHPN non-profit organization directors exhibit the lowest proportion, 25 percent. Indeed, the unweighted average satisfaction rating for the remaining partner groups is less than a majority—46 percent.

### **Partners are Relatively Satisfied with Interpersonal Interactions and Some Improvement Has Occurred Over Time, but Dissatisfaction is also Apparent**

HUD partners were asked to assess aspects of their interactions with HUD personnel. Questions covered the responsiveness, competence, knowledge, skills and abilities of the people with whom they work and deal, as well as partners’ ability to reach such people.

### **Satisfaction with the responsiveness of HUD staff.**

The majority, and in some cases the sizeable majority, of HUD partners are satisfied—for the most part—with the responsiveness of the HUD staff people with whom they deal, presumably those in HUD’s field offices (see Exhibit M).<sup>35</sup> Equally noteworthy is the large proportion of some partner groups indicating they are *very* satisfied with HUD staff responsiveness: 60 percent of CD directors and 57 percent of mayors express such satisfaction. Moreover, the satisfaction ratings of mayors and PHA directors have improved since 2001, and it is also the case that more CD directors, mayors, and PHA directors are *very* satisfied with staff responsiveness in 2005 than they were in 2001.

“This agency has always appreciated the patience, professionalism, and overall kindness of the HUD staff. There has never been a situation or problem that the HUD staff has not gone above and beyond their duties to help us resolve. They consistently do an exceptional job.”

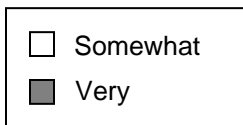
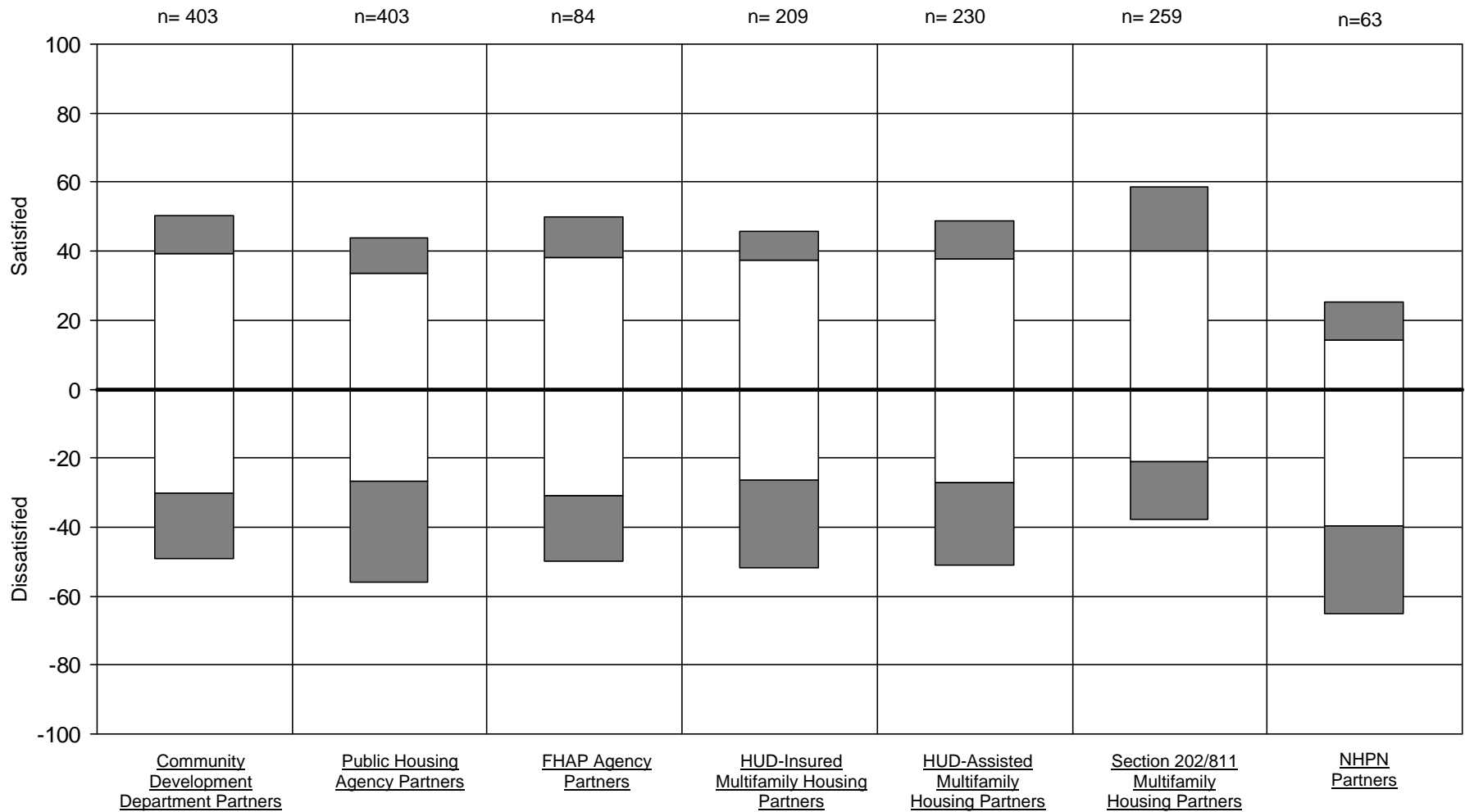
Section 202/811 Owner

Finally, while these satisfaction levels are high, it is also noteworthy that over 20 percent of all multifamily (HUD-insured, HUD-assisted, and Section 202/811) owners report dissatisfaction with HUD staff responsiveness.

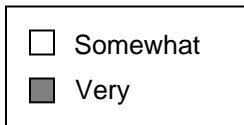
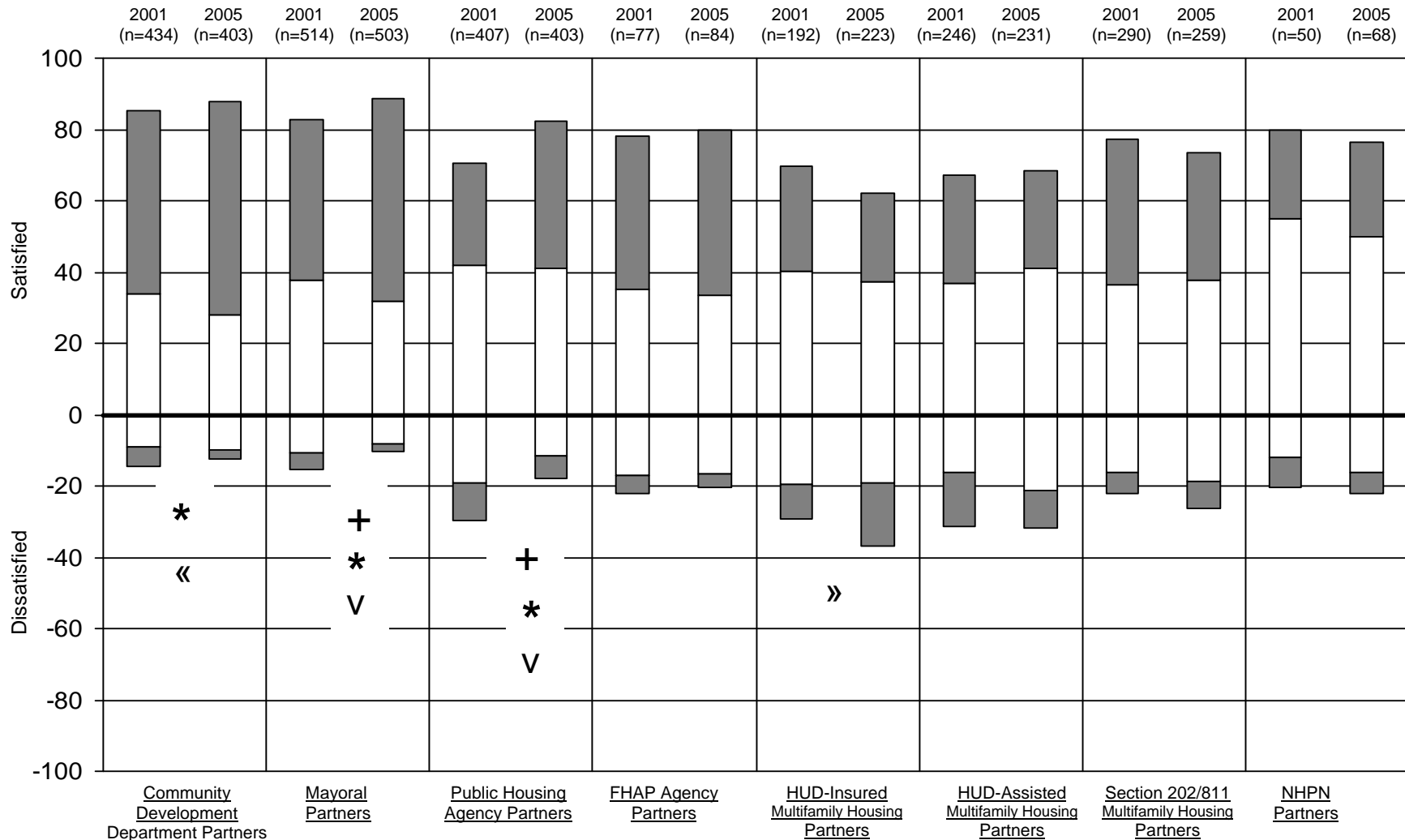
<sup>34</sup> This question was not asked of mayors.

<sup>35</sup> Some respondents noted or commented at the end of the survey that they were referring to field office staff when answering questions about the people at HUD with whom they deal.

**Exhibit L.** How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?



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



- ⊕ Statistically significant (p≤.05) increase in overall satisfaction since 2001
- \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001
- ∨ Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001
- « Statistically significant (p≤.05) decrease in percentage of "Very Dissatisfied" since 2001
- » Statistically significant (p≤.05) increase in percentage of "Very Dissatisfied" since 2001

**Satisfaction with the capabilities of HUD staff.** Two slightly different measures of partners' satisfaction with HUD staff capabilities show essentially the same results. The first asks about the "competence" of the people with whom partners currently deal and the second about the extent to which "HUD employees have the knowledge, skills, and ability to do their work."

"The ... HUD field office has been a pleasure to do business with. The staff is very professional & the CPD Program manager is an exceptionally knowledgeable and resourceful employee who provides constructive guidance."

CD Director

"Rather than helpful, I find the HUD CPD staff to be obstructionists. There is no help to be had when trying to find your way around the sometimes difficult requirements HUD imposes. A negative answer is readily offered by the agency rather than encouragement or support."

CD Director

"Competency and responsiveness of HUD staff varies significantly. I have had difficulty reaching certain HUD office staff, some of whom don't bother to return phone calls. Some HUD staff are very good and provide appropriate guidance in interpreting HUD rules and procedures. Others simply read the rules back to you!"

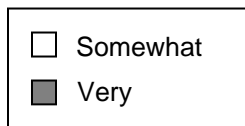
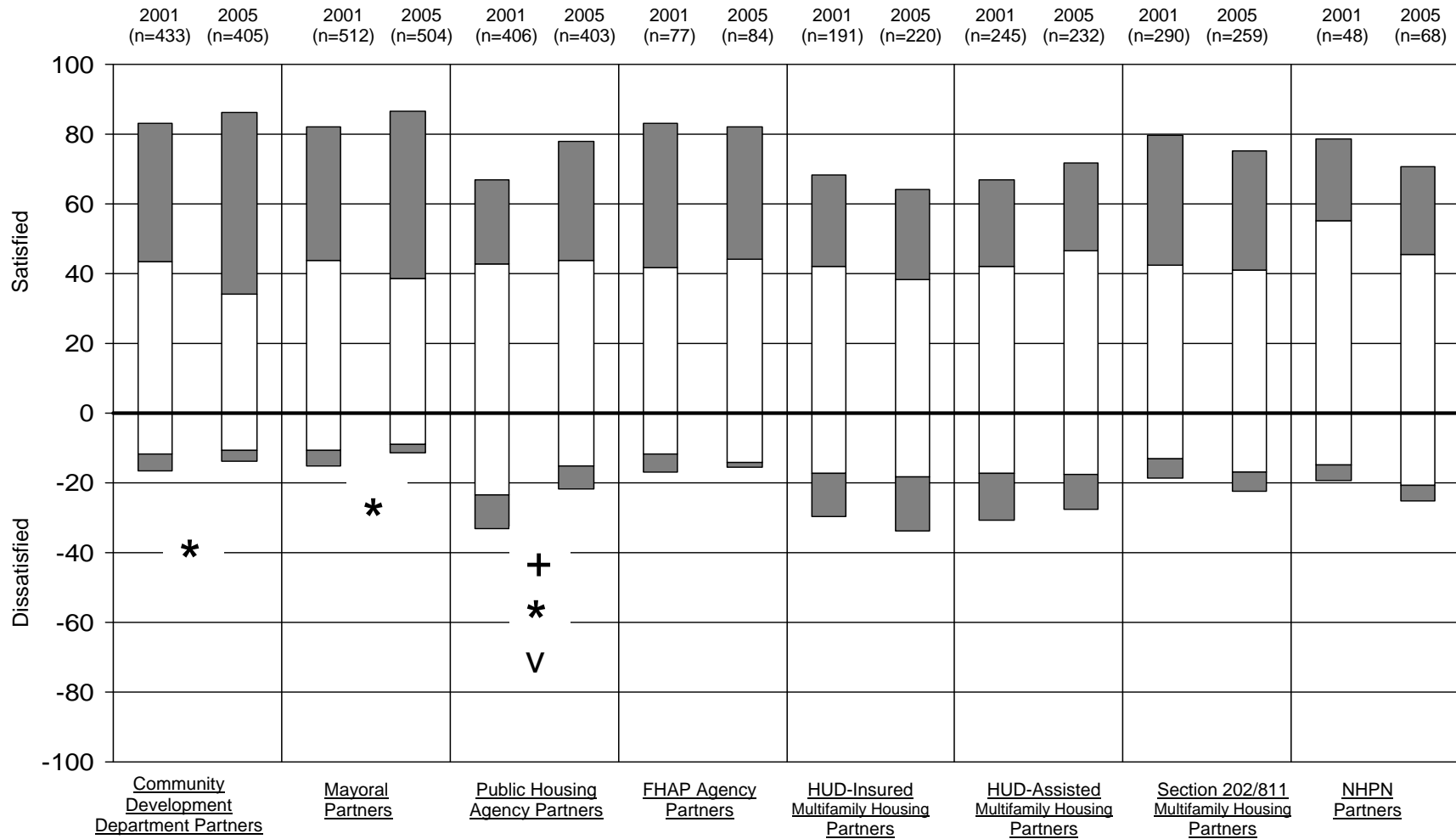
CD Director

Over 80 percent of CD directors, mayors, and FHAP directors express satisfaction on both measures. In addition, CD directors, mayors, and PHA directors show some improvement over time in their ratings of staff competence (see Exhibit N). The largest difference between the 2001 and

2005 ratings is for PHA directors: their satisfaction level advanced from 67 percent in 2001 to 78 percent in 2005, and the proportion saying they are very satisfied increased from 24 percent to 34 percent. In contrast to these findings and trends, it should be noted that dissatisfaction levels for multifamily housing (HUD-insured, HUD-assisted, and Section 202/811) owners and NHPN non-profit organization and PHA directors approach or exceed 20 percent on both measures.

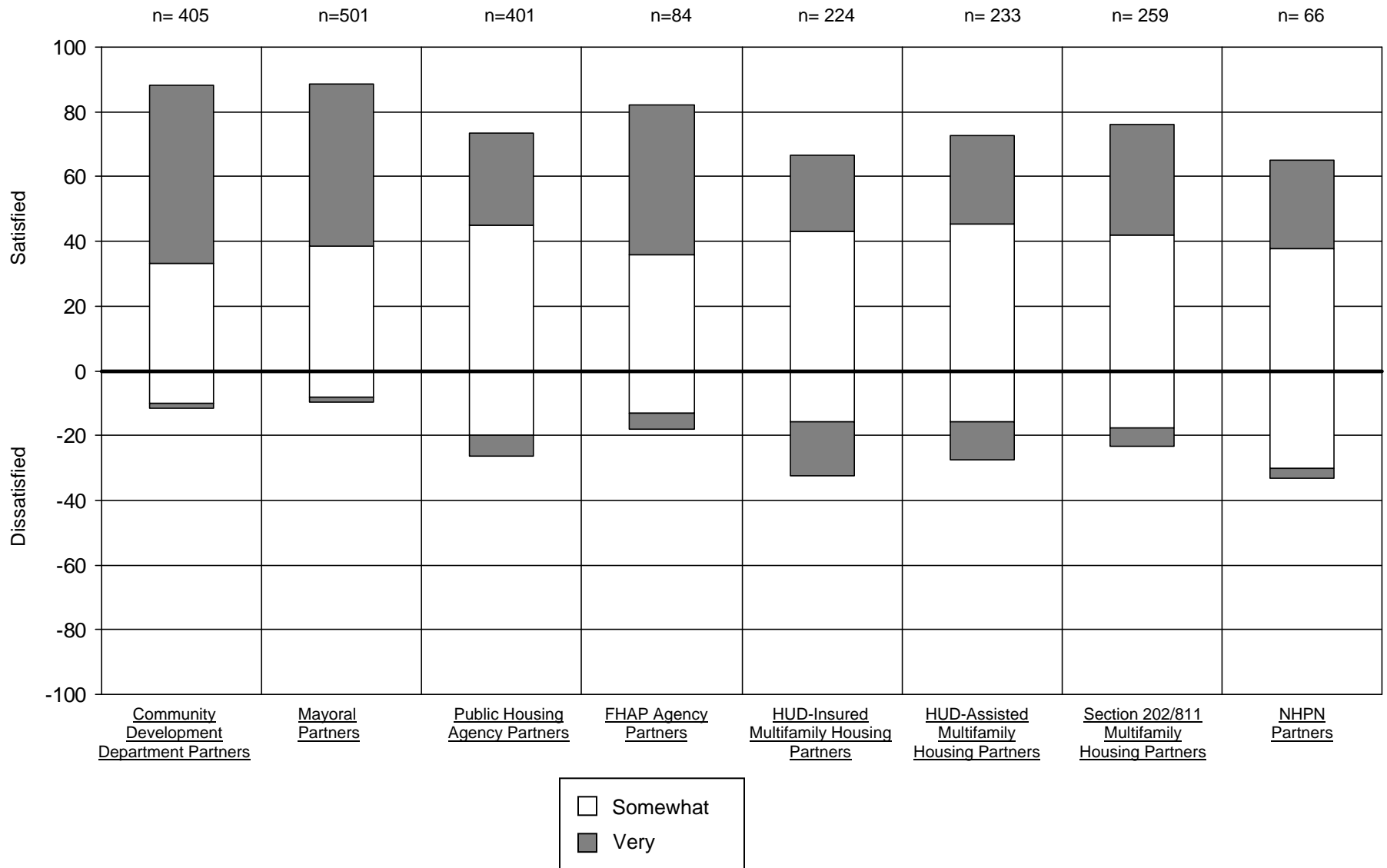
**Satisfaction with ability to reach people at HUD.** A final measure of partners' satisfaction with HUD personnel involves their ability to reach the people whom they need to contact (see Exhibit O). The pattern observed is similar to other ratings related to interpersonal relations. Over 80 percent of mayors, CD directors, and FHAP agency directors are satisfied that they can reach the people they need; in contrast, dissatisfaction levels exceed 20 percent in all other groups.

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



+ Statistically significant (p≤.05) increase in overall satisfaction since 2001  
 \* Statistically significant (p≤.05) increase in percentage of "Very Satisfied" since 2001  
 V Statistically significant (p≤.05) decrease in overall dissatisfaction since 2001

**Exhibit O.** How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



### Some Groups Express Especially High Levels of Satisfaction with their Working and Interpersonal Relationships with HUD

CD directors and mayors express high levels of satisfaction with more aspects of their working relations with HUD than any other partner groups surveyed: 80 percent or more say they are satisfied with aspects of information, guidance, and personnel (see Exhibit 6). Equally noteworthy is the fact that a high proportion of mayors as well as CD, PHA, and FHAP directors say they are satisfied with aspects of their relationships with HUD personnel. Both of the above

#### Exhibit 6: Partner Groups Whose Satisfaction Levels with HUD Interactions is Equal to or Greater than 80 Percent

Partner	Question	Percent Satisfied
CD Directors	Quality of information	88
	Quality of guidance	85
	Consistency of guidance	80
	Responsiveness of people at HUD	88
	Competence of people at HUD	86
	Employees' knowledge, skills & ability	86
	Ability to reach people at HUD	88
Mayors	Quality of information	89
	Timeliness of information	82
	Quality of guidance	81
	Responsiveness of people at HUD	89
	Competence of people at HUD	87
	Employees' knowledge, skills & ability	86
	Ability to reach people at HUD	89
PHA Directors	Responsiveness of people at HUD	82
FHAP Directors	Responsiveness of people at HUD	80
	Competence of people at HUD	82
	Employees' knowledge, skills & ability	82
	Ability to reach people at HUD	82

observations are in contrast to the fact that the satisfaction rates of multifamily owners and NHPN non-profit organization directors are not that high for any aspect of their working and interpersonal relations with HUD.

### Notwithstanding the Level of General Satisfaction With HUD Working and Interpersonal Relationships, Some Dissatisfaction Rates are Markedly High

Following the approach discussed in Part 2 of highlighting partner dissatisfaction ratings that exceed 20 percent, Exhibit 7 identifies the working and interpersonal relationship issues that are of special concern to many partners. As is apparent, all eight partner groups show dissatisfaction with one or another item. Mayors are at one end of the continuum, expressing dissatisfaction with the fewest such items; while multifamily (HUD-insured, HUD-assisted, and Section 202/811) owners and NHPN non-profit organization and PHA directors are at the other end of the continuum.

The time commitments required for reporting to HUD and the clarity of HUD's rules and requirements are issues that generate very high levels of partner concern. Almost one-half or more of all partners in most of the groups express dissatisfaction. For these issues, as well as some others that differ from group to group, dissatisfaction levels are high in both a relative and absolute sense.



**Exhibit 7: Partner Groups Whose Dissatisfaction Levels with HUD Interactions is Equal to or Greater than 20 Percent**

Partner	Question	Percent Dissatisfied
Community Development Directors	Timeliness of information	22%
	Timeliness of decision making	30%
	Consistency of guidance	20%
	Clarity of rules and requirements	39%
	Time commitment to comply with reporting	49%
Mayors	Timeliness of decision making	27%
	Consistency of guidance	20%
	Clarity of rules and requirements	35%
PHA Directors	Quality of information	26%
	Timeliness of information	40%
	Timeliness of decision making	47%
	Quality of guidance	32%
	Consistency of guidance	40%
	Clarity of rules and requirements	57%
	Competence of people at HUD	22%
	Employees' knowledge, skills and ability	27%
	Ability to reach people at HUD	26%
Time commitment to comply with reporting	56%	
FHAP Directors	Quality of information	22%
	Timeliness of information	37%
	Consistency of guidance	43%
	Clarity of rules and requirements	34%
	Responsiveness of people at HUD	20%
	Time commitment to comply with reporting	50%
HUD-insured Owners	Quality of information	31%
	Timeliness of information	39%
	Timeliness of decision making	57%
	Quality of guidance	45%
	Consistency of guidance	46%
	Clarity of rules and requirements	56%
	Responsiveness of people at HUD	37%
	Competence of people at HUD	34%
	Employees' knowledge, skills and ability	35%
	Ability to reach people at HUD	33%
Time commitment to comply with reporting	52%	

HUD-assisted Owners	Quality of information	29%
	Timeliness of information	38%
	Timeliness of decision making	56%
	Quality of guidance	43%
	Consistency of guidance	46%
	Clarity of rules and requirements	58%
	Responsiveness of people at HUD	31%
	Competence of people at HUD	28%
	Employees' knowledge, skills and ability	33%
	Ability to reach people at HUD	28%
Time commitment to comply with reporting	51%	
Section 202/811 Owners	Quality of information	20%
	Timeliness of information	32%
	Timeliness of decision making	46%
	Quality of guidance	32%
	Consistency of guidance	36%
	Clarity of rules and requirements	44%
	Responsiveness of people at HUD	26%
	Competence of people at HUD	22%
	Ability to reach people at HUD	23%
Time commitment to comply with reporting	38%	
NHPN Non-profit Organization Directors	Quality of information	27%
	Timeliness of information	37%
	Timeliness of decision making	59%
	Quality of guidance	40%
	Consistency of guidance	48%
	Clarity of rules and requirements	60%
	Responsiveness of people at HUD	22%
	Competence of people at HUD	25%
	Employees' knowledge, skills and ability	22%
Ability to reach people at HUD	33%	
Time commitment to comply with reporting	65%	

“They don't respond to emails timely. They interpret regulations incorrectly. They pick and choose which regulation to follow. They are generally unresponsive to needs of sponsors/owners/developers. They are a burden and a poor business partner. Seem to be mainly employees of regulatory geeks and administrators.”

Section 202/811 Owner

“This survey does not address that fact that HUD-continuously has to do more work with less & less staff - empty seats abound in field offices where people used to be - and there is a hiring freeze in many areas of the county. Quality of work is affected by this variable. To cut funds for personnel & judge HUD's performance, operating on this deficient, can only bring less than stellar reviews.”

Mayor's Office

“The employees at HUD are the personification of bureaucracy. They are arrogant and rely on their ability to threaten to achieve their objectives. Their attitude is- do it that way because we say so. Probably do more in the long run to harm the cause of decent affordable housing than to help it. There are many mayors who share this view!”

Mayor's Office

#### **PART 4: PARTNER PERSPECTIVES REGARDING HUD'S MANAGEMENT AND TECHNOLOGICAL ENVIRONMENT**

Part 4 reports on partners' perspectives on issues related to the management and technological environment at HUD. A number of questions on this topic were included in the 2005 surveys, some of which were repeated verbatim from the 2001 baseline surveys to make over-time comparisons possible, but most were unique to the 2005 surveys.

##### **Partners Differ as to Whether HUD is Achieving its Management Objectives, Benefiting from Organizational Changes, or Effectively Improving Internal Controls**

With respect to HUD's management environment, partners were asked their opinions about the extent to which key management objectives had been achieved, the effects of organizational changes that have taken place at HUD, and the effectiveness of HUD's internal management controls.

**Perspectives on the achievement of management objectives.** The *President's Management Agenda (PMA)*, submitted to the Congress in 2002, put forth a comprehensive strategy for improving the management of federal resources. It was guided by three principles—that the government should be citizen-centered (not bureaucracy-centered), results-oriented, and market-based (actively promoting rather than

stifling innovation through competition).<sup>36</sup> The *PMA* aimed to make federal agencies high performing in the following manner: hierarchical bureaucracies are to become flatter and more responsive; a focus on results is to replace an emphasis on process; agencies are to function more harmoniously; and agencies are to make the most of the knowledge, skills and abilities of their people.<sup>37</sup> Consistent with these principles, HUD developed a set of specific management initiatives intended to correct long-standing management control weaknesses and achieve other objectives advanced in HUD's strategic and annual performance plans.<sup>38</sup>

The extent to which *PMA* principles and HUD's management objectives are being accomplished is complicated to measure, either objectively or subjectively. In many instances there is no singular indication. One among a

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<sup>36</sup> *The President's Management Agenda*, Executive Office of the President, Office of Management and Budget, Fiscal Year 2002, p. 4.

<sup>37</sup> *Ibid.*, p. 7. See also: *Fiscal Year 2006 Annual Performance Plan*, U.S. Department of Housing and Urban Development, June 2005, pp. 59-60, for a discussion of HUD's five-year Human Capital Management Strategy, developed with implementation plans to ensure, among other objectives, that HUD's organizational structure is optimized; and *HUD Strategic Plan: FY 2003-FY 2008*, pp. 39-48, for a discussion of the objectives, means and strategies associated with HUD's strategic goal of Embracing High Standards of Ethics, Management and Accountability.

<sup>38</sup> See *Fiscal Year 2002 Performance and Accountability Report*, U.S. Department of Housing and Urban Development, January 2003; and *President's Management Agenda Results Report for HUD*, July 2005, <http://www.hud.gov/offices/cfo/reports/pdfs/pmaresults.pdf>.

number of gauges, however, is the judgment of HUD's partners on such issues. Working as a bridge between the Department and its end-customers, partners' sense of the extent to which HUD is meeting its management goals is informed by direct experience, even if not by systematic evaluation. More importantly, whether objectively accurate or not, partners' perspectives on this topic are likely to be significant in terms of their behavior and relations with others; if they see HUD as making progress in achieving its management objectives, that is likely to be reflected in the way they relate to end-customers.

To ascertain how HUD's partners assess the Department's progress in becoming more citizen-centered, results-oriented and market-based, survey respondents were asked the following four-part question:<sup>39</sup>

Some observers believe that improvement of the management and performance of federal government agencies rests on the achievement of several objectives, like those listed below. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe each such objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all.

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<sup>39</sup> Although the objectives referred to in this question are consistent with the principles of the *Presidents Management Agenda*, the *PMA* was not referenced as the source in the question so as not to bias respondents one way or the other. Instead, the question refers to the beliefs of "some observers" that management and performance improvement rests on the achievement of the stated objectives.

The objectives are:

- a. To be market-based, actively promoting competition rather than stifling innovation;
- b. To replace a top-down bureaucracy with a customer-friendly structure;
- c. To instill an ethic of competence and excellence;
- d. To replace an emphasis on process with an emphasis on performance.

The first part of the question—the extent to which HUD has achieved the objective of being market based—was only included in the 2005 surveys; the remaining three, however, were also included in the 2001 surveys; as such, partners' responses to them can be compared both across groups and over time.

Exhibits P through S display the results of partners' appraisals of the achievement of the four objectives. As is clear, very few partners believed any of them had been fully achieved as of the date of the surveys. Indeed, in most instances, a minority believed the objectives to have been either fully or mostly achieved. Beyond this general observation, each of the four parts of the question is considered separately below.

*Being market-based.* Many partners did not know how to assess the Department's progress with respect to becoming market-based: from 49 percent (of FHAP agency directors) to

21 percent (of NHPN non-profit organization directors) did not provide an answer the question (see Exhibit P). At least one-half of those who offered an opinion believed the objective had

“As you can see from the answers provided, I'm not part of HUD's cheering section. Having worked most of my career in the private sector, I find trying to get anything done within HUD is extremely difficult and costly. Generally creativity and entrepreneurs are stifled with the number of hoops you must jump through, the timeliness of decisions and a cumbersome process of approvals. In many cases, the effort outweighs the benefit for anyone without the tenacity to stick it out and fight the system. There is a significant waste of limited resources (i.e. money, time, etc.) used addressing constant program changes. Unfunded mandates and HUD related challenges marginalize the operating efficiencies of any housing authority. I'm skeptical that the results of the survey will prompt any significant changes at HUD, unless those at the top have a different mind set. Their background as "career" bureaucrats wedds them to being rigidly devoted to the details of "Administrative Procedure." HUD is process rather than results oriented and mired in complex rules and regulations that they themselves don't fully understand and often can't explain. This is particularly true in the area of development, mixed finance deals, and associated understanding of complex construction projects. They don't understand the necessity of prompt decisions and approvals. Adjustments and change, which if not done timely, have consequences and can adversely impact large redevelopment projects. After all that, some efforts are then dropped for yet another attempt with a new program and the whole process starts all over. The solution for this Housing Authority is to as quickly as possible establish sub-businesses to provide a consistent revenue stream that will allow this Agency to become self-sufficient and to as much as possible divorce itself from a Federal system that burdens the effort to provide affordable housing. We will never be able to visualize that concept with HUD as such a high maintenance partner.”

PHA Director

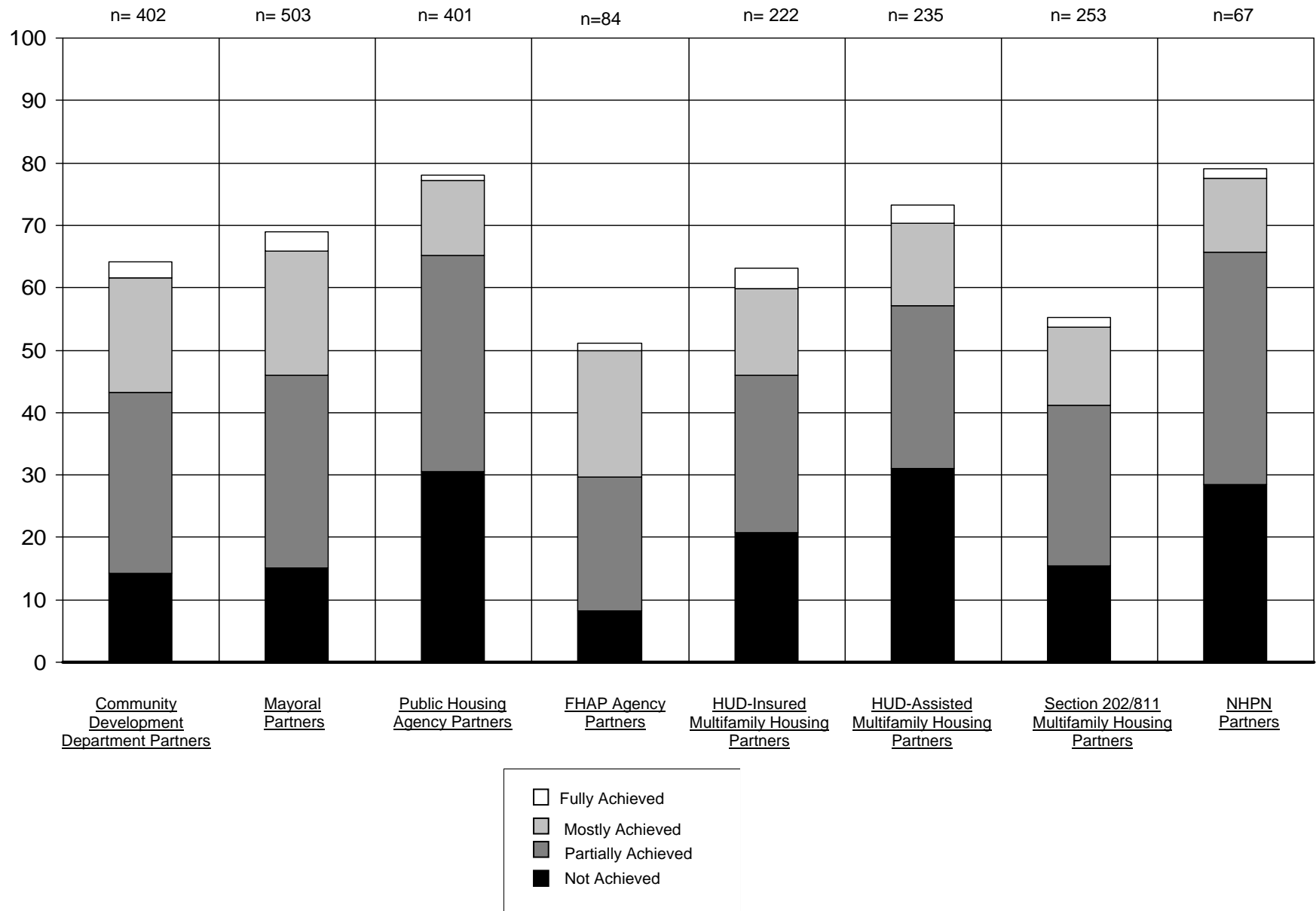
not been achieved at all or had only been partially achieved.

*Being customer-friendly.* With two exceptions, partners' evaluations of the extent to which HUD has replaced a top-down bureaucracy with a new customer-friendly structure have not changed much since 2001 (see Exhibit Q). The exceptions are that in 2005, CD directors are somewhat more likely to say that HUD is mostly or fully achieving this objective, while Section 202/811 owners are somewhat less likely to say the same. Also noteworthy is a 14-percentage point drop between 2001 and 2005 in the proportion of PHA directors who think HUD has not achieved this objective at all, and a 12-percentage-point increase in the proportion of FHAP directors who think likewise.

Partners' assessments on this issue vary widely in 2005. Compared to 40 percent of CD directors who believe HUD has fully or mostly achieved its objective of becoming customer-friendly, only 12 of NHPN non-profit organization directors believe this is the case.

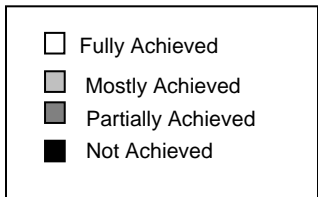
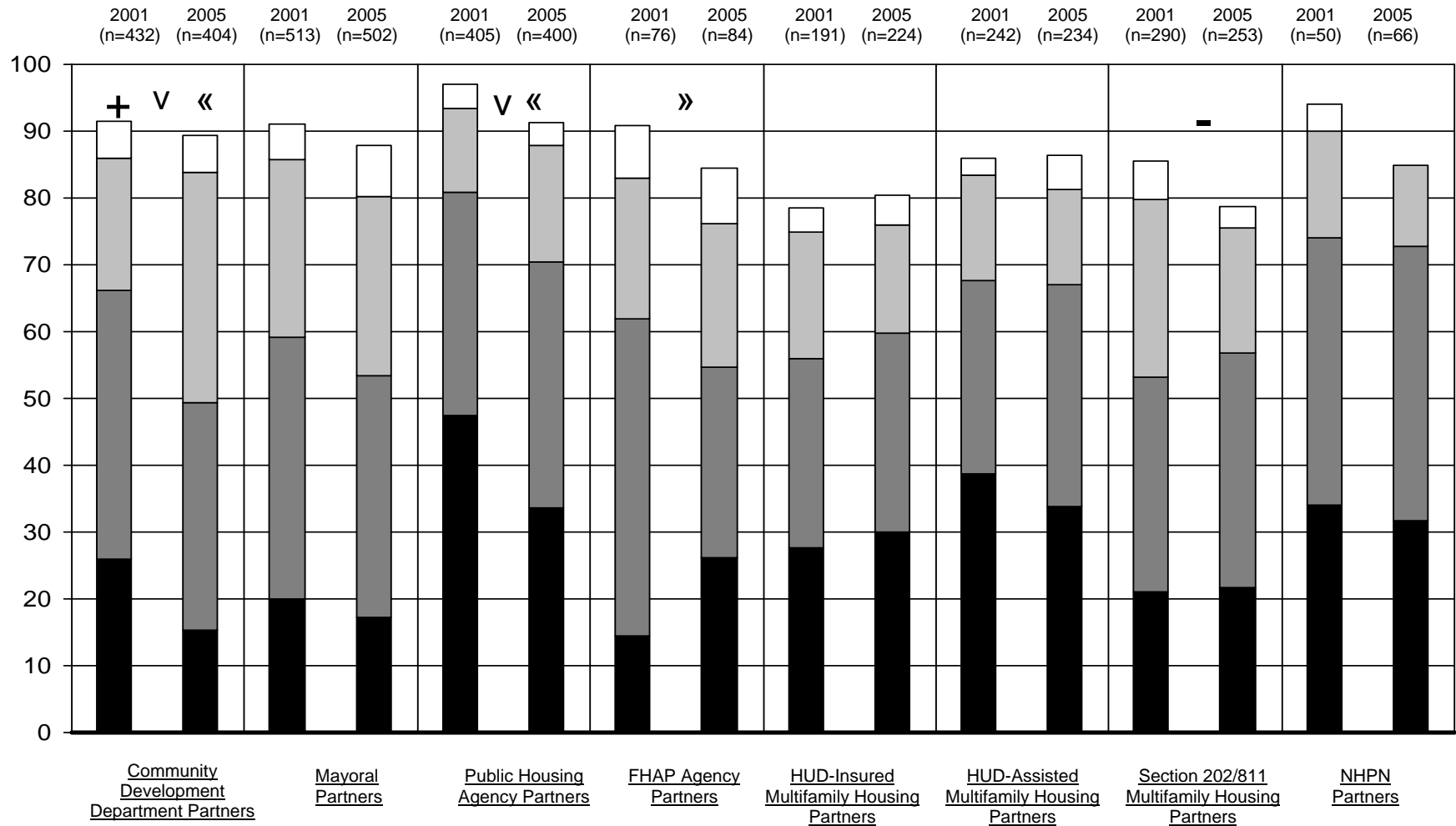
*Instilling an ethic of competence and excellence.* There is improvement over time in the extent to which CD and PHA directors, mayors, and HUD-assisted owners observe that an ethic of competence and excellence has been instilled at HUD (see Exhibit R). Progress is most apparent for CD directors, where the proportion believing this objective to have been either fully or mostly achieved almost doubled between

**Exhibit P.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe the following HUD objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all:  
To be market-based, actively promoting competition rather than stifling innovation.



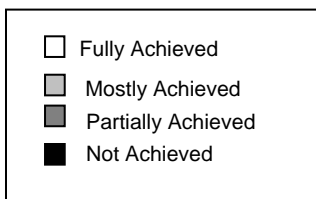
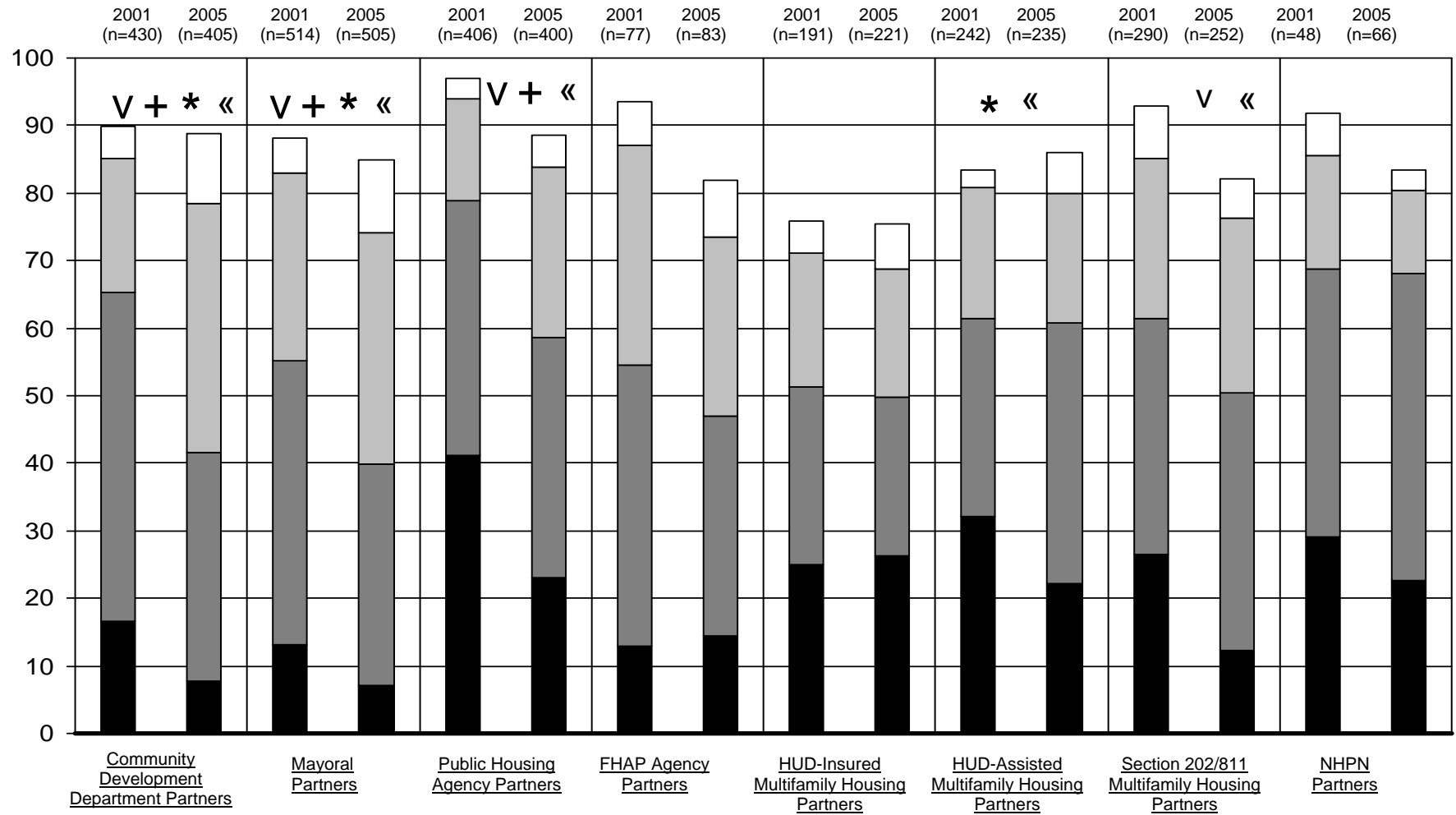
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
2005 Survey Results and Trends Since 2001

**Exhibit Q.** Please indicate the extent to which you believe the following HUD reform objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a new customer-friendly structure.



- + Statistically significant ( $p \leq .05$ ) increase since 2001 in percent saying fully or mostly achieved
- Statistically significant ( $p \leq .05$ ) decrease since 2001 in percent saying fully or mostly achieved
- V Statistically significant ( $p \leq .05$ ) decrease since 2001 in percent saying partially achieved or not achieved at all
- « Statistically significant ( $p \leq .05$ ) decrease since 2001 in percent saying not achieved at all
- » Statistically significant ( $p \leq .05$ ) increase since 2001 in percent saying not achieved at all

**Exhibit R.** Please indicate the extent to which you believe the following HUD reform objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To instill an ethic of competence and excellence at HUD.



- † Statistically significant (p≤.05) increase since 2001 in percent saying fully or mostly achieved
- \* Statistically significant (p≤.05) increase since 2001 in percent saying “fully achieved”
- V Statistically significant (p≤.05) decrease since 2001 in percent saying partially achieved or not achieved at all
- « Statistically significant (p≤.05) decrease since 2001 in percent saying not achieved at all



2001 and 2005. Also noteworthy is the decline in the proportion of PHA directors and HUD-assisted and Section 202/811 owners concluding that this objective has not been achieved. For PHA directors, the decline was 19 percentage points.

In 2005 there is wide variation among partner groups on this topic: 47 percent of CD directors, compared to 15 percent of NHPN non-profit organization directors, believe the objective has been either fully or mostly achieved.

*Emphasizing performance.* Some change is also noted over time in the extent to which CD and PHA directors and HUD-assisted and Section 202/811 owners believe HUD has replaced an emphasis on process with an emphasis on performance (see Exhibit S). Positive change is observed for CD and PHA directors and HUD-assisted owners, while negative change is observed for Section 202/811 owners.

As with the other management objectives, there is a range of opinion on this issue: in 2005, CD directors, mayors and FHAP directors are most likely to say the objective has been fully or mostly achieved, while HUD-insured owners and NHPN non-profit organization directors are least likely to say this.

Across the four management objectives and eight partner groups, a number of observations are warranted.

Taking as an indication of accomplishment the proportion of partners saying each objective has been fully or mostly achieved in 2005, the goal of instilling an ethic of competence and excellence at HUD achieves the highest ratings for five of the groups. CD directors and mayors tend to be at the high end—that is, more likely than others to say that objectives are being accomplished, while NHPN non-profit organization directors and HUD-insured owners tend to be at the low end. On the issue of whether HUD is more market-based, however, there is less difference across the groups and least perception of accomplishment among the objectives.

“HUD is full of intelligent, well-meaning people who are interested in fulfilling HUD’s mission. Many of them, however, are overwhelmed by the weight of the bureaucracy in which they operate. They tend to be consumed by the processing of information rather than the accomplishment of goals. They hesitate to make decisions because there seems to be no framework for relating individual contributions and creativity to success of the mission.”

HUD-Assisted Housing Owner

“HUD has some very talented and dedicated employees. There are still many employees focused on process rather than outcomes.”

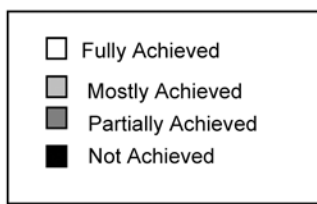
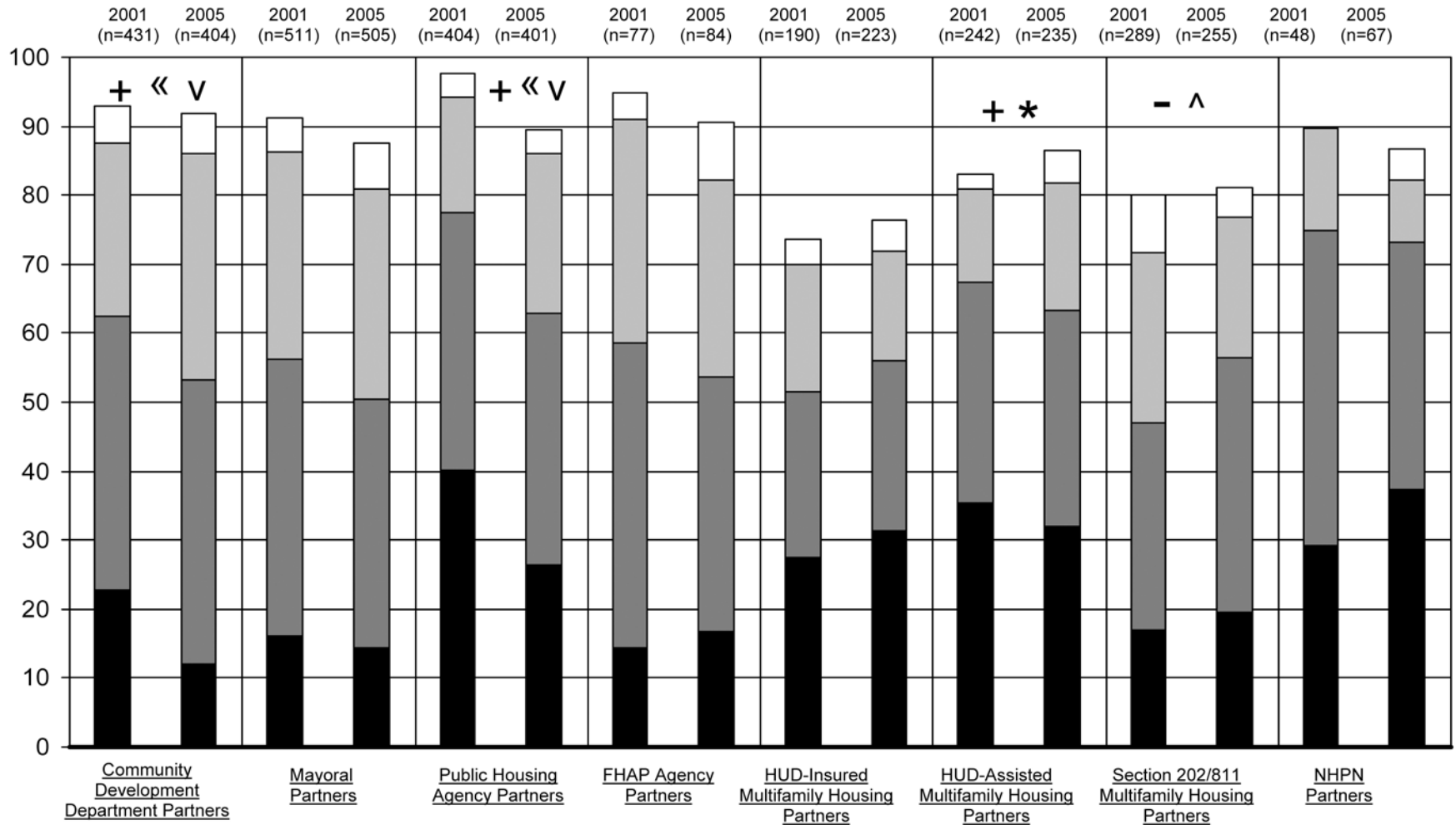
PHA Director

“Generally non responsive to provide direction or support. Focused on paper process rather than end product.”

NHPN non-profit Director

**Perspectives on the effects of organizational changes at HUD.** One of HUD’s *Strategic Plan* objectives

**Exhibit S.** Please indicate the extent to which you believe the following HUD reform objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace the emphasis on process with an emphasis on performance.



- +** Statistically significant ( $p \leq .05$ ) increase since 2001 in percent saying fully or mostly achieved
- Statistically significant ( $p \leq .05$ ) decrease since 2001 in percent saying fully or mostly achieved
- \*** Statistically significant ( $p \leq .05$ ) increase since 2001 in percent saying "fully achieved"
- V** Statistically significant ( $p \leq .05$ ) decrease since 2001 in percent saying partially achieved or not achieved at all
- ^** Statistically significant ( $p \leq .05$ ) increase since 2001 in percent saying partially achieved or not achieved at all
- <<** Statistically significant ( $p \leq .05$ ) decrease since 2001 in percent saying not achieved at all

involves improvement of Departmental management. The *Plan* states, "HUD will remain focused on the continuous improvement of the organization and functions, and respond as effectively to the needs of its partners as the private sector responds to its customers."<sup>40</sup>

Since the 2001 baseline surveys were conducted, several organizational changes have occurred at HUD. Among them were the elimination of the community builder function and consolidations of previously autonomous offices—the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring—under existing program offices. HUD's partners were asked to assess whether such changes made HUD better or worse or did not have much effect.

"Thank you for eliminating the 'community builders' and putting these people back into line positions. HUD needs people responding to real community needs, not superfluous, 'feel good' projects."  
Mayor's Office

Most of the organizational changes involved HUD's Offices of Housing (especially its assisted housing programs) and Public and Indian Housing (PIH) as opposed to Community Planning and Development (CPD) or Fair Housing and Equal Opportunity (FHEO). As would be expected,

<sup>40</sup> HUD *Strategic Plan*: FY 2003-FY 2008, p. 40.

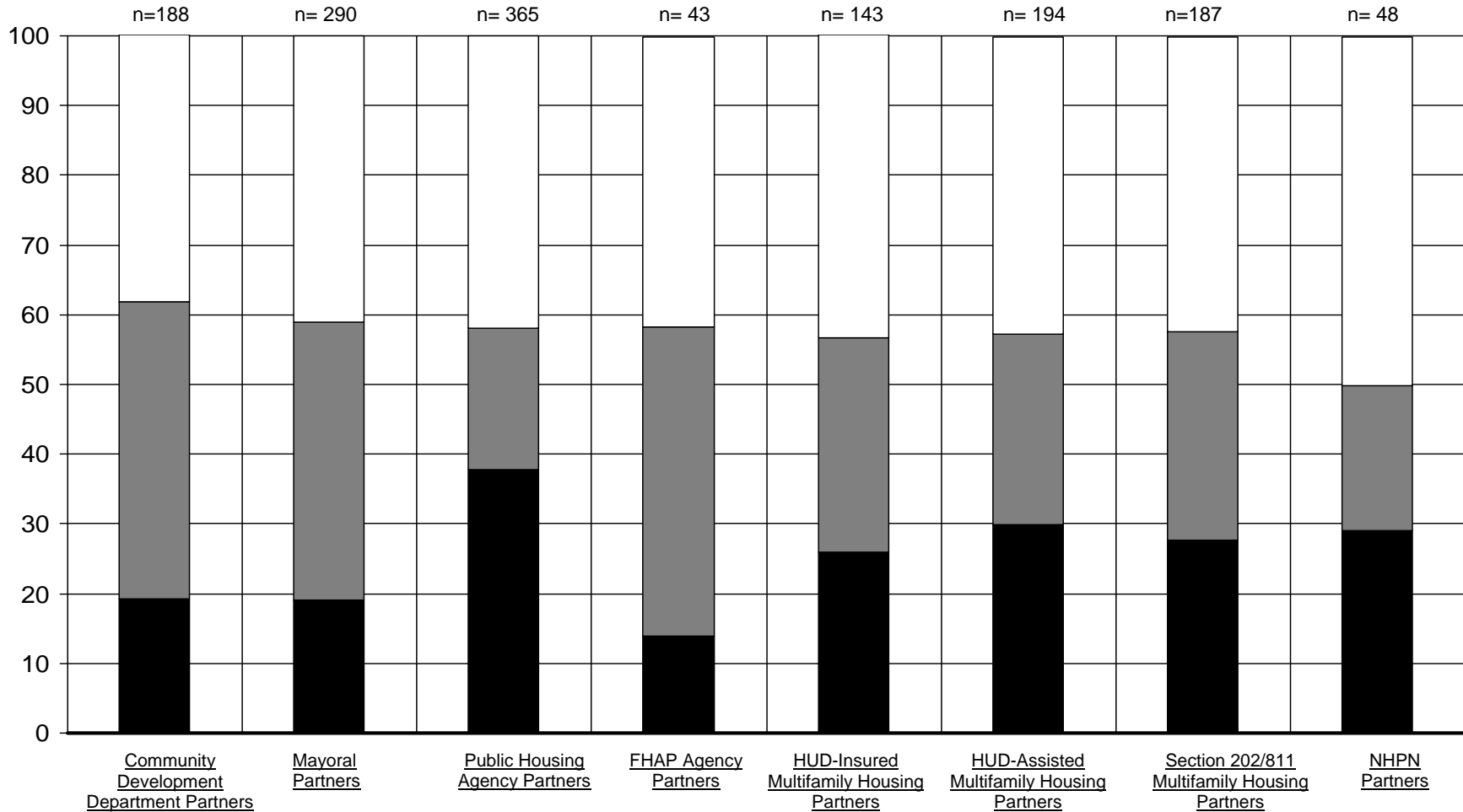
therefore, 54 percent of CD directors, 44 percent of mayors, 53 percent of FHAP directors, and 40 percent of HUD-insured owners either skipped the question or responded "don't know" or "not applicable" (see Exhibit T).

Partners are divided as to the effects of the organizational changes. The PHA directors who expressed an opinion split about equally, with 42 percent saying the changes made HUD better and 38 percent saying the changes made HUD worse.<sup>41</sup> Across all other partner groups, the proportion that said the changes were for the better exceeded by at least ten percentage points the proportion that said the opposite. It is nonetheless noteworthy that between 26 percent and 30 percent of the partner groups most involved in housing programs (HUD-insured, HUD-assisted, and 202/811 owners as well as NHPN non-profit organization directors) believed the changes made HUD worse.

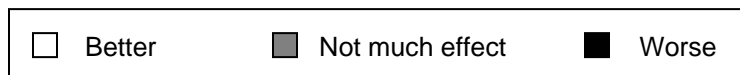
**Perspective on the effectiveness of HUD's management controls and monitoring systems.** Related to the Department's strategic goal of embracing high standards of management and accountability is its objective to improve internal controls and systems. HUD's *Strategic Plan* states,

<sup>41</sup> This is in contrast to PHA directors' evaluations of the organization and management reforms that had occurred during the period prior to the 2001 surveys. At that time, 62 percent of PHA directors considered the changes that had taken place to be for the worse.

**Exhibit T.** Has the following change that has occurred at HUD over the last several years made HUD much better, somewhat better, somewhat worse, much worse, or has it not had much effect? Changes to HUD's organizational structure, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring).



This chart excludes respondents who answered don't know or not applicable or skipped the question. The number of excluded respondents is 219 CD partners, 224 mayoral partners, 40 PHA partners, 44 FHAP agency partners, 94 HUD-insured housing partners, 53 HUD-assisted housing partners, 78 Section 202/811 housing partners, and 27 NHPN partners.



As a large organization with multiple responsibilities, HUD must maintain strong internal controls to ensure that HUD effectively meets its responsibilities, including the elimination of fraud, waste and abuse of federal resources.<sup>42</sup>

As implementers of the Department's programs, many of HUD's partners are in a good position to comment on the quality of HUD's management controls and monitoring systems. Accordingly, they were asked their opinions about the effectiveness or ineffectiveness of such controls and systems in terms of decreasing waste, fraud, and abuse. Of those who responded other than "don't know," the majority believed such controls and systems to be effective—although many more said they were *somewhat*, as opposed to *very*, effective (see Exhibit U). CD directors and mayors were more positive than others in viewing HUD's management controls and monitoring systems as being effective.

### **Partners Generally Value HUD Training, Technical Assistance, and Electronic Communications, Although Some Less So than Others**

HUD connects to its partners in many ways, including through the provision of training and technical assistance, and utilizes various communications media—increasingly including electronic transmissions. Such interactions are important to the quality of partner relationships with HUD.

**Satisfaction with HUD training and technical assistance.** HUD provides its partners with various forms of training and technical assistance, using a range of approaches and media. Included are HUD-sponsored conferences and satellite broadcasts, HUD-sponsored training programs conducted by contractors, HUD's Webpage, HUD's Webcast training, and HUD officials and staff participating in panel discussions or training sessions organized by non-HUD groups. Not all partners receive such training or technical assistance, but those who have utilized one or another form of training or technical assistance were asked to rate its utility.

"It has been very difficult to contact HUD representative/contractor at ... to obtain information regarding the exam that is needed for certification for Home Equity Conversion Mortgage/Reverse Mortgage. We have never been able to contact or get any information from the representative that we have been referred to. We have also attended training for which we were told that would not necessarily prepare us for the exam. Each time training has been announced, we were informed the training would not prepare us for the exam. We are still seeking information regarding the exam process."

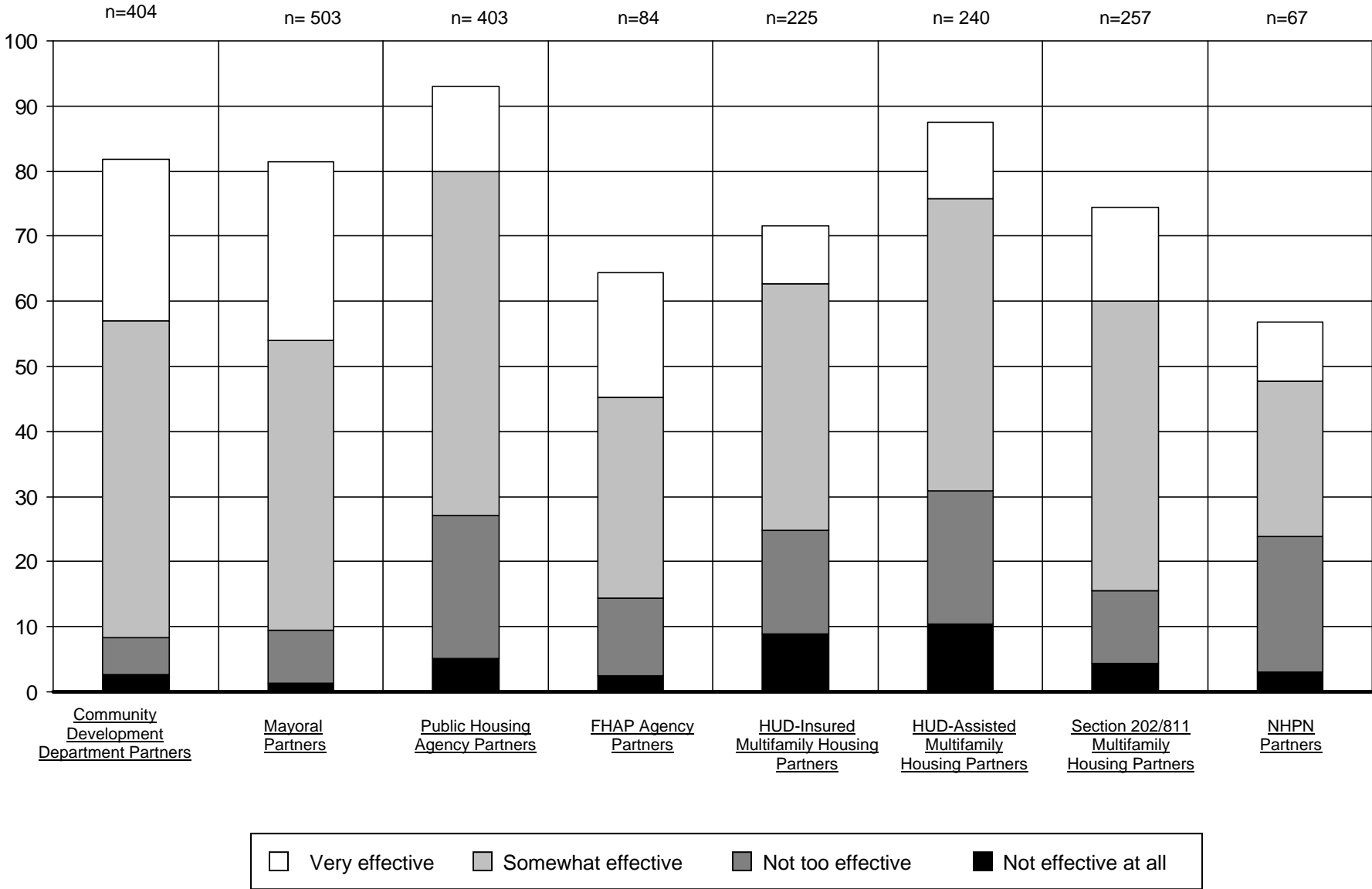
NHPN Nonprofit Director

"I wish HUD did more training, as used to be the case. I'm sure budget cuts and a belief that we have all learned what we need to know are factors, but it has become difficult to get new staff trained in CDBG, HOME, etc. basics."

CD Director

<sup>42</sup> *Ibid.*

**Exhibit U.** In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



Very few partners say such training or technical assistance is not at all useful. Depending on the type of training or assistance, most rate it either somewhat or very useful. There are variations, however, as discussed below.

*HUD-sponsored conferences and satellite broadcasts.* Some HUD partners, in particular those involved in HUD's multifamily housing programs and especially HUD-insured owners, have not experienced HUD-sponsored conferences or satellite broadcasts (see Exhibit V). In general, however, most partners considered such conferences and broadcasts to be at least somewhat helpful, with very few believing they are not useful at all.

*HUD-sponsored training programs conducted by contractors.* Most HUD-insured owners and, to a lesser extent, other partners involved in HUD's multifamily housing programs have not participated in training programs involving contractors. However, among those in all partner groups who have, most consider the training to be at least somewhat useful (see Exhibit W). Particularly notable, and distinct from other partner groups, is the fact that 56 percent of CD directors rated contractor-provided technical assistance as *very* useful.

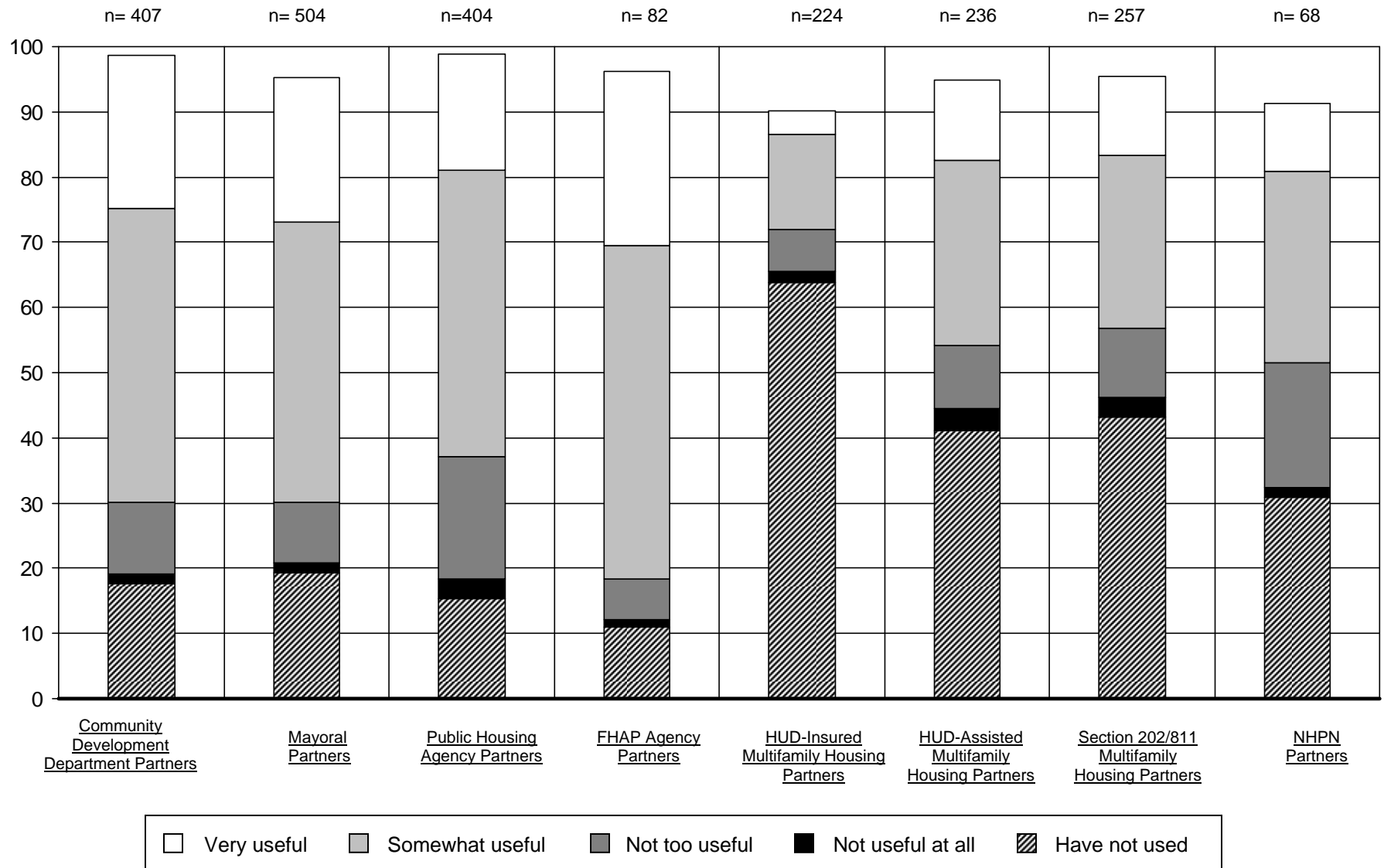
*HUD's Webpage.* Although HUD-insured owners were more likely than others to say they did not use HUD's Webpage, the vast majority of partners who responded to a question about the value of the Webpage considered it to be

useful (see Exhibit X). Within this response, however, more say it is somewhat, as opposed to very, useful. Very few partners believe the Webpage not to be useful at all.

*HUD's Webcast training.* Many HUD partners have not experienced Webcast training (see Exhibit Y). Among the groups, more PHA partners than others report using it. Overall, of those who offered an opinion, the majority found it to be useful.

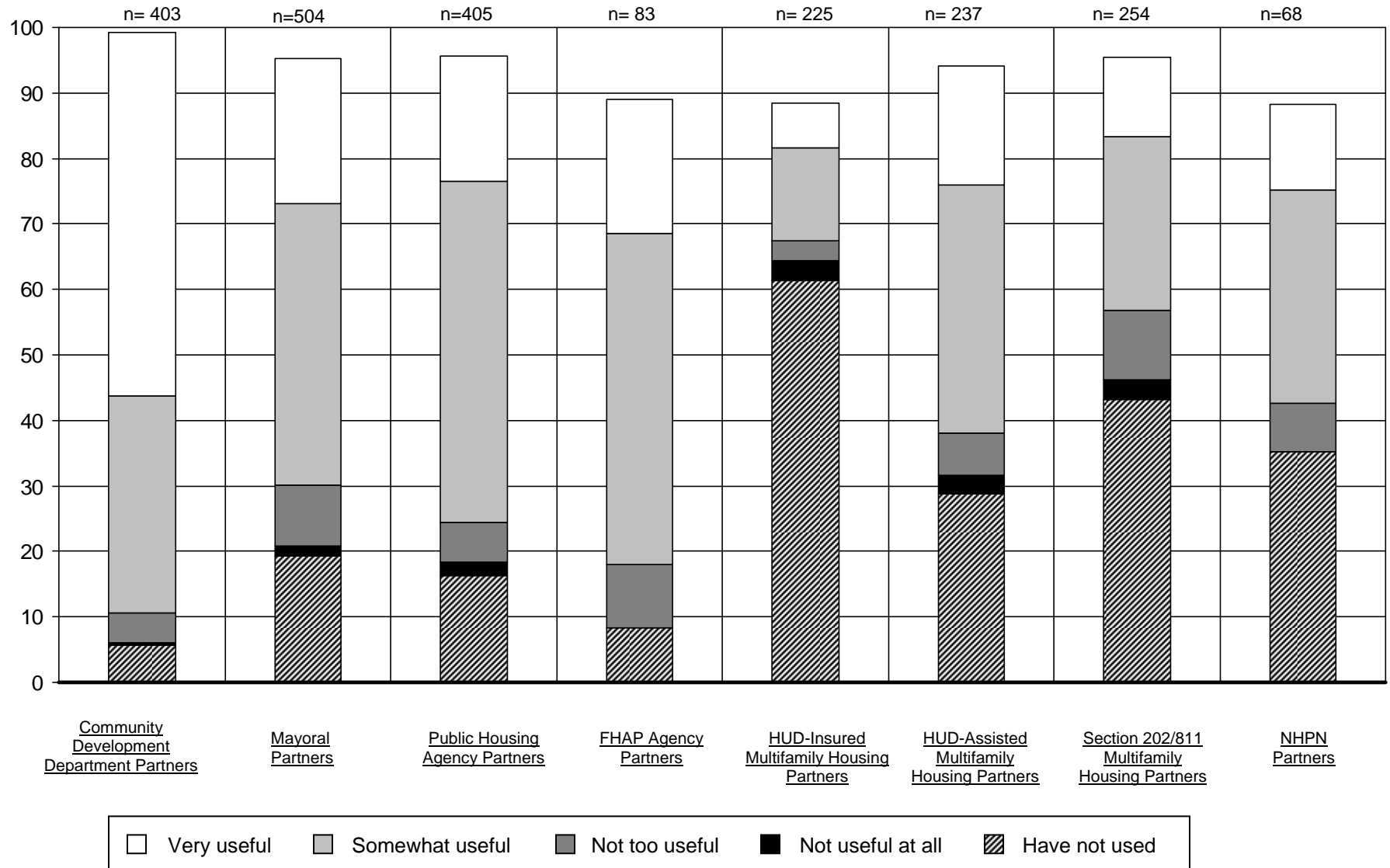
*HUD participation in non-HUD events.* HUD officials and staff participate in panel discussions and training sessions set up by non-HUD groups as a means of discussing and conveying information about HUD policies and programs. As with other forms of training and technical assistance, HUD-insured owners are least likely to have attended such sessions (see Exhibit Z). In general, of those who expressed an opinion, most consider them to be at least somewhat useful, and few consider them not to be useful at all.

**Exhibit V.** HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD-sponsored conferences/satellite broadcasts.

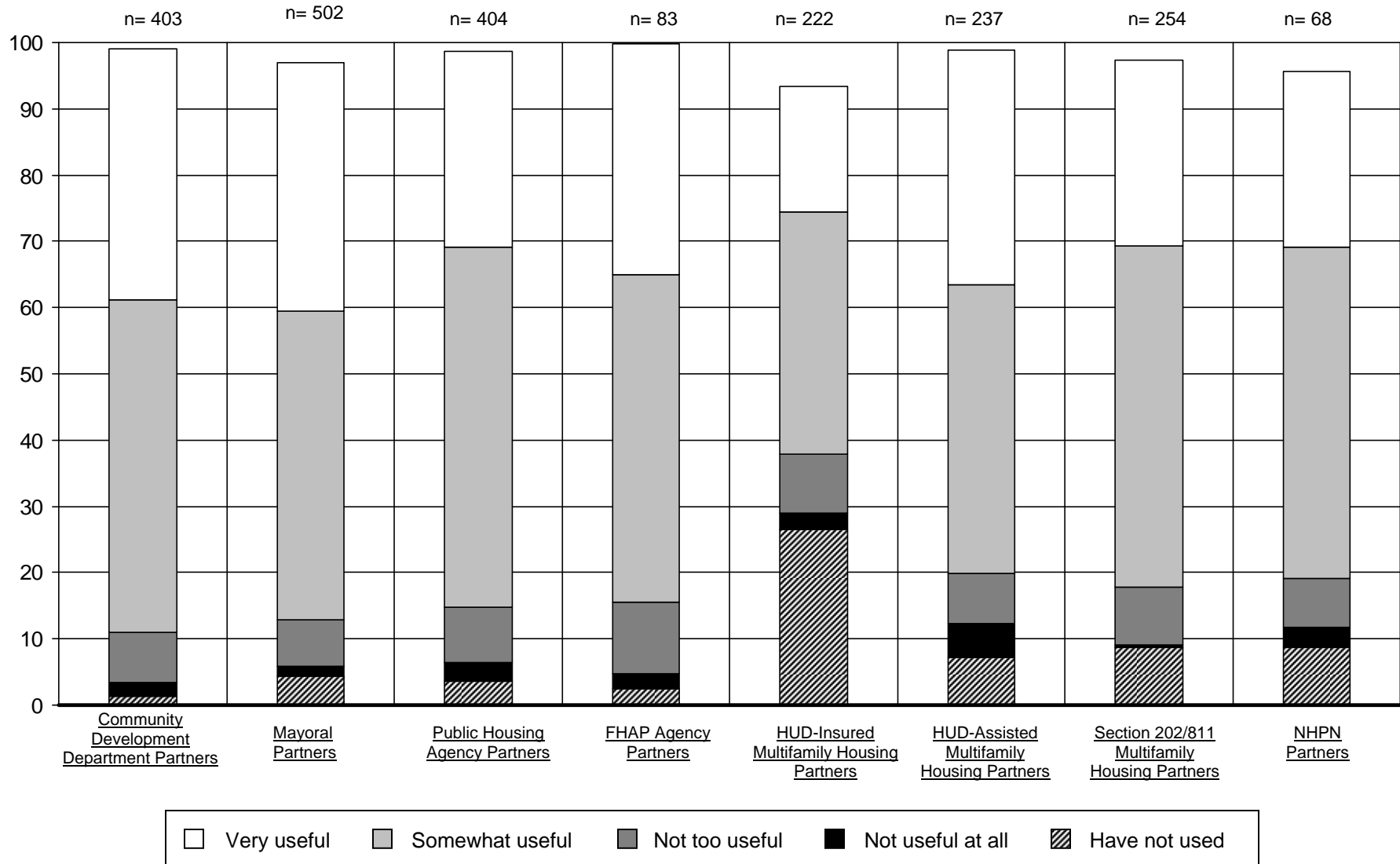




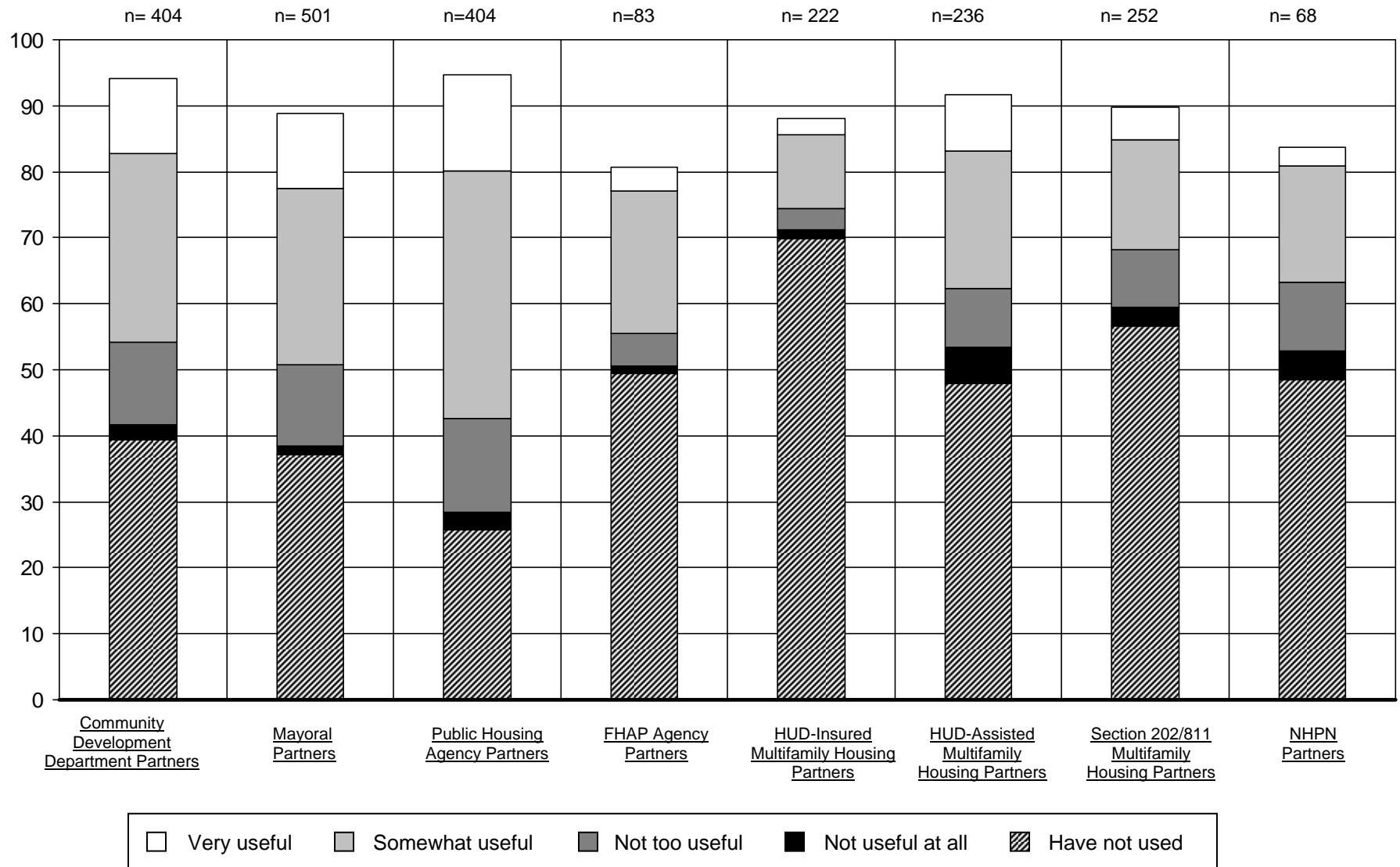
**Exhibit W.** HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD-sponsored training programs conducted by contractors.



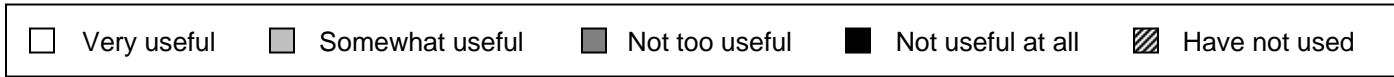
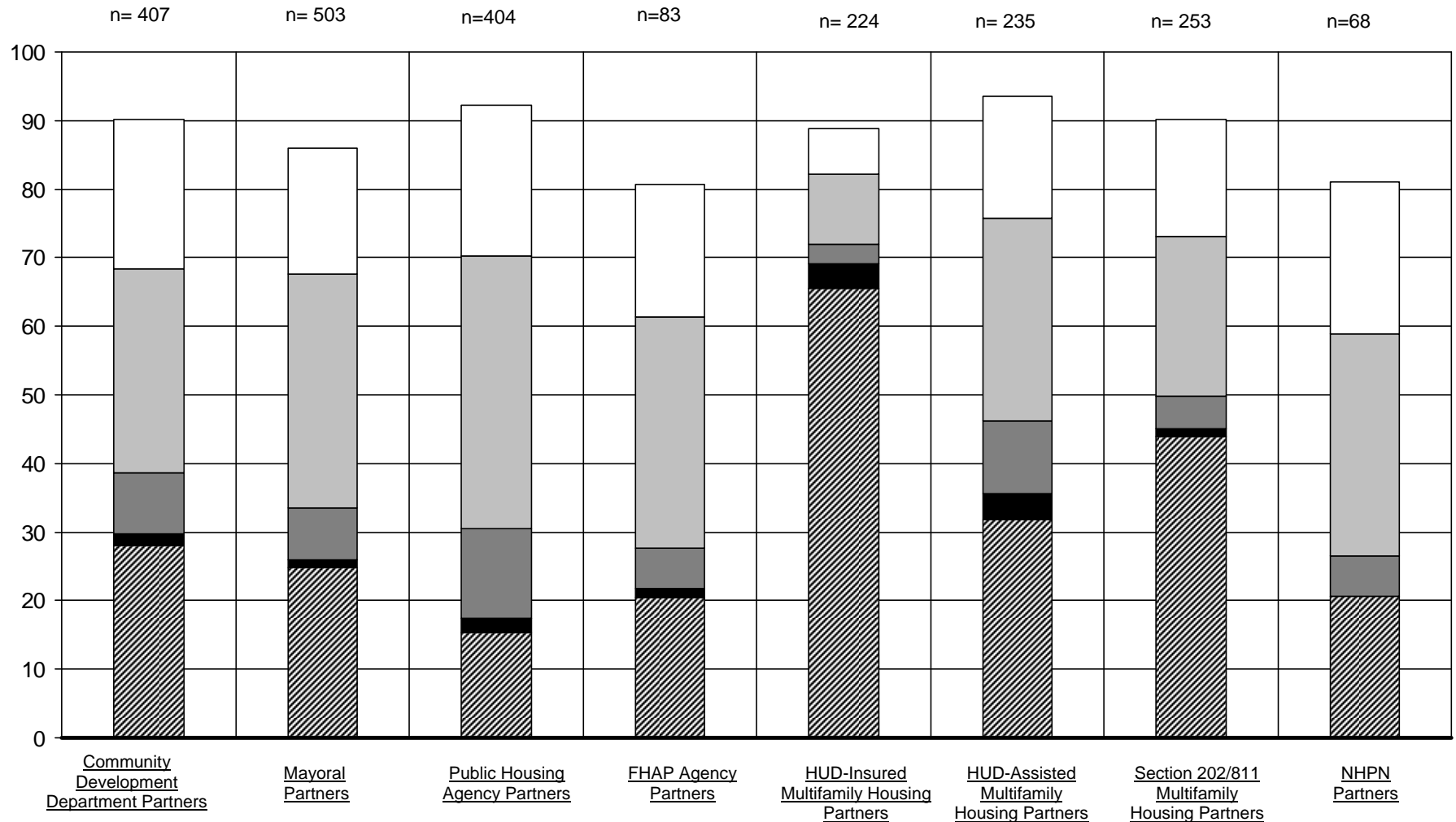
**Exhibit X.** HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD's Webpage.



**Exhibit Y.** HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD's Webcast training.



**Exhibit Z.** HUD provides training and technical assistance through different methods. Please indicate how useful or not useful you've found HUD participation in panel discussions and training sessions set up by non-HUD groups.



**Satisfaction with e-Government.** As outlined in the *PMA*, expanded electronic government is one of five key management initiatives designed to make the federal government more results oriented.<sup>43</sup> The initiative has many facets and, at HUD, consists of pursuing increased electronic commerce, participating in government-wide e-Government projects, and continuing to unify, simplify, and reduce redundancy in information technology systems. Increased agency adoption and customer utilization are considered to be primary measures of the success of the e-Government initiatives.<sup>44</sup>

Consistent with the e-Government emphasis, HUD has increasingly relied on various means of electronic transmissions to communicate with its partners. Among them are listserves (automated mailing lists of subscribers to which

“The search engine on HUD clips is a mess. Please organize keyword search and make it possible to do a program specific search. Make a website with news, changes, forms and useful tips for each rental assistance program. Help us stay in compliance by making the changes easier to find and not just telling us when we are not. Thank you.”

HUD-Assisted Housing Owner

<sup>43</sup> See: *The Federal Government is Results-Oriented: A Report to Federal Employees*, August 2004; *Expanding E-Government: Partnering for a Results-Oriented Government*, Executive Office of the President, December 2004; and *Performance and Accountability Report: FY 2004*, pp. 1-21 to 1-23; and *Fiscal Year 2006 Annual Performance Plan*, pp. 61-62.

<sup>44</sup> *Expanding E-Government*, p. 4.

HUD sends e-mail messages), Website postings, and e-mail correspondence. To assess their satisfaction with these communications tools, partners were asked to evaluate their effectiveness as a means of conveying important information, including with respect to notices and providing guidance.

Usage of electronic communications media varies considerably across partner groups. But, of those who take advantage of listserves, Website postings and e-mail, the large majority believes them to be effective communications tools.

*HUD Listserves.* Multifamily housing owners are less likely than others to subscribe to HUD listserves while CD and PHA Directors and mayors are more likely to do so (see Exhibit AA). Most who subscribe judge them to be an effective means of conveying important information, although opinion varies across the groups with respect to level of effectiveness. For example, more CD Directors see them as *very*, as

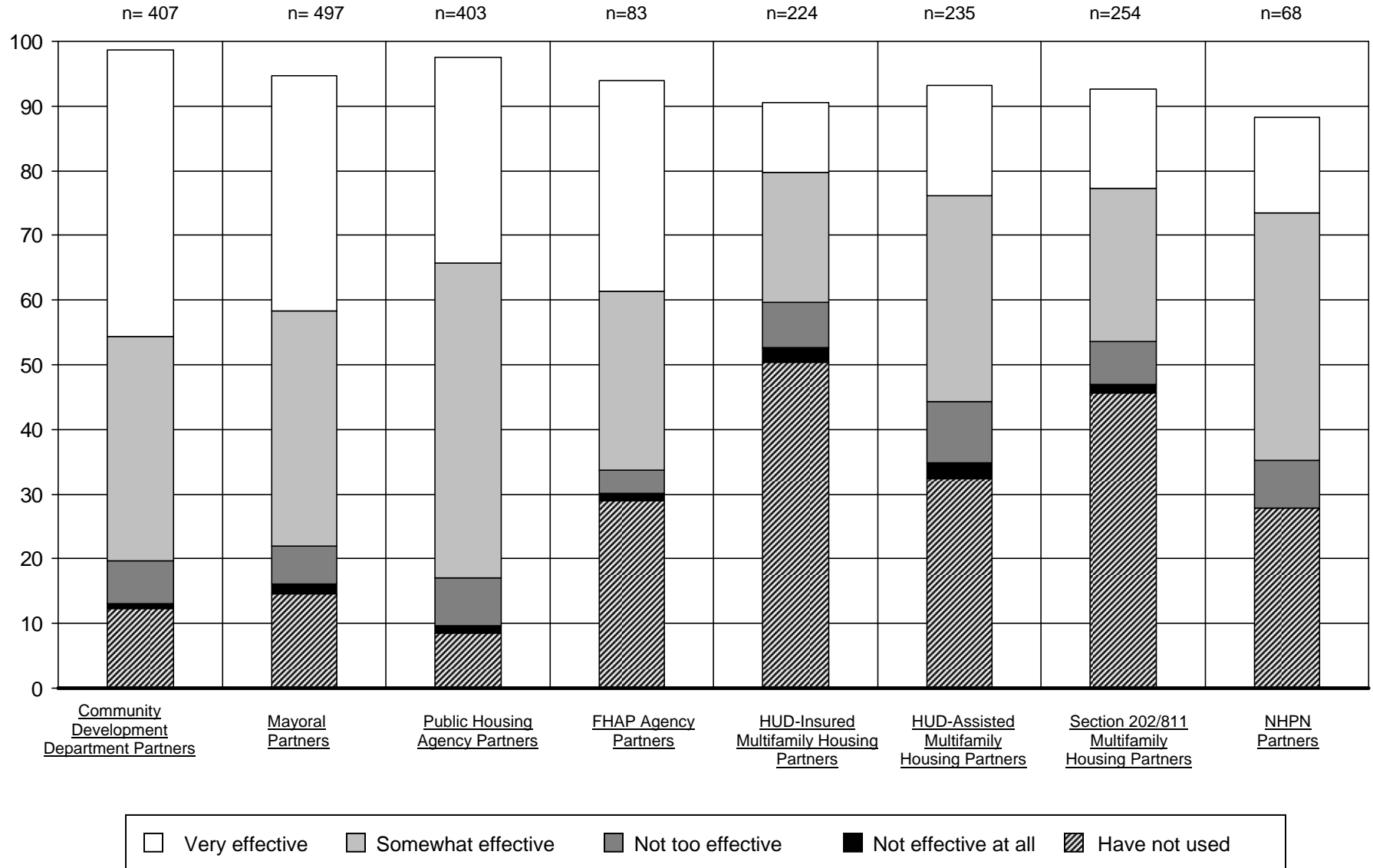
“Electronic Financial Reporting Process has been very difficult, especially with respect to meeting 3/31/05 deadline for MH 12/31 year-end filing. Lack of communication about system problems/resolutions was pitiful. It was suggested that I would have better success accessing system if I logged in after 2AM EST to avoid the system shutdown problems occurring during normal business hours! Decision to extend the deadline 24 hours before 3/31 was too late to avoid the additional expense incurred having our accounting firm work overtime to meet deadline. The extension was also poorly communicated on the website.”

HUD-Insured Housing Owner

The process of submitting reports and grant applications electronically is a nightmare—complex, time consuming and full of glitches. Technical bugs need to be worked out at HUD's end before we're asked to use these systems.”

PHA Director

**Exhibit AA.** HUD has increasingly relied on electronic transmission to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves (automated mailing lists of subscribers to which HUD sends e-mail messages) have been as a tool for HUD to convey important information to you, such as notices and guidance.



opposed to *somewhat*, effective, while many more NHPN non-profit organization partners see them as *somewhat*, as opposed to *very*, effective.

*HUD Website postings.* Among the partner groups, HUD-insured owners are least likely take advantage of Website postings to obtain information (see Exhibit BB). Of those who do, a large majority believes them to be at least effective, typically choosing the *somewhat* category.

*E-mail.* The use of e-mail between HUD partners and HUD staff appears to be extensive for CD, PHA, and FHAP directors, and mayors, and somewhat less so for other partner groups—especially HUD-insured owners (see Exhibit CC). As with other means of electronic communication, the large majority of those who use e-mail to correspond with HUD conclude that it is an effective tool. Indeed, of the groups that appear to make the most use of e-mail, many more believe it to be a *very*, as opposed to a *somewhat*, effective medium.

**There are Some Noteworthy Negative as Well as Positive Ratings Related to Technical Assistance and Electronic Communications**

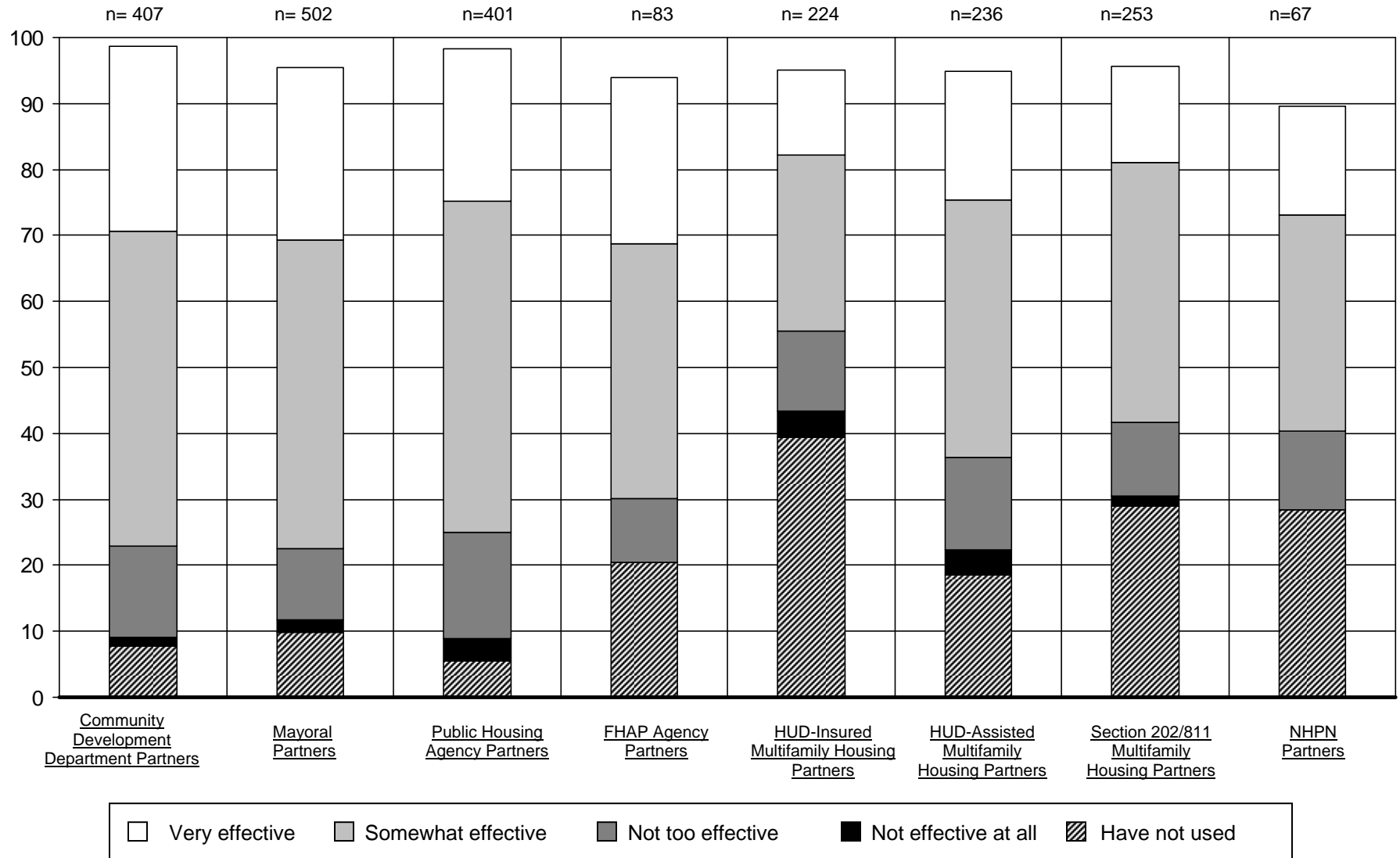
Exhibit 8 shows that 80 percent or more of some partner groups give high ratings to various aspects of technical assistance and electronic communications. These include: CD directors and mayors who consider technical assistance and

training conducted by contractors to be useful; mayors, Section 202/811 owners, and CD, PHA and FHAP directors who consider technical assistance and training provided through HUD's Webpage to be useful; and mayors and CD, PHA and FHAP directors who judge the electronic communications between themselves and HUD via e-mail to be effective.

**Exhibit 8: Groups Where 80 Percent or More of Partners Consider Aspects of HUD's Technical Assistance to be Useful or Electronic Communications to be Effective**

Partner	Question	Percent Saying Useful/Effective
CD Directors	Training and technical assistance by contractors	89
	Training and technical assistance through Webpage	88
	Training and technical assistance through E-mail	95
	Consistently and reliably interpret regulations	80
Mayors	Training and technical assistance by contractors	82
	Training and technical assistance through Webpage	84
	Communication through E-mail	89
PHA Directors	Training and technical assistance through Webpage	84
	Communication via Listserves	81
	Communication via E-mail	96
FHAP Directors	Training and technical assistance through Webpage	84
	Communication via E-mail	94
Section 202/811 Owners	Training and technical assistance through Webpage	80

**Exhibit BB.** 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.





**Exhibit CC.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD's E-mail (individual correspondence to or from a HUD employee) has been as a tool for HUD to convey important information to you, such as notices and guidance.

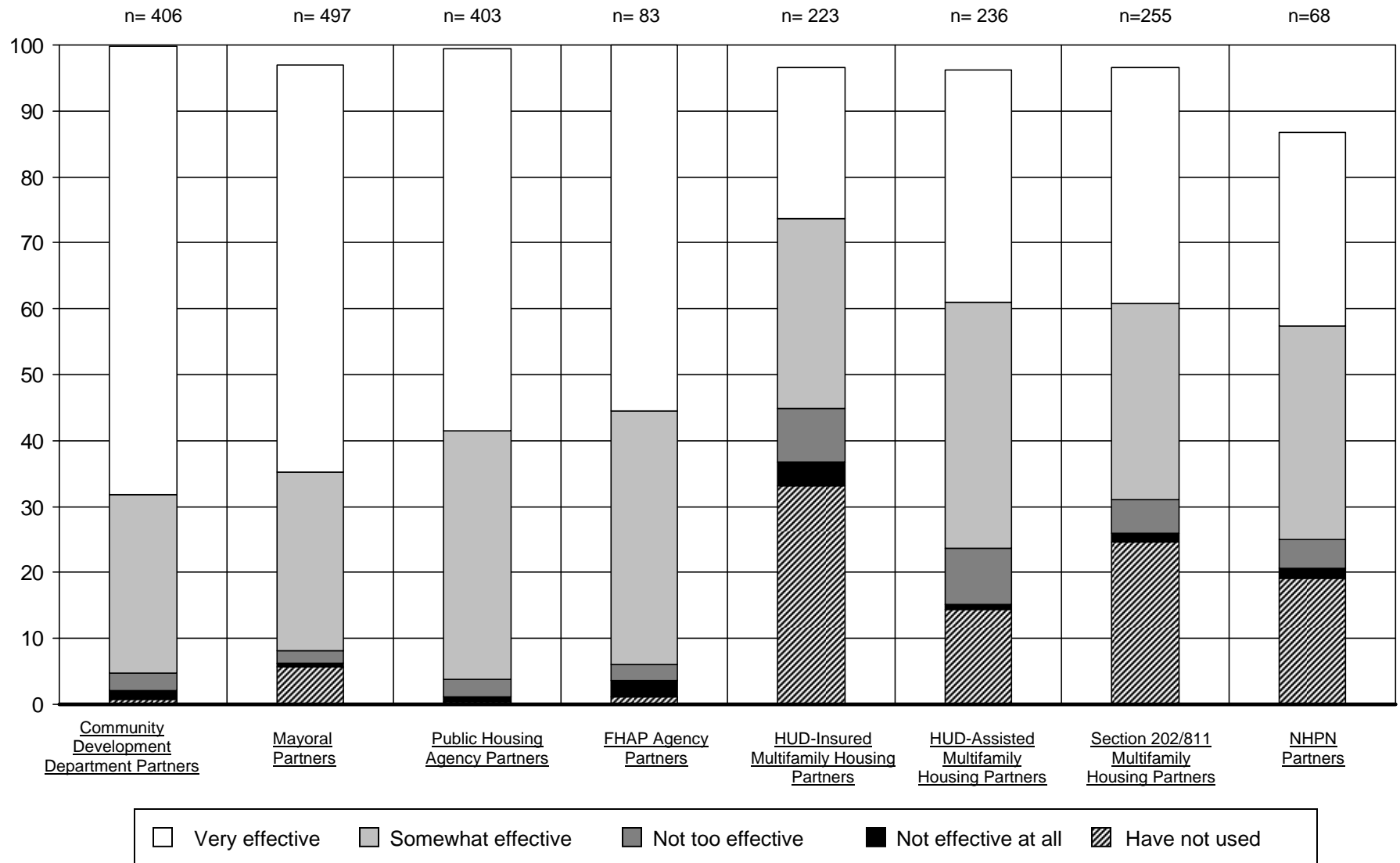


Exhibit 9, on the other hand, shows that about one in five PHA and NHPN non-profit organization directors consider HUD-sponsored conferences and satellite broadcasts not to be useful means of providing training and technical assistance. It also shows that the same proportion of PHA directors considers HUD Website postings to be ineffective.

**Exhibit 9: Groups Where 20 Percent or More of Partners Consider Aspects of HUD's Technical Assistance to be Not Useful or Electronic Communications to be Ineffective**

Partner	Question	Percent Saying Not Useful/Effective
PHA Directors	Conference/Satellite broadcast technical assistance	22
	HUD's Website postings	20
NHPN Non-profit Organization Directors	Conference/Satellite broadcast technical assistance	21

## **Appendix I: Methodology**

## METHODOLOGY

This Appendix describes the methodology used for the surveys. It discusses the questionnaire design and pretest, samples, data collection procedures, survey response rates, and sample cleaning and weighting procedures. Because the 2005 partner surveys are a follow-up to the 2001 surveys, the earlier methodology was replicated to the greatest extent possible.

### Questionnaire Design<sup>45</sup> and Pretest

Many of the 2001 questions were retained in the 2005 questionnaire in their original form to allow for longitudinal comparisons. Given policy and other changes that have taken place since 2001, other questions were revised to make the language relevant in 2005. Still other questions were altogether new, added after discussions with HUD personnel and officials of organizations that represent various HUD partners.

As was done in 2001, a separate survey instrument was designed for:

- Directors of Community Development Departments
- Mayors
- Directors of Public Housing Agencies
- Directors of Fair Housing Assistance Program Agencies

- Owners of Multifamily Housing Properties
- Directors of Non-profit Housing Organizations affiliated with the National Housing Partnership Network<sup>46</sup>

In February 2005, Silber & Associates conducted a pretest of the survey instruments. Its purpose was to identify question wording or ordering issues and provide an estimate of respondent burden. The questionnaires in their final form ranged in length from 42 items for FHAP agencies and mayors to 58 items for non-profit organizations. The first 32 and the final 4 questions in each questionnaire are considered core items and, therefore, are identical for all of the groups. Remaining questions are tailored to each specific group.

### Descriptions of the Samples

- HUD's Office of Community Planning and Development supplied a list of all city and county Community Development (CD) Departments in the continental United States that are entitled to HUD's Community Development Block Grant funds. The 50 largest were selected into the sample with certainty, and an additional 450 were selected randomly from the remainder of the list.

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<sup>45</sup> Copies of each survey questionnaire are in Appendix II.

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<sup>46</sup> Known in 2001 as the National Association of Housing Partnerships (NAHP).

- HUD's Office of Community Planning and Development supplied a list of Mayors and Chief Elected Officials. All communities (including towns and townships but not counties) were selected for the sample, totaling 641.<sup>47</sup>
- HUD's Office of Public and Indian Housing supplied a list of all Public Housing Agencies (PHAs). Silber & Associates separated out PHAs that administer only Housing Choice Vouchers, then extracted for further sampling all PHAs that own and manage 100 or more units of conventional housing. From the extract, the 50 largest PHAs were selected into the sample with certainty, and an additional 450 were randomly selected from the remainder of the list.
- HUD's Office of Fair Housing and Equal Opportunity supplied a list of all Fair Housing Assistance Program (FHAP) agencies, totaling 99.<sup>48</sup>
- Drawing from the Real Estate Management System (REMS) database, HUD's Office of Policy Development and Research generated a list of multifamily housing properties for the project. Silber & Associates transformed the list from one of

physical properties to one of ownership entities, and then filtered it to eliminate duplicate owners. The list was cleaned to eliminate clearly invalid records, properties outside the 50 states and the District of Columbia, and owners lacking any contact information.<sup>49</sup> The list was further subdivided into four clusters: entities that exclusively owned Section 202 or Section 811 properties; entities that exclusively owned HUD-insured (unsubsidized) multifamily properties; entities that exclusively owned HUD-assisted (subsidized) properties; and entities that owned properties that crossed these three categories. Four hundred ownership entities were selected randomly from each of the first three clusters, and an additional 50 were selected to represent ownership entities from the fourth cluster.<sup>50</sup>

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<sup>47</sup>The total does not include three pretest participants. Following research convention, pretest participants were excluded from the actual survey.

<sup>48</sup>The total does not include one pretest participant.

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<sup>49</sup>The REMS database contains two separate fields that were used to identify owners or other appropriate contacts for the Multifamily Housing sample. One field specified the property owner; the other field specified the contact person (who may or may not have been the owner). In order to be included in the starting sample, a contact name had to be listed in at least one of the field. In cases where a contact name was listed in both fields, information from the "owner" field was used.

<sup>50</sup>For reporting purposes, each of the first three clusters is presented and analyzed separately. The four clusters could be combined, however, into a single multifamily property owners partner group.

- Silber & Associates obtained from the National Housing Partnership Network website a list of its members, totaling 82 non-profit organizations.<sup>51</sup>

### Data Collection Procedures and Survey Response Rates

Silber & Associates conducted data collection using a mixed-mode (mail and telephone) approach to ensure the highest possible response rates. Data collection began May 27, 2005, with a survey notification letter to the sample announcing the upcoming survey and requesting participation. One week later, on June 3, 2005, the survey packet containing the questionnaire and cover letter was mailed. The following week, on June 10, 2005, a reminder postcard was sent to everyone, and then two weeks later, on June 24, 2005, another survey questionnaire and cover letter went out. In July 2005, a third mailing of the survey questionnaire and cover letter was sent by certified mail to targeted non-respondents, and on July 22, 2005, a second reminder postcard was sent to the Multifamily Housing sample.

In early July 2005, Silber & Associates began follow-up efforts with non-respondents by telephone. Non-respondents were given the option of completing the questionnaire in a telephone interview or receiving another copy of the questionnaire by e-mail, fax, or postal mail. On average, Silber & Associates contacted non-respondents five times,

<sup>51</sup> The total does not include two pretest participants.

but in some instances as many as 14 times in an attempt to reach an appropriate respondent .

Data collection concluded September 2, 2005. Table A-1 shows the survey response rates for each group.

**Table A-1**  
**Response Rates by Respondent Group**

RESPONDENT GROUP	RESPONSE RATE
Community Development Departments	82%
Mayors	80%
Public Housing Agencies	82%
Fair Housing Assistance Program Agencies	88%
Owners of Multifamily Housing	63%/72% <sup>52</sup>
Non-profit Organizations	91%

### Sample Cleaning and Weighting Procedures

In a small number of instances, organizations completed and returned multiple surveys. In many cases, this situation occurred because a new contact person was identified during follow-up efforts, and both the new contact

<sup>52</sup>The second percentage, 72 percent, is the response rate adjusted for problems with the survey sample, such as duplicate entries and entries with invalid contact information.

and the old contact ultimately responded on behalf of the same organization. All duplicate surveys were eliminated from the data set. If different respondents completed the surveys (e.g., “Agency Director” and “Agency Deputy Director”), the respondent who indicated the highest level title (i.e., “Agency Director”) was included in the data set. If duplicate questionnaires indicated the same title, the first one returned was included in the data set.

All survey communication assured partners of the confidentiality of their responses. However, for follow-up and quality control purposes, a tracking number was included on each questionnaire. Twenty respondents removed the survey tracking number from their questionnaire. These questionnaires were excluded from the data set to ensure that, inadvertently, duplicate surveys from the same persons or agencies were not included.

Because the samples of CD and PHA Directors were selected with differential probabilities based on size strata—city size (for CD Directors) and agency size (for PHA Directors)—weights were assigned to account for the differential probabilities.<sup>53</sup> The selection strategy ensured a sufficient sized sub-sample of larger communities and PHAs for analytic purposes, and the weights allowed the sample to

be representative of all CD directors and PHAs regardless of size.

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<sup>53</sup> Weights were calculated using the inverse of the selection probability. For Public Housing Agencies and Community Development Directors, where the largest 50 entities were selected with certainty, the 50 largest were given a weight of 1 and all others were given a weight of  $(\text{universe}-50)/450$ .





## **Appendix II: Survey Questionnaires**





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

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD <b>listserves</b> (automated mailing lists of subscribers to which HUD sends e-mail messages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD's <b>Website</b> postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD's <b>E-mail</b> (individual correspondence to or from a HUD employee)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. In general, how effective or ineffective do you believe HUD's current **management controls** and **monitoring systems** are in **decreasing waste, fraud, and abuse**?

	Very effective	Somewhat effective	Not too effective	Not effective at all	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Yes	No	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*If "yes" to Question 11 above, answer Question 12. Otherwise, skip to Question 13.*

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

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

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

How satisfied or dissatisfied are you with...?

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
a. The overall <b>quality</b> of the <b>Consolidated Plan Management Process Tool (CPMP)</b> , HUD's computer tool for preparing your Consolidated Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The <b>ease of use</b> of the <b>CPMP</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The <b>technical support</b> available from HUD for using the <b>CPMP</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The <b>guidance</b> provided by HUD for developing your <b>Consolidated Annual Performance Report (CAPER)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The ability of <b>HUD field office personnel</b> to <b>consistently and reliably interpret regulations</b> that pertain to your community development grants and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The <b>progress</b> HUD has made in <b>developing and reengineering</b> the <b>Integrated Disbursement and Information System (IDIS)</b> (Consider such things as clarity of instructions, ease of use, usefulness, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

Agency Director                       Agency Deputy Director                       Other Agency Senior Official  
 Other Agency Employee                       Other: \_\_\_\_\_









9. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*
- |  | Very effective           | Somewhat effective       | Not too effective        | Not effective at all     | Have not used            | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. HUD <b>listserves</b> (automated mailing lists of subscribers to which HUD sends e-mail messages) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. HUD's <b>Website</b> postings   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. HUD's <b>E-mail</b> (individual correspondence to or from a HUD employee)                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. In general, how effective or ineffective do you believe HUD's current **management controls** and **monitoring systems** are in **decreasing waste, fraud, and abuse**?
- |  | Very effective           | Somewhat effective       | Not too effective        | Not effective at all     | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. How would you characterize **relations** between your **housing agency** and **HUD today**? Are they very good, good, bad or very bad?
- |  | Very good                | Good                     | Bad                      | Very bad                 | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. Over the **last several years** have **relations** between your **housing agency** and **HUD** gotten much better, somewhat better, somewhat worse, much worse, or have they not changed?
- |  | Much better              | Somewhat better          | Somewhat worse           | Much worse               | Have not changed         | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please take a moment to explain the reason for your answer to Questions 11 and/or 12. Please print.

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13. Please indicate your level of satisfaction or dissatisfaction with each of the following as it relates to your agency. *Check "Not Applicable" if the situation does not apply to your agency.*
- |   | Very satisfied           | Somewhat satisfied       | Somewhat dissatisfied    | Very dissatisfied        | Not applicable           | Don't know               |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. HUD's ability to accurately <b>monitor income and rent policies</b> through the <b>Rental Housing Integrity Improvement Project (RHIIP)</b>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. The ability of HUD field office personnel to <b>consistently</b> and <b>reliably interpret policies</b> and <b>regulations</b> that pertain to your agency's grants and programs   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. HUD's capacity to <b>collect</b> and <b>make available</b> tenant data (HUD-50058 data) and reports in the <b>PIH Information Center (PIC)</b> system ( <i>Consider such things as ease of use of the system, usefulness of reports, appropriateness of data collected, etc.</i> ) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. HUD's current capacity to <b>monitor</b> and <b>provide oversight</b> of your agency's activities  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. The <b>timeliness</b> of <b>financial information</b> you receive from <b>HUD</b>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. The <b>timeliness</b> of <b>funds disbursed</b> by HUD for your agency   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. The quality of <b>technical assistance</b> and <b>guidance</b> you receive about <b>PIC</b> and from <b>REAC</b> related to electronic transmission of information to HUD  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. The <b>Public Housing Assessment System (PHAS)</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. The <b>physical inspections performed by</b> HUD's <b>REAC</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. <b>Electronic financial reporting to REAC</b>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. The <b>Section Eight Management Assessment Program (SEMAP)</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. Once fully implemented, do you think the effectiveness of the **Up-Front Income Verification System (UIV)** will be better or worse than previous systems and methods used by HUD, or will it be the same?
- |  | Much better              | Somewhat better          | Somewhat worse           | Much worse               | Will be the same         | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |





15. Housing agencies may work with several HUD offices, hubs and centers for various purposes. Are the **different functions and responsibilities** of these offices, hubs and centers very clear, somewhat clear, somewhat unclear, or very unclear?

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

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

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

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

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

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

Agency Director                     
  Agency Deputy Director                     
  Other Agency Senior Official  
 Other Agency Employee                     
  Other: \_\_\_\_\_

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

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

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

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

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT.

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**Thank You for Completing the HUD Survey of Public Housing Agencies.**  
Please return your completed questionnaire to:

HUD SURVEY, c/o Silber & Associates, P.O. Box 651, Clarksville, MD 21029-0651  
A prepaid envelope is enclosed for your convenience.

**QUESTIONS ABOUT THE SURVEY?**

CALL: 1-888-SILBER-1

FAX: 1-410-531-3100

E-MAIL: SUPPORT@SILBERANDASSOCIATES.COM



# HUD Survey of Non-Profit Organizations

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

Your responses will remain strictly confidential. 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 and non-partisan research organization.

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

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

Very frequent (PLEASE GO TO Question 2)  
 Somewhat frequent (PLEASE GO TO Question 2)  
 Not very frequent (PLEASE GO TO Question 2)  
 None at all → On behalf of your organization, are you in a position to assess and comment on  
 Don't know → the performance of HUD's organization and programs?  
 Yes (CONTINUE)  
 No →  
 Don't Know →

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

2. During the past twelve months has your <b>organization</b> had <b>contact</b> with:	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD personnel in one or more of HUD's field offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Multifamily Property Disposition Center)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. A contractor working for HUD (such as a Section 8 Performance Based Contract Administrator)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More with HUD	More with HUD's contractors	Interacted with HUD & HUD's contractors about equally	Did not deal with HUD's contractors	Don't know

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Did not deal with HUD's contractors	Don't know

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

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

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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6. Thinking first about **HUD programs** with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

Very satisfied  
 Somewhat satisfied  
 Somewhat dissatisfied  
 Very dissatisfied  
 It depends  
 Don't know

a. The HUD programs you currently deal with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The way HUD currently runs those programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Very satisfied  
 Somewhat satisfied  
 Somewhat dissatisfied  
 Very dissatisfied  
 Not applicable  
 Don't know

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

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

8. Over the past several years HUD has made some **changes** to its **organizational structure**, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring). In general, have these changes made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

Much better  
 Somewhat better  
 Somewhat worse  
 Much worse  
 Not had much effect  
 Not aware of such changes/  
 Not applicable  
 Don't know

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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9. Some observers believe that improvement of the **management and performance** of federal government agencies rests on the achievement of several **objectives**, like those listed below. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe each such objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all.

Fully achieved  
 Mostly achieved  
 Partially achieved  
 Not achieved at all  
 Don't know

a. To be market-based, actively <b>promoting competition</b> rather than stifling innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. To replace a top-down bureaucracy with a <b>customer-friendly</b> structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. To instill an <b>ethic of competence and excellence</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. To replace an emphasis on process with an <b>emphasis on performance</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

11. 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 <b>listserves</b> (automated mailing lists of subscribers to which HUD sends <b>e-mail</b> messages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD's <b>Website</b> postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD's <b>E-mail</b> (individual correspondence to or from a HUD employee)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. In general, how effective or ineffective do you believe HUD's current **management controls** and **monitoring systems** are in **decreasing waste, fraud, and abuse**?

	Very effective	Somewhat effective	Not too effective	Not effective at all	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
<b>PROGRAMS OF HUD'S HOUSING/FHA OFFICE:</b>						
a. Single-family development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Multifamily development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ownership and operations/management or asset management activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Property acquisition/HUD property disposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Homeownership counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Resident services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMS OF HUD'S COMMUNITY PLANNING AND DEVELOPMENT OFFICE (CPD):</b>						
g. Housing - homeownership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Housing - rental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Economic development activities like business development or job creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Resident services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Homeless assistance activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Other community development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMS OF HUD'S PUBLIC AND INDIAN HOUSING OFFICE (PIH):</b>						
m. Development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Housing management activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Rental/voucher administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Resident services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OTHER</b>						
q. Faith-based and community initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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

- Very easy   
  Somewhat easy   
  Somewhat difficult   
  Very difficult   
  Don't know   
  Not applicable

15. 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

16. 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

17. 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: \_\_\_\_\_

18. 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

19. Which field office or offices does your organization interact with on a regular basis? Mark all that apply.

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

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Thank You for Completing the HUD Survey of Non-Profit Organizations.**  
 Please return your completed questionnaire to:

**HUD SURVEY, c/o Silber & Associates, P.O. Box 651, Clarksville, MD 21029-0651**  
 A prepaid envelope is enclosed for your convenience.

**QUESTIONS ABOUT THE SURVEY?**

CALL: 1-888-SILBER-1   
 FAX: 1-531-3100   
 E-MAIL: SUPPORT@SILBERANDASSOCIATES.COM



# HUD Survey of Fair Housing Assistance Program Agencies

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

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

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

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

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

- Yes (CONTINUE)
- No    →
- Don't Know    →

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

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

	Yes	No	Don't Know
a. HUD personnel in HUD's Washington DC Headquarters office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD personnel in one or more of HUD's field offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Multifamily Property Disposition Center)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. A contractor working for HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

Very satisfied  
 Somewhat satisfied  
 Somewhat dissatisfied  
 Very dissatisfied  
 It depends  
 Don't know

a. The HUD programs you currently deal with           
 b. The way HUD currently runs those programs



9. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*
- |   | Very effective           | Somewhat effective       | Not too effective        | Not effective at all     | Have not used            | Don't know               |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. HUD <b>listserves</b> (automated mailing lists of subscribers to which HUD sends <b>e-mail</b> messages) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. HUD's <b>Website</b> postings  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. HUD's <b>E-mail</b> (individual correspondence to or from a HUD employee)                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. In general, how effective or ineffective do you believe HUD's current **management controls** and **monitoring systems** are in **decreasing waste, fraud, and abuse**?
- |  | Very effective           | Somewhat effective       | Not too effective        | Not effective at all     | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. How adequate is your **reimbursement** from HUD for covering the costs of **investigating** individual **complaints**?
- |  | Very adequate            | Somewhat adequate        | Somewhat inadequate      | Very inadequate          | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. Some FHAP agency officials say they would like to see a **closer partnership with HUD** in pursuing **pattern and practice** or **Secretary-initiated cases**. Others say this is not necessary, as the U.S. Department of Justice or states' attorneys general have this duty. What do you say?
- |  | Would like to see closer partnership | Not necessary            | It depends               | Don't know               |
|--|--------------------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/>             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. Some FHAP agency officials say they would like to build **closer partnerships with** local Fair Housing Initiatives Program (**FHIP**) **organizations** with respect to enforcement or education activities. 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               |
|--|---------------------------------------|------------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/>              | <input type="checkbox"/>     | <input type="checkbox"/> | <input type="checkbox"/> |

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

15. How adequate is the **level of technical assistance** currently provided to you by HUD in support of your agency's responsibility for responding to fair housing complaints? Is it:
- |  | Very adequate            | Somewhat adequate        | Not very adequate        | Don't know               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |











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

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD <b>listserves</b> (automated mailing lists of subscribers to which HUD sends <b>e-mail</b> messages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD's <b>Website</b> postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD's <b>E-mail</b> (individual correspondence to or from a HUD employee)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. In general, how effective or ineffective do you believe HUD's current **management controls** and **monitoring systems** are in **decreasing waste, fraud, and abuse**?

	Very effective	Somewhat effective	Not too effective	Not effective at all	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Yes	No	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*If yes to Question 11 above, answer Question 12. Otherwise, skip to Question 13.*

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

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

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

	Very good	Good	Poor	Very poor	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. To what extent, if any, has the HUD-required **Consolidated Plan** helped your community meet its housing and community development needs?

	Great extent	Moderate extent	Minor extent	No extent	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

16. In the past 12 months, have you or members of your staff dealt directly with an office or person at HUD **headquarters** in Washington, DC?

	Yes	No	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*If yes to Question 16 above, answer Question 17. Otherwise, skip to Question 18.*

17. How satisfied or dissatisfied have you been with your direct interactions with HUD **headquarters** in Washington, DC, over the past 12 months?

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







# HUD Survey of Multifamily Housing Owners

This brief, confidential survey solicits your opinion—as a spokesperson for your business or organization—of the service being provided to you by the U.S. Department of Housing and Urban Development (HUD). 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. Neither you nor your business or organization will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent and non-partisan research organization.

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

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

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

- Yes (CONTINUE)
- No    →    PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN QUESTIONNAIRE IF THERE IS NO SUCH PERSON
- Don’t Know    →

2. During the past twelve months has your <b>business or organization</b> had <b>contact</b> with:	Yes	No	Don’t Know
a. HUD personnel in HUD’s Washington DC Headquarters office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD personnel in one or more of HUD’s field offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Multifamily Property Disposition Center)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. A contractor working for HUD (such as a Section 8 Performance Based Contract Administrator)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	More with HUD	More with HUD’s contractors	Interacted with HUD & HUD’s contractors about equally	Did not deal with HUD’s contractors	Don’t know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Did not deal with HUD’s contractors	Don’t know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

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

Very satisfied  Somewhat satisfied  Somewhat dissatisfied  Very dissatisfied  It depends  Don't know

- a. The HUD programs you currently deal with
- b. The way HUD currently runs those programs

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

Very satisfied  Somewhat satisfied  Somewhat dissatisfied  Very dissatisfied  Not applicable  Don't know

- a. The **quality** of the **information** you currently receive from HUD
- b. The **timeliness** of the **information** you currently receive from HUD
- c. The **timeliness of decision-making by HUD** (such as requests for waivers, rulings, and approvals)
- d. The **quality of guidance** you currently get from HUD
- e. The **consistency of guidance** you currently get from HUD
- f. The **clarity of HUD rules and requirements** that apply to your business or organization; in other words, how easy they are to understand
- g. The **responsiveness** of the **people** with whom you currently deal at HUD
- h. The **competence** of the **people** with whom you currently deal at HUD
- i. The extent to which **HUD employees** have the **knowledge, skills, and ability** to do their work
- j. Your ability to **reach** the **people at HUD** whom you need to contact
- k. The **time commitment** required to **comply** with HUD **reporting** requirements (e.g., Tenant Rental Assistance Certification System [TRACS] or HUD's Real Estate Assessment Center [REAC])

8. Below are some **changes that have occurred at HUD** over the last several years. We're interested in your opinions about the effects of these changes to date. Have the following changes made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

Much better  Somewhat better  Somewhat worse  Much worse  Not had much effect  Not aware of such changes/Not applicable  Don't know

- a. Changes to HUD's **organizational structure**, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring).
- b. Changes to project-based **Section 8 program monitoring** through **outsourcing to a third-party entity** (such as a Performance Based Contract Administrator).

9. Some observers believe that improvement of the **management** and **performance** of federal government agencies rests on the achievement of several **objectives**, like those listed below. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe each such objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all.

Fully achieved  Mostly achieved  Partially achieved  Not achieved at all  Don't know

- a. To be market-based, actively **promoting competition** rather than stifling innovation.
- b. To replace a top-down bureaucracy with a **customer-friendly** structure.
- c. To instill an **ethic of competence and excellence**.
- d. To replace an emphasis on process with an **emphasis on performance**.

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

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

11. 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 <b>listserves</b> (automated mailing lists of subscribers to which HUD sends <b>e-mail</b> messages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD's <b>Website</b> postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD's <b>E-mail</b> (individual correspondence to or from a HUD employee)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. In general, how effective or ineffective do you believe HUD's current **management controls** and **monitoring systems** are in **decreasing waste, fraud, and abuse**?

	Very effective	Somewhat effective	Not too effective	Not effective at all	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Under HUD's current organizational structure, property owners may work with several HUD offices, hubs and centers for various purposes. How **clear** or **unclear** are the **different functions and responsibilities** of these offices, hubs, centers, and performance-based contractor administrators (PBCAs)?

	Very clear	Somewhat clear	Somewhat unclear	Very unclear	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

16. In total, **how many** multifamily FHA-insured, HUD-assisted (subsidized), or Section 202/811 **properties** does your business or organization own?

	1 property	2-5 properties	6-10 properties	11-15 properties	21-25 properties	More than 25 properties
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





