

**PUBLIC HOUSING AGENCY PARTNERS'
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**PUBLIC HOUSING AGENCY PARTNERS'
SATISFACTION WITH HUD'S PERFORMANCE**

DATA BINDER

PREPARED FOR

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

BY

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March 2006

The contents of this report are the views of the authors and do not necessarily reflect the views or policies of the Urban Institute, its trustees or its funders; Silber & Associates; the U.S. Department of Housing and Urban Development; or the U.S. Government.

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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.¹ 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?*² 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 present document is a detailed presentation of survey results for one partner group: Public Housing Agency (PHA) directors. PHAs are public entities created by local levels of government, through state-enabling legislation, to implement HUD's public housing and Housing Choice Voucher programs. The bar charts in this report show PHA directors' responses to each survey question and are reported for the group as a whole and subgroups of interest. A copy of the survey questionnaire is in the appendix.

The complete results of the 2005 partner surveys are presented for all partner groups in a separate document entitled "Partner Satisfaction with HUD's Performance: 2005

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

² 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.

Survey Results and Trends Since 2001.” The comprehensive survey report contains a narrative presentation of the findings, interpretation of results, and comparisons between 2001 and 2005 results.

The survey sample. To assure the inclusion of a reasonable size sub-sample of large communities, the 50 largest agencies were selected with certainty, and 450 others that own and manage 100 or more units of conventional public housing were selected on an equal-probability basis. Sample weights were applied during data analysis so that the full sample would appropriately represent the universe of all PHAs that own or manage more than 100 units.

Based on an initial sample of 500 agencies, 408, or 82 percent, participated in the survey. The survey questionnaire emphasized the need for the director to respond to the survey or a knowledgeable person capable of responding on the director's behalf. Ninety-two percent of survey respondents were Public Housing Agency directors; 3 percent were deputy directors; 2 percent were other senior agency officials; and 2 percent were other agency employees.

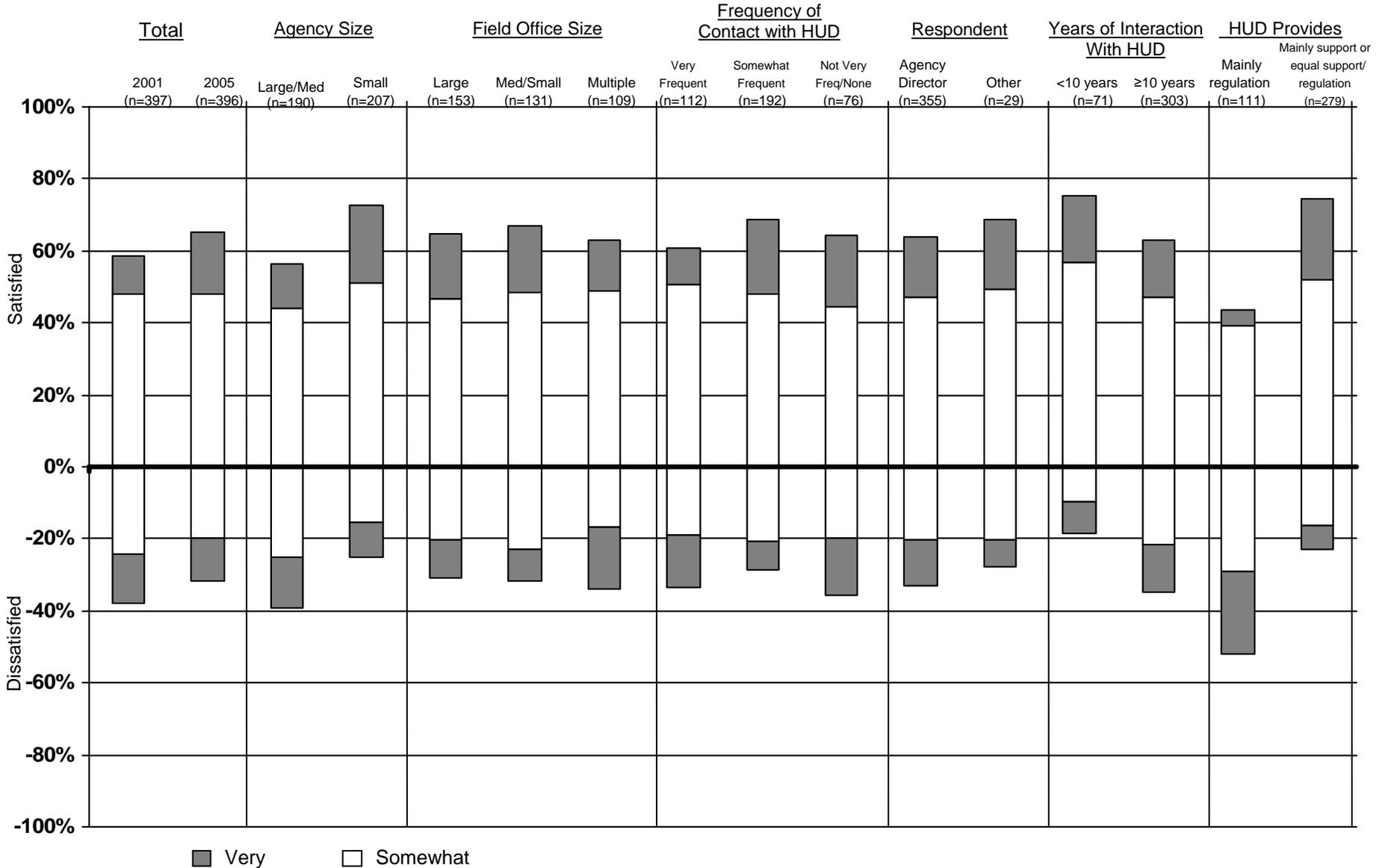
PART 2: SURVEY HIGHLIGHTS

1. Almost two-thirds (65 percent) of PHA directors were satisfied with HUD's overall performance in 2005. This is a statistically significant improvement over 2001, when 44 percent were satisfied with HUD overall.
2. An increase in satisfaction since 2001 exists for a number of specific survey topics, including satisfaction with: (a) the way HUD runs programs, (b) HUD staff, (c) information received from HUD, and (d) guidance received from HUD.
3. In general, satisfaction levels tend to be greater for PHA directors who: (a) said they primarily received support or a combination of support and regulation from HUD, as opposed to those who said they primarily were being regulated; (b) direct smaller PHAs; and (c) had interacted with HUD for fewer years. Unlike other HUD partner groups, the longer PHA directors had interacted with the Department, the less likely they were to be satisfied with HUD.
4. A large majority (95 percent) of PHA directors characterized their relationship with HUD as good, splitting fairly evenly between those saying *very good* and *good*. Almost one-half (49 percent) said relations between their agencies and HUD had gotten better over the last several years, while 13 percent said they had gotten worse and 35 percent said relations had not changed.
5. Dissatisfaction levels were very high (about 40 percent) with respect to: (a) HUD's capacity to collect and make available tenant data and reports in the PIC system, (b) the timeliness of financial information received from HUD; (c) the quality of technical assistance and guidance received from PIC and REAC regarding electronic transmission of information to HUD; and (d) PHAS. Almost 60 percent of PHA directors were dissatisfied with physical inspections performed by REAC.
6. Although over 30 percent of PHA directors said the functions and responsibilities of HUD's different offices, hubs, and centers were *very* or *somewhat* unclear, this represents a considerable improvement over 2001—when nearly 60 percent reported confusion.
7. More than one-half of directors of large PHAs said HUD's public communications, such as to Congress and the media, about public housing agencies generally made it harder for them to accomplish their objectives.

PART 3: BAR CHARTS OF EACH SURVEY QUESTION

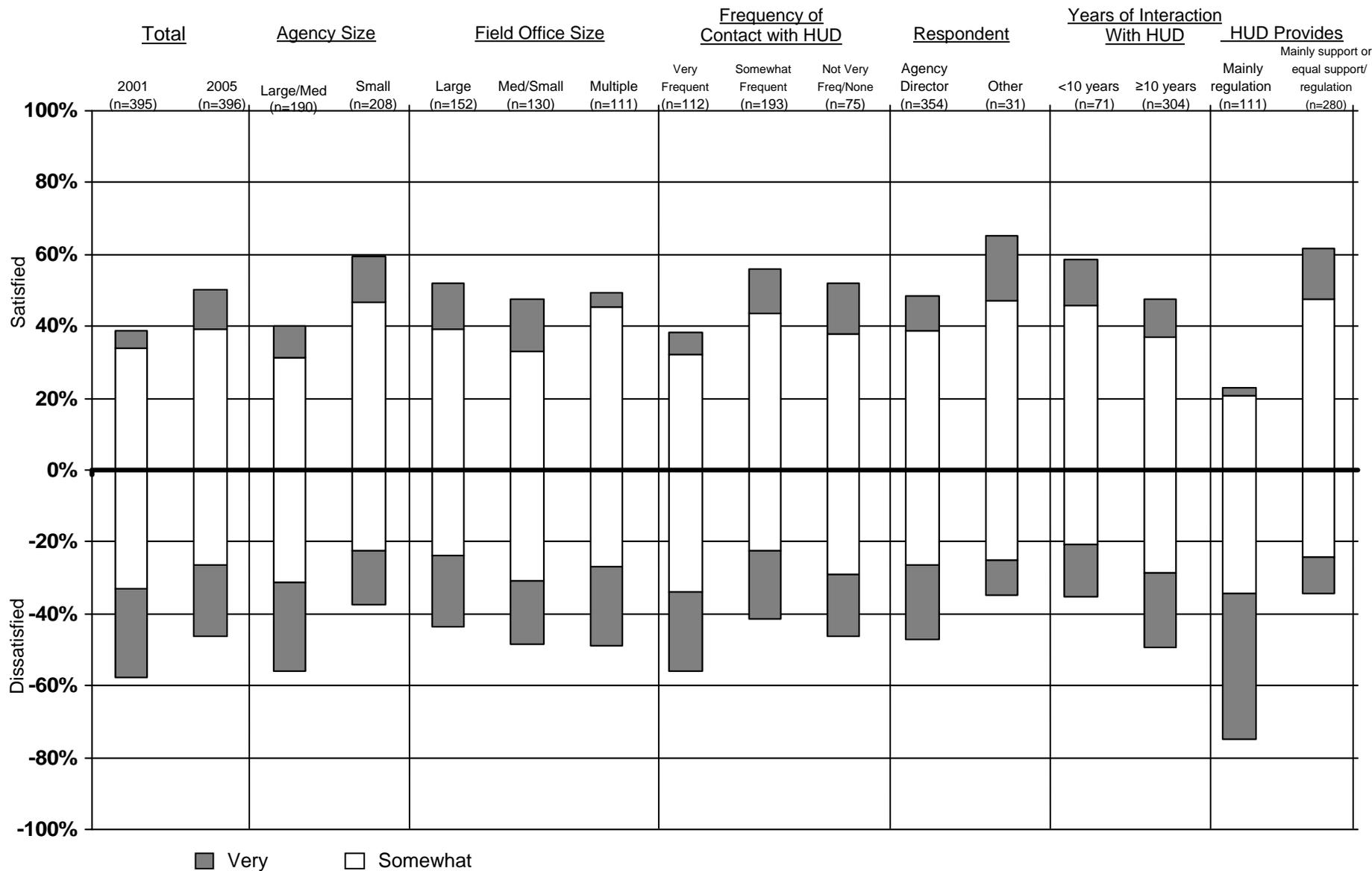
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Public Housing Agency Partners*

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



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Public Housing Agency Partners

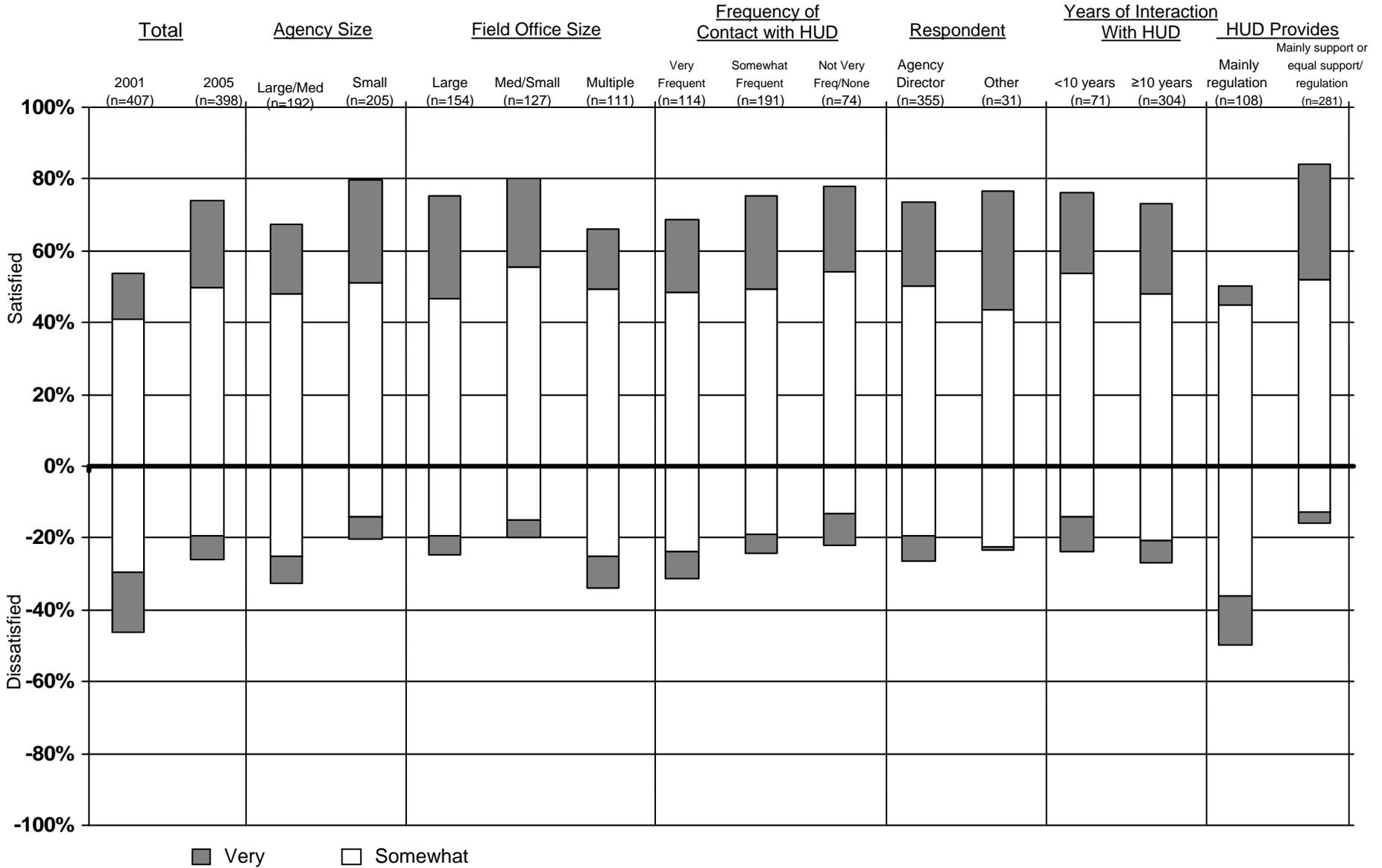
Question 4b. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

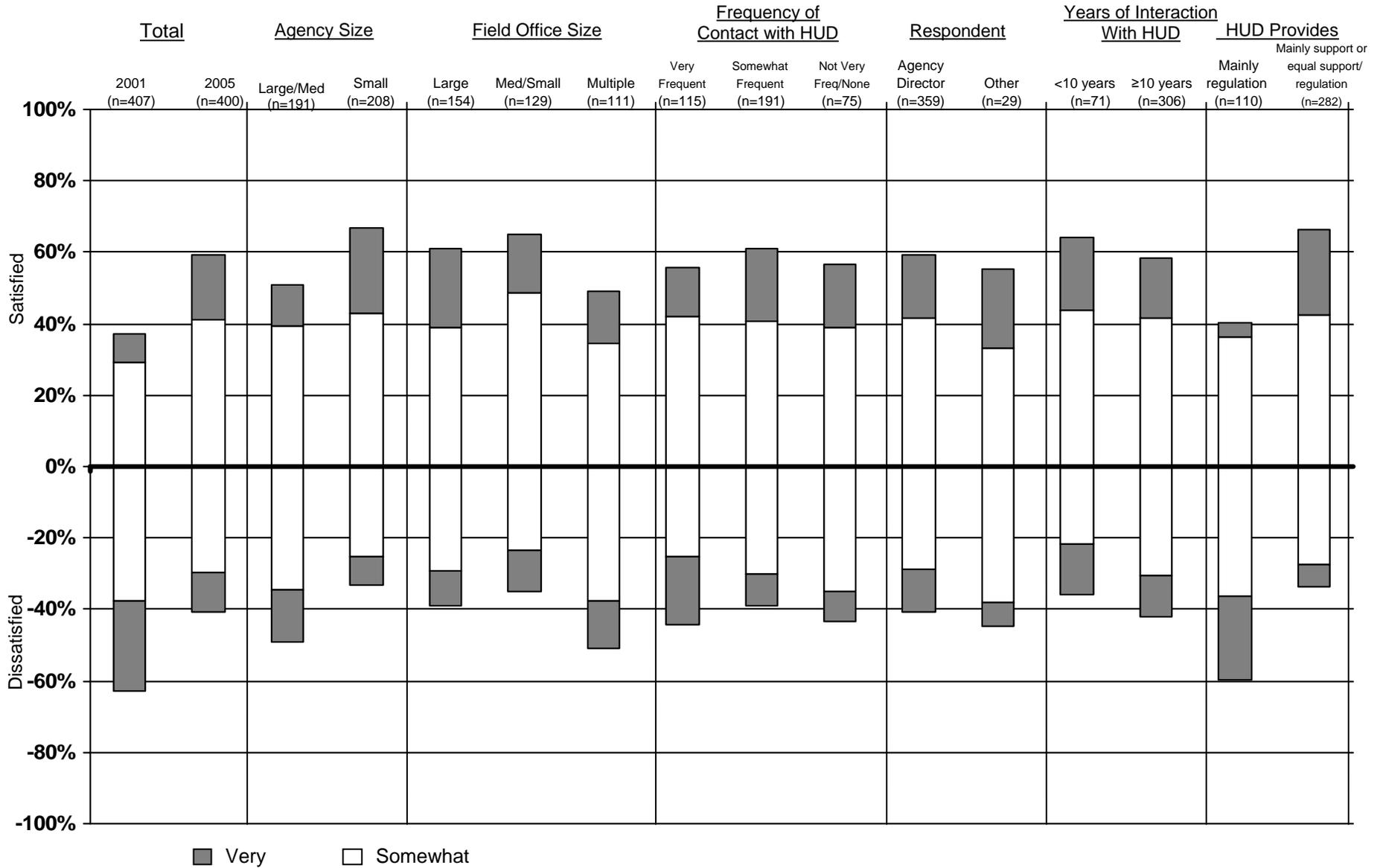
Public Housing Agency Partners

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



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Public Housing Agency Partners

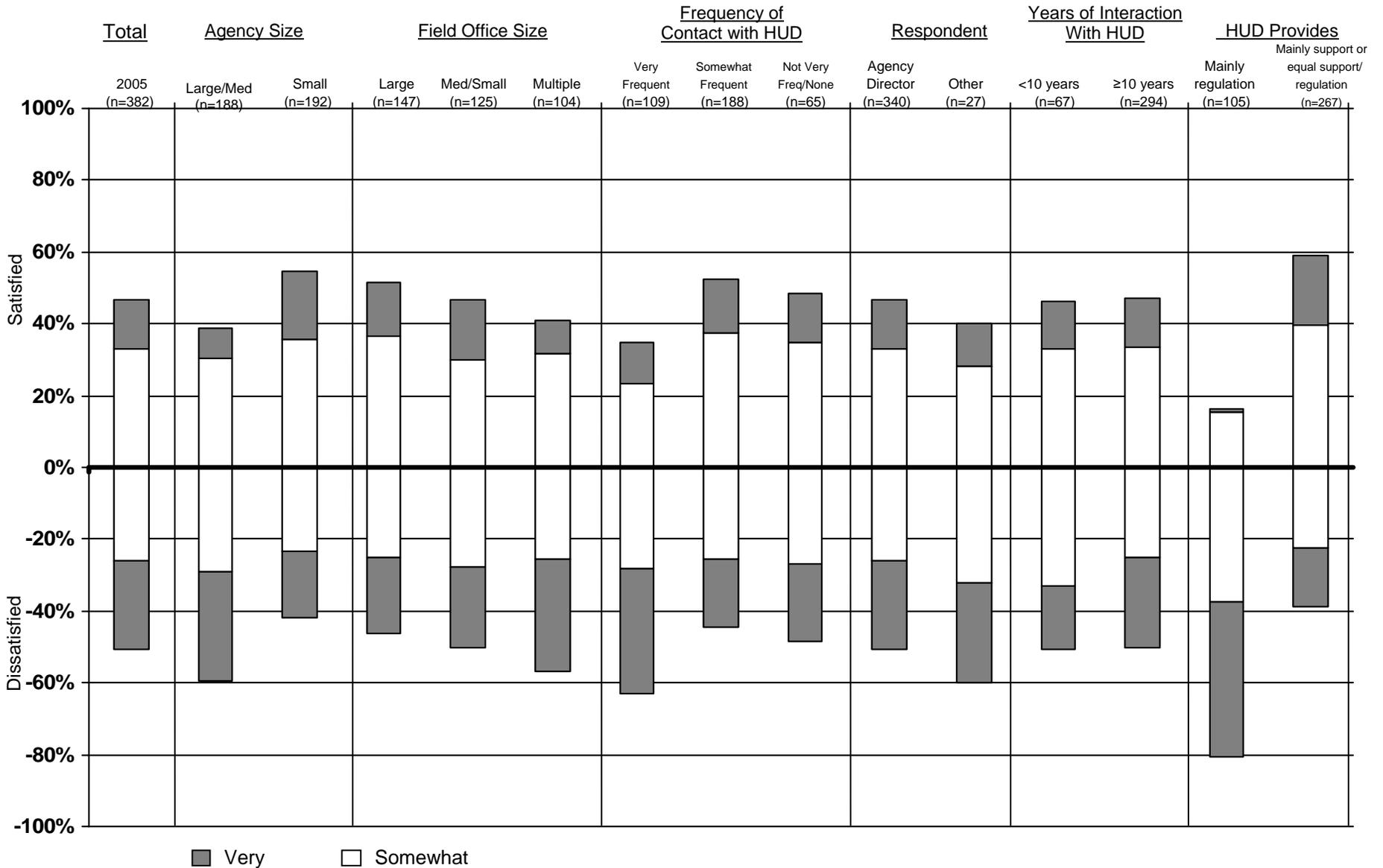
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

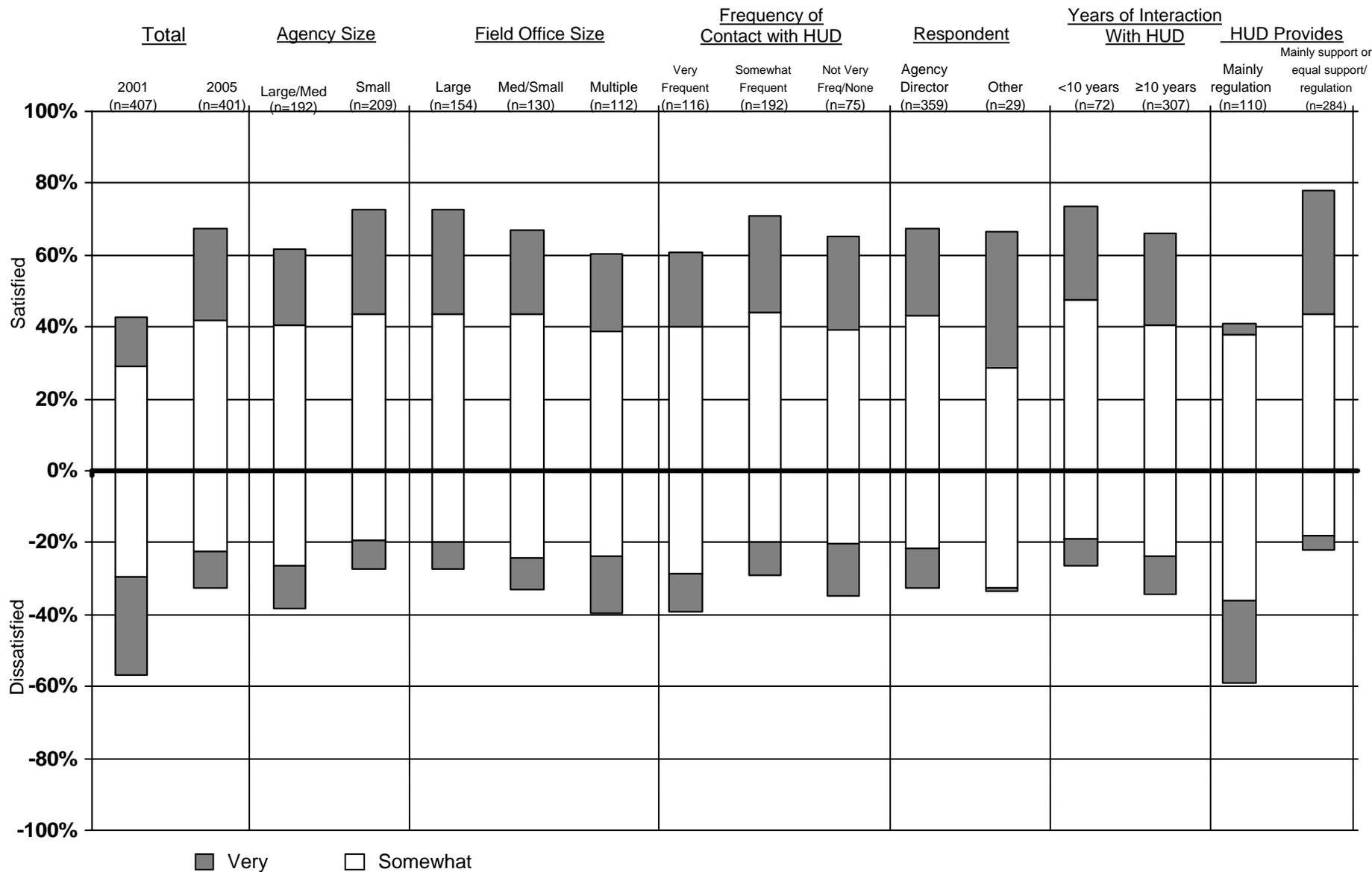
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Question 5c. How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals)?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Public Housing Agency Partners

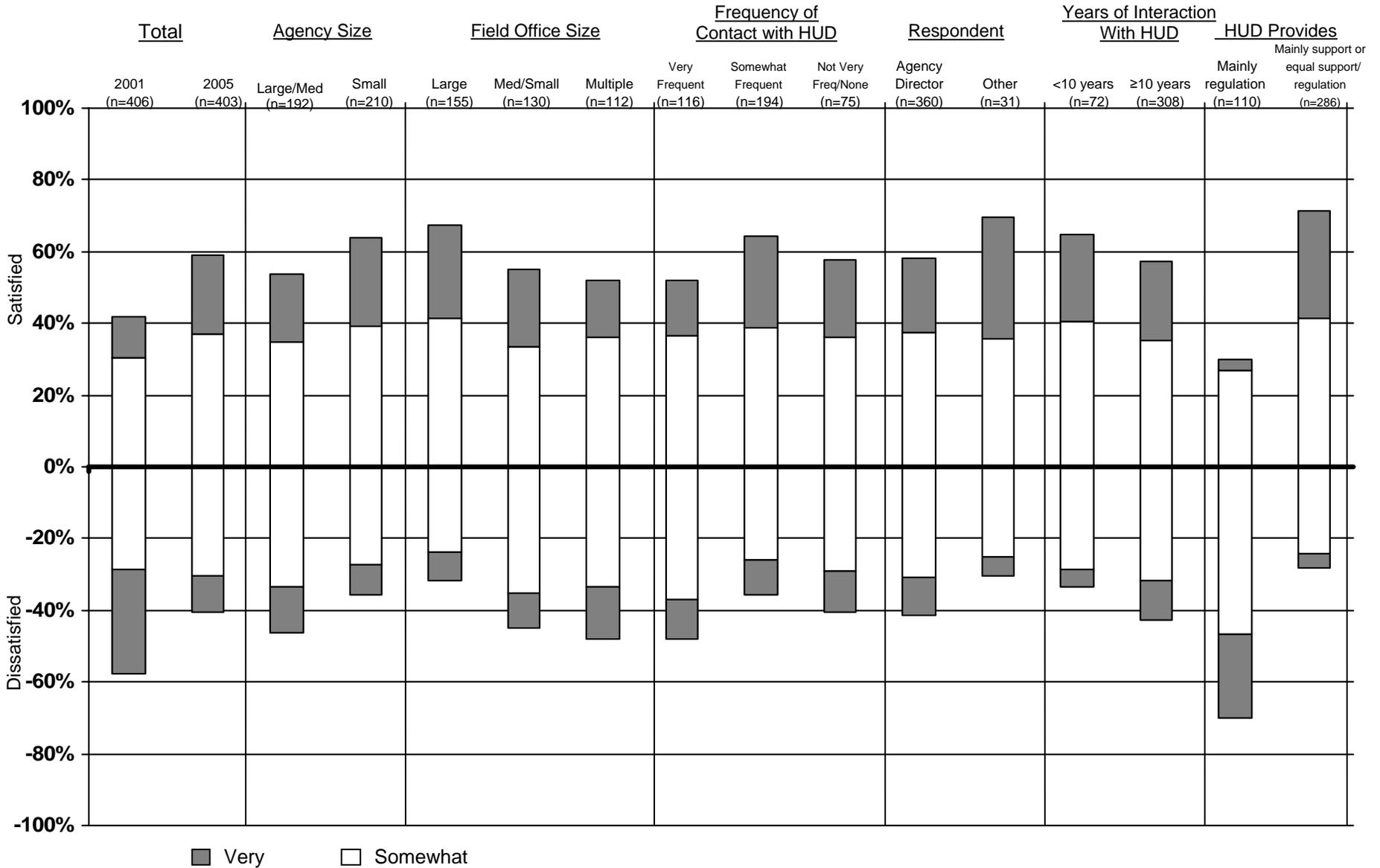
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

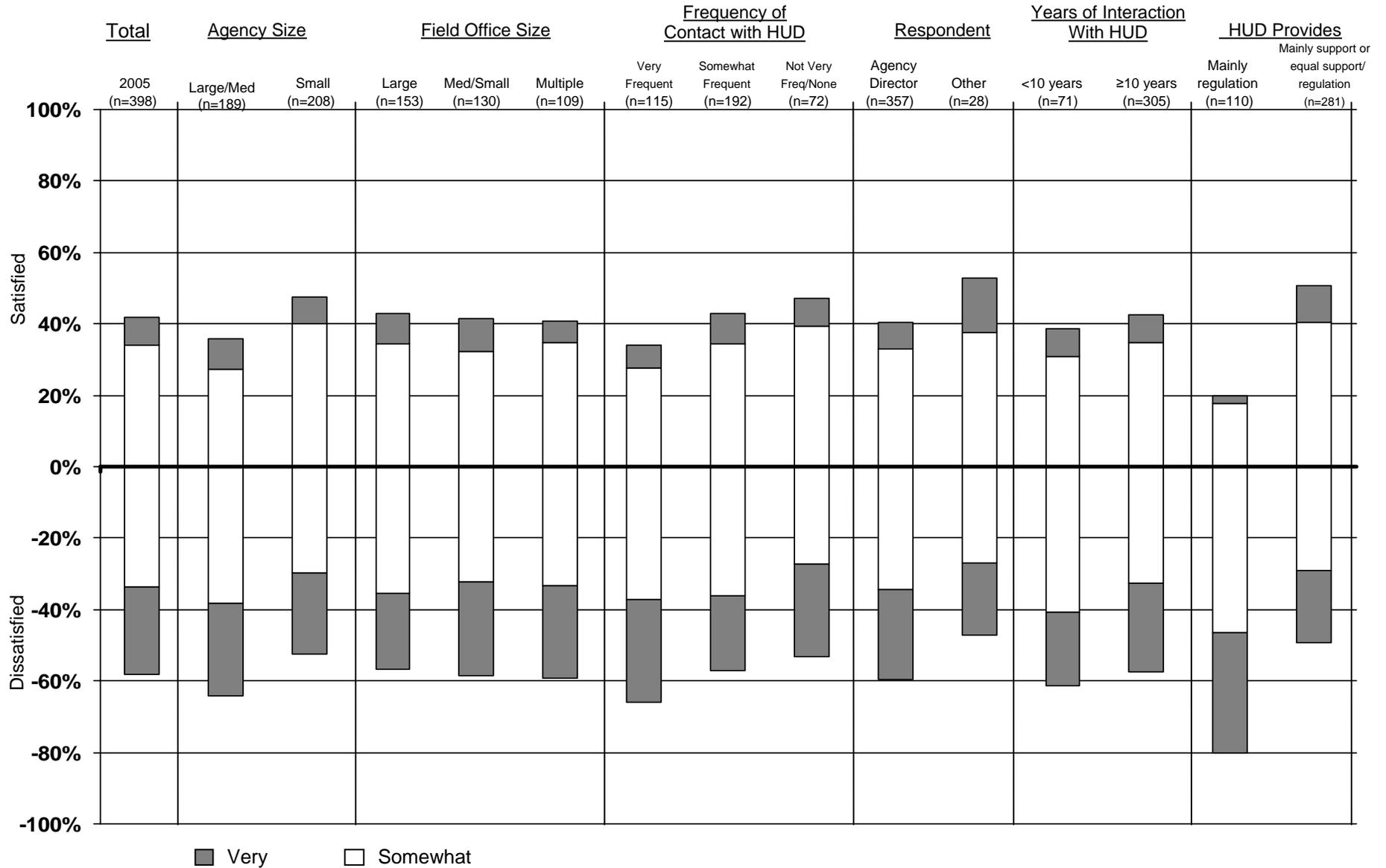
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Question 5e. How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?



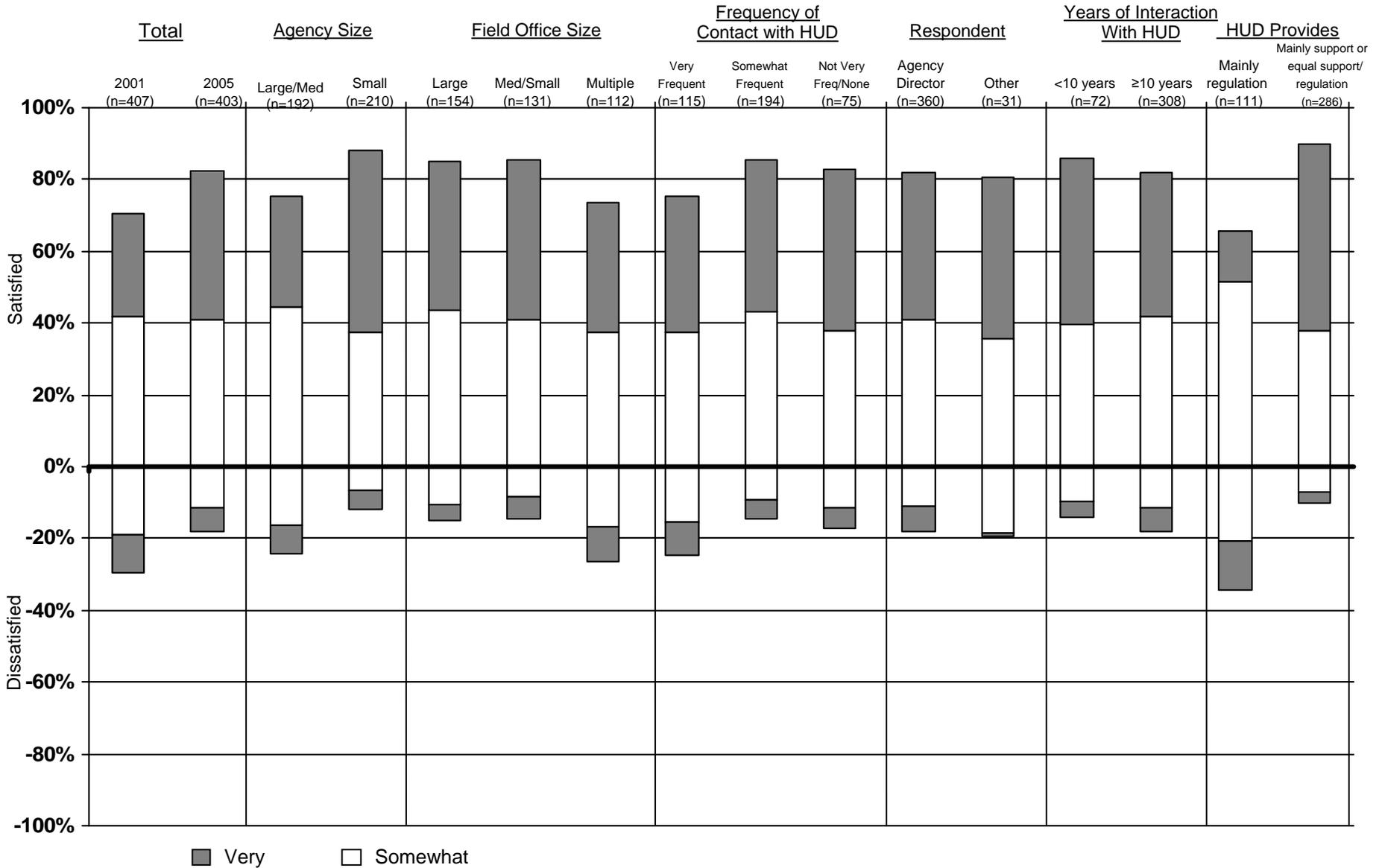
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Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



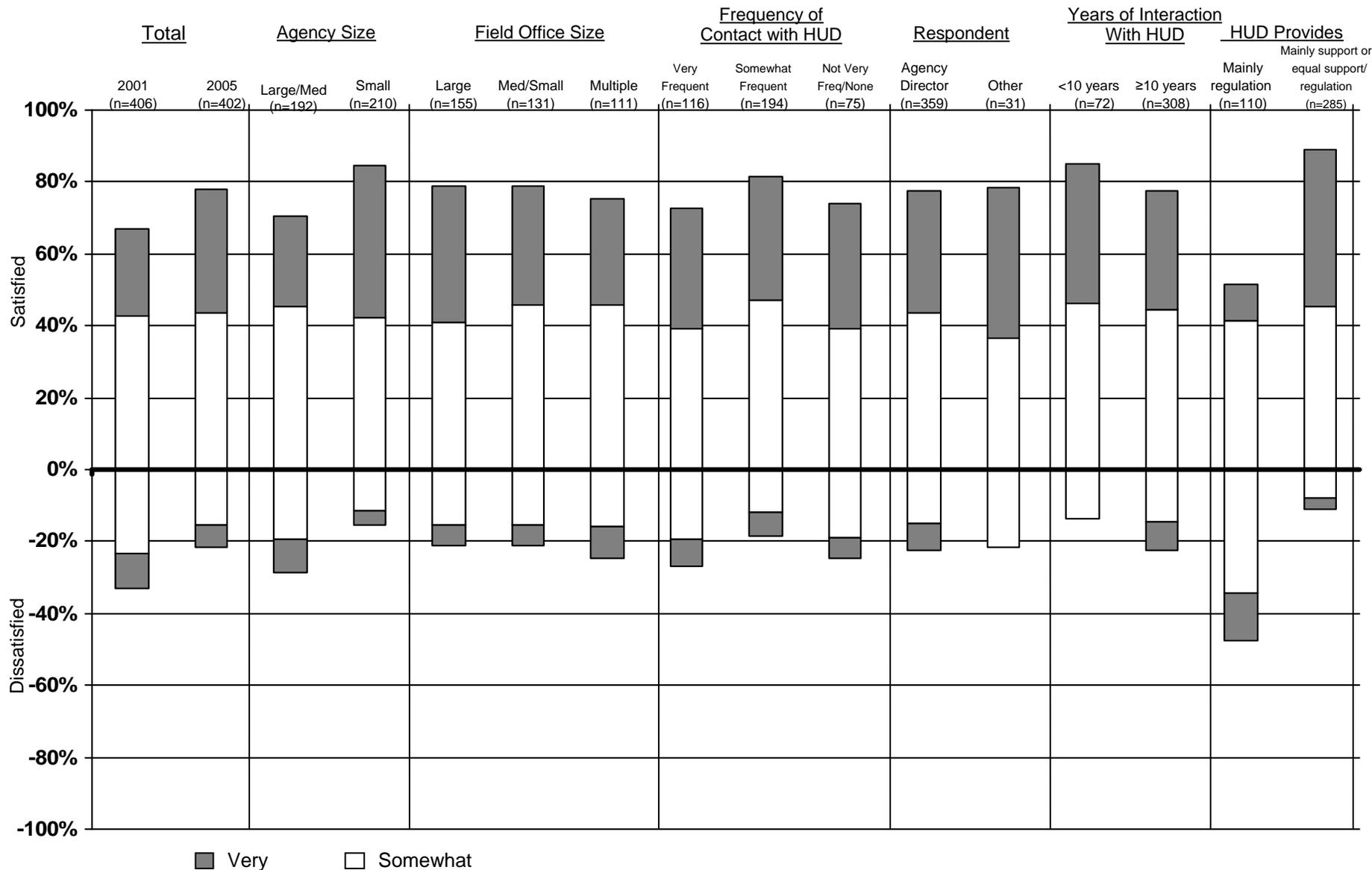
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Question 5g. How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



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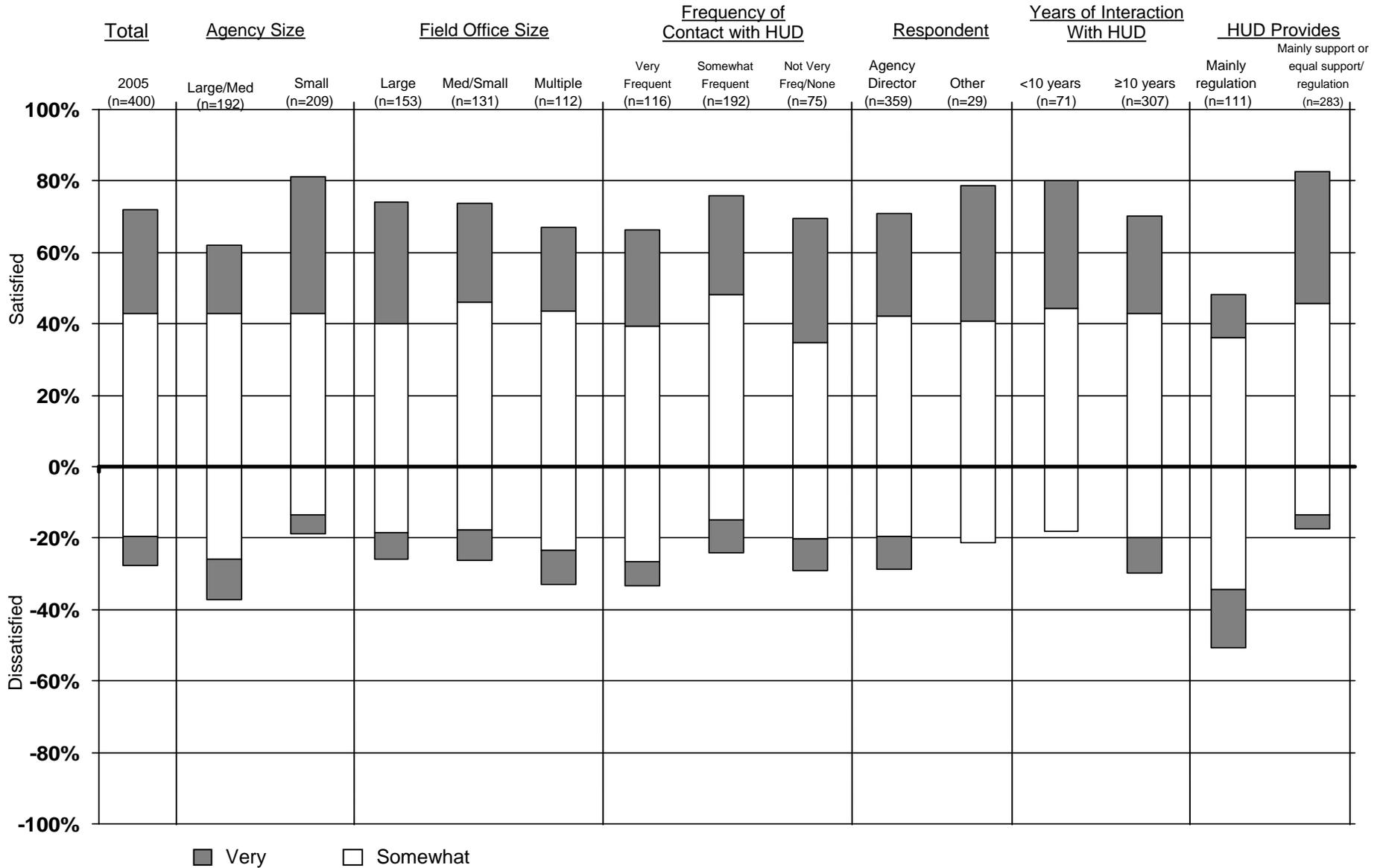
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

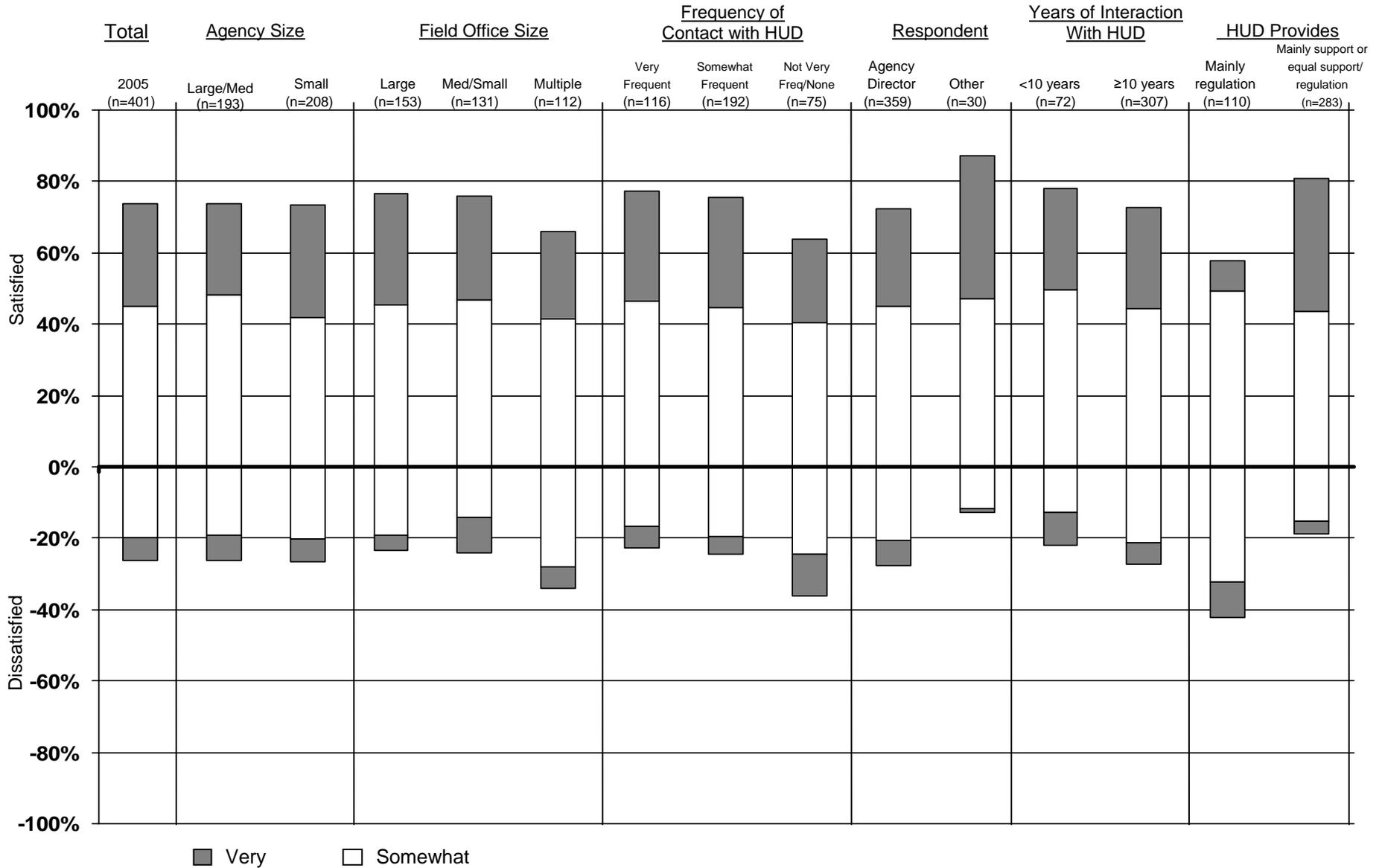
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Question 5i. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?



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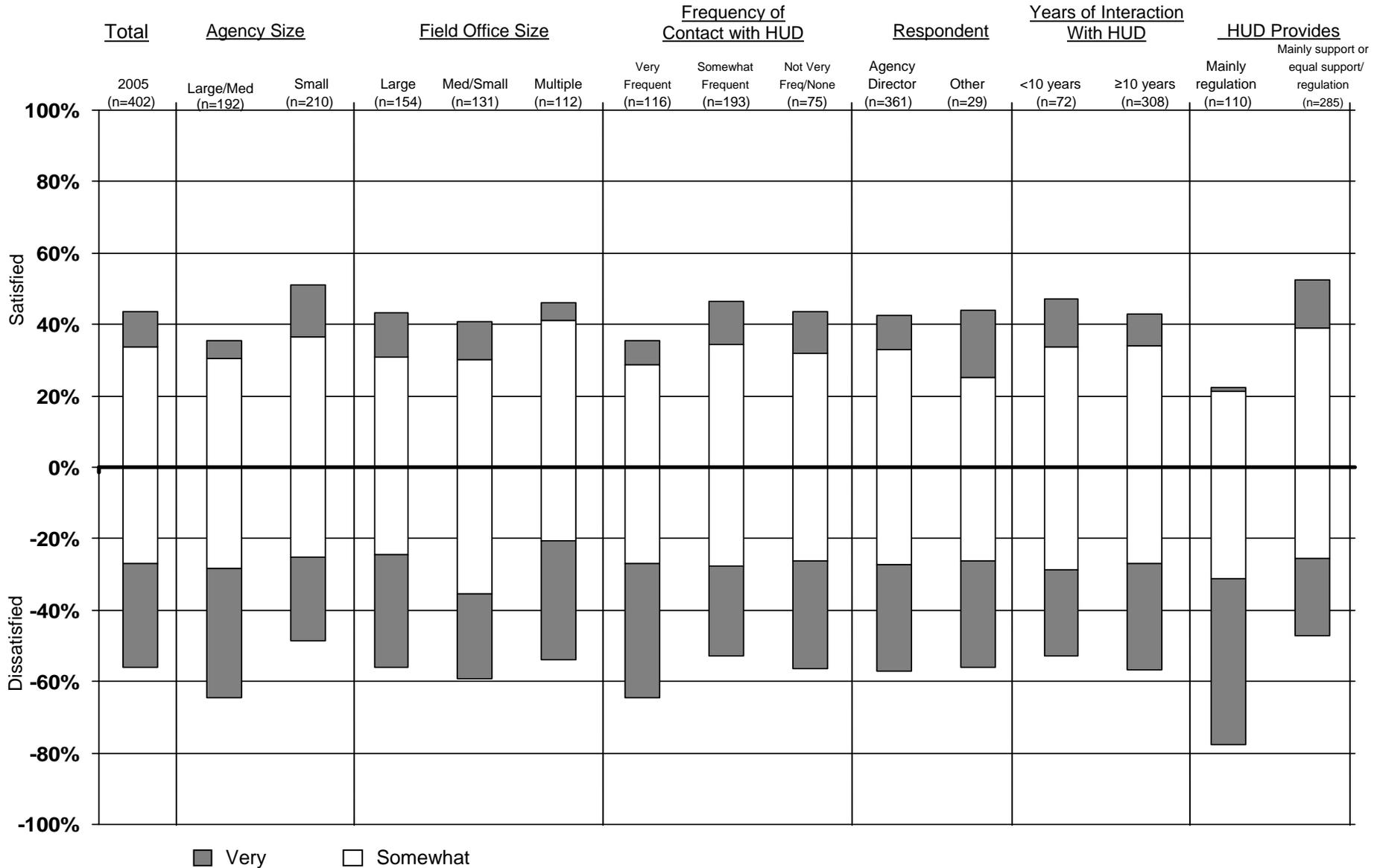
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

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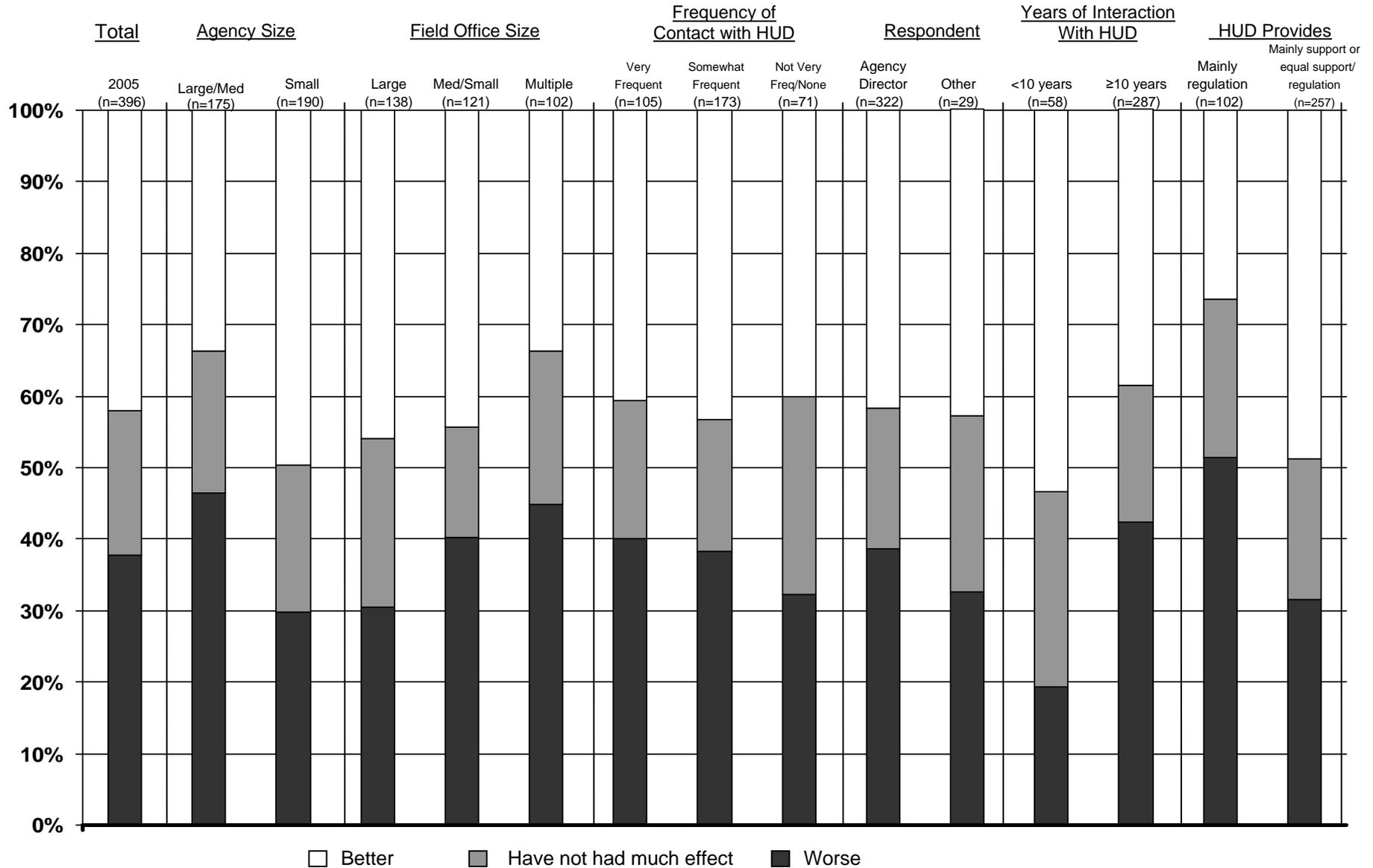
Question 5k. How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

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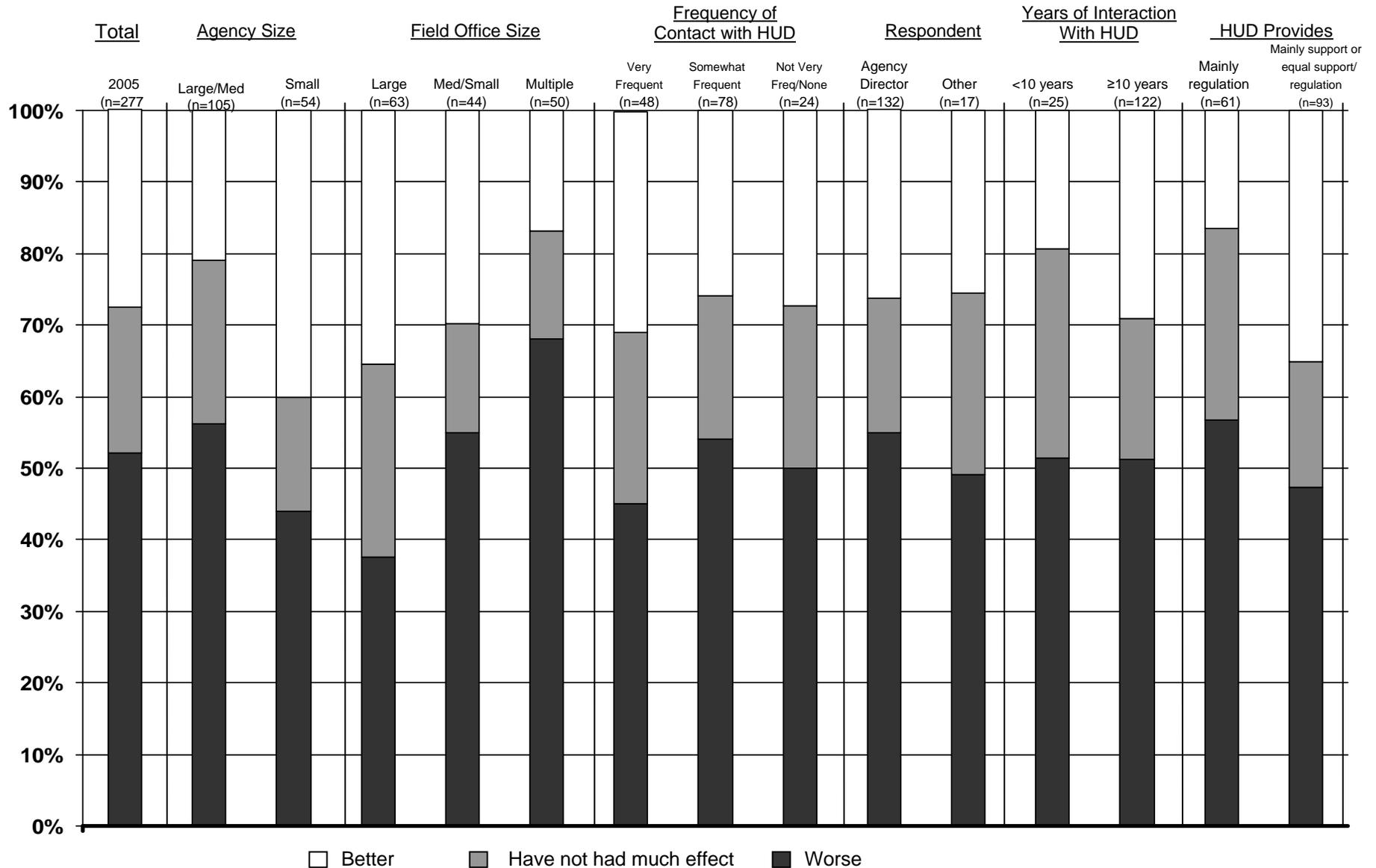
Question 6a. Over the past several years HUD has made some changes to its organizational structure, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily 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?



This chart excludes 40 respondents who answered don't know or not applicable or skipped the question.

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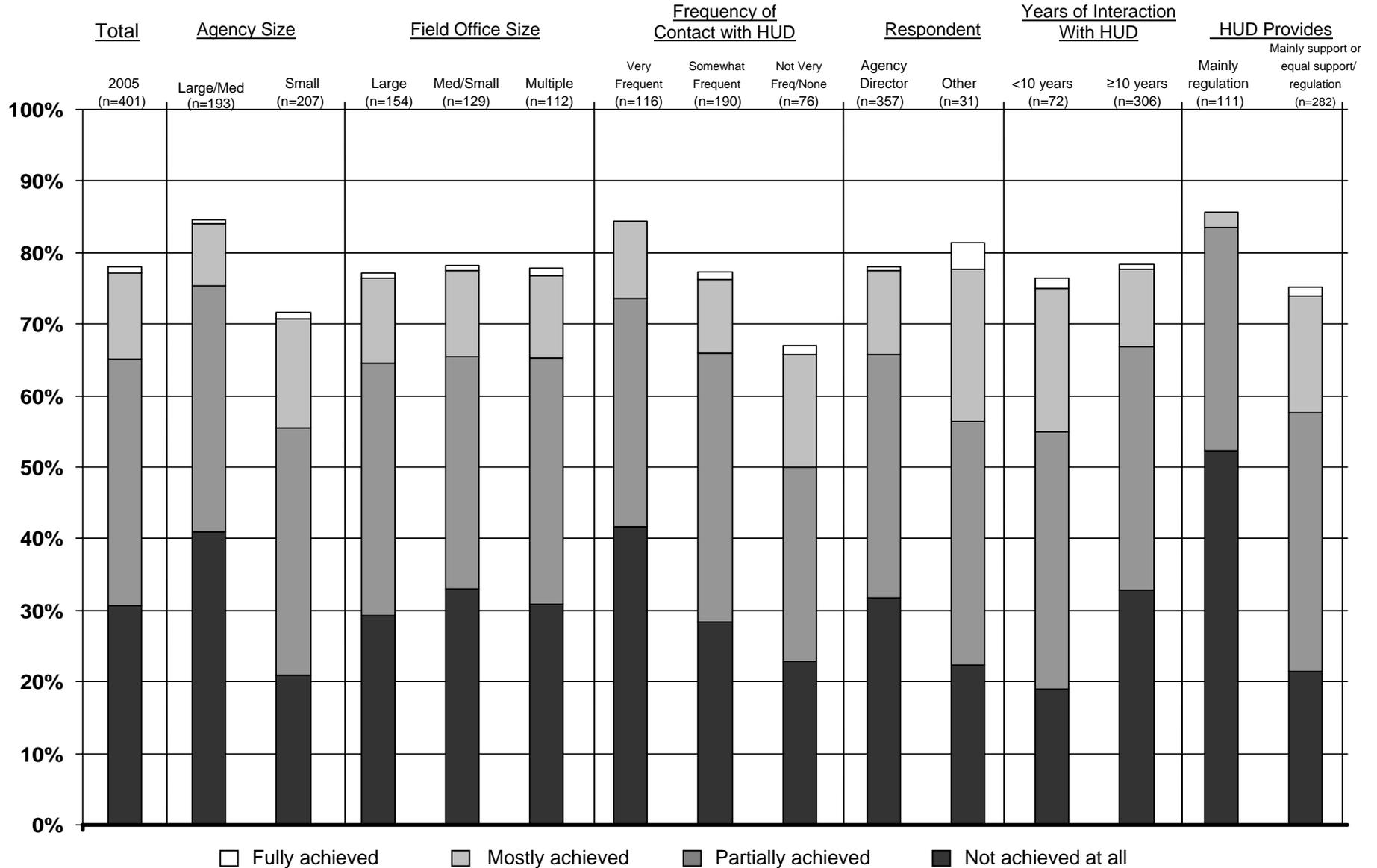
Question 6b. Over the past several years HUD has made some changes to project-based Section 8 program monitoring through outsourcing to a third-party entity. In general, have these changes made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?



This chart excludes 40 respondents who answered don't know or not applicable or skipped the question.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Public Housing Agency Partners

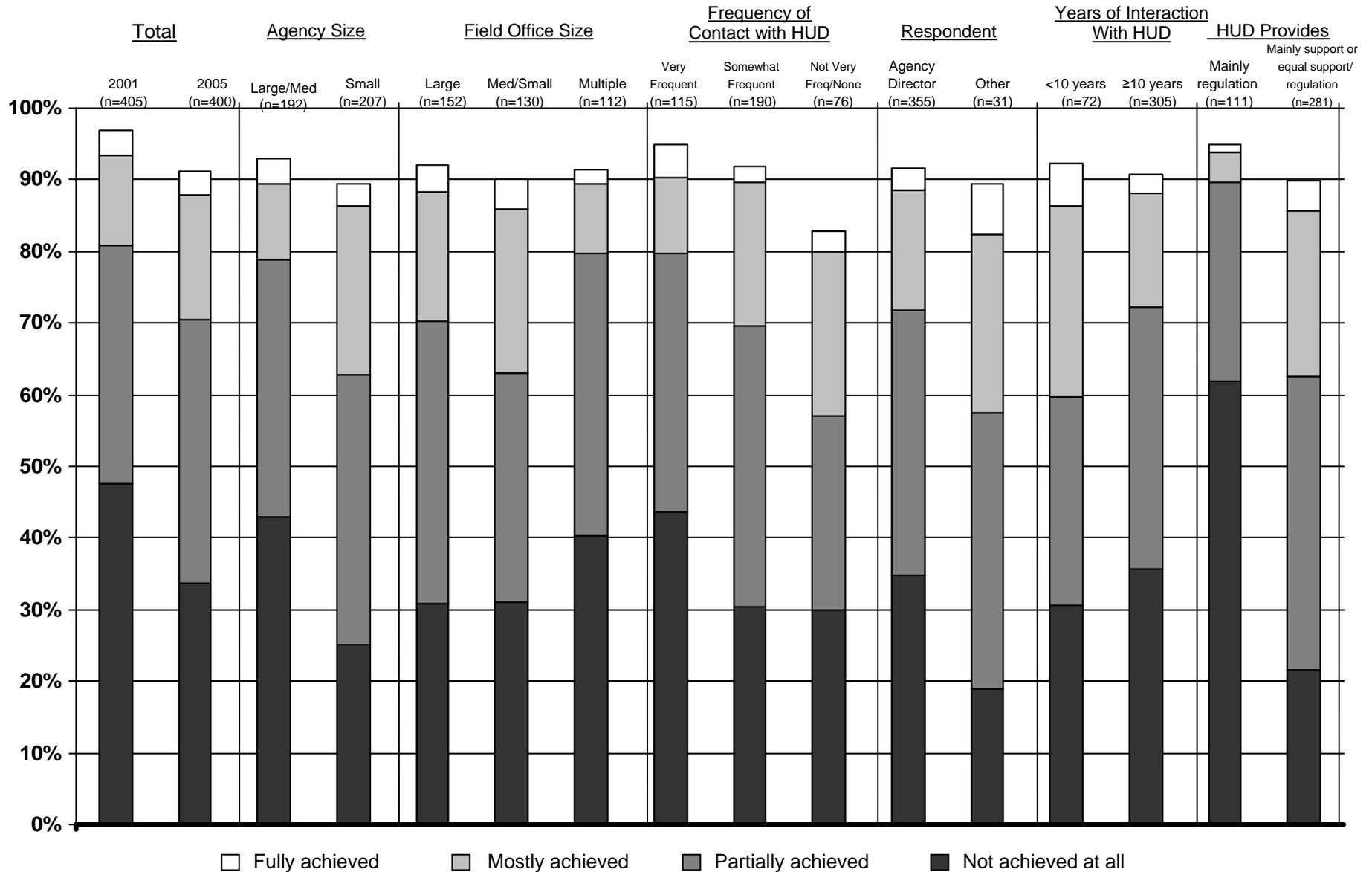
Question 7a. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To be market-based, actively promoting competition rather than stifling innovation.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

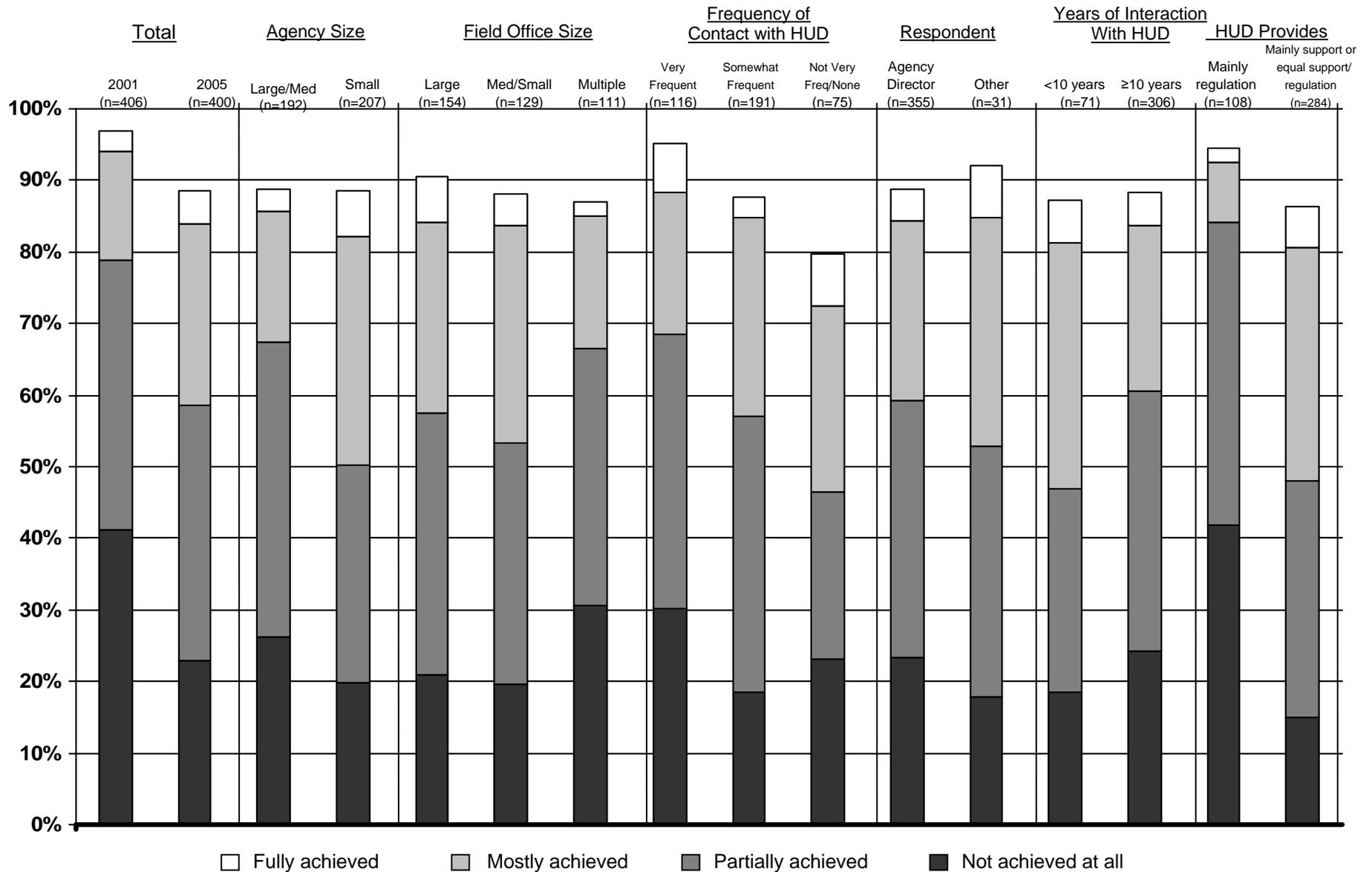
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Question 7b. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



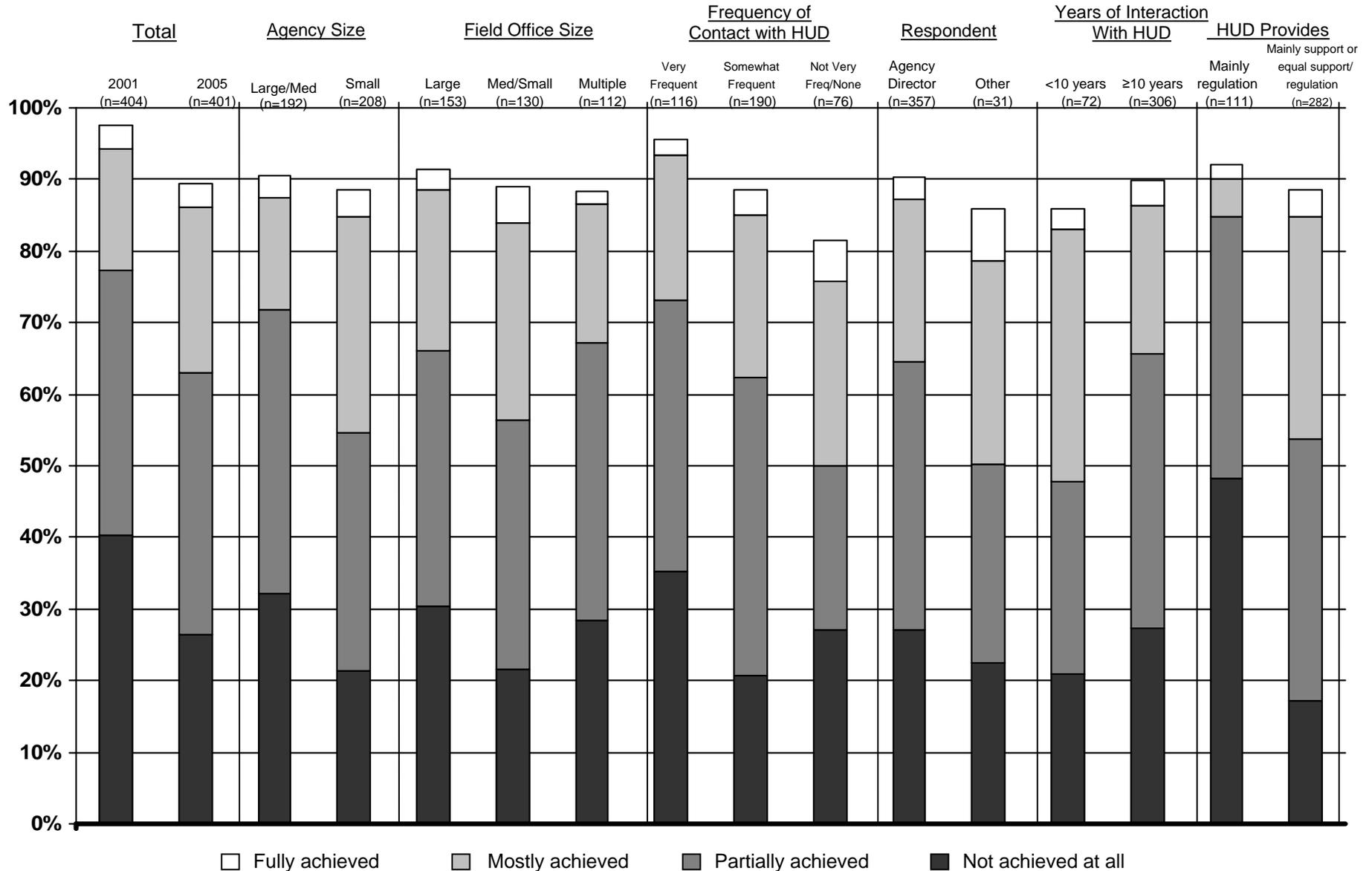
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 7c. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To instill an ethic of competence and excellence.



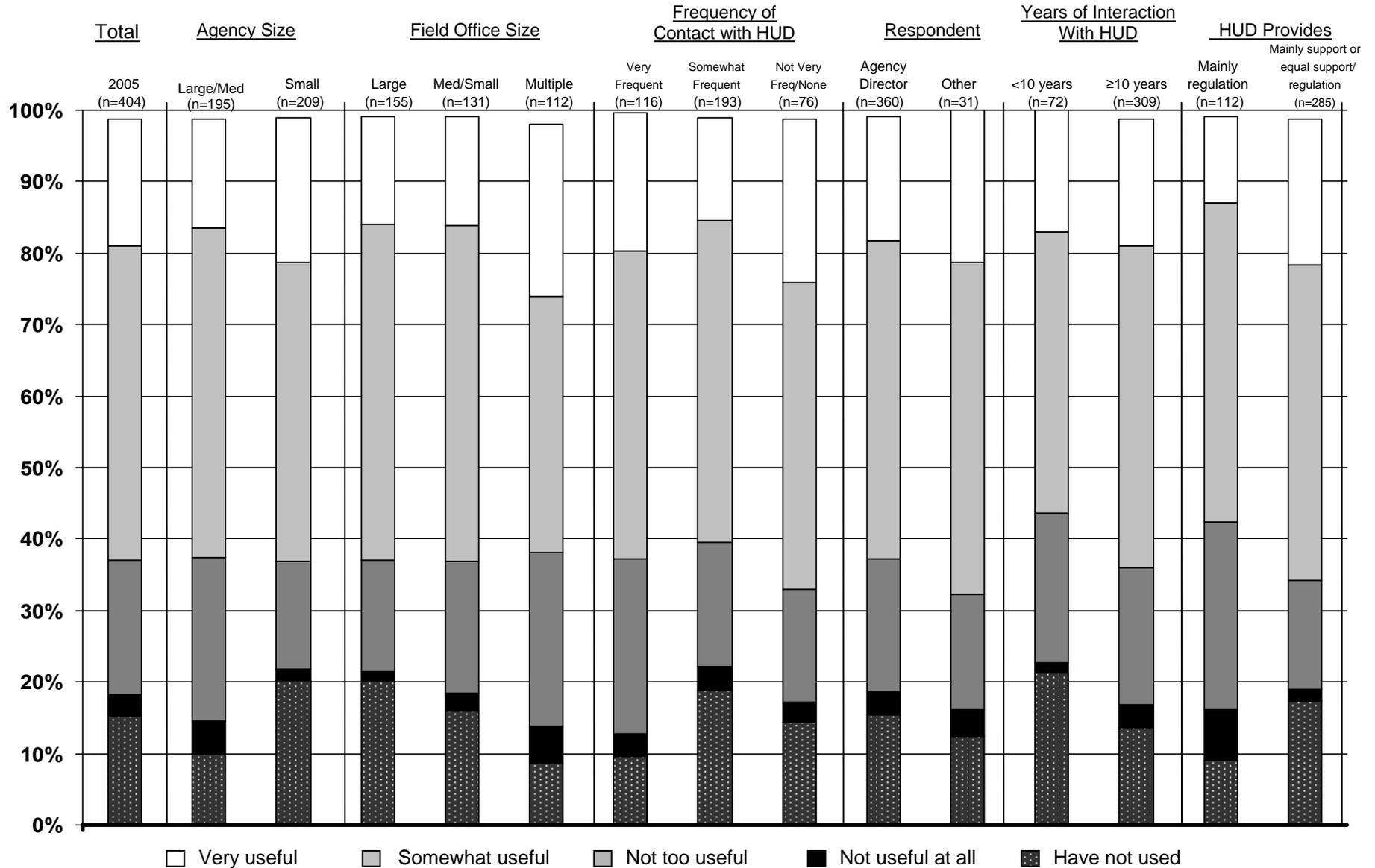
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Question 7d. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace an emphasis on process with an emphasis on performance.



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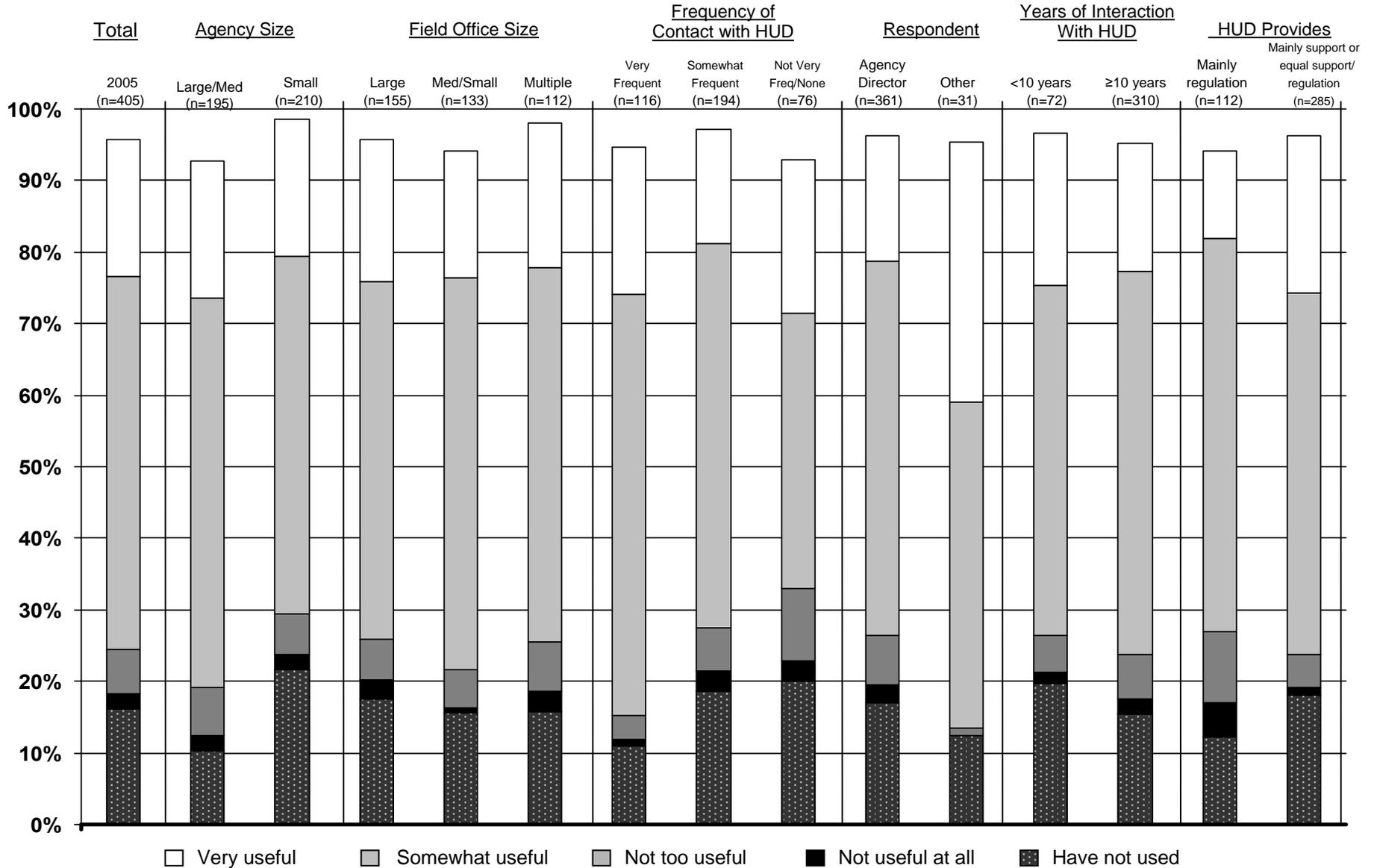
Question 8a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

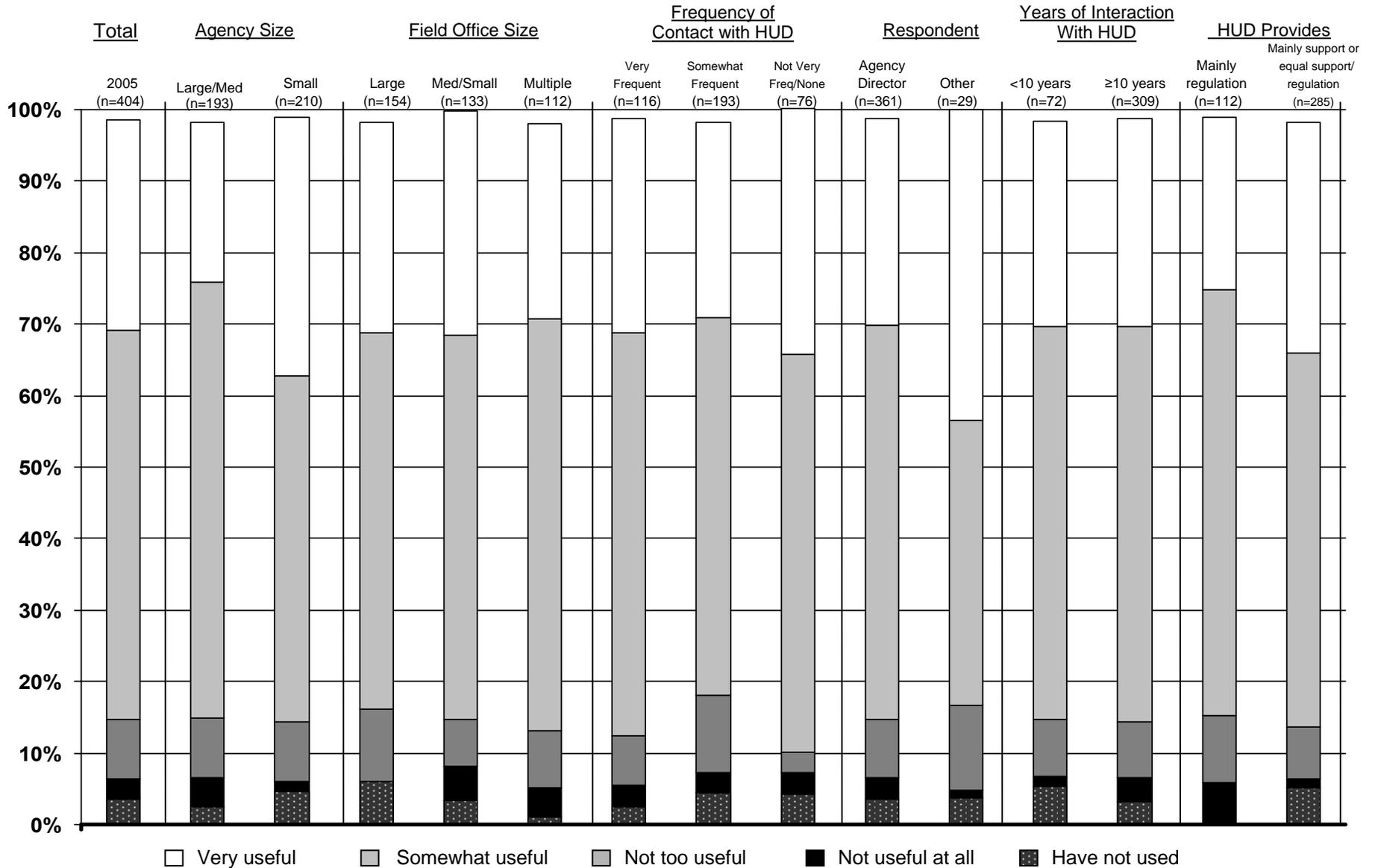
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Question 8b. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?



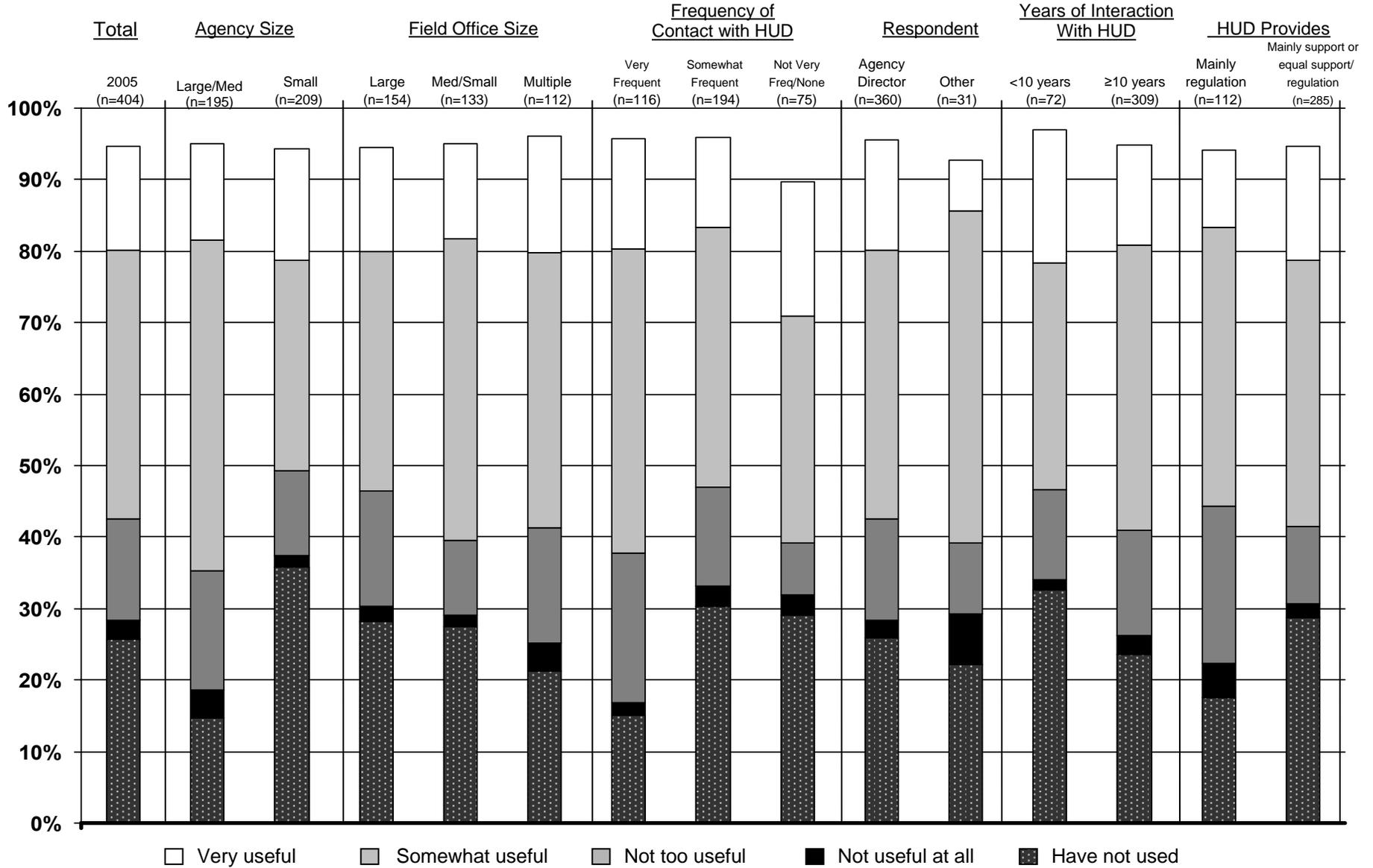
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Question 8c. How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?



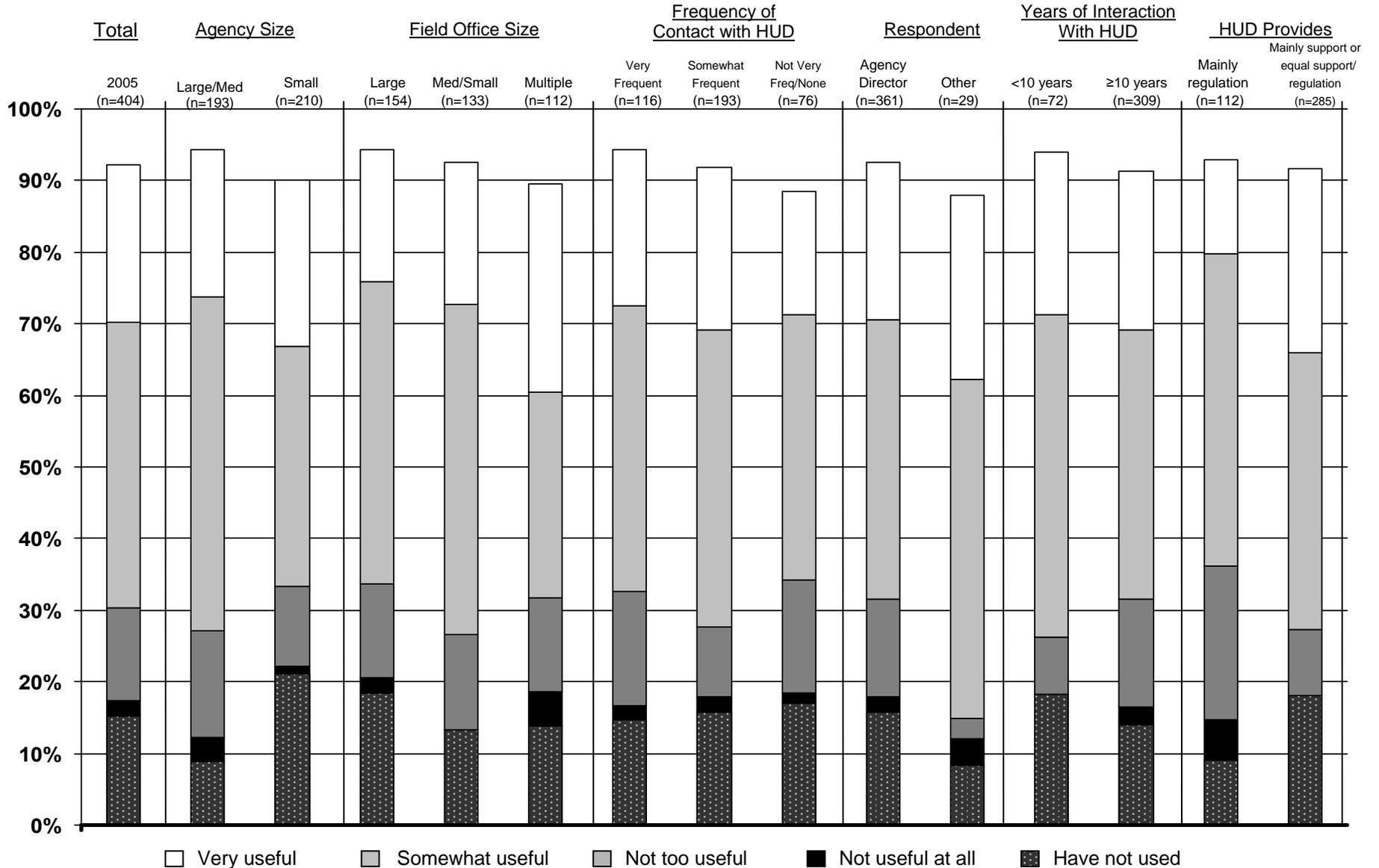
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Question 8d. How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



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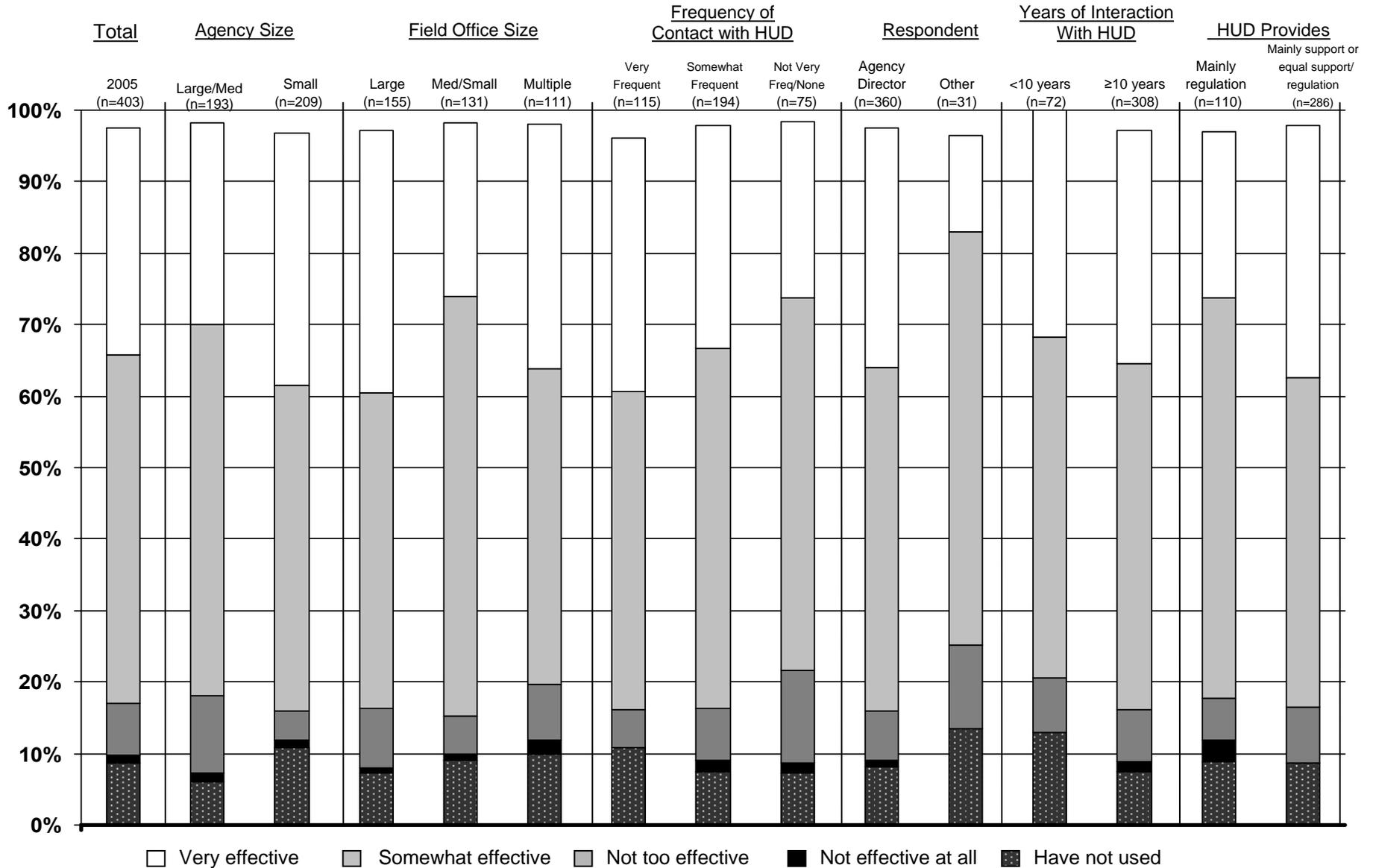
Question 8e. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

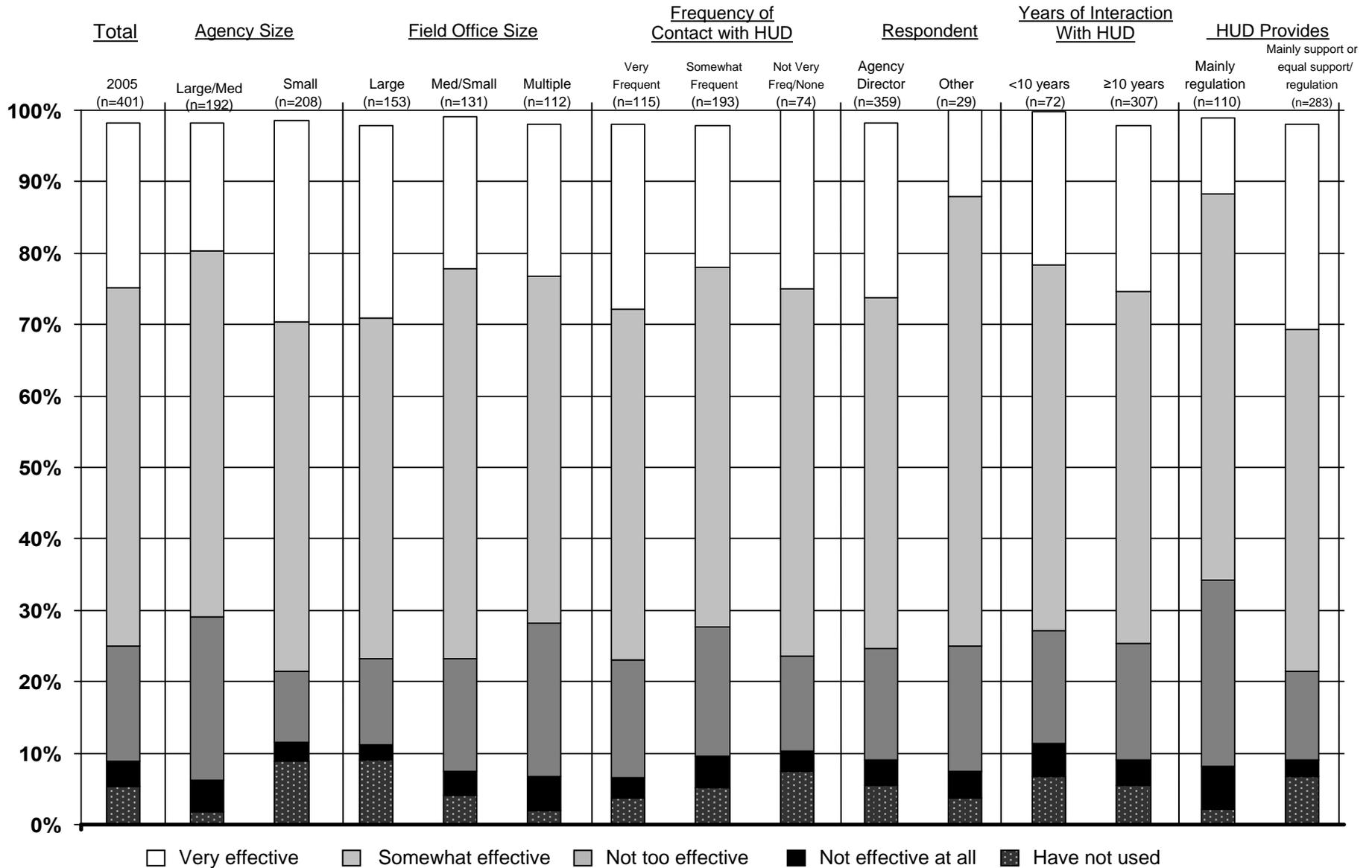
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Question 9a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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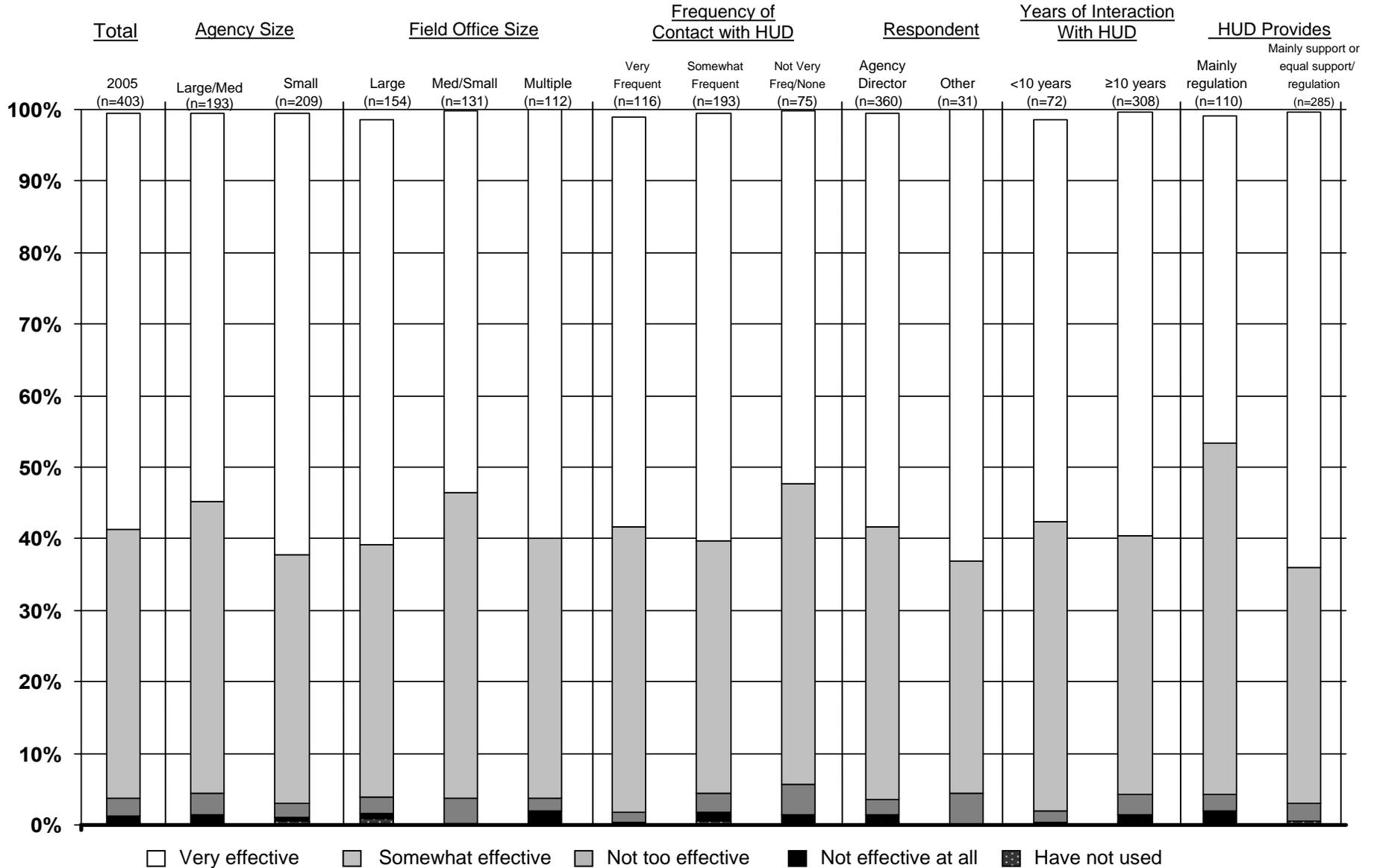
Question 9b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



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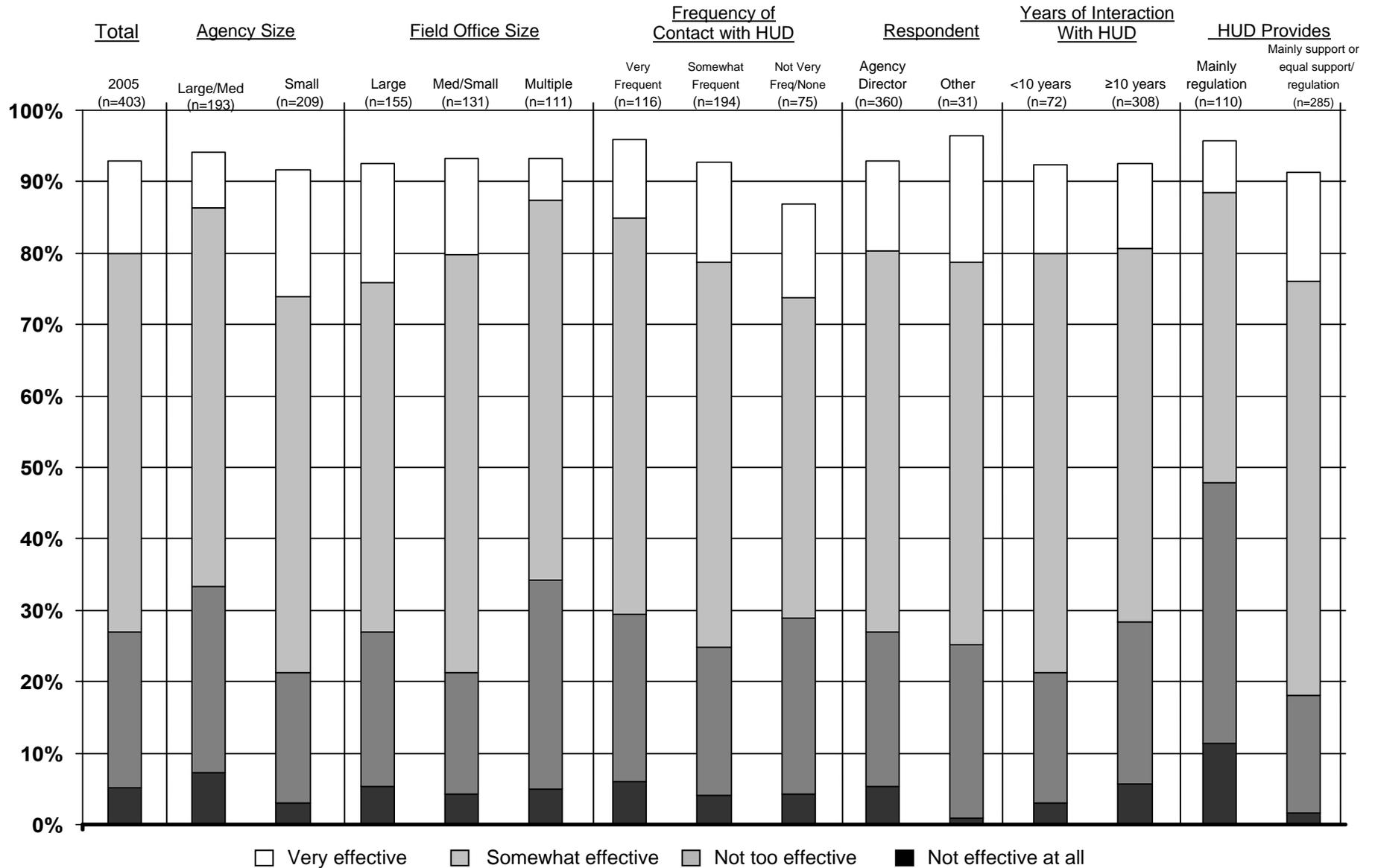
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Question 9c. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD e-mail has been as a tool for HUD to convey important information to you, such as notices and guidance?



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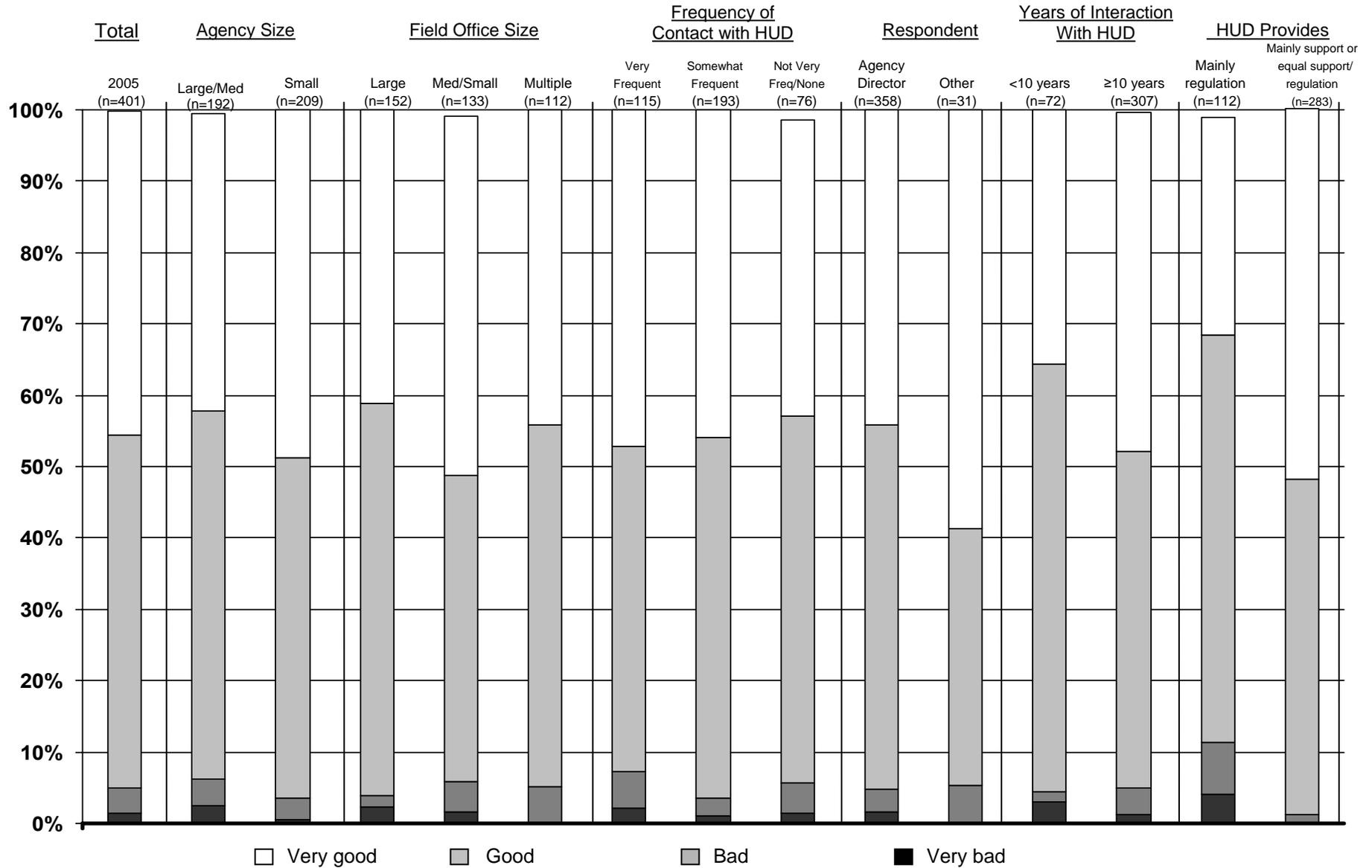
Question 10. In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

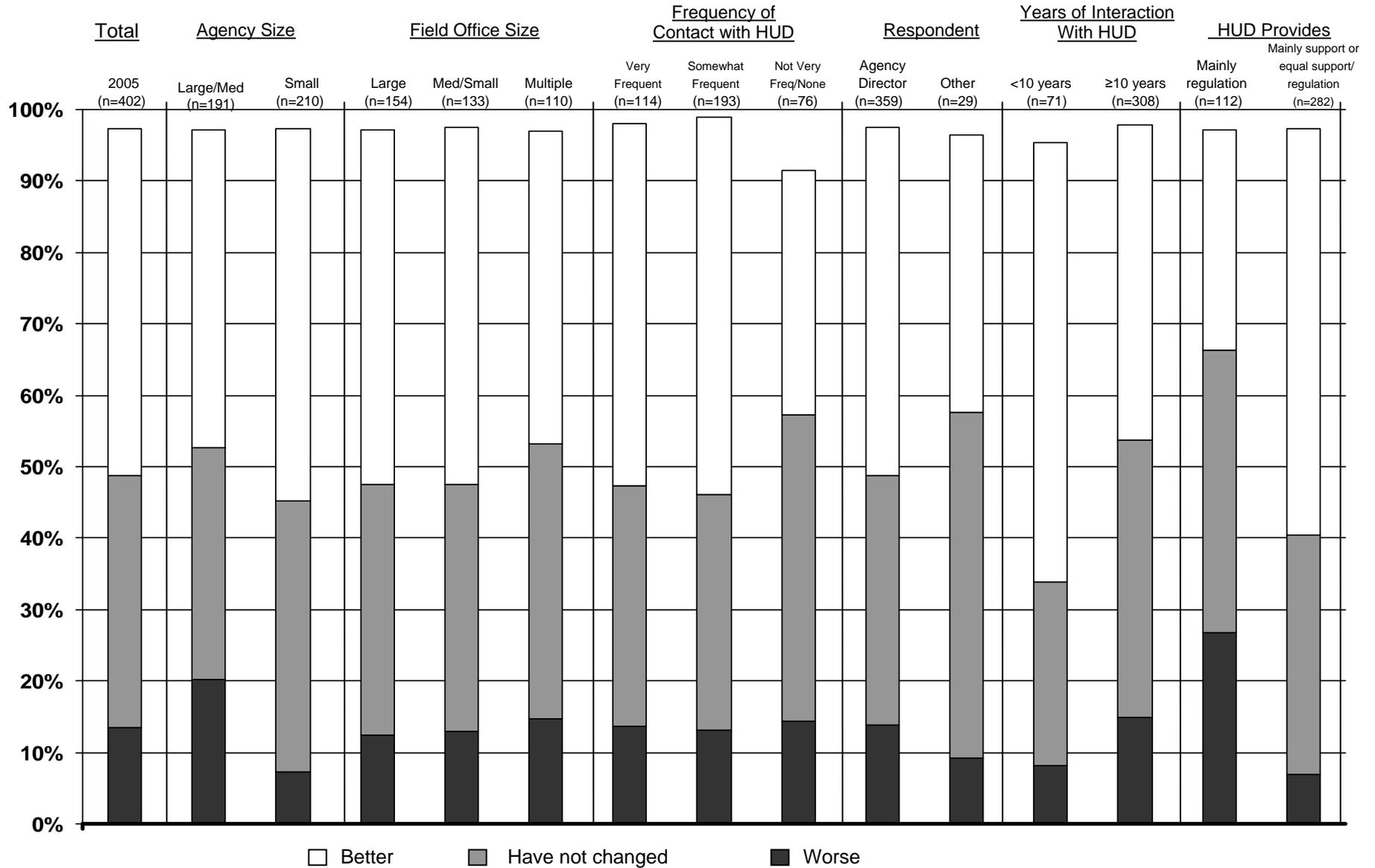
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Question 11. How would you characterize relations between your housing agency and HUD today? Are they very good, good, bad or very bad?



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Question 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?



Respondents' comments explaining their answers to Questions 11 and/or 12 about the quality of their relationship with HUD.

The comments have been edited to remove proper nouns and other identifying information or references to other persons.

HUD [NAME] has been supportive of our HA during [TRANSITION TO NEW] ED.
We have always enjoyed a good relationship w/our field office. They are knowledgeable & professional. Our problem is w/HUD. Need to re-regulate instead of de-regulate.
Our regional office has excellent employees - through I do question the new head of ?? - He does not seem to know anything about HUD - how did he get his job?
I am a new exec. dir but my relationship with the HUD field office has been very good.
We feel more of a "team" spirit than previous years; HUD seems a little more relaxed, as in the past.
Lack of staffing at HUD field offices & staff's knowledge of programs.
The HUD office we work with has always been very efficient with excellent people & staff.
HUD staff lack training & knowledge and access to its own systems - HUD applies dual standards - HUD staff attitude is punitive rather than helpful - no technical assistance is provided until it's too late to be beneficial.
Have always had very good relations with field office programs and with other HUD offices like REAC, SAC.
HUD's electronic systems are frequently difficult to use and frequently don't work at all.
I feel that understanding the process is very important to knowing who to contact, for what. As a small PHA, we rely very much on the field office staff for expertise. It is much improved - now if we just figure out what questions to ask!
The reason is primarily because of staff losses at the field office - relations with the field office are good when staff are available - some changes good, some not so good.
I have had new staff assigned to me over the past 3 years and I have found them to be very helpful. I no longer see asking for help. The email contacting has been a godsend for me.
I can always get an answer from the HUD field office.
We have always had a positive working relationship with HUD.
We have a good relationship w/ local & Wash DC office. We get frustrated at things beyond an individual's control.
Depends on which department in CO you are talking with. [NAME] state office is great For the most part, they are very knowledgeable. Great at state level - for CO, depends who you are talking with.
As a long time Ex. Director ([DELETED] years) of the same PHA, we have had a very positive professional working relationship with the field office in particular. As of late, especially as it relates to mixed financing and project based management. We have had a good relationship with the regional office and headquarters respectively - Having said that, from my observations & experiences over the years, HUD is still one of the most bureaucratic organizations that I have dealt with and tends to bog-down under its own weight.
I have been the E.D. since [DELETED]. Since I am more involved in all areas of operation, I am more aware of the relationship with HUD officials in the various fields. I have noticed or I feel more comfortable in communicating the past years - probably mainly due to more experience with HUD. The HUD staff are friendly and helpful. The HUD staff that I deal with seem to work with us. They're not out to prove we are doing something wrong. They're trying to guide us and help us to do it right.

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Feel they have always helped when called and my relationship has been comfortable.
Relations with field office/HUD are great. Above that they are lousy.
Local HUD is excellent. They respond to calls and provide assistance.
They are not as racist as they used to be, but racism still exists.
My agency has received very helpful guidance from my local HUD officials.
HUD officials have changed a lot. Can't get used to one director before there's a change.
I have always received a good response when I contact my field office. If they don't have an answer, they will research and respond.
HUD tell me I been in on REAC when I know I not [sic]. Only been here for [NUMBER] months.
In the past information was received months after the notices have been into effect, now we get the notices days after they are issued.
While the relationship with our local field office is good, the current staff is not as knowledgeable of the various programs as the previous staff.
Very good field office and excellent HOPE VI staff.
Our relations with the area office of HUD are excellent. However, the relations with REAC are not as good. It takes REAC too long to make major changes in their computer system, and this causes a lot of extra work and stress.
HUD staff have been very responsive, cooperative, helpful.
We have been very fortunate in having a good relationship with HUD. The people have always been helpful and have answered any questions we have had. They have always made us feel comfortable in our relationships.
This is mainly due to the openness of HUD employee contact by phone and/or email - quick responses.
Whenever I need assistance, I can call on my regional office.
Because past E.D. did not want to comply with HUD guidelines with limited education and experience of the former E.D's, they did not reach out to the HUD field office for assistance. As in most, HUD is looked upon as being the enemy when in fact they are a partner.
Our authority has always had an excellent rapport with our regional office. It doesn't get much better than excellent, the response to question #12.
I think we had a very good relation with our HUD people. We are all on first name basis and they don't make you feel stupid when you have any type of question. This agency has always had a good rapport with HUD.
As a new executive director, I strive for a stronger relationship with national and local HUD staff. To date, people at both levels have been responsive.
Senior level management is good. Very experienced people locally. Wash. D.C. guidance is not there.
The HUD Area Director was supportive and committed to PHA & made himself available when he was needed.
The personnel we deal with are very competent and supportive, both in the field & at REAC. I think this is an improvement.
The [NAME] field office is very responsive and makes every effort to give all the support available to them with very difficult restrictions place on them as well as housing authorities before the Washington office.
My relationship with the local field office is great. The personnel I deal with are always friendly, responsive and always willing to help. They have no travel money to come visit our authority but have always been in contact when you need them.
NAME and NAME are very knowledgeable and helpful. Other personnel, I prefer not to comment on. We deal with the [NAME] office.
Relations between our agency and HUD have been very good at the local field office level. Don't believe it has changed because it remains very good at this time.

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I have a decent working relationship with the Public Housing staff in my field office. My Section 8 Voucher representative in the FMC is great. My Community Planning and Development rep. for CDBG is terrible. Mutual respect is there with some staff and with others I avoid them. I do not seek any TA from HUD due to lack of knowledge.
We have always enjoyed a constructive relationship with local and Washington offices. Of course there have been some exceptions with some individuals - But overall, with staff, we have a good relationship.
For many years HUD seemed to operate on the got you method. That has changed and the sense now is that HUD and PHAs are on the same team, with the same goals.
We have always been able to talk and work with HUD; that has not changed over the years.
I am the Director of the HA; however, I have only held this position since [DATE]. Prior to that I was employed by the same HA.
Under previous HUD & Authority staff 10+ years ago, relations weren't great due to authority mismanagement & challenging HUD staff. Both our agency & HUD have had staff turnover and much improved relations.
We adhere to all regulations and direction from HUD staff. We have always responded timely to any request for information or assistance from HUD. Our relationship has been and remains good.
The obvious change has been increased compliance reviews; since there seems to be a philosophical/political shift in Washington, HUD seems more bent on demonstrating fraud on part of recipients and staff and incompetence than in ensuring safe, adequate housing for the people of greatest need.
Have always had an excellent relationship (I feel mutual respect for them & by them)
HUD staff is poorly trained with little historical perspective. National staff is better, but the [NAME] staff is not very knowledgeable in some departments.
Generally HUD employees have been easier to communicate with and they ?? a spirit of helpfulness rather than causing you to feel they are always right and you are always wrong.
Personnel at mid-level management are good people but don't understand and therefore can't explain new rules, etc. being made at senior level.
Local HUD office ([NAME]) is excellent! HUD - DC - or [NAME] - rather difficult
Funding & monitoring demands have increased administrative burdens
Our relationship with our local HUD office has always been good. Since NAME became PIH Director in [NAME], the relationship has improved markedly.
Relations are professional except most HUD regional staff are not knowledgeable about programs. Also follow-up is hit and miss.
Changed management personnel at H.A. - More communication & help from HUD. Very helpful during change in administration.
[NAME] HUD officials are so helpful words can not describe them. HUD Inspectors/processes are so unfair & locked in stone they result in lowering the comfort & health of tenants (a/c-windows).
Not much technical support is given; HUD requires timely responses of me, but has no such standards for itself. PHA is overly reviewed - about one audit/review per month because of our size. When asked for guidance or direction on cleaning up a mess created by another PHA (+ HUD did not receive or audit), HUD has taken no action.
Anytime I have a problem the HUD staff has been very helpful.
We have always enjoyed good relations with HUD over the years.
HUD seems to respect our high performance status and they treat us much better.
Our field rep is always available & ready to reply
Most of our contact w/HUD is through local field office. They have always been responsive.
Have always had a good working relationship with our field office.
An ever decreasing level of competency w/ HUD staff

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Lack of staff to respond in a timely fashion
Field office is always there for us although it seems at times they are stressed out. Not so easy to get straight, accurate answers. It seems that now it is harder for them to make a decision because of HQ leaning on them.
We have always had a good working relationship with HUD field office. Only problems have been with some HUD Headquarters polices, e.g. community service, budget cuts etc.
HUD has moved from partners to a "Got You" system. HUD is not in touch with the day to day reality of operating a housing agency with diverse client cultures. HUD's rule writers need to spend time with local PHA's to see how unworkable many of HUD's rules and regs are!!!
In general our working relationship with HUD staff is very good. However, we have a growing concern that HUD (outside of the local field offices) has become less determined to work effectively with PHA's.
Consistently helping us through many intricate Section 8 issues;
Personnel in field office (public housing) [NAME] are very helpful, knowledgeable and courteous. This does not apply to HUD-Washington and/or HUD-REAC especially.
HUD is reluctant to discuss issues openly and directly, especially when numerous agencies are affected by the same issues. Also, it appears that there is not a single entity w/in HUD when agencies need to discuss multiple HUD issues (CDBG, Section 8, etc.
The working relationship is and always has been excellent. HUD has NEVER fully supported Housing Authorities' needs with the HUD budget. It just gets worse - HUD has forgotten the reason they exist is to serve the poor. HUD is just a puppet for the administration - the people & their needs have been forgotten. The field offices are excellent but they don't set policy.
We deal w/ nice people constrained by a politicized bureaucracy.
The relationship tends to be primarily adversarial. It is difficult to generalize because some departments/programs are better than others.
We have excellent relations at regional level and get great service there. We also have good relations with some program staff in DC. But in past few years major decisions from HUD (particularly funding) are coming late and with too little info.
Very difficult to answer meaningfully - some HUD relationships are effective and very conducive to getting the job done - others are counter productive and only create a hindrance - HUD's a big place involving many staffers - tough to use a broad brush for evaluation.
Most times you receive answering machine & will not get call back for several days even when message says away from desk/on another call-not out of office?
We have a good working relationship -
Get along well with the field/regional offices, central office seems distant in their dealings with the PHA's
Local HUD staff generally has no more of an idea than we do!! They receive info. from headquarters about same time PHA's are notified.
[DELETED] has maintained an excellent working relationship with our field office, but they often are "out of the loop" & don't have the answers we need.
Our agency relations are excellent and have been for quite some time because of staff experience, knowledge, etc. at both the national & field office level.
Do not feel the new arrangement works well; we had a good rapport with HUD staff when we reported to [NAME] field office. I don't know the [NAME] staff and they don't know us.
Absolutely superb local HUD office in [NAME]!!!!
Have always been on good terms with little change except for smaller number of HUD personnel who are increasingly bureaucratic.
Locally the housing agency has a very good working relationship with HUD. However, nationally, the relationship needs improvement.
Our agency has had a very good relationship with HUD the last 10 years.

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I have a good relationship with HUD staff from the Central office to the field offices. I may be receiving "Cadillac" service in comparison to what others receive.
The local AA is micro-managed, over regulated, and grossly underfunded by HUD. An autocratic and dictatorial attitude exists at field office level and some Washington personnel! I thought we were all trying to solve the needs of low income housing.
They are very helpful. In the past reaching them was sometimes a problem - But we have always had a good relationship with our HUD area office
We deal with HUD reps on a more personal level-
We are able to talk to our field office and get most of the information we need.
Always have had good relation w/ field office; with that in mind not much has changed over the past 12 months.
New people on staff at management level are more dedicated and sincere. This has shown up in employees as well. This is in reference to the [NAME].
The field office is not effective due to staff reductions! They are out of the communication loop. If you try to contact Washington you get the "run around".
Relationship with field offices has remained positive and customer helpful * HUD contractor agencies & regional enforcement center ([NAME]) are still antagonistic & all about power. No 2 way Communication!
The relationship is worse because of reporting requirements and especially because of lack of funding.
The technical assistance/suggestions received from HUD's local field office even when not solicited by our agency has been excellent!! There is a demonstrated desire to assist local PHA's by the [NAME] HUD office!!
Anytime we call the [NAME] or [NAME] Offices we are greeted with pleasant voices, timely responses and true understanding of the problems we are facing with the changing regulations (every time we turn around).
Individual HUD employees are generally great to work with especially those at the [NAME] Field Office. However, we're very dissatisfied with the policies coming from upper HUD management in Washington.
HUD employees in general are clueless about conditions & operation of local agencies, largely due to centralization of key HUD functions. HUD employees used to actually know local people & housing developments, & could assess their effectiveness; this has disappeared
When you say HUD - I assume you are referring to local office & we have a good relationship. However - electronic communication should have included a question about all the recent changes - & all the problems with those changes.
In my [NUMBER] years as a PHA Director, I have always found HUD personnel to be legitimately committed to the principles upon which the Department was founded. No exceptions!!
Always have had a good working relationship with the [NAME] HUD offices. Very helpful & cooperative.
I have a very good working relationship with HUD staff. I have been employed for [NUMBER] yrs., and I have never had problem working with HUD staff.
We have an excellent relationship with field office staff in [NAME].
Personnel at field office are more responsive and interested in helping you achieve.
We have enjoyed dealing with our reps. in the field office and have found them, for the most part, responsive to our needs.
Have always had excellent working rapport with HUD staff (Field Office) - Has not changed.
The relationship has always been good between HUD & PHA. They have always been eager to assist us.
Interpretation of the regulations usually causes discord.
HUD is friendly, but not always helpful.
Due to all PHA's in [NAME] being [DELETED] we had to work hand in glove with our area field office. We all got to know and appreciate each other.
I recently had a [DELETED] by a tenant [DELETED]. In working with several HUD staff & offices, I found the process was quite reasonable.

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Relations have declined somewhat since HUD staff fails to regularly give adequate information on who its staff is, and their job responsibilities. HUD seems to tolerate incompetence on the part of its staff more than a "market-driven" entity would.
Have always tried to work as team to better Housing
We try very hard to meet all deadlines & submit all reports promptly to stay off their radar screens
HUD lacks personnel! Their employees (for the most part) really try to assist.
Having a HOPE VI Grant has increased our contact with both HUD regional/area office and DC offices and our relationship has improved!!!
HUD field office offer consistent assistance in interpreting regulations.
Our company has always had a great relationship with HUD.
I have never had a bad experience with a HUD personnel
HUD field office ([NAME]) is very good getting back with - HUD Washington takes several days & sometimes never.
Only been here for [DELETED] months - HUD & board hire you; Bring you on-board; no training; you do something; you are wrong; everyone turns their back on you - should do more mentoring than complaining - need to provide a call list with phone numbers if you have questions or need advice.
We have good personal relationships with HUD Staff, but the competence of staff assigned to us has tended to decline
Prior to recent changes, our relationship with HUD was very good with focus on field office solutions. Now, various HUD functions are coordinated in various time zones making it difficult to establish strong, consistent levels of communication.
Good, because we communicate better, because at this instant, staff are responsive, professional, competent. Fiscal was frustrating, last year; guidance (best practices) inconsistent.
When we call a HUD representative with a question - we get a prompt answer.
Our PHA has and always had a great relationship with our [NAME] HUD Field Office.
The HUD [NAME] office has no effective leadership. The lowest common denominator makes a decision and there is no appeal to a higher level. Their approach is strictly enforcement (based on their interpretation of regulations)....Totally in the "Gotcha mindset." Constant harassment of this Authority.
As of [DATE] as Executive Director the HUD and housing relations have excelled. All my contact terms with HUD have been to my full expectations. Relations are A1.....
We maintain a functional relationship with most field office personnel. It is more difficult dealing with the "centers". It is our impression that "center" staff lack practical experience.
Perceptions by local HUD staff promote acrimonious relationship - HUD more focused on "gotcha" initiatives than productive, problem solving support
Our field office representatives are very helpful in providing guidance and information to us upon our every request. They seem to have a genuine interest in the overall operation of our agency and staff.
HUD has always been helpful. The only problem I have had is with REAC. It is too difficult.
HUD employees try to help. Local field ofc often say that we [DELETED] get info. before they do - can't answer questions I may have.
HUD area office staff are knowledgeable and helpful.
It does seem that some field office HUD staff have begun to develop a level of respect for our professionalism and competence that wasn't always there. HUD central should follow suit and involve us in more decision making.
More interaction on a personal level between PHA staff & field office personnel. Relationship has become less adversarial.
Local field office very responsive; national HUD is more hit and miss
Guidance has been consistent & staff is available to respond to inquiries.

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Representatives at the Field Office had a positive effect on this evaluation. They are working hard to be responsive. Headquarters on the other hand needs to work on their responsiveness. The HOPE VI process needs to be overhauled.
HUD Washington lacks direction and consistency; great effort of reducing waste, fraud, etc for 99% of agencies not applicable! HUD appears to be wanting to reduce or eliminate housing agencies; not good for working relationship.
The area office had an almost complete turnover in management and the new managers appeared to have a negative attitude toward housing authorities.
Some changes in personnel
Very much "I got you!" mentality. Field office plays favorites. The Director in [NAME] (NAME) continues to play games based on [DELETED] own personal agenda. Some days you are on the good list and other days you are not. We stay out of [DELETED] way and run a very good operation, but [DELETED] has tried to dig for something.
I find the HUD office taking a more helpful approach than an investigation approach in dealing with issues or problems.
Relations with area offices almost uniformly good. Central office is mixed.
HUD personnel in state office seem to be friendlier in helping and making sure everything turned in is filled out right.
I believe that my Field Office has made a great effort to be there for the PHA's they support. They are very helpful & will do their best to get answers for our questions.
Local field office more knowledgeable and helpful.
Because they keep piling on
In the past, the agencies' relationship tended to be very adversarial where as presently there seems to be more cooperation and team effort.
Reduction of staff and experience of present staff has resulted in very little training.
It has become easier to interact with HUD. I have found that in most instances HUD has been helpful & informative. It is much easier to reach personnel & get an accurate response to inquiries & good direction in handling problems.
We have always worked to maintain a good relationship. HUD staff are helpful, if they have the information.
Change to management at our PHA.
HUD being a more hands-on (??), I am satisfied with our area office and always get an answer immediately. Not much contact with HUD or REAC; when I do they are very helpful.
Our agency has always had good relations with HUD. HUD has always assisted us with solutions to problems that have developed within our agency. Over the last several years with the downsizing of the number of employees at HUD it would seem that this would certainly create problems; however our agency continues to receive great support from HUD.
The HUD Regional Office has always been very effective, courteous and helpful. Improvements in relationship over the last several years has been impacted by stringent cuts in funding.
We have very good experiences w/HUD - [NAME], REAC, & PIC helpline. It was never bad & we continue to count on their support.
It appears that HUD's interests lie with private developers rather than in supporting housing authorities.
Our relations w/HUD have always been good - as with field office and it will continue to be. That does not mean I agree with direction national HUD's taking and service they are ??.
HUD officials are easier to speak with and more open to listening and attempting to assist you with your problems.
How HUD handled the Section 8 funding situation has resulted in a significant decline in our relationship.

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Our relationship with HUD has improved as a result of 2 factors: (1) [DELETED] and (2) working principally with one excellent, problem solving and dedicated HUD official as our expediter for real estate development and [DELETED]. I think the budget pressures have strained relationships between HUD and housing authorities generally.
The field office staff assigned to work with our agency are o.k. The field office management has a very adversarial attitude though & a TARC mentality - out to catch us doing things wrong.
We have always had good/very good relations with Field Office. Currently good with D.C. but it takes way too long to get answers or decisions to act upon for us to ever emulate the private sector.
I believe we have always maintained a good relationship.
Last year a new administration came to the Housing Agency and as a result relations with HUD have improved dramatically.
Relation has always been a good one.
In the past there was not enough communication from either side.
Our agency [DELETED] receivership [DELETED].
We have a good working relationship with our Regional Field Office. We realize that at times they are just as frustrated as we are about how HUD is conducting business.
This agency has always had a good relationship with the [NAME] HUD field office
Local HUD office is more responsive to housing agencies than in the past.
We do our best to be professional and cordial at all times. It would cause damage to the relationship if we pushed disagreements too far.
Feel our agency has a good relationship with HUD, but not comfortable relationship because we no longer deal with the local HUD field office. Feel our agency relationship was better when we were overseen by the local field office.
I believe the field office staff tries hard to work with us but they are forced to deal with ill conceived policies and less than timely decisions from HUD central.
Regional staff at HUD are responsive and provide good technical assistance on most issues. Our housing authority went through an [DELETED] inspection [DELETED] that caused strained relations between us. [DELETED] and now it's business as usual.
In past years; got conflicting response from HUD personnel - [DELETED]; tenant called HUD - HUD called questioned why [DELETED]; did not get back up from HUD that we needed - made us question regulations - if we can't get backup from HUD - tenant thinks they have upper hand.
Always available and responsive, especially [NAME] & [NAME].
Our PHA rep at the HUD local office has no experience with the programs. [DELETED] does not know how to communicate with people on a professional level. She causes confusion for staff.
The director of the HUD [NAME] acted in a non-professional way. Playing favoritism and it directly cost my authority lots of money by [DELETED].
Relations/communications improved through the process of obtaining [DELETED] status for [DELETED].
New HUD leaders at [NAME] reg. are excellent.
Most of our contact has been with the local HUD office. (Very good) Our relationship with HUD has been very good over the years. (No change)
Our HUD Field Office in [NAME] could not be more supportive or responsive to our needs.
Only been ED for [NUMBER] months.
Field office performance very good - DC performance poor.
We have working relations between the two agencies. I don't know if it's better. I don't believe or can't say it is any worse.
We have always had a good working relationship.

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Our HUD office is very helpful to us whenever we contact them. The relationship has not changed.
Secretary has expressed interest and has been open to discussing issues.
They have better customer service. There is better communication and they know who we are.
Because of the survey.
Good relations w/field & regional staff - Poor with headquarters. Advice to Congress has been ill-founded and detrimental to the people we are here to serve - Negotiated Rulemaking process was a huge waste when what was "negotiated" was then ignored.
HUD staff are usually as helpful as they can be. Constant change in regulations, computer systems and structure present great challenge to both HUD staff and PHA staff.
The entire staff here has found that in working hard, HUD works hard with us. They are pleasant, knowledgeable, and friendly.
Relations w/HUD appear to be personality and not necessarily performance based. Few visits by HUD OIG while other ED's here due to relationship. Now agency is audited to a much greater extent w/ negligible benefit.
We continue to have a good relationship with HUD.
HUD works very close to our PHA.
Good relationships with HUD area office staff.
We have always had a very good relationship with our HUD field office; in addition, the limited contact with any other HUD office has been positive and very helpful.
Haven't seen field office staff on site here for years - No HUD training due to lack of travel money.
Greater feeling of confidence between HUD & our agency.
We have been singled out for increased monitoring, and neither the local or regional offices agree on procedures. We are caught between the two.
We do not have any problem dealing with H.U.D - If they need anything we get on it immediately. We communicate & work together very well.
Our relationship w/ our local HUD office has been consistently good for several years. They attend various workshops & assist when they have an answer.
We have always had a good working relationship
Have always been able to communicate my needs to HUD staff with options to address questions. Do not always rely on HUD guidance as sole source to questions
I extend the effort to provide good relations - they do as well. Change of administration - as ED poor relations is unacceptable. Reasonable people find common ground to work together - We are accomplishing this effort
Always had a positive relationship. Didn't always agree, but avenues always stayed open for discussion.
Employees (HUD) not experienced enough to make determinations on housing authority actions. (Correct or incorrect)
HUD is normally responsive to this PHA's needs.
Most staff respond timely & can readily provide sources for answers or the answers to a question.
No one home. All you get is voicemail & they may or may not call back.
A key field office staff member left, bettering relations with HUD.
My answers are based on our relations with the [NAME]HUD office. The staff has always been helpful when we needed assistance and guidance. The relationship has never been strained.
HUD's people try hard overall. The ?? of regulations and overemphasis upon compliance and unfunded mandates is hurting everyone.

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Our agency works very well with the field office staff that work with Public Housing and the HCV program. The Field Office staff that work w/ multifamily programs are not helpful or knowledgeable, and are rude.
We have always worked in cooperation w/ our HUD offices and believe, generally, that HUD staff have worked as partners rather than ??.
We have consistently had a good relationship with the local field office ([NAME]); that has not changed.
When we call a HUD representative with a question - we get a prompt answer.
I've always found HUD employees to be helpful, understanding, knowledgeable & fair.
Getting to know who at HUD can help & will help make it easier to get the help. Many at HUD seem to want to get you off the phone ASAP.
With our agency I feel relations have gotten worse because of the Area Office has several incompetent people that they have to rotate around to different agencies because of their incompetence. With the Central Office and Administration, I feel the administration does not know how to account for funds and their goals are not to enrich the lives of low-income families.
For the most part the relationship has been very good. However over the last couple of years this PHA encountered concern regarding HUD staff interfering with policy decisions. This created much conflict with residents we serve.
We have always had an outstanding relationship with our HUD field office in [NAME]. Staff extremely accommodating and helpful there.
The [NAME] Housing Authority has always maintained a great relationship w/ HUD.
Have improved relations w/ HUD over the past several yrs.
The local field office tries very hard to assist the authority. However, they usually do not have the information they need to help. Some HUD employees in headquarters are also very helpful.
Answers based on Field Office
Listening; trying to solve your problem; emailing the regulations and reminders on due dates of reports.
[NAME] Field Office has been exceptionally accessible and helpful over the last 10 years for advice, guidance and assistance, despite the REAC electronic communication system errors and confusion caused within last 3 years.
It is clear that top management at HUD is committed to change. Need to make that happen throughout the organization.
HUD staff appear to be better trained and can answer most questions.
With HUD staffing becoming stable, our relations have improved.
We have always been able to communicate with HUD area office.
The HUD employees are not the problem- for the most part they are very helpful; dealing with the contract administrator has been very painful and time not well spent.
HUD auditors are too not picky. They are looking to create funding and exaggerate the severity of funding. Oral and written communications are mostly different.
Past director did not do the proper paperwork. I found the paperwork that needed to be done and with training everything has been great
I'm only referring to my Regional Office. If it were HUD HQ I would have to say somewhat worse because of condescending attitudes. Too bad when you say HUD it lumps everyone together because there is a lot of incompetence being absorbed by excellent people.
HUD personnel are helpful when called upon. More communication through the internet is very helpful.
We receive great service from the area office and the HOPE VI office - all other areas are marginal
Over the last few years they seem to listen to our side more and are prepared to help.
Funding cuts have soured the relationship

PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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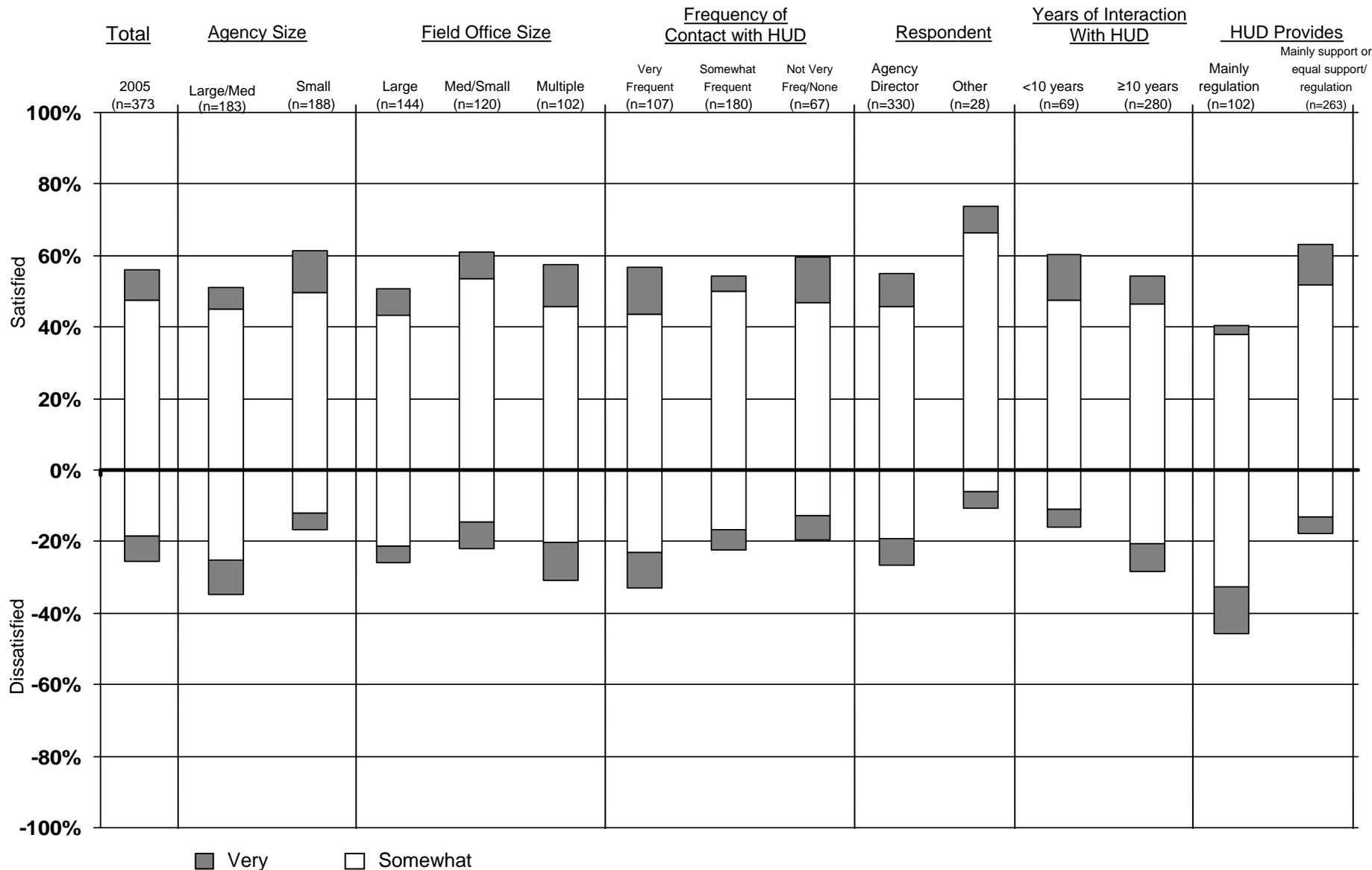
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<p>My contacts with field offices have been most cordial and fruitful. I can not compare to previous years because I have been employed for only [NUMBER] months.</p>
<p>Recognize and respect needs of each agency and work cooperatively.</p>
<p>Our working relationship is good. The rules seem to keep changing. They change six months after they are effective. That's why I'm so dissatisfied. Money is gone and regulations are stricter that requires manpower and costs money. Why don't all HUD departments have access to VMS? No longer high performer - REAC physical inspections are not consistent from year to year.</p>
<p>We took over [DELETED] and HUD was very helpful.</p>
<p>Better relationship with field office.</p>
<p>We have a good relationship with HUD staff with whom we are in constant communication. Sadly, you learn to only contact HUD staff which are reliable, friendly & knowledgeable.</p>
<p>I am very pleased with the response I get from my field office. However on several issues, they must defer to HQ, and that is when I find little to no effort to respond to PHA's.</p>
<p>As the automated systems improve, the relations improve.</p>
<p>HUD seems to have changed its corporate culture and hired new people who have a spirit of cooperation and act like partners with the Housing Authorities to ensure the delivery of services.</p>
<p>The attitude of the state HUD staff seems to be one that prides themselves on finding the housing authority doing something wrong so they can write them up. The HUD staff have no clue as to what it takes to run a housing authority. They continuously add requirements to the housing authority without consideration of the resources we have available to work with. The conversion to gap accounting and the proposed implementation of the Harvard cist study will cost the housing authorities millions of dollars and countless resource hours with no real benefit return.</p>

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

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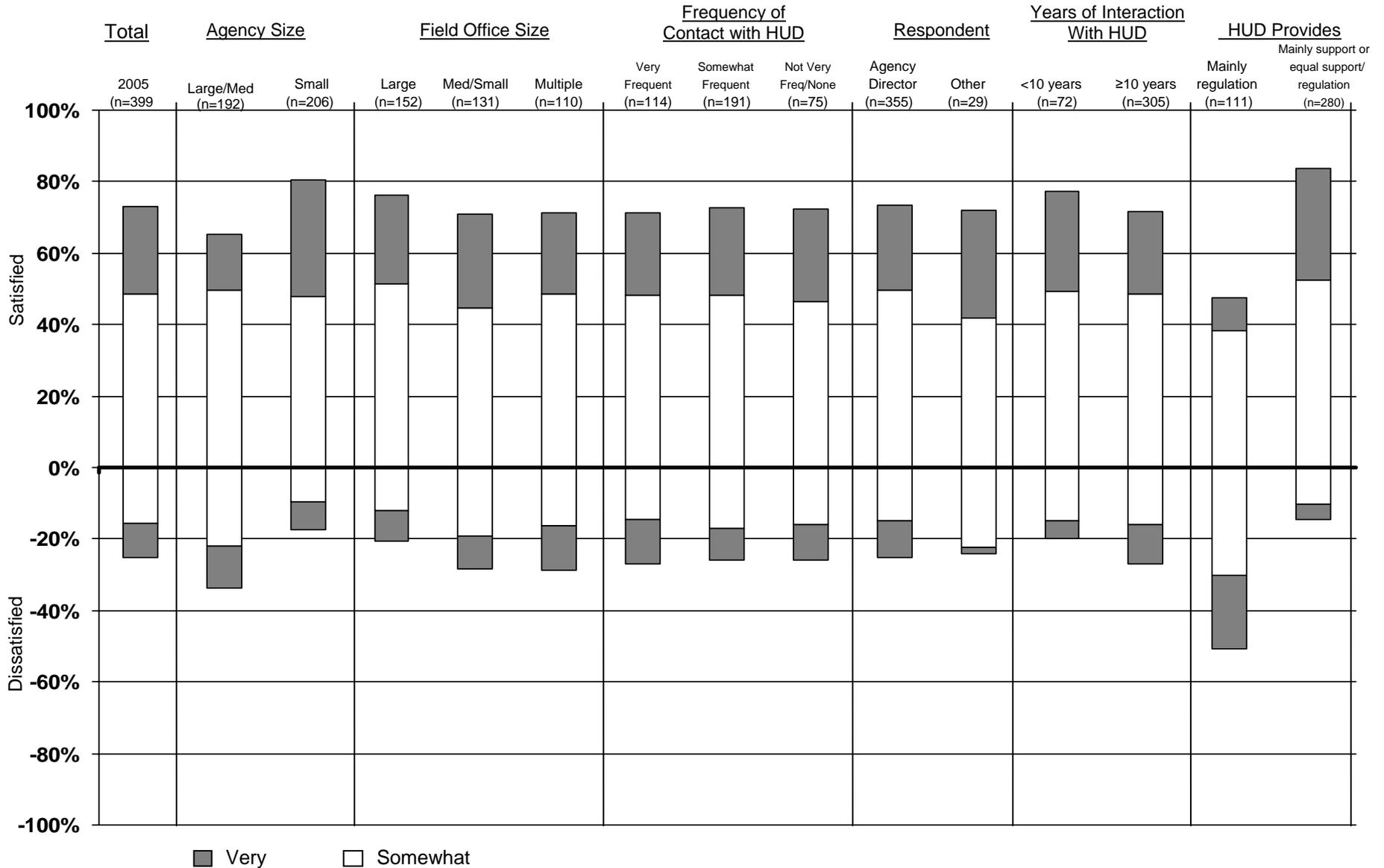
Question 13a. How satisfied or dissatisfied are you with HUD's ability to accurately monitor income and rent policies through the Rental Housing Integrity Improvement Project (RHIP)?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

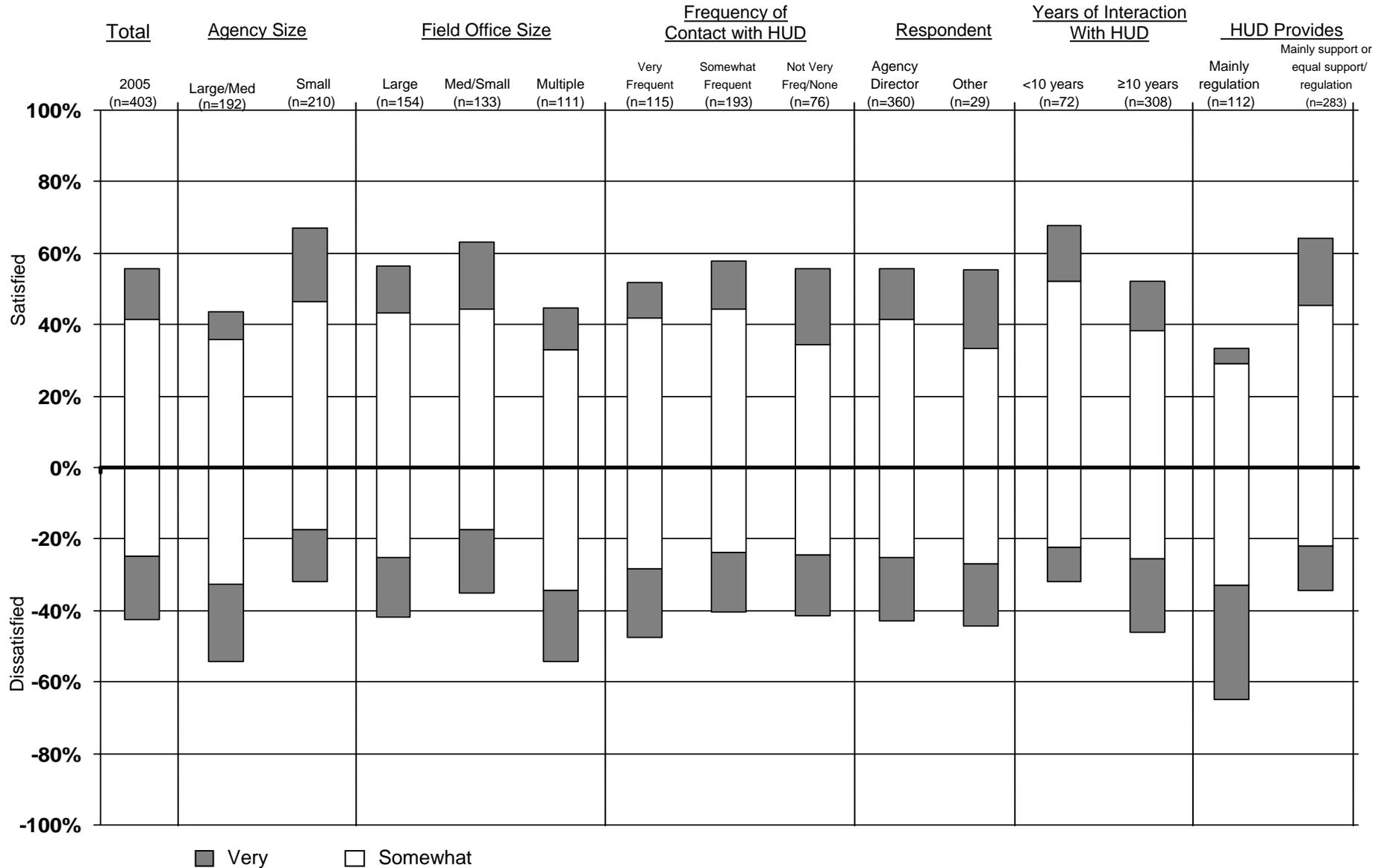
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Question 13b. How satisfied or dissatisfied are you with the ability of HUD field office personnel to consistently and reliably interpret policies and regulations that pertain to your agency's grants and programs?



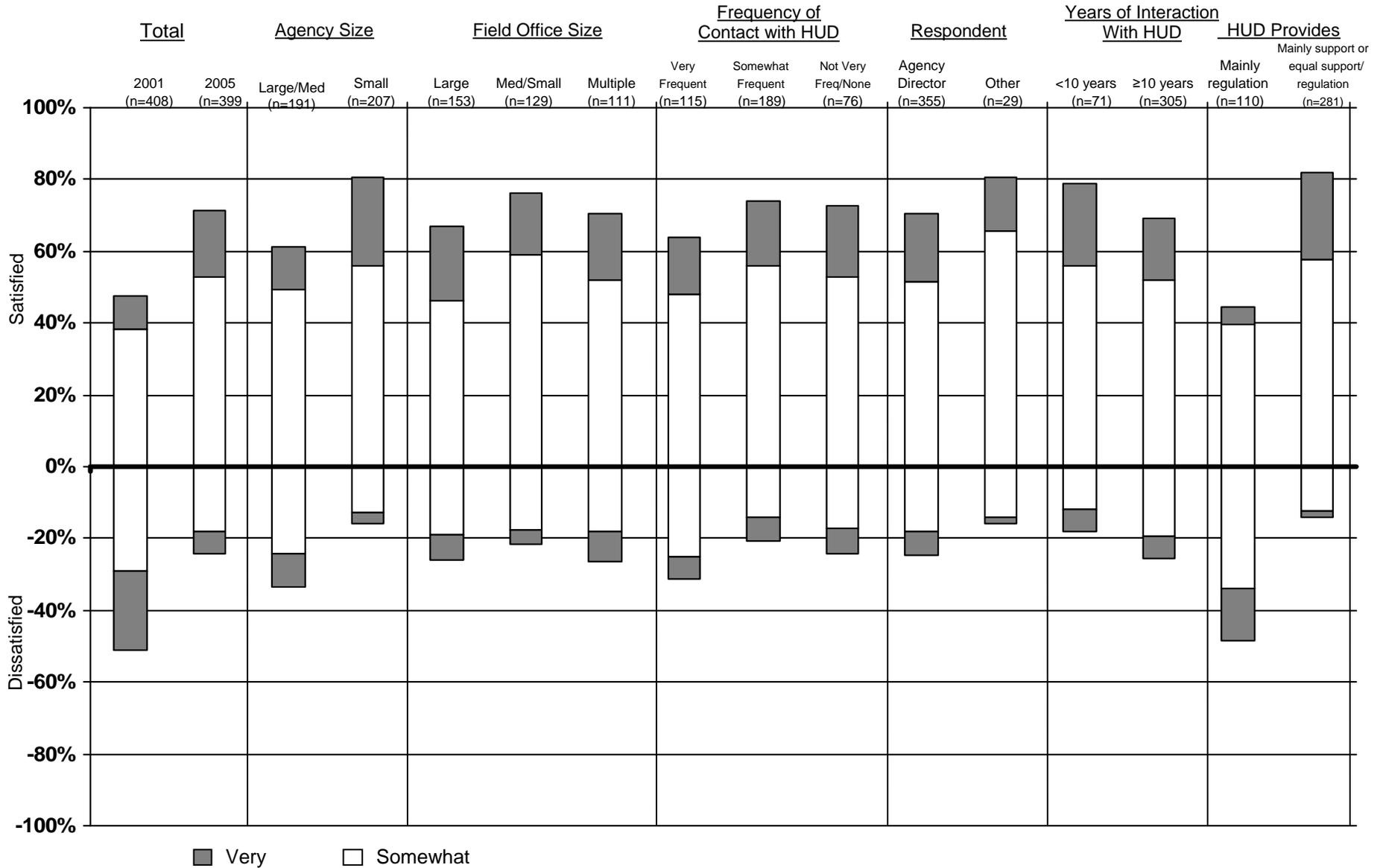
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 13c. How satisfied or dissatisfied are you with HUD's capacity to collect and make available tenant data (HUD-50058 data) and reports in the PIH Information Center (PIC) system?



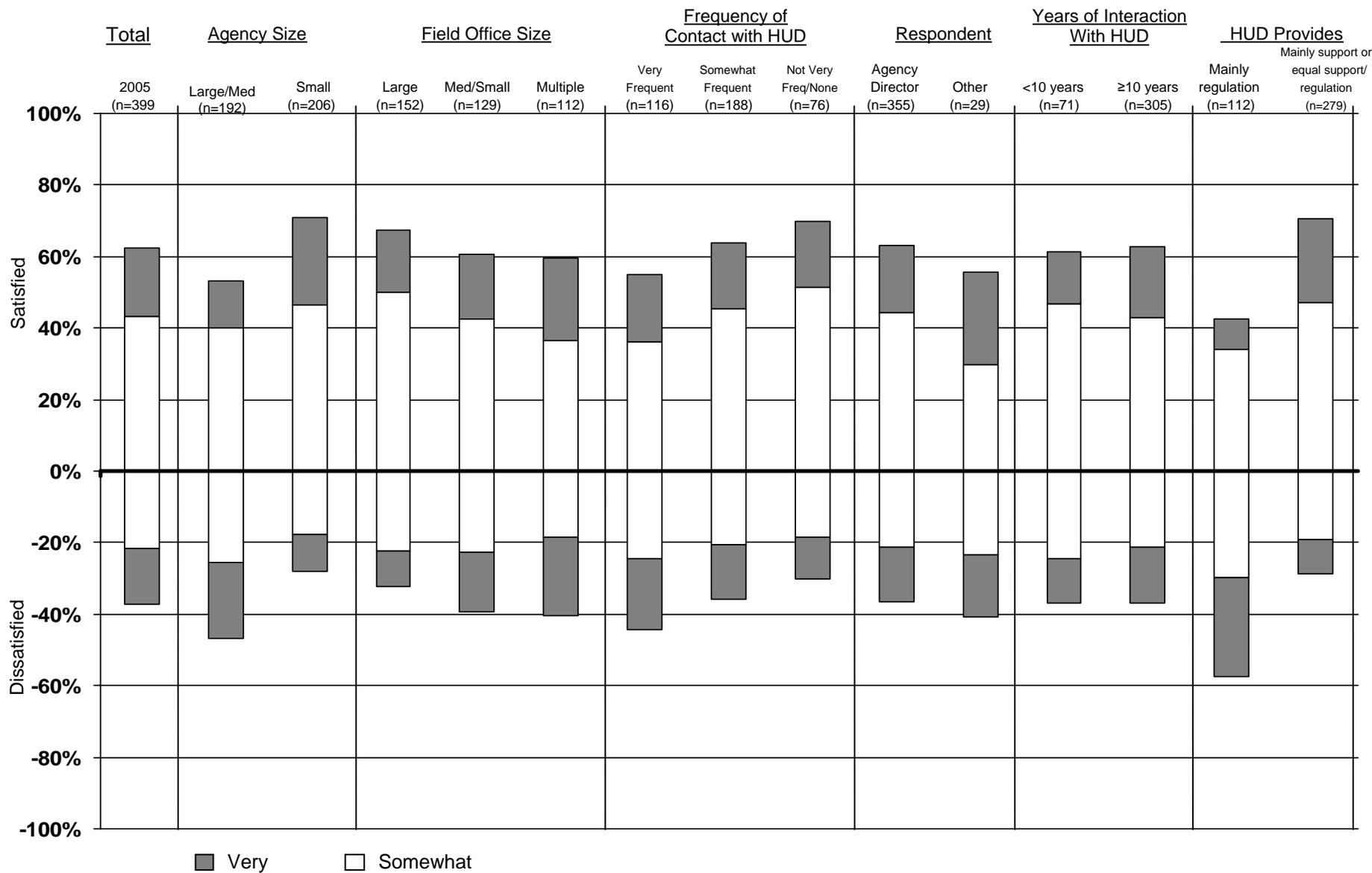
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 13d. How satisfied or dissatisfied are you with HUD's current capacity to monitor and provide oversight of your agency's activities?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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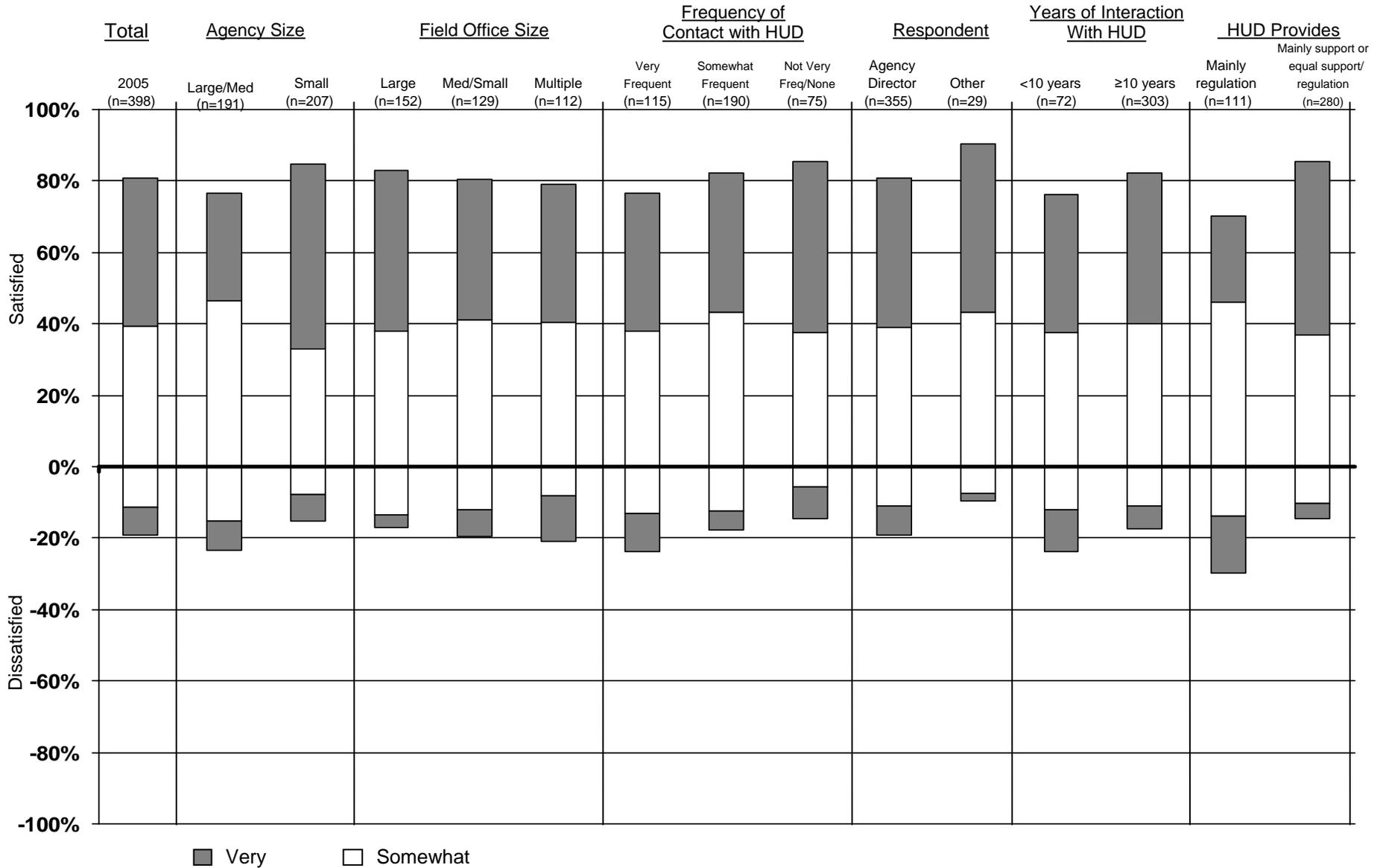
Question 13e. How satisfied or dissatisfied are you with the timeliness of financial information you receive from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

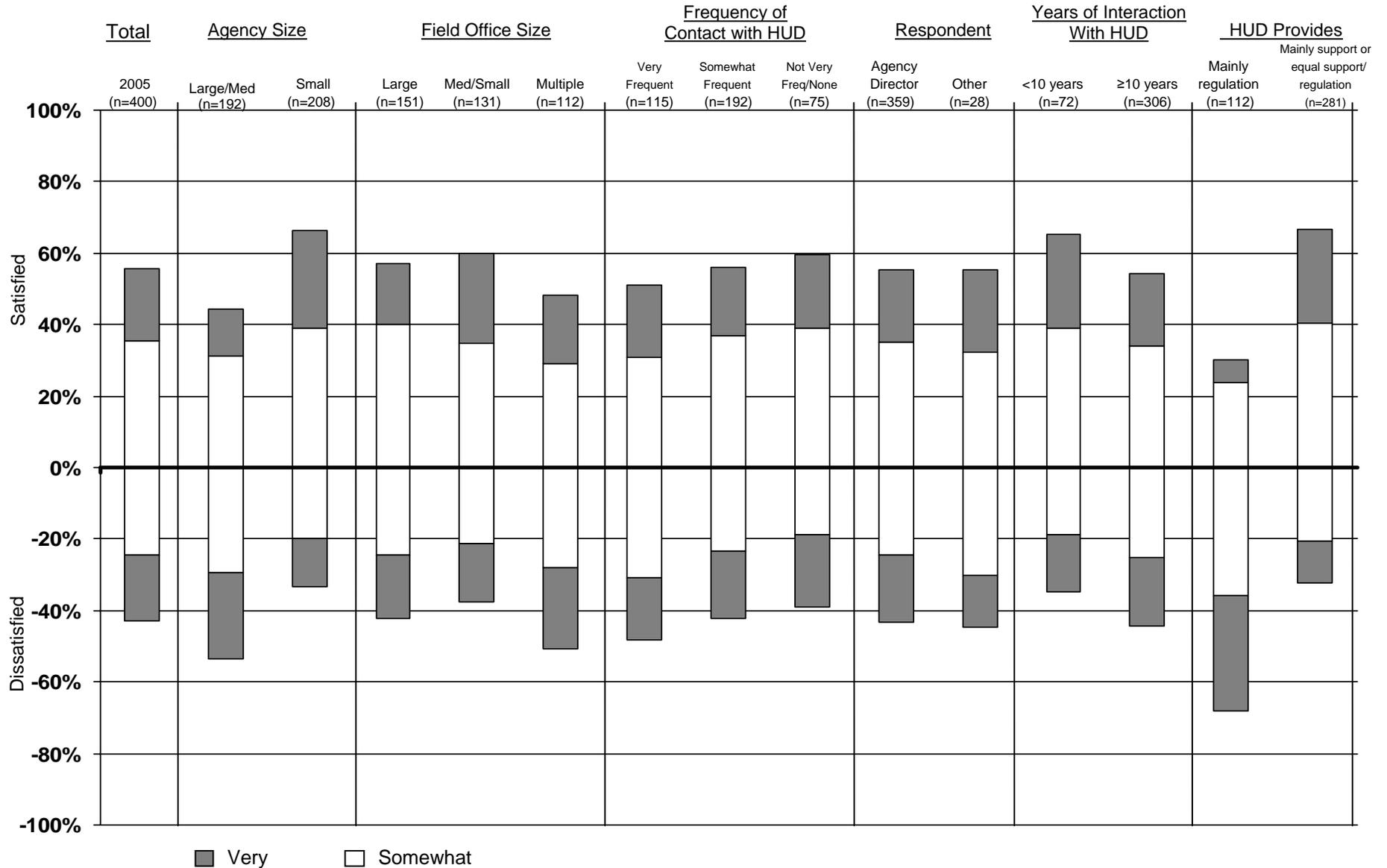
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Question 13f. How satisfied or dissatisfied are you with the timeliness of funds disbursed by HUD for your agency?



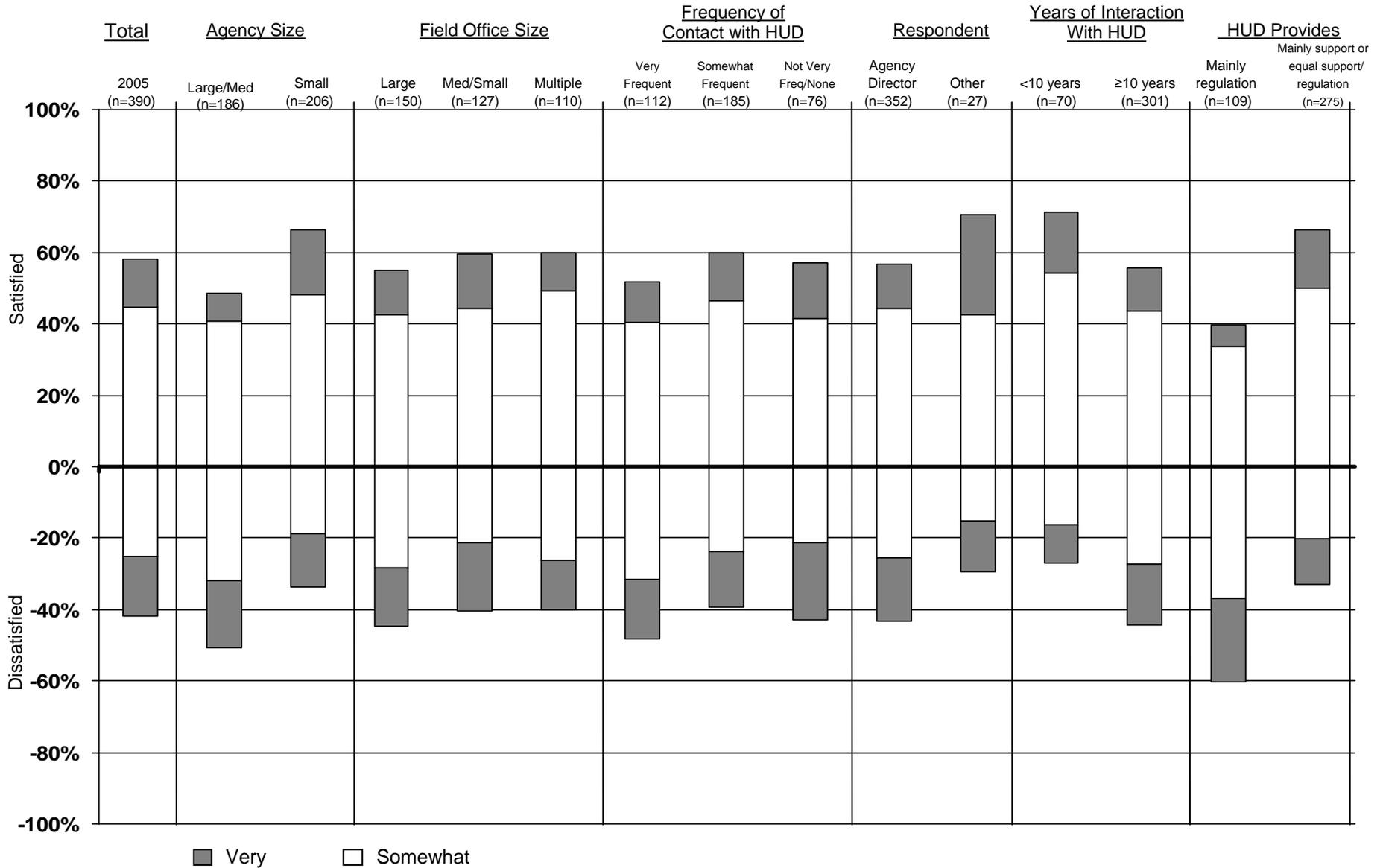
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 13g. How satisfied or dissatisfied are you with the quality of technical assistance and guidance you receive about PIC and from REAC related to electronic transmission of information to HUD?



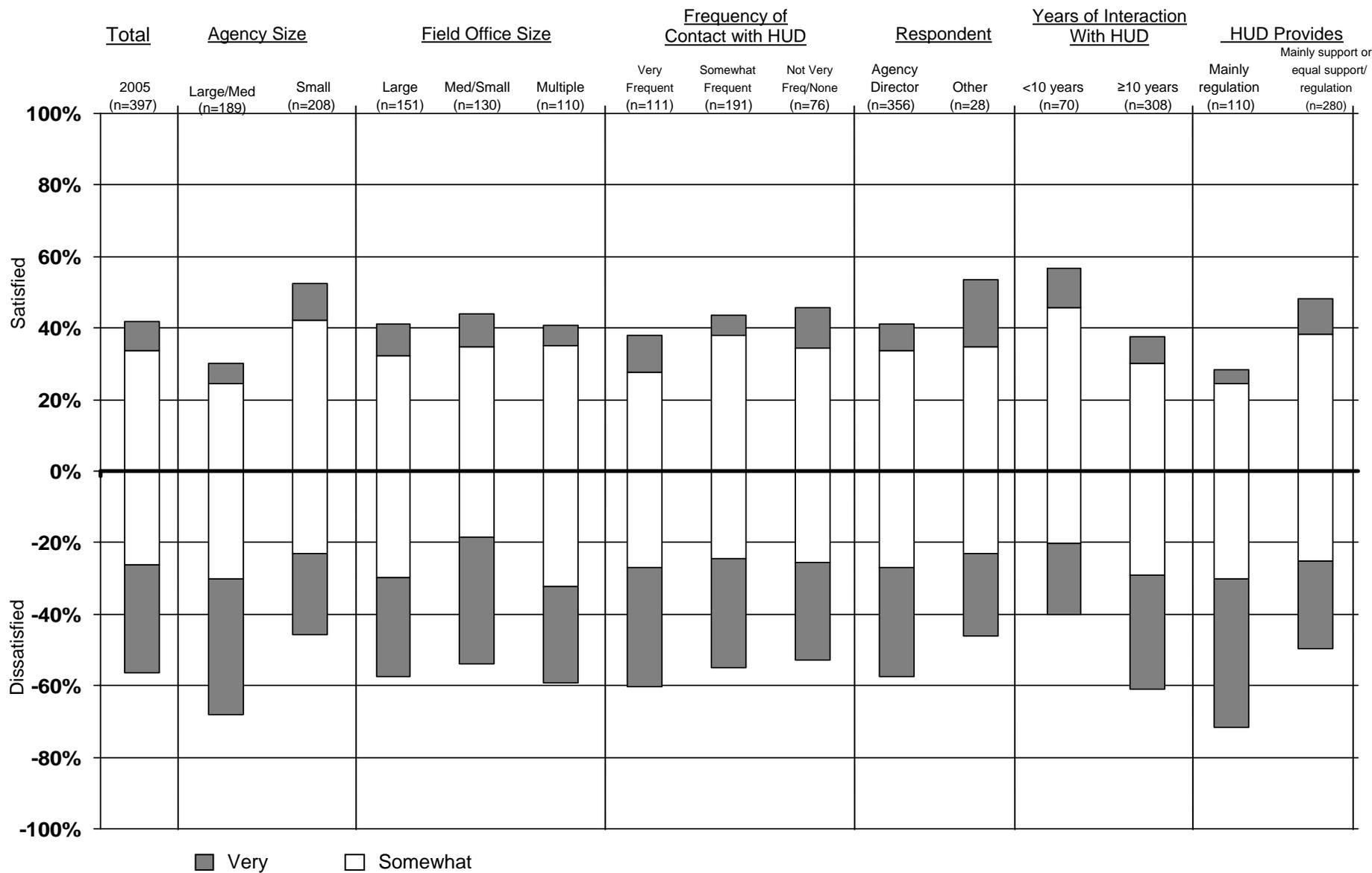
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Public Housing Agency Partners

Question 13h. How satisfied or dissatisfied are you with the Public Housing Assessment System (PHAS)?



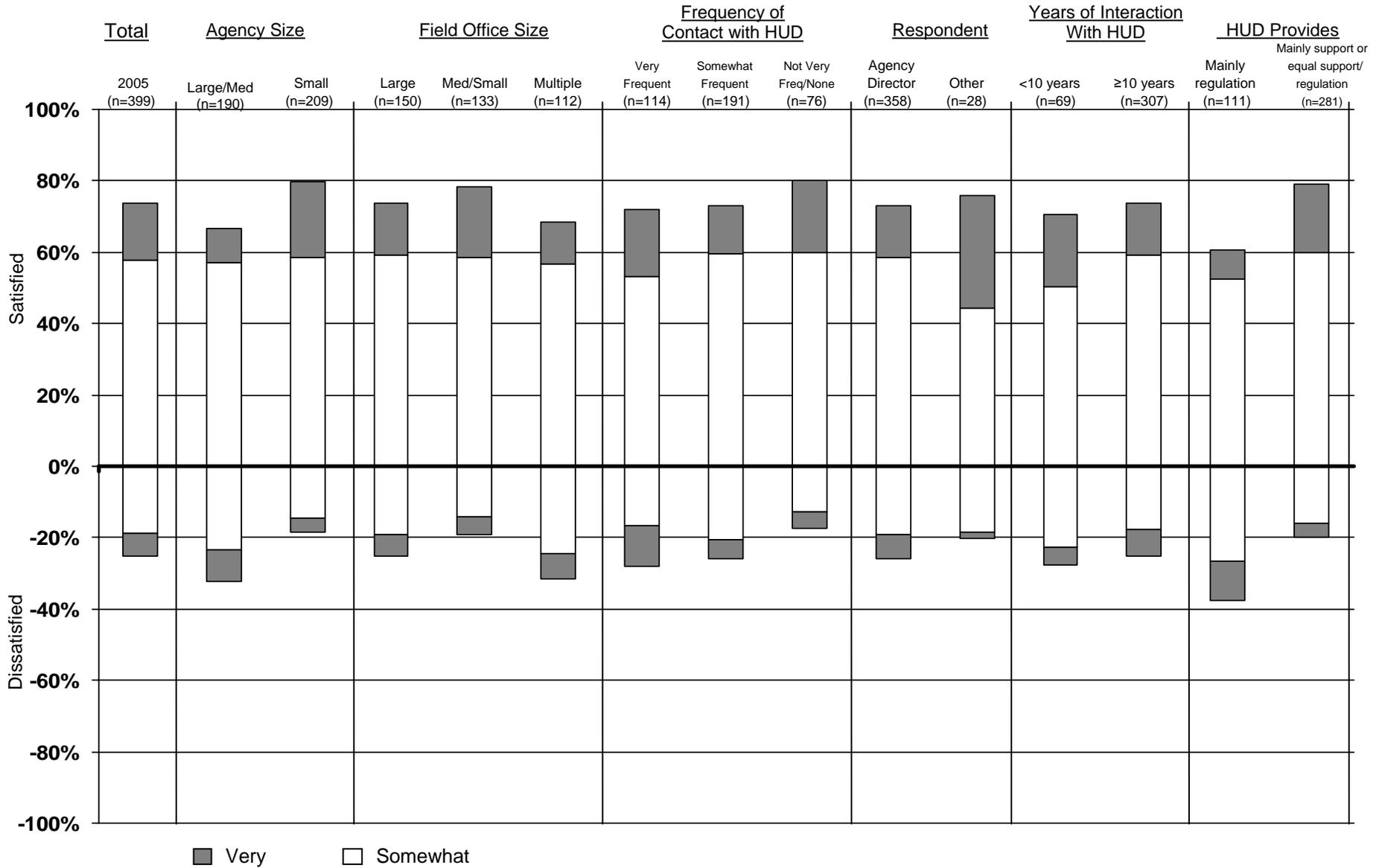
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Public Housing Agency Partners

Question 13i. How satisfied or dissatisfied are you with the physical inspections performed by HUD's REAC?



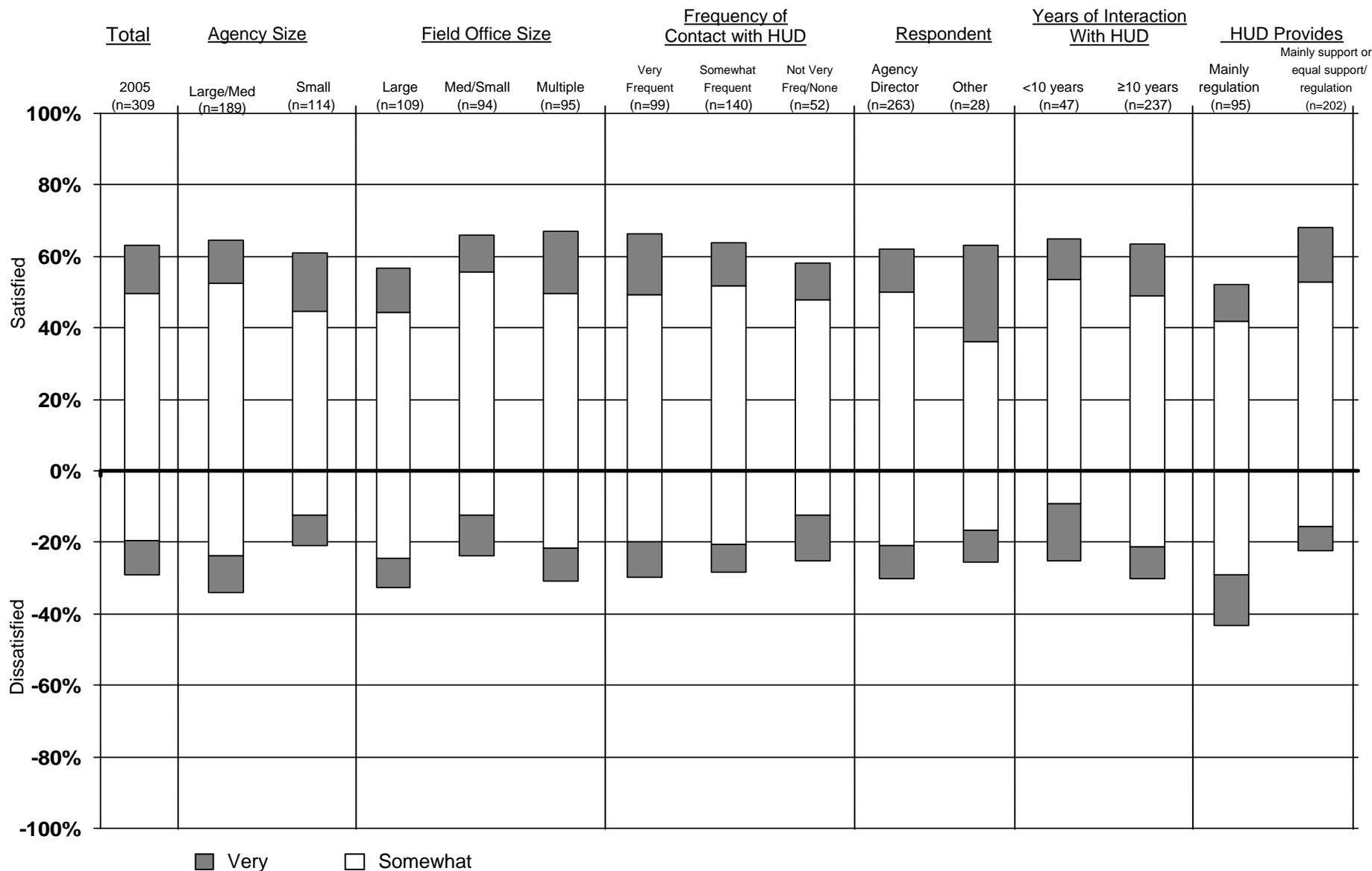
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Public Housing Agency Partners*

Question 13j. How satisfied or dissatisfied are you with electronic financial reporting to REAC?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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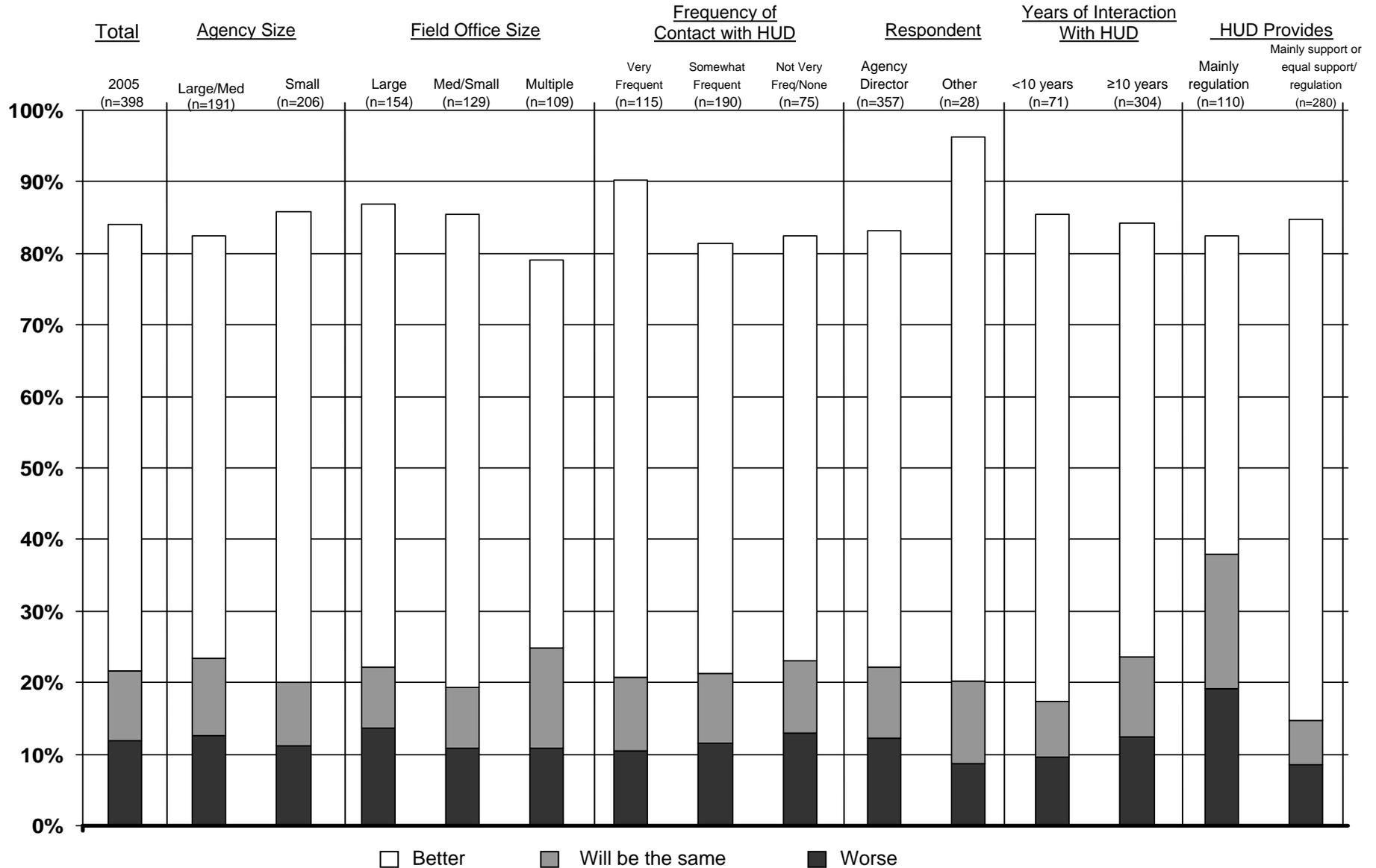
Question 13k. How satisfied or dissatisfied are you with the Section Eight Management Assessment Program (SEMAP)?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

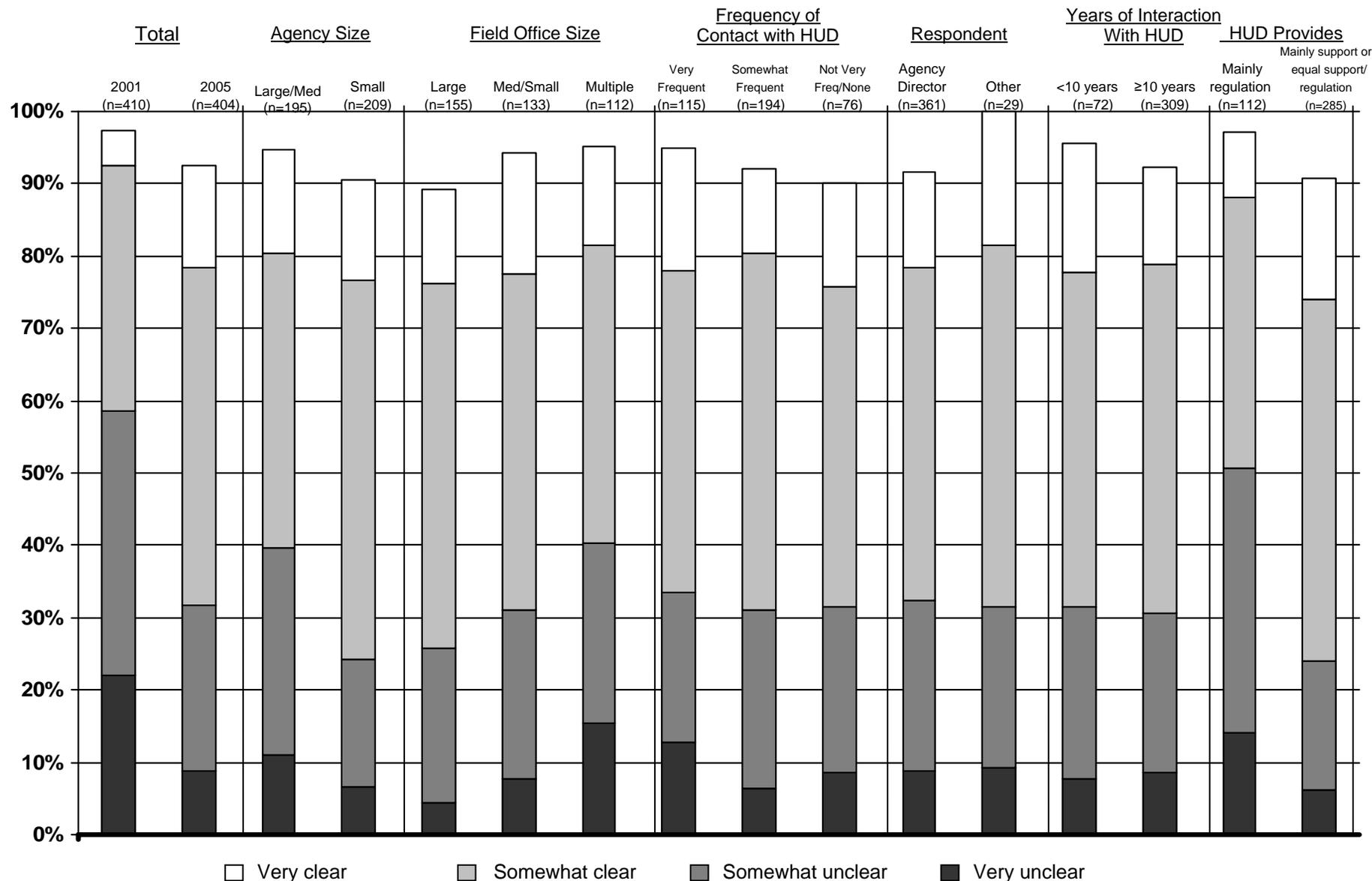
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Question 14. Once fully implemented, do you think the effectiveness of the Up-Front Income Verification System (UIV) will be better or worse than previous systems and methods used by HUD, or will it be the same?



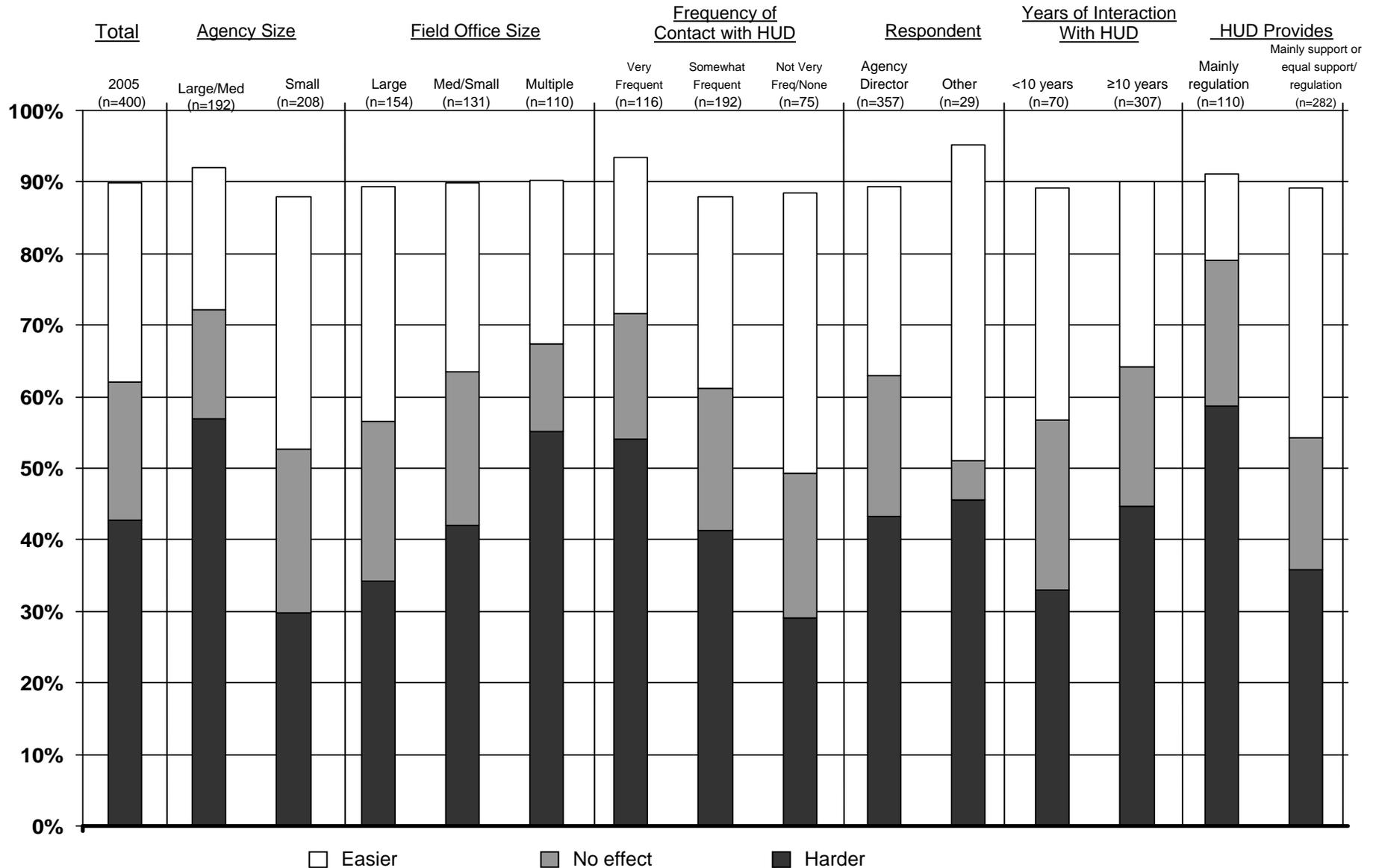
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Question 15. Housing agencies may work with several HUD offices, hubs and centers for various purposes. Are the different functions and responsibilities of these offices, hubs and centers very clear, somewhat clear, somewhat unclear, or very unclear?



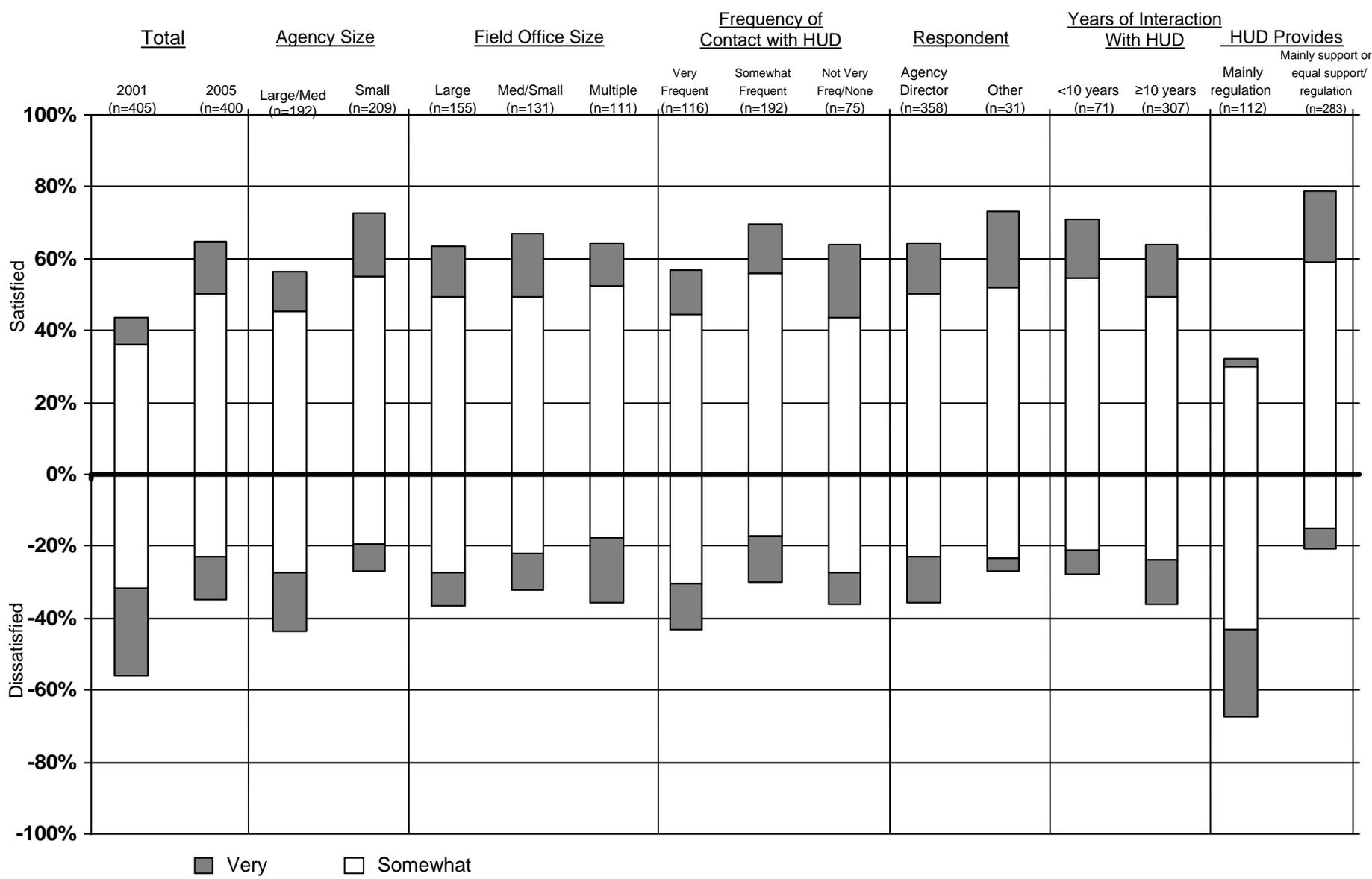
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Question 16. Consider HUD's public communications, such as to Congress and the media, about public housing agencies. Do those communications generally make it much easier for you to accomplish your agency's objectives, somewhat easier, somewhat harder,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



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



PART 4. OPEN-ENDED COMMENTS REPORTED VERBATIM BY CATEGORY

Thirty-three percent of respondents (136 of 408) took the opportunity to provide comments about HUD, in their own words. The comments have been edited to remove proper nouns and other identifying information or references to other persons.

MISCELLANEOUS POSITIVE COMMENT ABOUT HUD
HUD has been very supportive in helping us provide decent, safe & sanitary housing & we appreciate them.
HUD has improved in the past couple of years.
I am supportive of the job the federal administration has to do.
It is clear that HUD is "working on" being more approachable and helpful.
Once we get the subsidy, we basically operate without much assistance from HUD. Having worked for [NUMBER] years for HUD, I know what to do and don't rely on the local office. My staff is highly trained and educated. We assist many local PHA's in our area. When I need HUD assistance or approval, I know who to go through. I have very few problems with HUD and receive great service.
The answers for the survey speak for themselves. No problem. Relationship good.
Overall my experience with HUD has been good
Some improvements have been made

MISCELLANEOUS NEGATIVE COMMENT ABOUT HUD
Auditor here [DATE] 2005. HUD required REAC physical inspection [DATE]. HUD contract [NAME] inspection [NAME] [date]. HUD contract [NAME] inspection [NAME] [DATE]-05. HUD contract review Title 6 & 504 Handicapp [DATE], 2005. Housing Authority annual inspect [DATE], 05. Housing Authority recertification [DATE] (all month) [NAME] inspection. HUD contract [DATE]-05. This is why we can't get our work done!
I wished HUD would send regulations on Board of Commissioners. [DELETED] commissioner [DELETED] is now [DELETED] resentful & jealous of me. I have worked here [NUMBER]+ yrs & now the ED. I feel [DELETED] should support ED. [DELETED] is constantly picking at me!!

The primary (unstated) goal of The United States Housing and Urban Development is to put local authorities (LHA's) out of business. I will illustrate this statement with three undisputable facts.

1. It is mandated that LHA's must admit 40% of their new applicants from a pool that consists of those at 30% or less median income. This would be an interesting concept if LHA's received applications from those with incomes over 30% of the median income. In the [DELETED] housing authorities in which I am executive director there is a preponderance of minimum rent applicants and occupants. In one particular agency the [DELETED] pays many of the rents as there is no work in the area. And if we are lucky enough to have someone go to work, we cannot charge them a decent rent because of the income disallowance. It is really no matter in this town since the difference between the annual income of those who work and those who receive welfare is only \$710.00 (gross). This places the LHA in complete dependence on the subsidy. Because the agency is less than [NUMBER] units, the total rent derived from the units almost pays for the gas, electric, water, sewer, trash removal, for the property. Multiple taxes levied by the jurisdiction and the telephone bill (on good months) for the office. There is no money left for maintenance, supplies, salaries, unit turnaround, grounds, replacements, management improvements including training, etc. However, this does not relieve the agency of any of the reporting burden or regulation subject to others with more units.

As if this were not enough, HUD has cut the subsidy by 11% this year with further reductions to follow. If you cannot get the money from rent and you do not get the money from subsidy you might as well hang out the sign "Out of Business."

Bottom Line: If HUD's goal is to provide safe, sanitary, affordable housing in good repair the HUD needs to supply funding in an appropriate manner or allow LHA's to charge rent sufficient to cover expenses.

2. Let's title this item "talking out both sides of the mouth."

a. Over a year ago we applied for a ROSS grant in three areas. It took more than a year for the applications to be read, ranked and awarded. Now, on June 9, 2005 we have yet to see dime one of any of the funding for the 2004 ROSS grants.

Continuing along this line, we applied this year for funding on another HUD-sponsored program. We worked through Memorial Day weekend to be sure that the submission was made on time through www.grants.gov. The day after the submission was due (and presumably after it would have been late and unacceptable) we received a communication that the application deadline had been extended. The work was done and the submission was made ON TIME and after the deadline gets extended (there is no respect for people's time and effort).

b. There is great debate at this time for the LHA's to comment on the Operating Fund Proposed Rule. The foundation of this country is a negotiated consensus. The Declaration of Independence was a product of negotiation. HUD entered into the negotiation process in bad faith and has demonstrated its lack of faith, integrity, and ethics by setting aside all of the negotiations and unilaterally making pronouncements. The result is that LHA's have one more nail in the Out of Business coffin.

3. Private sector management in the public sector. In 1988 Motorola sponsored a PBS documentary hosted and researched by management guru, Dr. Thomas Peters. This was soon after his award winning book "In Search of Excellence" (written with Robert H. Waterman, Jr.) was published. The documentary featured good management practices in public agencies. Two agencies that were featured were an aircraft repair facility for the military and a national forest. In both cases it was pointed out that massive amounts of rules were condensed into a few sentences. In the case of the military, handbook after handbook was thrown out and the directive was that the base commander should decide what was in the best interest of the facility. Let's see HUD do that. People enter the public sector to make a difference. We are not profit driven, we are people and ethics drive. We are also driven by a deep sense of fairness and equality. None of the HUD practices promulgate these traits. They are a crushing burden.

I simply will not answer question 7. It is ludicrous. We have always performed. My agency has only not been a high performer two years out of my tenure of more than a decade but we are one of the most highly esteemed agencies of its size. We may not be seen as customer-friendly but we are a customer advocate for those who live according to the lease.

Between the management burdens, the voluminous regulations, the lack of timely and appropriate finance and information and the attitude emanating from HUD in Washington, it is evident that this agency does not care one bit for the people it serves. They have forgotten long ago that while the LHA customer is the resident, the HUD customer is the LHA and the primary objective is to lead, follow, or get out of the way. We know how to do our jobs. We don't need HUD for instruction. Keep up the present trend. Walk down the current path. The result will be "Out of Business" and that seems to be their goal. Who will get served then?

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<p>The Regional Directors should be able to run their region under general guidelines. The regulatory area needs to lower to a level where fraud can still be limited. The [NAME] labor office needs to become more supportive and user friendly. The Section 8 funding is a disaster. It changes annually. It is impossible to plan under these conditions. Public Housing has a million rules but at least we have enough dollars to run the programs.</p>
<p>HUD has strayed from the methods that were essential in working with residents</p>
<p>HUD has to let housing authorities get back to doing what they are supposed to do, provide decent, safe & sanitary housing, not spend all their time filling out H.U.D. forms.</p>
<p>Every time Congress makes changes or you have change in government, HUD tries to re-invent the wheel. Get something that works and then leave it alone. Example: Project-base accounting. It did not work in the 80's, and now you're trying to resurrect this dead horse. If HUD just wants to throw money at something, put it to good use and give what you're wasting on trying to implement this, and give it to the local housing authorities who could get better decent, safe, and sanitary housing for its community.</p>
<p>HUD does not help; they create compliance bottlenecks. Help the local agency do their jobs; not create more sanctions and regulations for their own job security. Stop tenant FRAUD in allowing the access to IRS systems! State income systems!</p>
<p>It appears every dept in HUD and REAC make their own rules, set own deadlines and not very independent of each other. * With so many changes in so many areas so often - HUD needs to answer responsibility to notify PHA's of changes.</p>
<p>For years now HUD has been a state of ???. Everything continues to change causing ongoing confusion. Paperwork is heavier than ever and frustration on account of that and on account of constant changes continues in local PHA's and in field office as well.</p>
<p>You could not successfully operate any business in the private sector with HUD's framework for HA's. You'd be bankrupt and out of business. We will ultimately wither and die with the inconsistent funding and whimsical approach to program changes and additions that bleed our limited resources. Often these are not completely thought out before being implemented resulting in numerous glitches, costly changes and subsequent multiple re-training.</p>
<p>We work with challenged & challenging people. It is difficult to get residents to respond to notices let alone comply with all the regulations. I applaud the efforts to "reinvent HUD" and have it do the compliance reviews of agencies - but it does not come across as "customer friendly"; rather, it feels punitive with the point of "demonstrating" that these important social safety nets should be done away with. I think there is far greater fraud in military procurement & development than in housing for the poor and mentally challenged. (question#16) I think HUD is painting a distorted picture of programs.</p>
<p>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 wedded 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.</p>
<p>There have been a lot of changes/retirements. I think due to union problems? This has not been good for morale within HUD field office or housing auth. There seems to be conflict from within and this causes lots of problems for all the authorities.</p>

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The whole tenant-based Section 8 funding mess is a good example. HUD had no business taking Section 8 admin fee reserves away!!!
There is a recurrent tendency for some field office and center staff to want to follow their own policies & practices even when those seem to conflict with current HUD rules & regs. Also, demands from some field office personnel for submission of information and paperwork seems to at times exceed that which is actually required by HUD.
I believe the system in place now is less of a partnership and less effective.
HUD needs to address the issue of portability. We are receiving many applications from larger metropolitan areas. The applicants only want their S-8 voucher. They stay as long as they need to & then they want to port back home. HUD's answer to this was to allow PHA's to deny a request to port if you document that you don't have the funding necessary. This is not a solution & does not really address the issue.
HUD needs to back the negotiated rule and not the proposed rule for operations (HUD) They had veto power in committee and agreed to the negotiated rule. HUD should be a person of their word!
They need to be a partner. The "gotcha" mentality is prevalent.
HUD programs are barely adequate to meet 50% of the need for low income housing. The focus on homeownership is great but it can't be at the expense of rental programs. New poor are increasing every day and they usually need to begin as renters.
HUD expects deadlines to be imposed and met or consequences result it imposes no deadlines on itself to fulfill its obligations.
Question #16 - HUD seems only interested in dollars these days and they blame housing agencies when we are unable to maintain quality services and high leasing levels in Section 8 Voucher Program. HUD "must" work with us to find good solutions to problems and advocate more for our programs. They mislead the media!
HUD takes the complicated route in nearly every aspect of housing. New mandates such as EIV and RHIIP are not practical, and HUD provides training on only the "hot button" of the moment. When I became an executive director for the first time, HUD provided no basic information, such as a calendar of important dates. Also, I have posed several regulatory questions to my field office; they defer to HQ, and no response. There are very simple solutions to simplifying our jobs that HUD cannot see.
In my [DELETED] years w/the H/A, I have never seen less competence with HUD. PIC, REAC, PHAS, SEMAP are in a state of confusion. The electronic submissions are impossible.
It (HUD) continues to be a frustrating agency with which to deal.
HUD fails to accept input from experienced practitioners. The element of "professional trust" is gone!
Most of the negative opinions expressed stem from dissatisfaction with HUD leadership and decision-making.
The following has diminished HUD's present in the local area (which is important as a partner to local agencies): Staffing vacancies or understaffing; too much division of labor ("no one really in charge"), confusion between DC & local office; institutional knowledge, slow turn around time; insensitive to local realities and issues - "by the book", and lack of expertise & too much reliance on consultants.
The objectives of HUD should be clearly defined & authorities should be allowed to operate in the most efficient manner. There are so many areas as a small authority that we can save, are efficient & provide services that are hindered by the unnecessary, restrictive regulations HUD imposes is very frustrating as a representative of HUD but mostly as a taxpayer & the waste that is so rapid at the top level of HUD, down to the Housing Authorities. We need common sense approach
The only certain thing about HUD is that everything (rules, funding, guidance etc) is always changing. HUD wants more of everything but gives less of what PHA's need

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<p>With the new housing legislation in 1998 it has been a rapid process of trying to put into place all that is required. Policies & procedures have been developed so fast & furious that no one really knows & understands them. The deregulation of small housing authorities has made so much paperwork it is hard to operate. It is very intimidating the way everything is mandated w/ threats of not receiving monies if not performing on a precise schedule. Why individual reviews can't be made on the authorities and rated for their true performance. We have some very dedicated employees but they are sure getting burned out trying to do all that is expected of them.</p>
<p>W/O field offices HUD wouldn't exist - w/o HA's & clients- none of us would be here. HUD should be advocating for the HA's too! Our field office can only provide answers when big HUD gets around to determining a policy; I know it's government, but the buck has to stop somewhere- it does at the local level!!</p>
<p>We greatly appreciate HUD, [FIELD OFFICE] help but many times their lack of help slows up different Programs -</p>
<p>HUD employees are generally responsive; however, policy level decisions are made so slowly that operating the program is difficult. For example operating budgets are not approved until well into our fiscal year leaving PHA's with no real ability to manage their business.</p>
<p>As a small agency, I do sometimes find HUD's internal oversight requirements to be cumbersome.</p>
<p>I have "interacted" with HUD for over [DELETED] yrs. The most recent 5 years have been the least satisfying. HUD personnel seem to be more focused on "gotcha" rather than assisting an agency in meeting the mutual goals.</p>
<p>Our agency's work with HUD has been good overall, but several things make it challenging (some outside of HUD's control, some outside of local control & dictated by HUD Washington) Such as: retroactive budget proration (!!), too many rules too fast to absorb & respond to, etc.</p>
<p>Regional Enforcement Center & Multi-Family HUD Contract Agencies are still big us vs. little you! Antagonistic & accusatory 1st.... No joint approach! You are wrong with no initial dialogue!</p>

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<p>DISCONNECT BETWEEN PHAs AND WASHINGTON; NEED TO DECENTRALIZE; TOO MUCH REGULATION; OTHER NEGATIVE COMMENTS ABOUT HUD CENTRAL, HQ, and WASHINGTON</p>
<p>HUD mandates too much without realizing what life in real world is like. HUD does too much to protect rights & information of tenants. HUD needs to allow PHA's to have more control & less regulation.</p>
<p>"With HUD friends in Washington, who needs enemies." HUD is its own worst enemy.</p>
<p>Perhaps HUD personnel from Washington, DC should come out in the real world and see exactly what it is housing authorities do and the population we serve.</p>
<p>Washington has no clue what public housing entails on a day to day basis. Now we are all so burdened with regulations and paperwork we don't have time too do our jobs. We are all so mistrusted. The crooks are not in the field offices or local agencies. Most of the problems have developed from political sources or ties!</p>
<p>There is not much to say because HUD HQ's is driven to comment and act on behalf of White House whim. Too bad the White House policies on housing are not good for the general population.</p>
<p>More authority for decisions should be given to the field office. Currently too many items have to go through headquarters and that's when the politics of HUD seem to take over, and therefore result in inefficiency and delay.</p>
<p>It is almost impossible to get responses to waivers, appeals etc. out of HUD - central office. The local [FIELD] office has been especially supportive, the [NAME] regional office (PIH) is dysfunctional. The people there are nice but seem to be in over their head.</p>
<p>Local field office is excellent knowledgeable, courteous. They are working for an agency that does not know what the reality of public housing is. Washington has no clue what public housing entails on a day to day basis. Our field office knows us, knows what we face in regards to day to day activity, and do the best they can to help us out.</p>
<p>Overall, I believe that the Public Housing staff at the field office level does a good job interacting with me & my staff. Beyond that level however, I don't think that HUD management knows what really goes on at the PHA level. It would greatly benefit all HUD personnel to spend some time with PHA personnel to see (& appreciate) what goes on in the "real world" of Public Housing.</p>
<p>If you want us to operate like private business, then get rid of 80% of the regulations and let us do it. 20% of the regulations would still give HUD more than enough control.</p>
<p>The staff of the local field offices does a great job. The closer you get to Washington DC & HUD Headquarters the more problematic working w/HUD staff becomes.</p>
<p>The HUD regulatory scheme is still much too prescriptive, burdensome, internally inconsistent, little or no value added and ultimately too costly. HUD must continue to focus on outcomes and dramatically streamline and simplify the regulatory structure. I would recommend that their regulatory approaches be examined, e.g. Low Income Housing Tax Credits Compliance.</p>
<p>We have a very good working relationship with our [NAME] field office; however it seems to me that HUD-DC has become increasingly autocratic. They may go through the motions of soliciting comments, but their decisions are predetermined. This change began in [NAME] regime and has continued. PS. This is the first survey I've received, but how would you know whether I returned it or not?</p>
<p>Field office is very helpful with any of our needs. However, Washington office seems they could care less about any small agency.</p>
<p>Central HUD has made some progress, but we are critical of the [NAME] field office expertise.</p>
<p>I have trouble with the survey for this reason. I am very pleased with the support I receive for the field office in [NAME], But very dissatisfied with the regulations and programs, mainly time consuming and inconsistencies, with the HUD Washington office.</p>

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HUD central office operates in isolation and from an unrealistic view.
Congress or whoever is responsible for writing policies or regulation for housing authorities have made it hard for PHA's to operate. They need to live in public housing or work for a PHA before they write regulations. [NAME] Executive Director
Now we are all so burdened with regulations and paperwork we don't have time too do our jobs. We are all so mistrusted. The crooks are not in the field offices or local agencies. Most of the problems have developed from political sources or ties!
(1) The Agency Plan is a serious time consuming event with little purpose. (2) The community service requirement has issues: 1) Not fair to working families w/ stay home mom. 2) A serious burden on staff to monitor (5) Congress needs to stay out of daily public housing operations (See community service requirement).
I feel that their mission as defined by Washington is counterproductive and has reverted to the "gotcha" mentality as opposed to mission fulfilling.
The difficulties that this agency encounters involve HUD-Washington and the various management centers scattered across the country. Ex: our Section 8 FMC for certain items is in the western time zone. Real time contact is extremely difficult.
The field offices try hard but HUD's policies and lack of timeliness create problems. HUD tries to force rules on PHAS that HUD does not follow. HUD has changed from a partner to the biggest problem PHAS face.
HUD needs to listen to the PHA's. What good is a comment period if HUD doesn't plan on making any changes to a regulation? The new changes in the operating subsidy are also a blow below the belt. Are HUD & Congress planning on dropping public housing? The hoops & budget cuts along with raised expectations is seeing [??] PHA's to fail.
HUD needs to work with PHA's to better understand the plight of all citizens in US Communities (low, moderate, medium) who need a consistent Housing policy. HUD also needs to realize that PHA's have a wealth of knowledge that our programs could benefit from. They seem to feel that if they throw the housing programs to the wolves, the PHAs will become innovative in order to survive. Survival techniques get one from day-to-day, and do not necessarily develop the best management techniques. Thanks for surveying us. This should be done annually & reported to their website.
HUD no longer advocates for housing based on need. Rather it is cut, cut, cut no matter what your needs and who gets hurt. Putting down all public housing agencies in front of Congress is an insult to the hardworking PHA employees trying to comply with HUD rules and regs that are senseless!!! HUD has turned its back on ?? needs of low income population. I repeat, this is the worse HUD administration I have dealt with in my [DELETED] years of service in public housing.
The number of political appointees at HUD needs to be reduced radically. Its office of faith-based initiatives should be closed due to its flagrant abuse of our constitution & its misuse for partisan political purposes.
The staff at the field offices tries hard to help housing agencies. They, like housing agencies, are understaffed and do the best they can with what is available to them. Sometimes I think that HUD in Washington DC doesn't have a clue as to what we do. They focus on large agencies with problems and ignore smaller, well-run agencies that provide a real service to their community.
Section 8 is a complete disaster. Congress is not to blame; PHA's are not to blame. HUD & the present administration are totally to blame. They are in the process of totally dismantling this program.
It's not the people. It's the process, the garbage regulations, the lack of understanding about what the real affect of their rules have on the cost and delivery of service. The H.A. is not the problem, the rules are. Fix the problem, don't break the service.
I don't think there is a problem with HUD - I think it is Congress- It is hard to fulfill our objectives & mission. It is hard to compete with open market because of Community Service requirements. I think Community Service is good, but needs more exemptions. The LHA's are more intense of "making the grade" that the services for which we are here has been lost or underachieved.
We believe that Secretary [NAME] will get HUD under control before he leaves office.

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<p>Our only significant dissatisfaction with HUD is at the Secretary and Asst. Secretary level. The Secretary & Asst. Secretary seem bent on destroying the agency and its programs.</p>
<p>Most of my dissatisfaction is with the failure, at the levels of Secretary and Assistant Secretary, to advocate for the resources and policies necessary to maintain the viability of Public Housing and Section 8 - But primarily - Public Housing!</p>
<p>One problem that exists in the housing industry is that the Non-HUD organizations have become so powerful that they are often controlling HUD thru financial contributions and lobbying of federal law makers. HUD really needs to limit housing organizations such as NAHRO, PHDAP, etc. involvement in policy making. They are like the labor unions of the 1920 & 30s; too controlling</p>
<p>HUD & Congress need to deregulate much of the program. Plans, budgets and audit of program performance should be sufficient for too much money & time is spent on non-sense.</p>
<p>HUD needs to regulate housing authorities less especially in times of drastic funding cuts.</p>
<p>Please do a better job of keeping us informed well in advance of when a policy becomes effective. Please offer the opportunity for all PHAs to meet with HUD officials and get to know who we work with. If they knew us too, it would be helpful.</p>
<p>Process driven paperwork has increased with computerization. Program regulations are very complicated and ever changing. Congress shares in the complication of regulations. Many HUD staff is equally frustrated and struggle to keep-up with changes.</p>
<p>QHWRA was supposed to permit PHA more flexibility to operate without the bureaucracy and stifling oversight. There seems to be more restrictive oversight than before QHWRA. HUD should work with PHAS rather than project a belief that all PHAS are bad, ill-run and that PHA personnel cannot be trusted.</p>
<p>Then having HUD require increased reporting/monitoring that the "real world" is not required to do. HUD needs to make its regulations easier to understand and implement.</p>
<p>The problems that continue to plague the subsidized housing industry are by and large, not the fault of HUD or HUD staff. They are the result of this nation's political system that routinely places the needs of low income households, below that of other households. Too often HUD programs are compromised in order to promote those agendas that meet with higher political (constituent) favor. While there is no easy fix, people need to be reminded that human compassion is, and has always been, AMERICA'S CALLING CARD.</p>

HUD STAFF (POSITIVE AND NEGATIVE COMMENTS)
HUD field office staff is laughably incompetent.
HUD staff should be more positive and understanding - especially with new people
HUD staff forgets that we are their "customer." Without us, their programs would not operate. HUD staff regularly "misplace" correspondence sent to field office and expect our staff to spend additional time and expense to send additional copies. If we don't comply, our Program suffers.
HUD needs more knowledgeable staff to provide the needed support to HA's.
Central office staff & secretary's office do very poorly.
Field office staff does excellent work.
Excellent personnel at [NAME] Field Office!
Being a new [DELETED] I have to rely on my field office for support and guidance. When I came into this business [DELETED] years ago I was told by staff and peers to call and contact HUD as little as possible. If I had listened I and my agency would have failed. [NAME] & [NAME] and his staff are up front, timely and very customer focused!
A positive note however can be made regarding two particular HUD employees. If I were still in the private sector, I'd steal them away in a heartbeat. These are two exceptions to what I've encountered at HUD. Highly competent, smart, customer friendly and responsive to our needs; Ms. [NAME] of the [NAME] Field Office and Ms. [NAME] at HUD's Washington, DC Headquarters. Both are outstanding examples of what a HUD employee should be. They should be profiled and used as models to re-invent HUD.
HUD has some very talented and dedicated employees. There are still many employees focused on process rather than outcomes.
HUD staff is great in the area office and the HOPE VI office.
I am very pleased with the HUD staff in the [FIELD] office.
I believe our field office is one of the best! I feel like they are all friends who are here to help. I have been working with them for over 23 years. HUD has changed a lot over these years and I think the staff they have in [FIELD OFFICE] are the best ever.
Local office has been very productive and helpful.
I would be remiss if I didn't mention that some HUD staff - especially the upper echelon - at the field office level have been great to deal with and a big help to our Authority.
Local field office staff is great to work with.
For the most part, field staff tries to do the right thing. They are hampered by HUD management and its frequent changes in rules funding, etc.
On a whole our HUD office is knowledgeable and helpful.
Field office personnel are competent and supportive.
The HUD [FIELD OFFICE] staff is great!!
Our field office does an excellent job & we appreciate them.
The [FIELD] Field Office personnel have been very helpful with all my needs and requests. At first I was wary about calling and did not want to be a pest. But in no way do they make you feel that way. They are there to help and assist and these they do well [NAME], [NAME], [NAME] and everyone else....when in doubt they are there for me as a team.
The [FIELD] field office is outstanding.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Public Housing Agency Partners

The HUD employees that we work with in the field offices are usually very helpful.
The [NAME] Field Office is a well managed one. The only problem this PHA encountered has been resolved. The Field Office Director shows much concern for the local agencies. She often gives personal attention (calls, etc), during times most critical to PHA's. This means a lot to PHA's. Thanks for this opportunity to share our thoughts.
The [FIELD] field office does an outstanding job.
Field office employees of HUD should have regular contact with local agencies, including site visits, & offer regular training sessions, particularly in the area of HUD's abysmally bad software systems, which need radical improvement.
The people that we deal with at the [FIELD] field office are wonderful. We can always get the answer that we need.
The [NAME] HUD field office tries to be very helpful. NAME is very knowledgeable, fair, and reasonable. Recent staff losses at the [FIELD] office makes it more difficult to get assistance. [NAME] works hard to eliminate the typical HUD bureaucrat mindset with her staff and that is most appreciated.
The staff at the [NAME] field office is always ready to help this agency when called upon. I appreciate the field office staff and commend them for all the hard work that they do. I especially appreciate [NAME], [NAME], and [NAME] for all the guidance and support they offer.
We have a great relationship with the HUD field office staff
We would have given higher ratings to our Field Office, but it has been very difficult and unpleasant to deal with the multifamily staff at our F.O. They are rude and not courteous. The F.O. staff who deal w/Public Housing & the Hsg Choice Voucher program are great! They are friendly, helpful and accessible.
We have dealt with a handful of HUD staff that has really tried to help. However, many do not have the knowledge and career staffers have been the most "I got you" folks to deal with. [NAME] in [FIELD OFFICE] is a big problem.
We are very satisfied with the staff we work with at the [NAME] field office. They have been very helpful.
Most of the Region # people I've met over the past [DELETED] have been helpful (esp., CPD) and productive. Work flow analysis and effective evaluations. (see [NAME] model in Public Housing Management) might reduce incompetence.
Our local reps are great.
Quality and consistency of employees vary widely
HUD field offices have improved at a customer/assistance approach with PHA's!
Field Office is good.
Again, local field office is superb! Not much regular contact with Washington but not necessary since field office always gives us accurate, timely and thorough answers to questions.
Working with the [NAME] field office has been positive.
Local field office is excellent knowledgeable, courteous. They are working for an agency that does not know what the reality of public housing is. Our field office knows us, knows what we face in regards to day to day activity, and do the best they can to help us out.
I believe performance would be enhanced if the CITY field office was fully staffed again.
CITY is very cooperative when they are able. Due to lack of staff it is next to impossible for them to be effective. Calling HUD central is a joke -
Largest mistake made was to lower staff in field office.

NEED FOR TRAINING
We frequently do not get answers to our questions because HUD staff's response is "I don't know"! How can HUD monitor & guide PHA's if they "don't know"? We call HUD & never get a live body - We always get machines and for the most part infrequently get call backs. HUD staff needs training in customer service and HUD program regulations & procedures. Our experience with HUD staff - The right hand never knows what the left hand is doing!
HUD staff needs more information and training on HUD program operations. They are generally unable to provide technical assistance. At this time they basically regulate my agency absent "program knowledge". HUD must do a better job or ?? housing agencies as partners and not ?? us as inefficient and troubled.
The regional staff needs to be trained and included in the big picture. Incompetent regional staff needs to be replaced! The qualified regional staff needs to have stability and clarity in their roles - Headquarters puts pressure on them to give responses in time frames that are not realistic when involved info from police or CBO's.
Local HUD staff is not trained effectively. I do not blame them that they can't advise on voucher new ownership and other programs. This is a ?? on in these positions they have jobs! And on but don't have staff working who don't know it I could go on enough space! [??]
I don't like the lack of training being offered to customers. The lack of information being communicated from headquarters to field staff, their lack of knowledge, the inability to interpret rules & regs. And being given wrong answers to important questions.
Local boards are in dire need of training to enable them to be a positive influence. Especially in the areas of HUD procedures, open meetings act, accounting, & personnel policies & procedures. HUD should occasionally attend board meetings at each PHA. Too much politics in hiring procedures.
Would recommend more focus on middle management objectives and line staff education (or re-education).
HUD needs to have more training on subjects for staff. Especially on RIM and PIC. Also preparing for HUD audits
HUD central needs to continue to improve the quality of its field staff. This should be the first line of support for technical assistance. Too often the field office staff is poorly trained, lacks knowledge and yet is gung ho to enforce rules and regulations they don't understand.

REAC
(3) REAC physical inspections are unfair to older housing stock & inconsistent from different inspectors (4) REAC & PIC online systems still have bugs.
Eliminate REAC - have qualified personnel at area offices to do monitoring of PHA's as was the situation in the past. More training from HUD staff.
A recent example of difficulty in interaction: Telephoned the REAC help# re electronic system administration. Waited on phone for 16 1/2 minutes only to then be summarily disconnected with the statement "due to the high volume of calls, please call back later."
E-LOCCS could not be better, PIC, could not be worse. My main "bone of contention is the inconsistency & lack of common sense in the physical insp. process.
My experience has not been as positive with ?? REAC in Washington.
When HUD (REAC) come to you to do inspection. They need to consider more that we don't live in the apt. We just try to provide a safe and healthy environment to live in.
REAC personnel have no knowledge of the daily requirement to run a housing authority technology is great if tested before implementation.
In my opinion: The overall quality of HUD performance has diminished since President Clinton and HUD secretary Cuomo undertook to reinvent HUD a few years ago. Out of this Fiasco came REAC which continues to make no sense even today.
PIC & REAC are a joke.
I feel the same way about the REAC inspection. (comical)
REAC financial reporting program was poorly implemented and still does not work well.
REAC are competent and supportive.
The Office of Public and Indian Housing Real Estate Assessment Center (PIH-REAC) in Washington, DC has been difficult to deal with in regards to data base adjustments on the PHAS physical inspection scores. The contact person, [NAME], is curt, adversarial and most bureaucratic when trying to discuss questions about the technical review of data base adjustment requests.
The REAC - PHAS System does not fairly take into consideration 1/ The size of projects, 2/ Population of community 3/ Other situations unique ?? small vs large
The REAC inspection scoring system is absurd.
PIC/REAC websites are incredibly frustrating - Please improve their capacity to receive/give information.

COMMUNICATION
My communications outside the [CITY] HUB is limited. I generally get prompt response with supporting answers from [CITY]. It appears that when the answer lies outside the office that my concerns become non-responsive.
I do recognize HUD's efforts in past 4 years to improve operations and communication.
Excellent communication approach!
The way HUD implements changes; (publishing only on the website, not in notices and complete disregard for the Administrative Procedures Act) makes it extremely difficult to administer the program.
The major problem that I see is the lack of communication between HUD headquarters and the field office. There does not seem to be any consistency between answers received from the field offices and headquarters.

DISSATISFACTION WITH ELECTRONIC SYSTEMS
Internet database use is cumbersome and not user-friendly
HUD's electronic systems are cumbersome and time consuming. Field offices try to be helpful, but central office seems to have less and less of an understanding of operations and the effect of regulations, etc. It is hard to keep up with what HUD wants or is emphasizing and therefore, it is hard to maintain focus in what is done at the local level. Systems always seem to lag behind required implementation.
HUD computer reporting is far more complicated than necessary. Changing passwords every 30 days or so is ridiculous and unnecessary. Our staff spend countless hours needlessly trying to get authorization for submittals. For example: we are trying to submit an FSS grant - for 5 weeks now; first the site didn't recognize our user name and password; seems our password wasn't in the system; once we changed that, staff had to authenticate being the authorized representative; neither the help desk or site were useful in explaining what was required; once accepted it rejected it for "late submittal" when the due date still hasn't arrived. With continuing funding cuts staff had to be reduced. We certainly don't have time for these password authentication issues for something as simple as a grant application!!
HUD implements electronic systems before the systems are ready.
Field office employees of HUD should have regular contact with local agencies, particularly in the area of HUD's abysmally bad software systems, which need radical improvement.
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 aid before we're asked to use these systems.
The PIC system has many, many flaws. The reports &/or accounting of actual % is very wrong. System is too cumbersome to use. System does not allow for edits/changes that are desperately needed. Changes must be perform up ?? that could better be serve change at agency level. A timely method for original system errors should be arranged such as agency system has all units #0111 (four digits) but mistakenly code some units 111 (three digits) - errors would decrease and ?? at agency level & on system if these type errors were allowed to be fixed.
The latest HUD NOFA re: FSS grants were unclear, inaccurate & misleading. Applying for this grant online through grants. Gov was an impossible feat. The process should have been thought out more completely & explained much better. A process that normally took a few hours to complete took literally weeks!!
The PIC system is very problematic, it is very difficult to use and often does not work properly.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Public Housing Agency Partners

FUNDING CONCERNS
With respect to HUD's overall performance our main challenge in the face of diminished funding is the issue of unfunded mandates. IE Community service, limited English proficiency, Residential Initiatives, implementation of "One Strike and Your Out Policy (Background Checks)"etc These mandates force us to use the full 20% out of Capital Funds to support them.
If funding is cut so should useless red tape/rules HUD need to stop playing games with HA's money
HUD has made major changes in recent years. Some changes have improved operations but reduced funding has had a negative affect on programs.
I believe HUD could do a better job of promoting our programs to Congress. With today & out of control insurance & utility costs, we struggle to make it. We must be fully funded on operating ?? or program rules must change, or we will not be able to continue. Re-Section 8 get back to full funding of all approved units. If that is too expensive, change ?? cost calculation material. I would rather help 150 people/families to some extent rather than 120 fully & overlook the 30 we can not afford to help!
We receive less money with a much heavier work load
I feel that recent decisions HUD has made were not well thought out i.e.: [CITY] in voucher funding that destroyed portability
Takes too long to receive funding notices for subsidy to prepare operating budget. Takes too long to receive funding notice of Capital Fund Program funds. A lot of money is spent to inspect PHAs on an annual basis; a lot of money is need for modernization that contract inspections.
Our overall issue w/HUD has to do w/the regulatory burdens & funding cuts!
I especially have a problem w/the community service requirement, as it is mandated by HUD but no funds provided for oversight. This hurts a small agency in terms of available man hours.
Per Secretary [NAME] "if Housing Authorities will do their job by enforcing rent integrity and eliminating negative or zero rent, they will do better financially." These rents are due to HUD's income exclusions & minimum rent hardship exclusion regulations. Now with UIV/EIV checking we finally have help in verifying tenant incomes & finding unreported income, hopefully this system will improve with time. However, until HUD changes income exclusions regulations, zero and negative rents are here to stay.
HUD's latest proposal -- project-based budgeting -- will be a huge burden and will have no benefits
Delays in passing federal budgets and cuts in funding with no corresponding reduction in workload - rather an increase in paperwork are very frustrating.
Reductions in funding is the most pressing issue, not HUD field staffing!!!
Retro active funding & unexplained funding decreases in Sect 8 program have been very troubling, esp. when the field office staff have no information on what is happening and we have to guess what the current program funding rules might be as we deliberate on how to adjust to the changed funding
Budgets are not approved before fiscal years start and changes are retroactive.
With cuts in funding, it is very difficult to operate the programs effectively.
Section 8 needs money allocated. We currently do not receive enough money to fill our allocated vouchers. HUD cuts funding but requires us to target extremely low income people which causes us to pay out more money that we don't have. This is very ironic. HUD's plans to switch to project based management are going to create a greater confusion & increase work greater than the limited benefits it allegedly will provide.
The uncertainties of federally funded programs are having a real effect on planning and budgeting. Section 8 is a budgeting nightmare -- portability (especially from a small agency to a metro) is utilizing funds from 3-4 families to support 1 port out. It has a negative impact on administrative fees earned as well as limiting the number of households we can assist. Stability would be great -- a real dream! Keep up the great efforts!
We have a great relationship with the HUD field office staff but my complaint would be the regulations and requirements as well as funding for our agency. It's hard to operate when you have regulations stating when rent can be counted because of income exclusions but yet the funding is not at 100% so you know from the start you'll have budget concerns but are required to meet all of HUD's requirements.

What is hard is the constant under funding of the various programs.
This year's "Super NOFA is very confusing, full of inconsistencies, & difficult to comply with. It appears that it was designed to be so difficult that no one will be successful in even qualifying for the funds. Most small agencies don't have the technical expertise to follow the instructions & electronically transmit. Our Section 8 funding is very confusing. Neither I nor our fee accountants have any idea how to allocate the funds we received. It changes at least once a month. FMC cannot explain. We're trying to stay within our budget whatever that is.
The retro-fiscal fiasco this past year was demoralizing, and poor business practice. Timely communications (esp. financial info.) are critical.
Delay in funding notices and release of funds has become the "norm" rather than the exception. Although I realize funds can be released by HUD before they are released by Congress, etc., it is my opinion that HUD officials have not worked hard enough to apply pressure on PHA's behalf to get Congress, etc., to release funding in a timely manner.
Financial position of PHA's grows progressively worse each year due to budgets and regulations. Review the Harvard Cost Study for example. Greater needs in public housing than private; outcome, dollars slashed.
Round tables w/ HA's that reach agreements and then info. isn't used to formulate operating fund or budgets - makes HA's angry. Most HA's are trying to do an excellent job- paperwork is increasing; funding decreasing-
HUD seems to have no concept of the cost to agencies of implementing and operating PIC, UIV/EIV and other new programs.
HUD also needs to have some money savvy people who actually know what funds they have, and stop miraculously (SIC) finding money they didn't know was there.
HUD needs to fully fund our programs. If not, do not blame Congress or portray they care about the low income population when HUD's actions clearly convey the opposite. Be honest! If HUD wants to regionalize and shut down small housing authorities, then just say so.
HUD basically closed the [NAME] field office. Funding is not available? For enough staff to monitor as in year's past. HUD may have allocated more funds for staff a few years ago but we were monitored with more of a hands-on process, corrected mistakes, and received answers faster.
HUD cannot expect viable relationship when the entire Washington effort is to not support funding for PFS and Capital Fund while keeping rent regulations in place. In two or three years, PHA's will not be able to sustain operations.

MISCELLANEOUS
Changes in setting rents for tenants are needed. A more simplified plan as PHADA is recommending would solve a lot of loopholes & fraud problems within our agency.
50058 forms are too lengthy. More paperwork and less money for staff.
(1) Desperately need rent calculation simplification. (2) Need a time limit for living in assisted housing if able to work and choose not to work. (3) Repeal community service requirement for Public Housing residents. (4) Allow ceiling rents again - they are income based whereas flat rents are not. Residents often pay more than flat rent when income increases between annual re-exams. Or allow residents to choose flat rent more than once per year.
Do not interact on a regular basis. Used to, when F.O. promoted a good working relationship w/ H.A.'s.
Believe questionnaire should distinguish between area and Central Office and Secretary's Office. Would produce very different results.
HUD needs congressional support for its mission. It should work with NAHRO and PHADA.
Too much paperwork?

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Public Housing Agency Partners

I hope the negotiated rule issue is resolved. HUD's credibility is at stake. HUD agreed on the rule and then charged several segments of it. We should go with what was discussed and agreed to.
I have a problem implementing (we have implemental). The problem on community service is that the majority of residents are not and will not perform community service. I think when we do not renew their lease. We will have many law suits because of community service
It is very difficult to do our jobs anymore with all of the reports, etc. that we are now loaded down with - - I have no problem with accountability but I don't believe "PHAS" accomplishes one thing & Housing Authorities need to get back to doing what we do best - housing the less fortunate.
HUD's reorg did not help. We now deal with people who do not know us program rules are too complex. PHIP will not work because HUD staff does not see the rules the same HUD has one size fits all this does not work HUD wants HA's to work as private sector but HA's are not given same rules.
The current PHAS system is useless to me. Nothing wrong with being reviewed by management and resolving any short comings or findings, but getting a "school grade" of A-F is comical.
I feel that recent decisions HUD has made were not well thought out ie: the negative effects of reduced subsidy for PH - we can not manage PH as private market would w/ fed reqs such as [NAME]. We had to wait 5 months past the deadline to find out our FSS Coordinators were received.
Also I resent the fact that HUD pushes its agenda on its customers - flexible vouchers, homeownership v. rental, changes it wants to its homeless programs (1993) etc.
Think about ways to streamline regulatory process should be good in next 2-4 years.
PIC was poorly implemented and still does not accurately report dataEIV program will help if the income data is timelier. ELOCCS works nicely. PHAS and SEMAP do not accurately reflect how well housing authorities are managed. Tenants' personal data in PIC will be hacked into at some point. What then?
Since [NAME] has been in charge of the public housing div. in [CITY] (REG. [DELETED]), the atmosphere projected from that office is one of - intimidation - "write you up - not help you"
With [NAME] departure the damage created to HUD's performance and credibility may now be repaired.
Congress has decided HUD has been mismanaged for decades; unaccountable for billions of public housing funds. HUD needs to let LHA's operate at F-market. rents; put term limits on housing for able bodied individuals.
Replacing the Public Housing Program with a flexible affordable housing program will greatly help PHAS.

APPENDIX: SURVEY QUESTIONNAIRE



HUD Survey of Public Housing Agencies

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

Your responses will remain strictly confidential. 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 (such as a Section 8 Performance Based Contract Administrator)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Mainly providing support to you</i>	<i>Mainly regulating you</i>	<i>About equally providing support and regulating you</i>	<i>Neither/something other</i>	<i>Don’t know</i>

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:

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

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

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"/>				

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"/>				

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"/>					

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

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 monitor income and rent policies through the Rental Housing Integrity Improvement Project (RHIIP)	<input type="checkbox"/>					
b. The ability of HUD field office personnel to consistently and reliably interpret policies and regulations that pertain to your agency's grants and programs	<input type="checkbox"/>					
c. HUD's capacity to collect and make available tenant data (HUD-50058 data) and reports in the PIH Information Center (PIC) system <i>(Consider such things as ease of use of the system, usefulness of reports, appropriateness of data collected, etc.)</i>	<input type="checkbox"/>					
d. HUD's current capacity to monitor and provide oversight of your agency's activities	<input type="checkbox"/>					
e. The timeliness of financial information you receive from HUD	<input type="checkbox"/>					
f. The timeliness of funds disbursed by HUD for your agency	<input type="checkbox"/>					
g. The quality of technical assistance and guidance you receive about PIC and from REAC related to electronic transmission of information to HUD	<input type="checkbox"/>					
h. The Public Housing Assessment System (PHAS)	<input type="checkbox"/>					
i. The physical inspections performed by HUD's REAC	<input type="checkbox"/>					
j. Electronic financial reporting to REAC	<input type="checkbox"/>					
k. The Section Eight Management Assessment Program (SEMAP)	<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"/>					



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**.

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

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

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: 1-410-997-5188

E-MAIL: SUPPORT@SILBERANDASSOCIATES.COM