

**COMMUNITY DEVELOPMENT DIRECTORS'
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**COMMUNITY DEVELOPMENT DIRECTORS'
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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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: Community Development (CD) Directors. The bar charts in this report show CD 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 Survey Results and Trends Since 2001." The comprehensive survey report contains a narrative presentation of the findings,

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.

interpretation of results, and comparisons between 2001 and 2005 results.

The survey sample. The survey questionnaire was sent to directors of Community Development Departments in cities and urban counties with an entitlement to Community Development Block Grant (CDBG) funds. These are local government agencies that engage in a wide variety of community and economic development activities, often in conjunction with HUD's Community Development Block Grant (CDBG) program and other HUD programs. To assure the inclusion of a reasonable size sub-sample of large communities, the 50 CD Departments in the largest U.S. cities and urban counties were selected with certainty, and 450 others were selected at random on an equal-probability basis. Sample weights were applied during data analysis so that the full sample would appropriately represent the universe of all Community Development Departments entitled to CDBG funding.

Based on an initial sample of 500 Departments, 411, 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. Thirty-nine percent of survey respondents were Community Development Directors; 10 percent were Deputy Directors; 16 percent were other senior agency officials; and 35 percent were other agency employees or held other positions.

PART 2: SURVEY HIGHLIGHTS

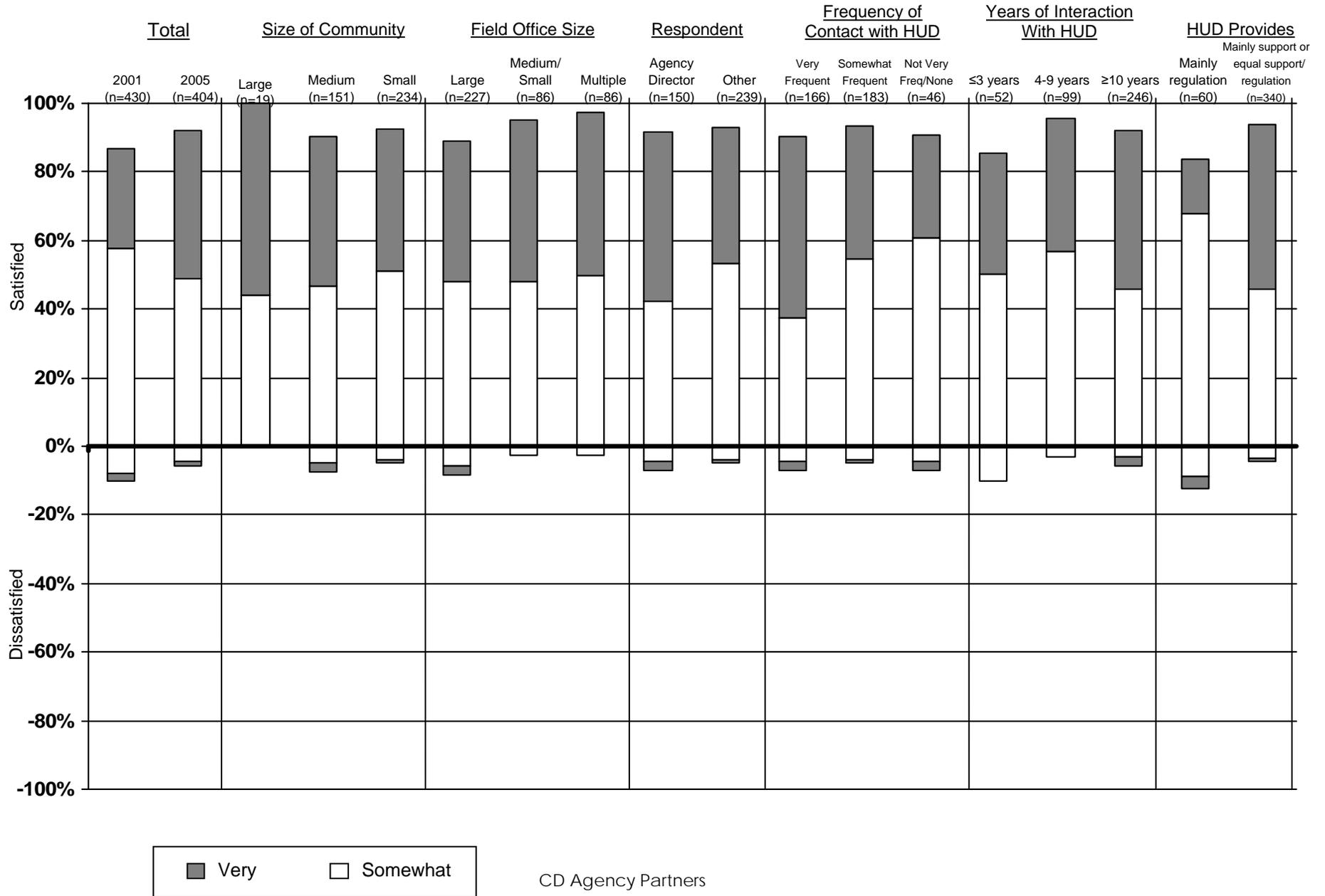
1. Eighty-eight percent of CD Directors were satisfied with HUD's overall performance in 2005, a statistically significant increase in satisfaction over 2001, when 78 percent were satisfied.
2. A moderate, statistically significant increase in satisfaction since 2001 exists for a number of specific survey topics, including satisfaction with: (a) HUD programs and the way they are run, (b) the quality and timeliness of information received from HUD, and (c) the quality and consistency of guidance received from HUD.
3. In general, satisfaction tends to be greater for those: (a) who said they receive primarily support or a combination of support and regulation from HUD, as opposed to those who said they were primarily being regulated; (b) who have more years of interaction with HUD; (c) whose communities have more frequent contact with HUD; and, sometimes, (d) who are located in large cities.
4. One-half of CD Directors were dissatisfied with the time commitment required to comply with HUD reporting requirements.
5. Nearly one-half of CD Directors were dissatisfied with HUD's progress with respect to developing and reengineering the Integrated Disbursement and Information System (IDIS).
6. Nearly 40 percent of CD Directors were dissatisfied with the clarity of HUD rules and requirements.
7. There was a high level of dissatisfaction with the Consolidated Plan Management Process (CPMP) Tool; dissatisfaction levels were highest for directors of agencies located in large cities.
8. Slightly over 50 percent of CD Directors said they had not received HUD's assistance in reaching out to the faith-based community.
9. There was a high level of satisfaction with training that is conducted by HUD contractors, and with the use of e-mail as a medium for corresponding with HUD staff.

PART 3: BAR CHARTS OF EACH SURVEY QUESTION

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

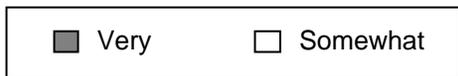
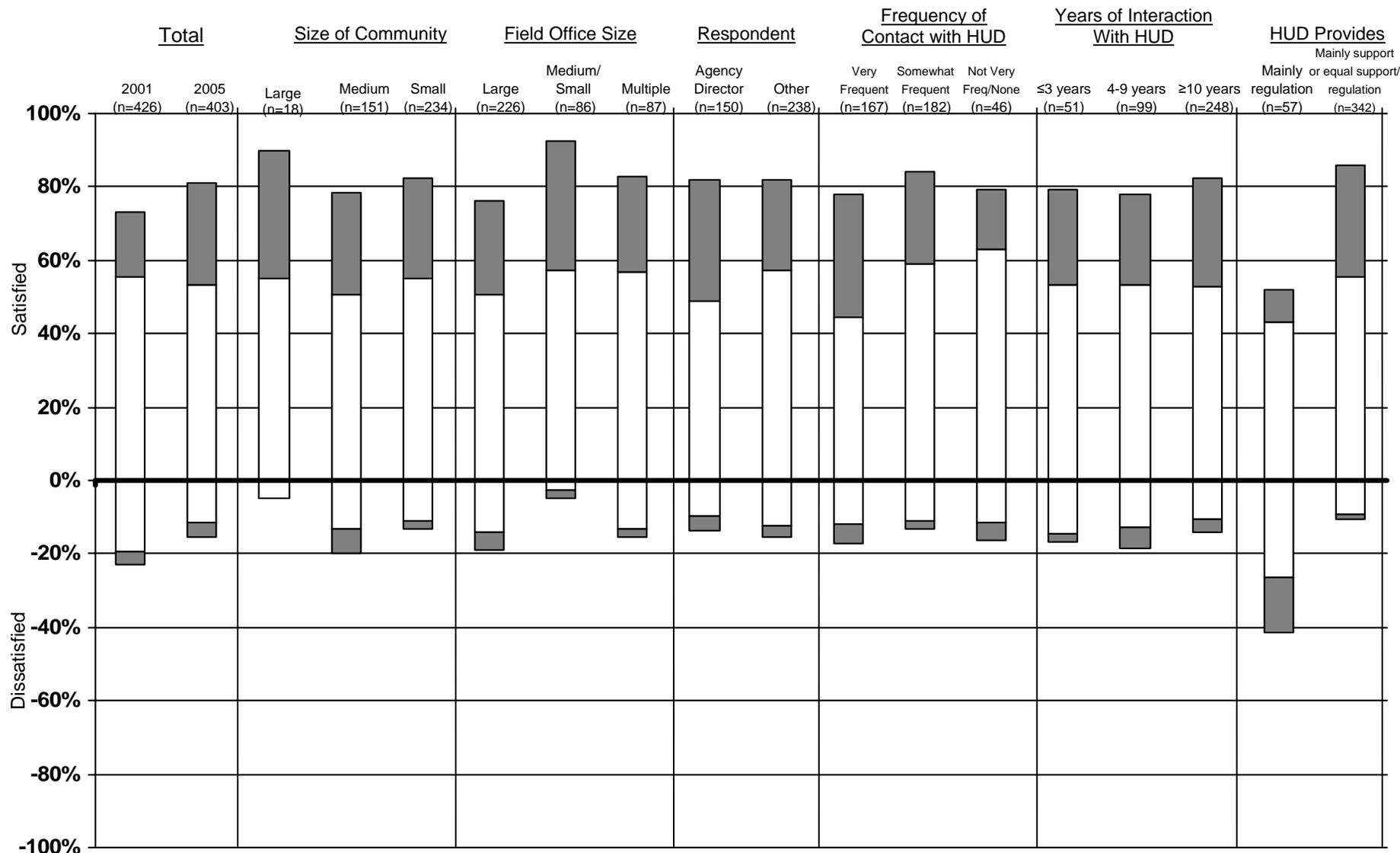
Question 4a. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

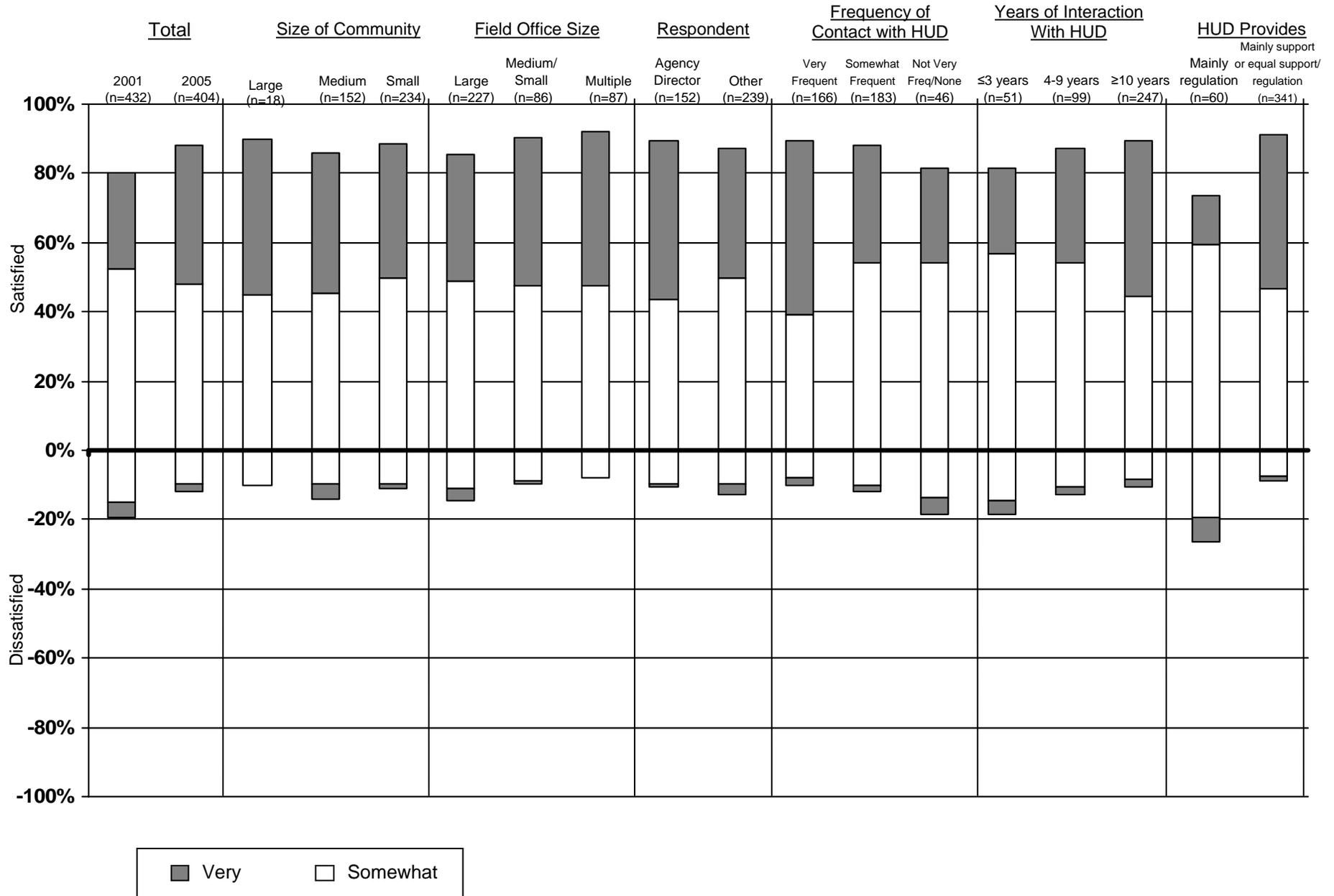
Question 4b. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

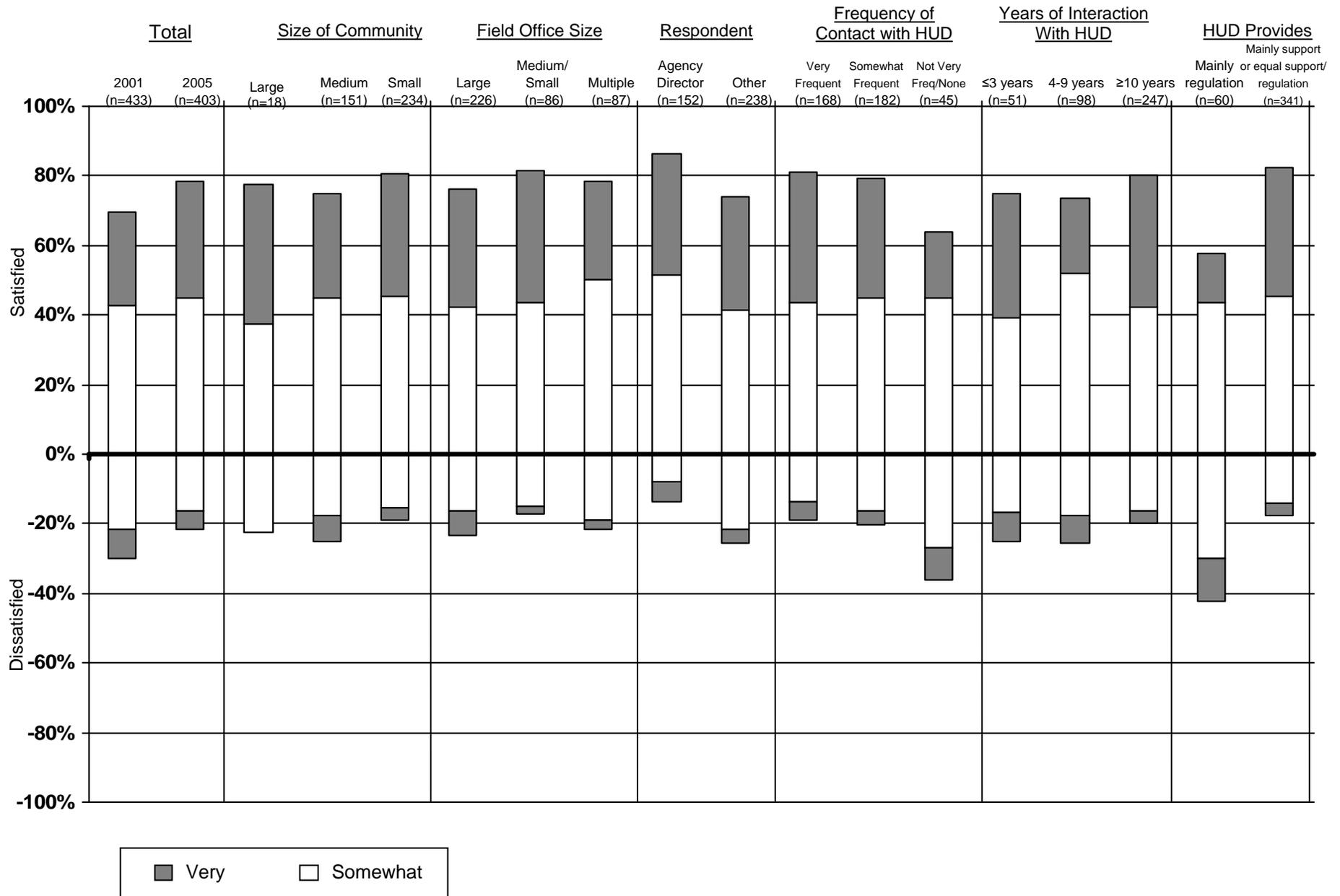
Community Development Directors

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
Community Development Directors

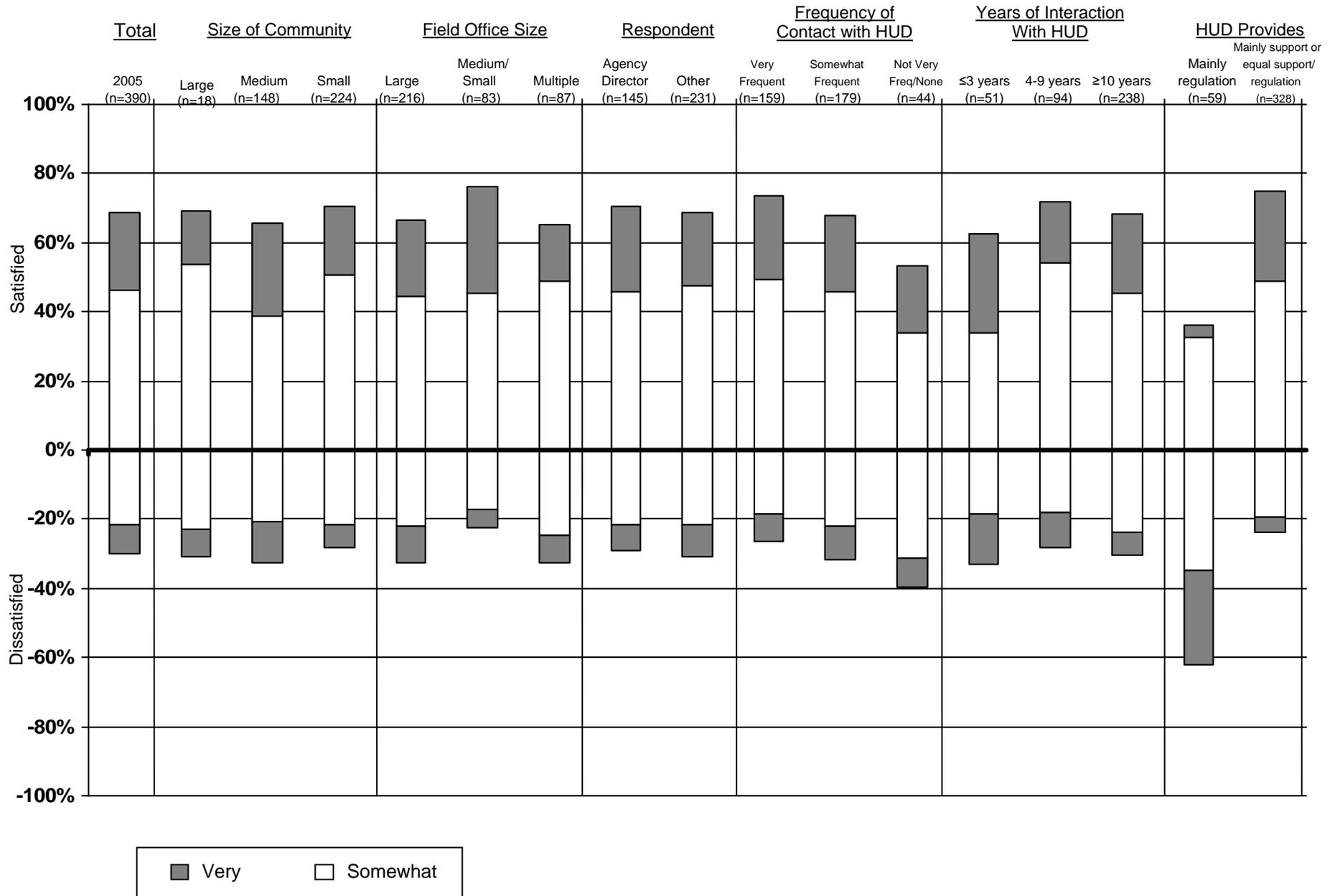
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

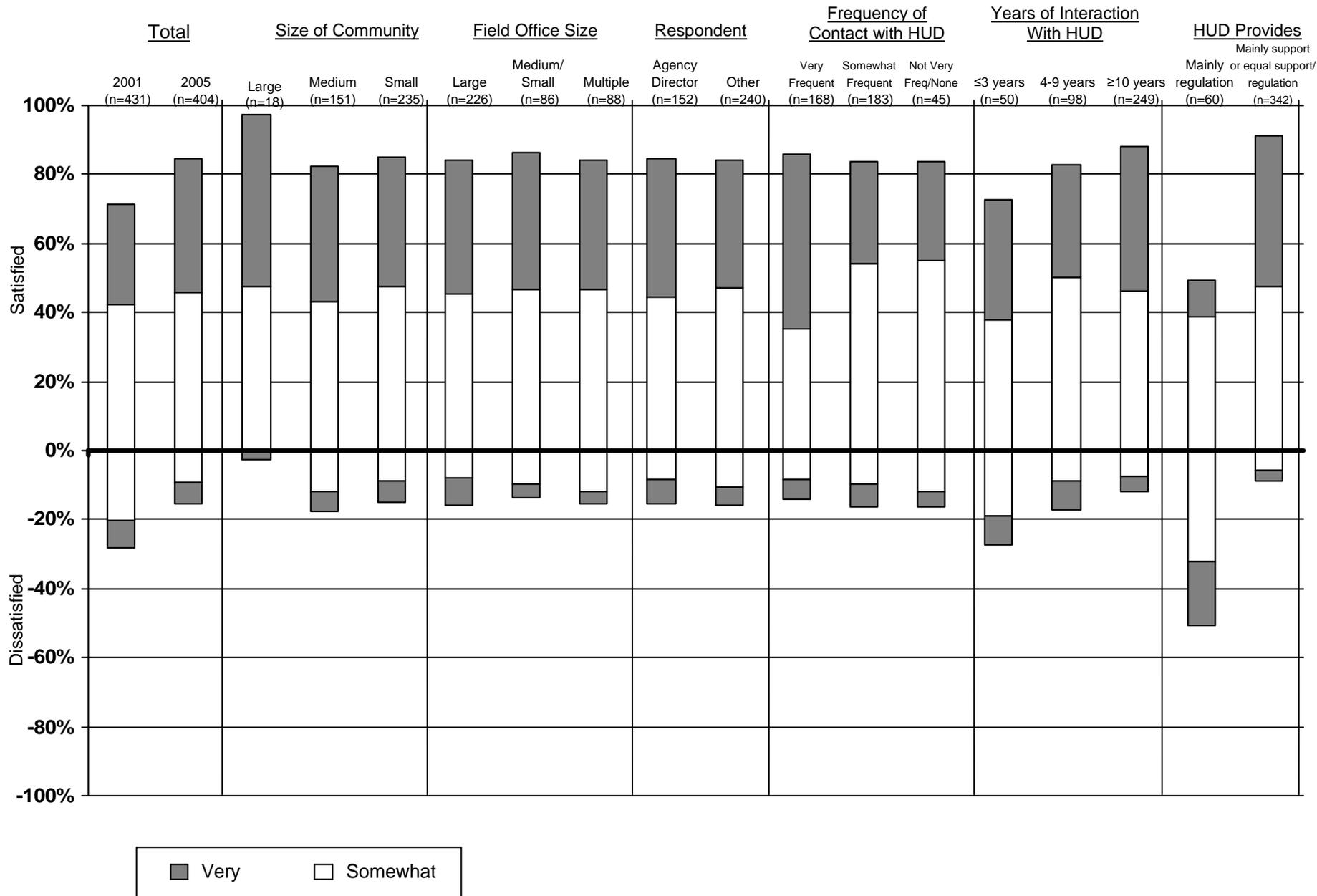
Community Development Directors

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
 Community Development Directors

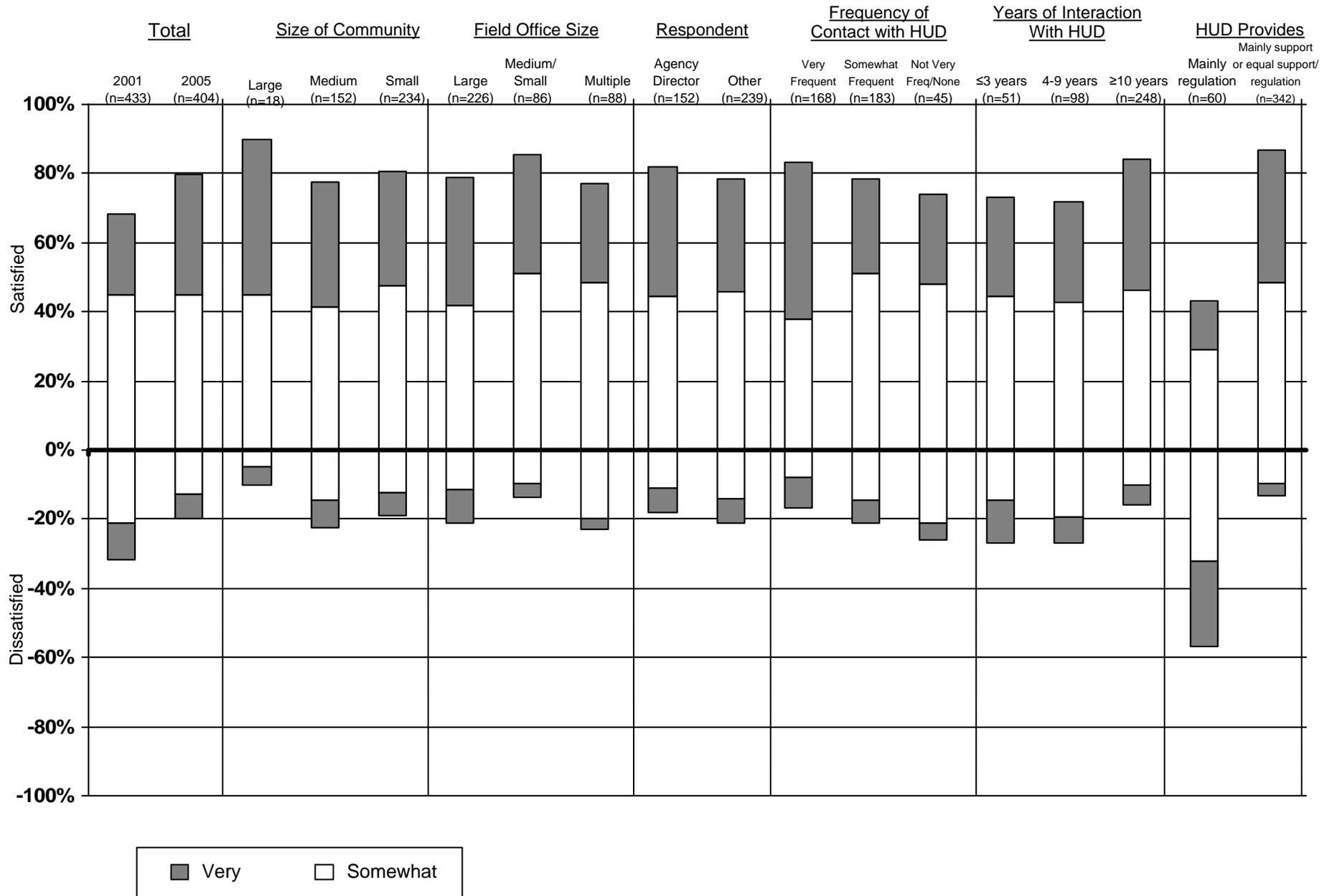
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

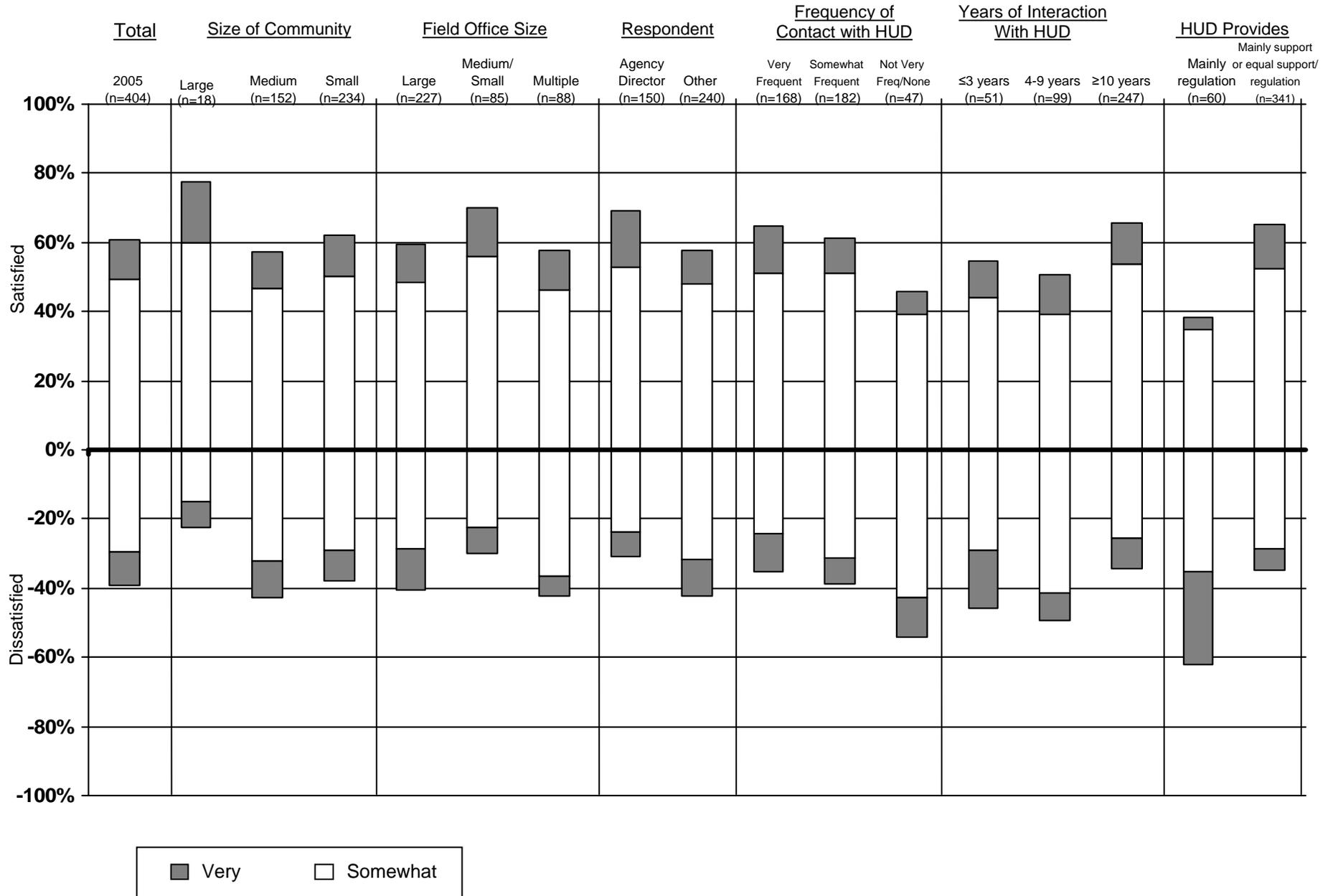
Community Development Directors

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



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
 Community Development Directors

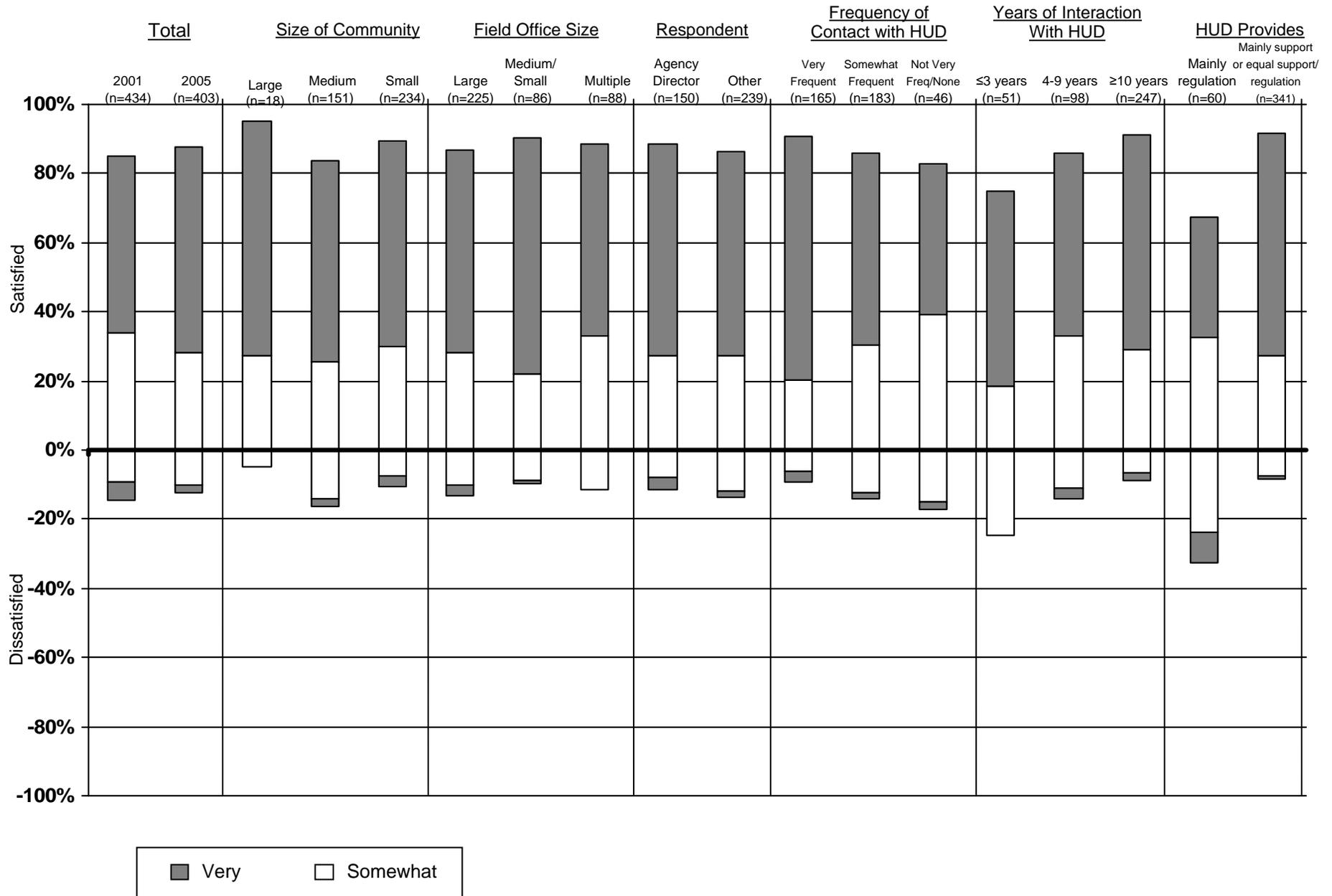
Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

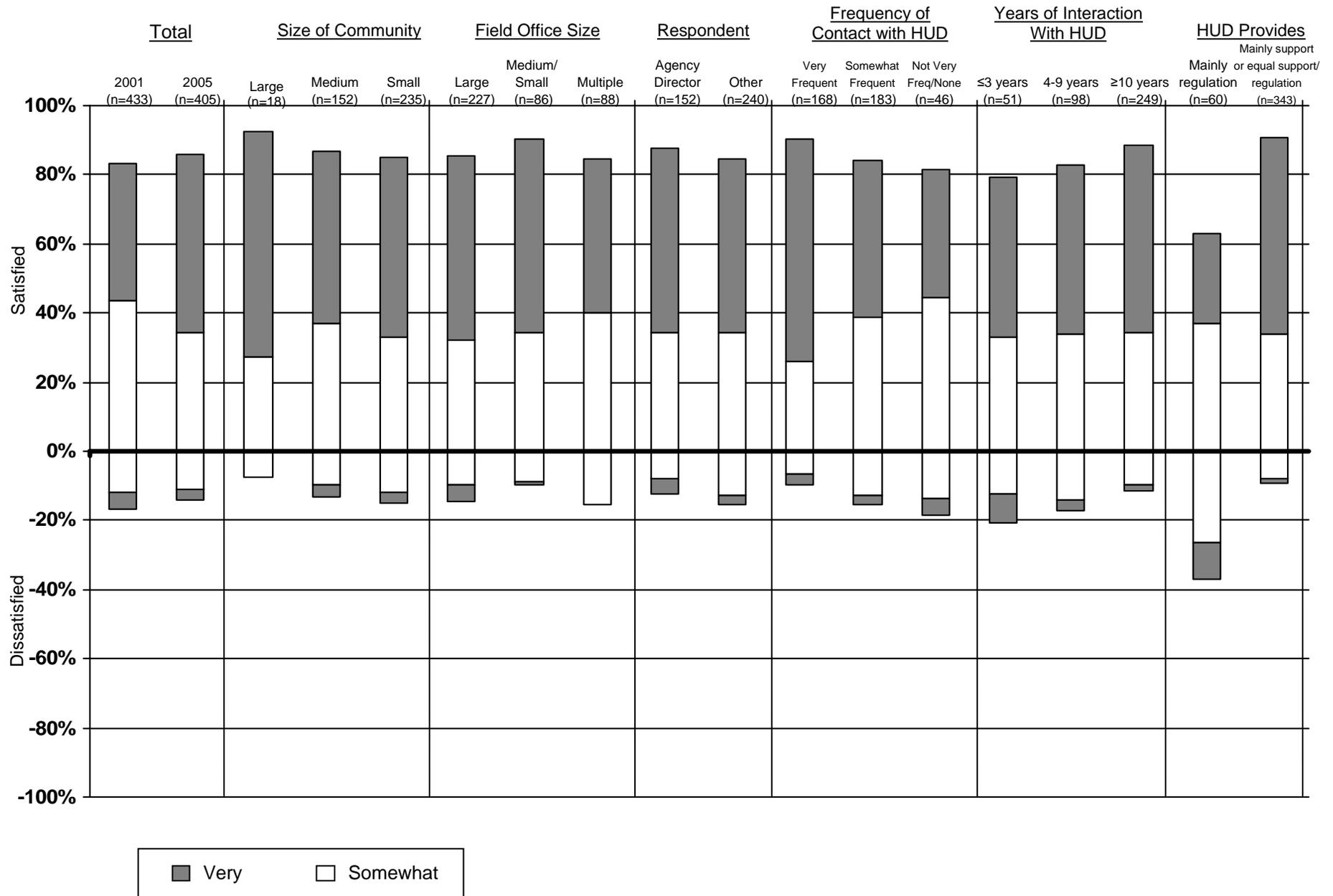
Community Development Directors

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



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
 Community Development Directors

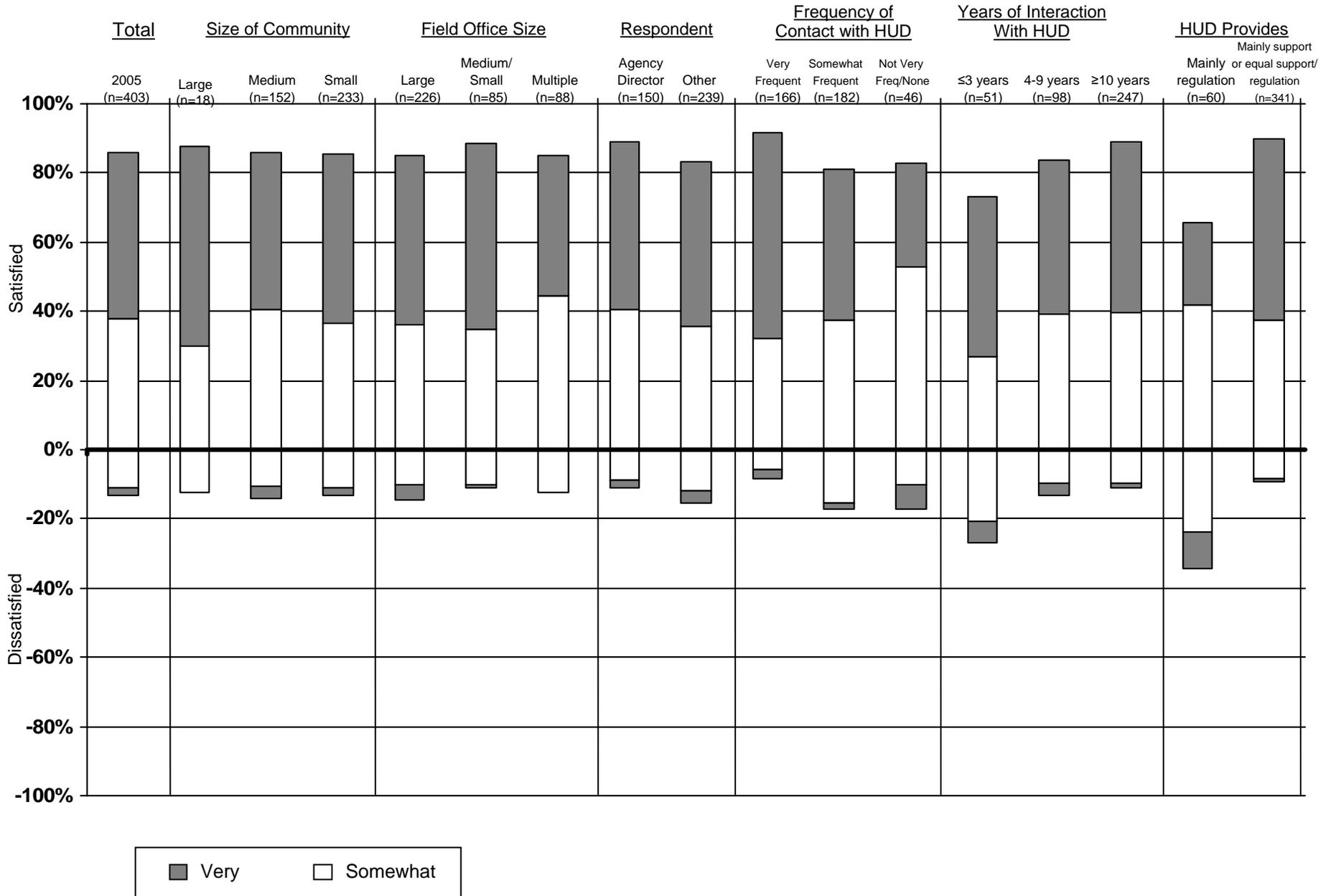
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

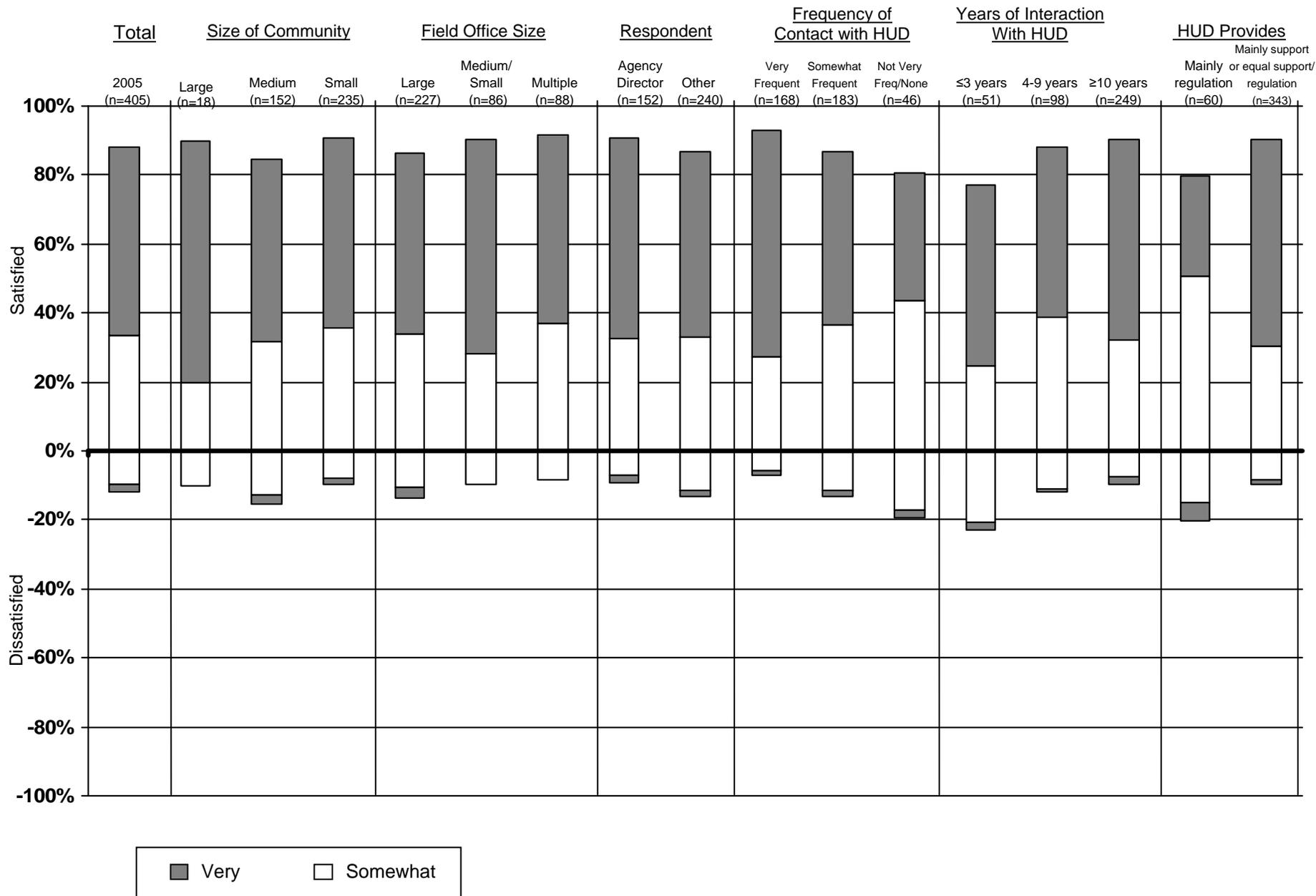
Community Development Directors

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?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
 Community Development Directors

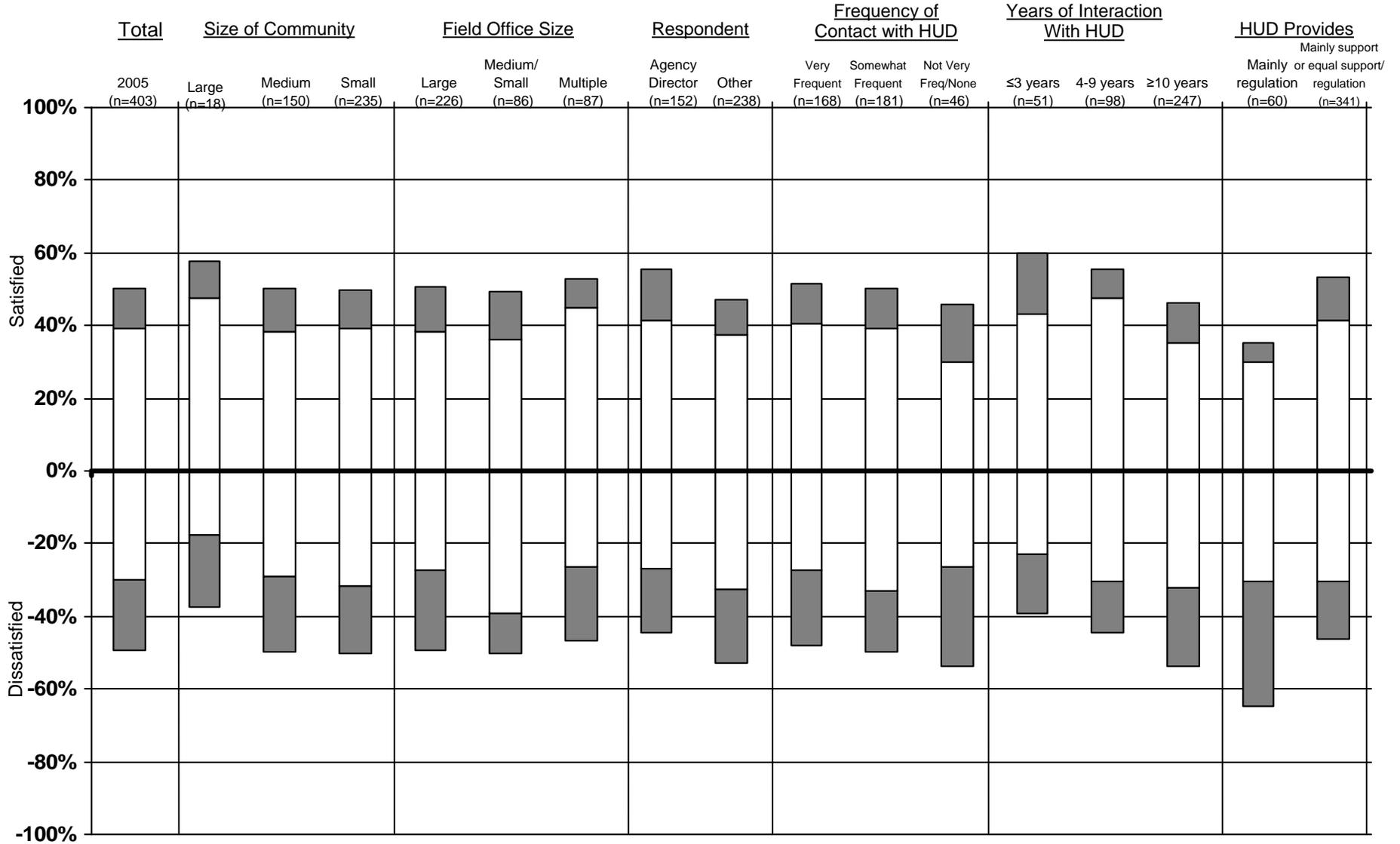
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

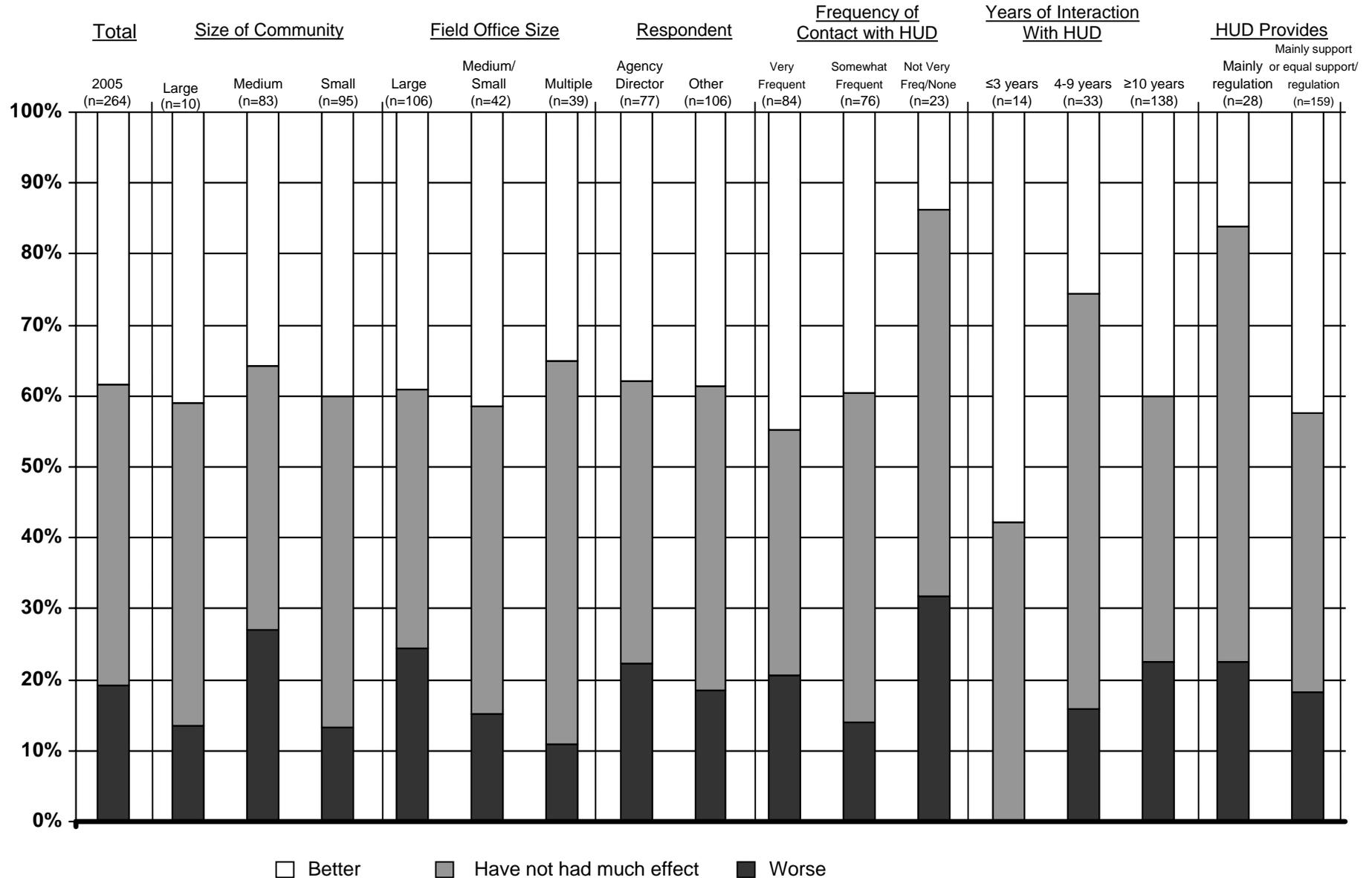
Question 5k. How satisfied or dissatisfied are you, in general, with the time commitment required to comply with HUD reporting requirements (e.g., TEAPOTS)?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

Question 6. 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?

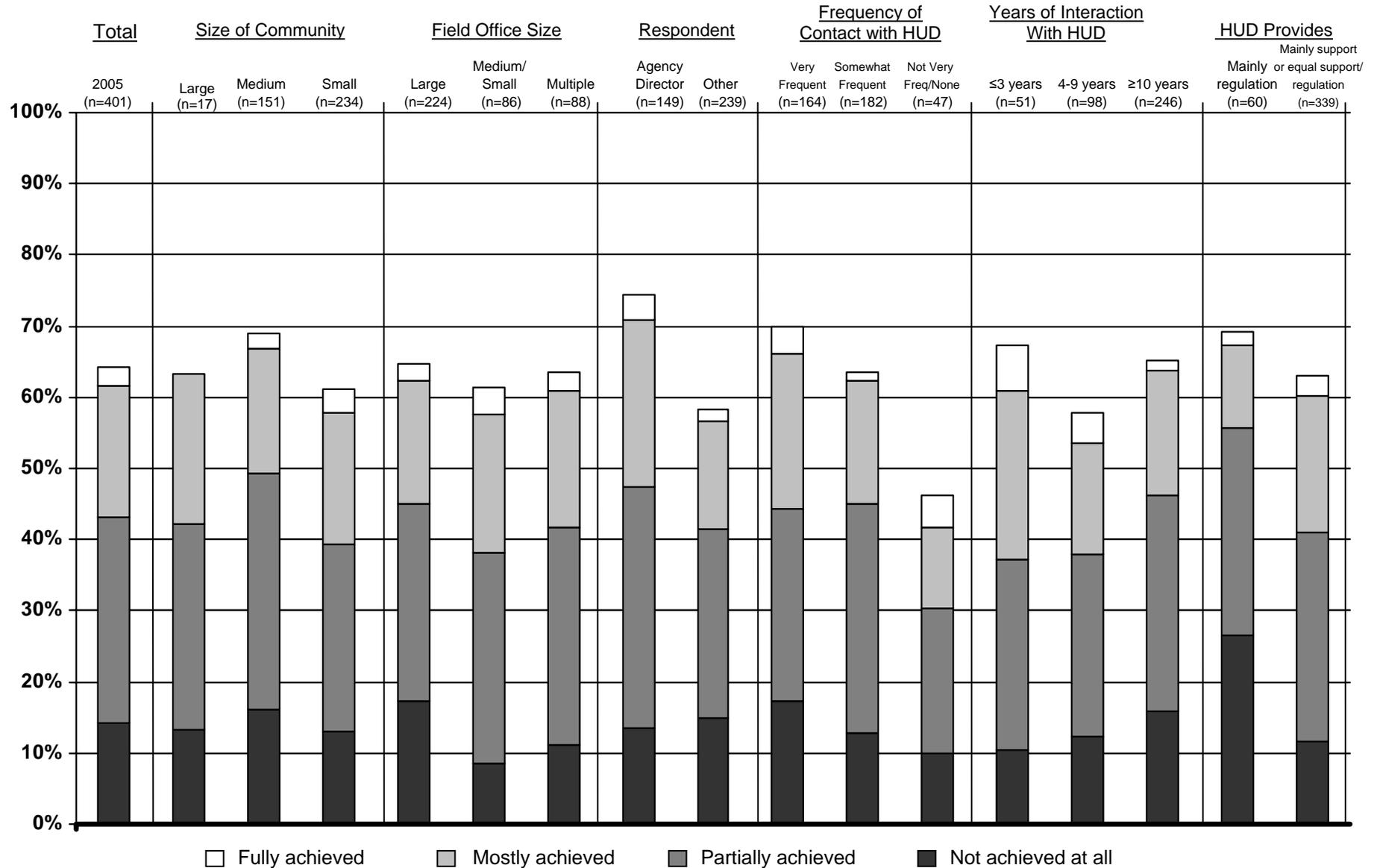


This chart excludes 219 respondents who answered don't know or not applicable or skipped the question.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

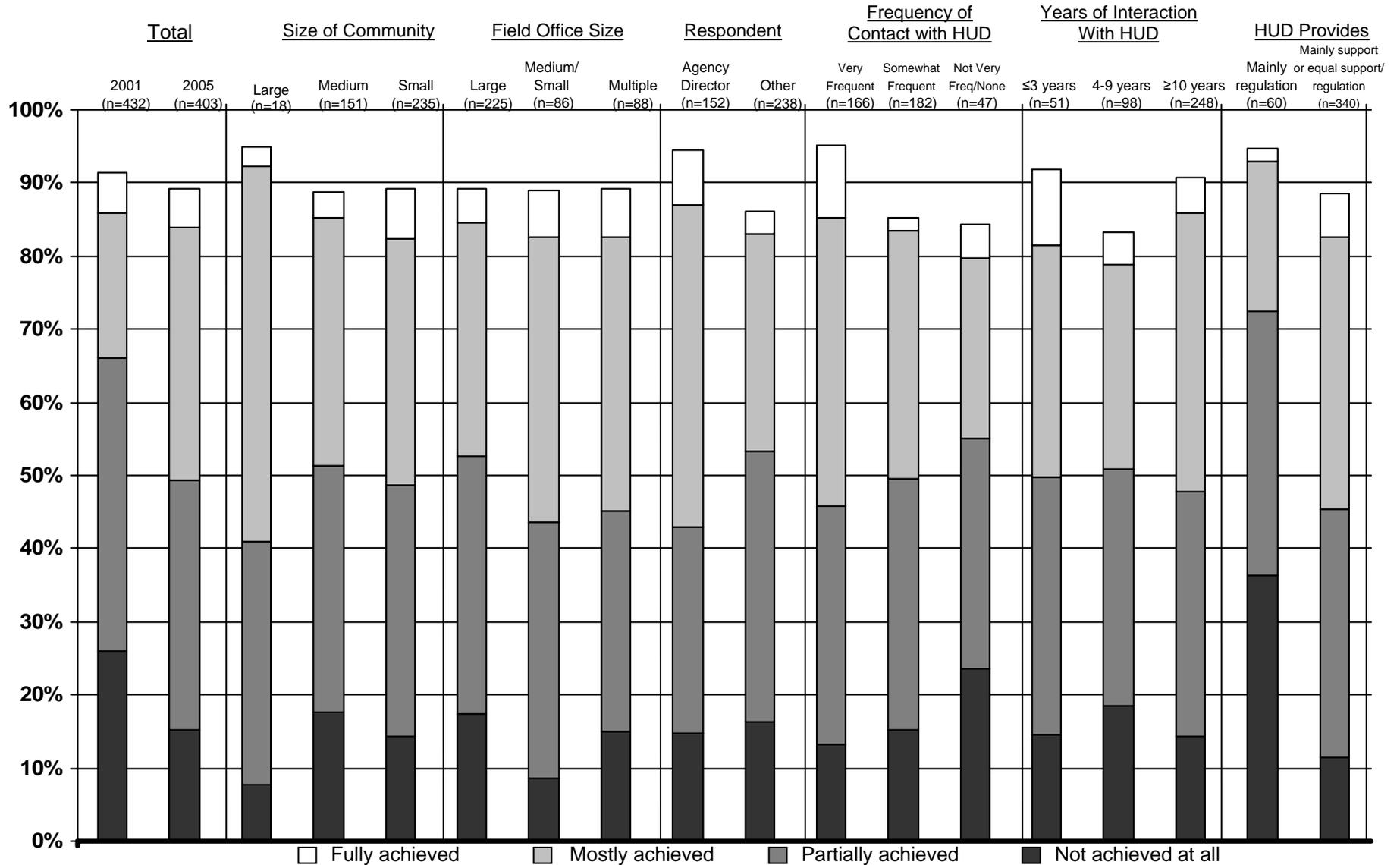
Question 7a. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To be market-based, actively promoting competition rather than stifling innovation.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

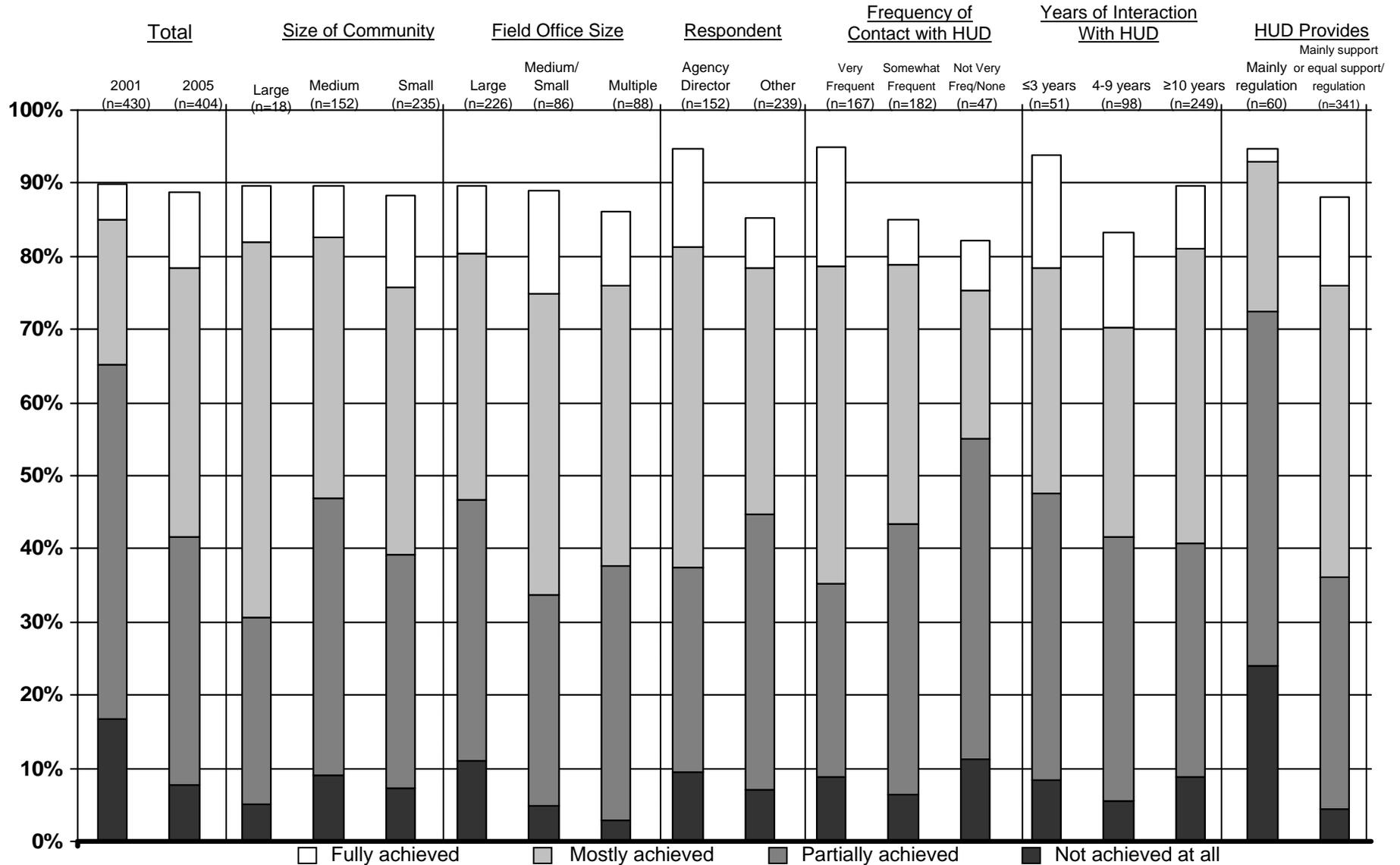
Question 7b. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

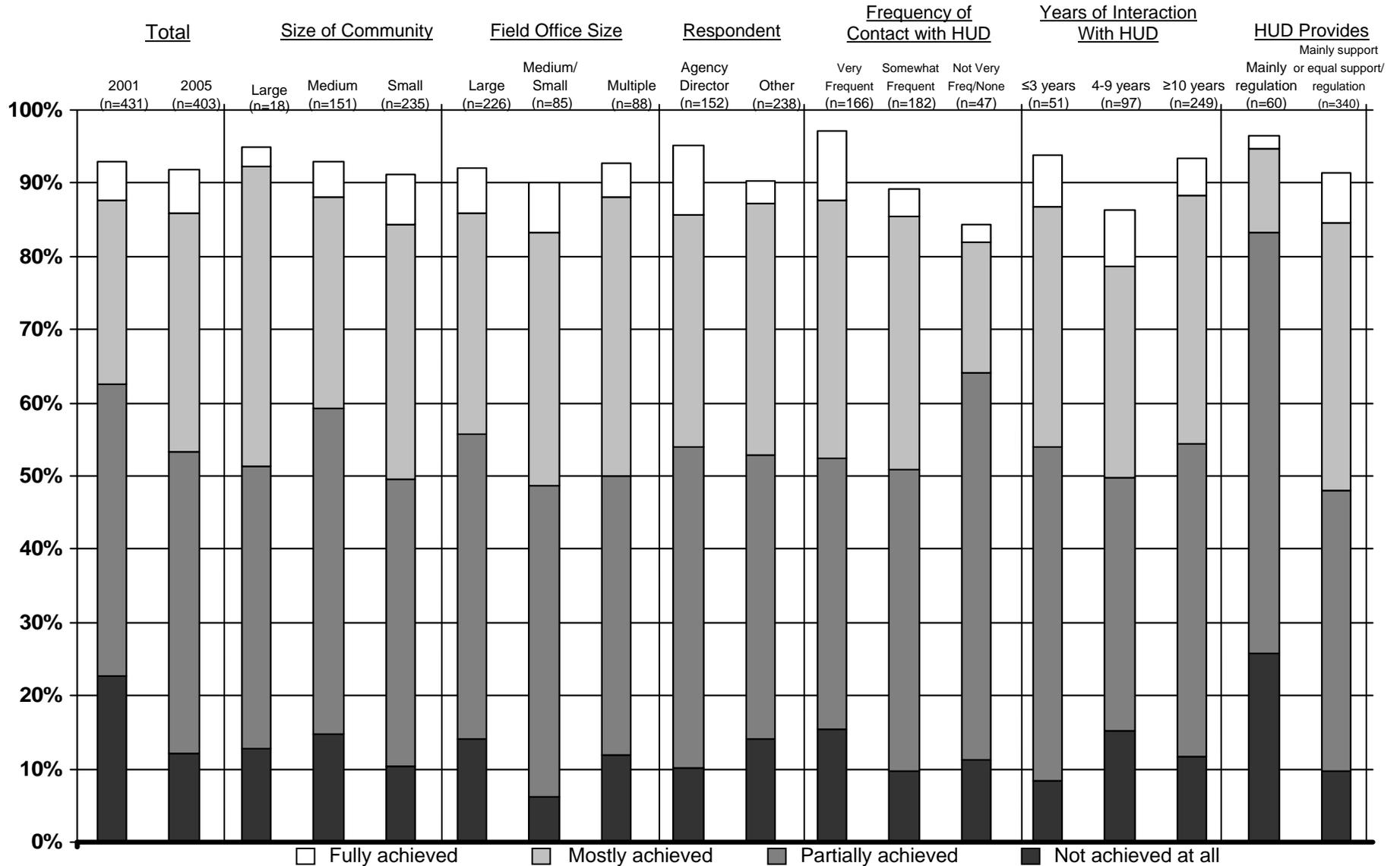
Question 7c. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To instill an ethic of competence and excellence.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

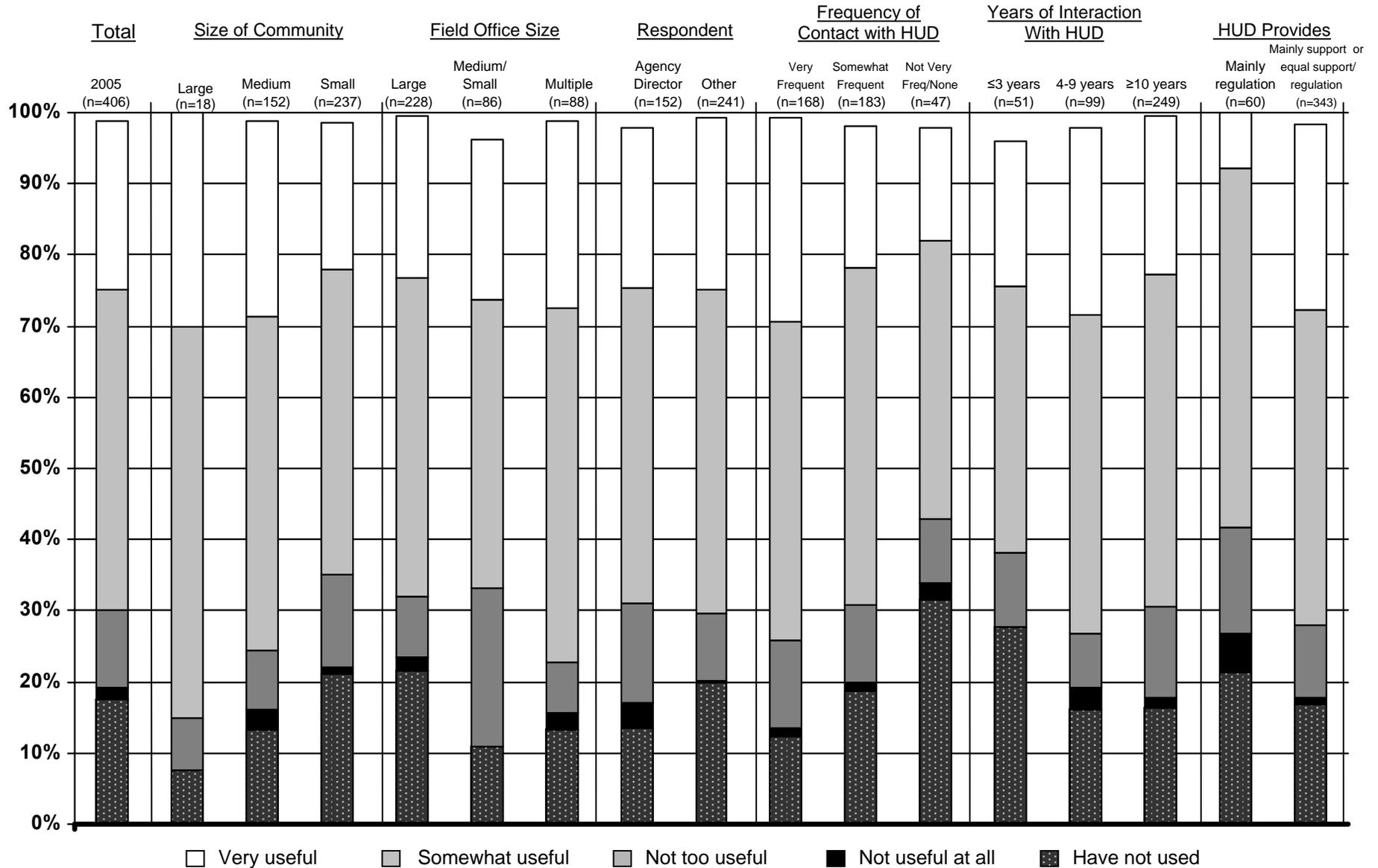
Question 7d. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace an emphasis on process with an emphasis on performance.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

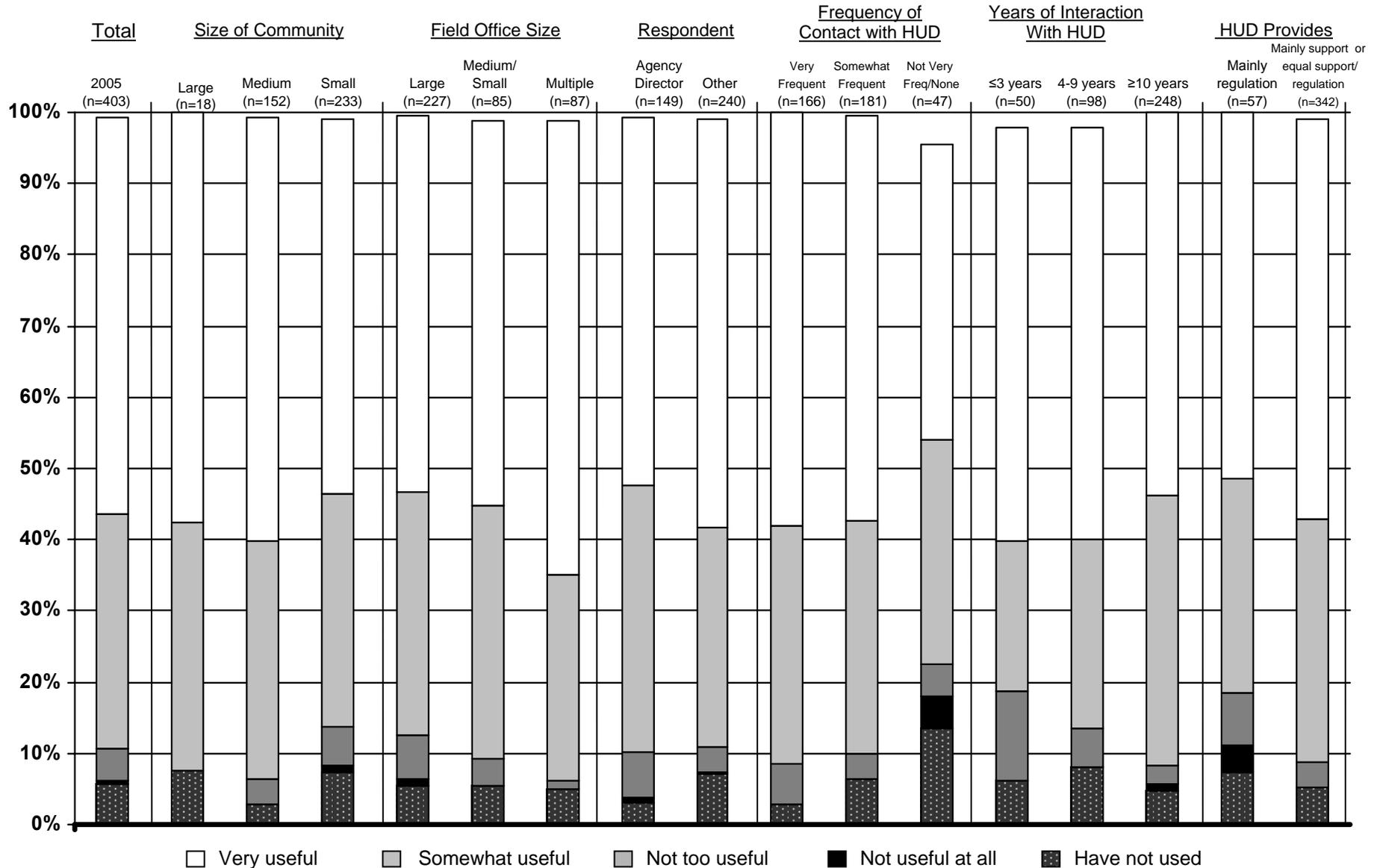
Question 8a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

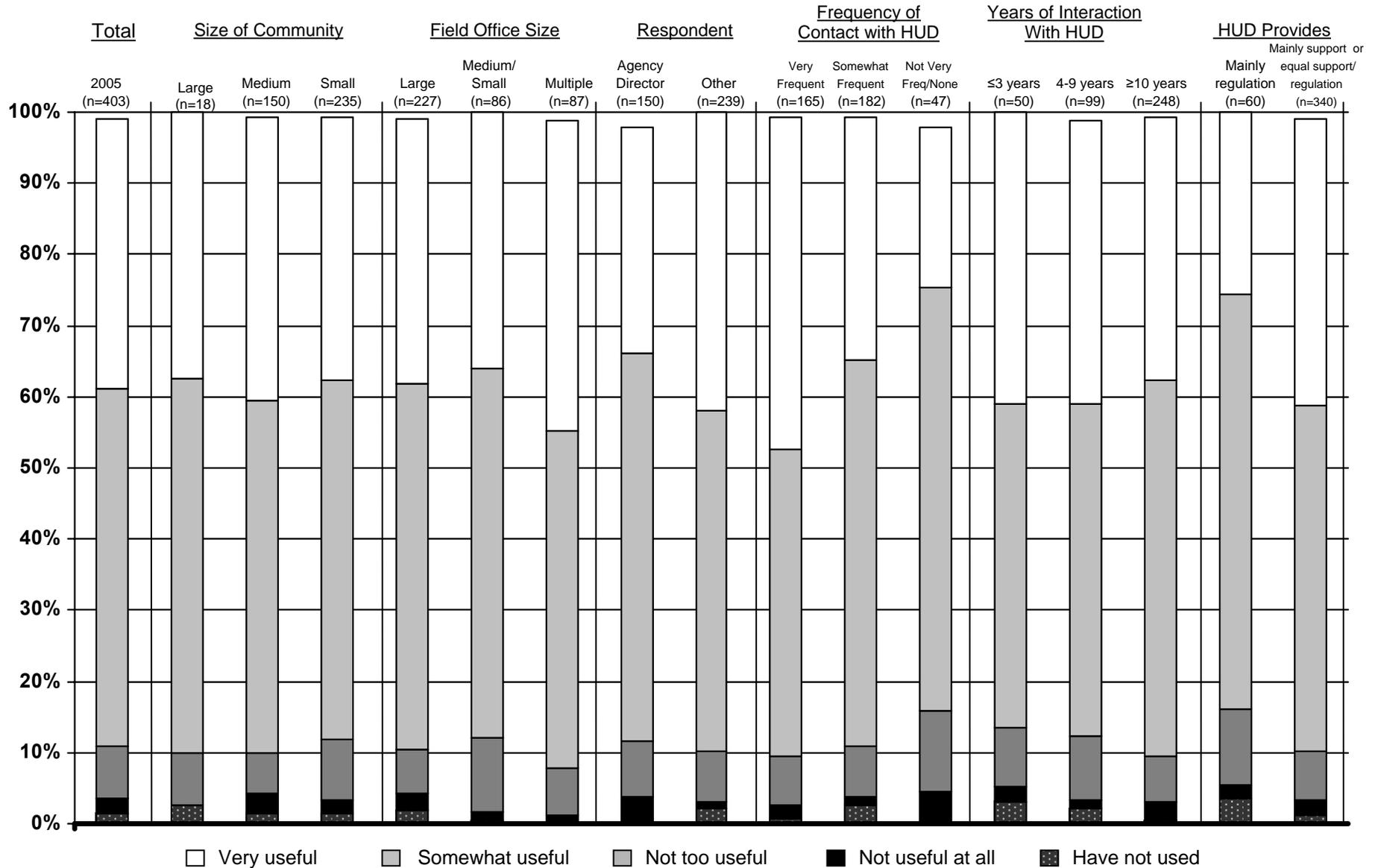
Question 8b. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

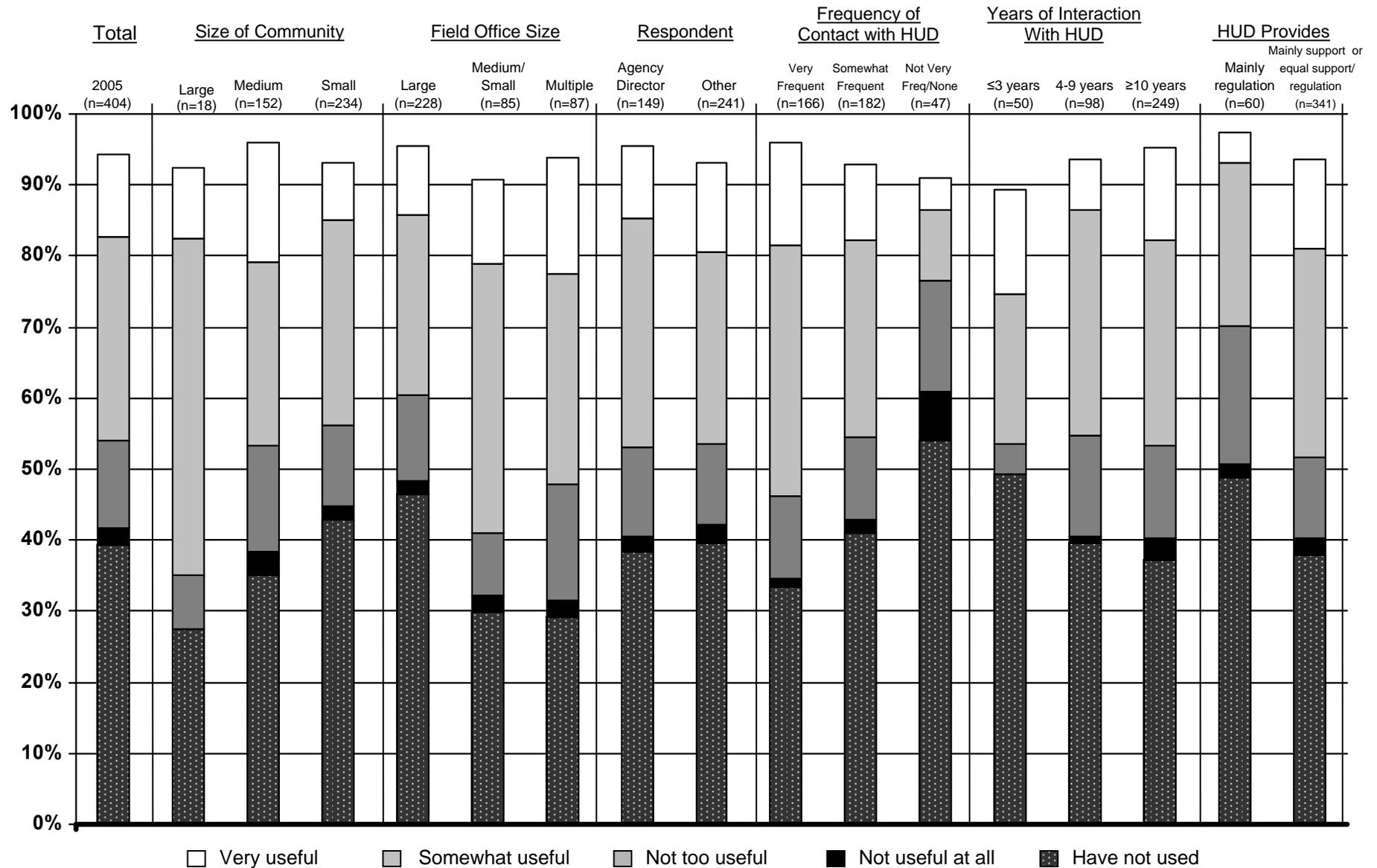
Community Development Directors

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



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Community Development Directors

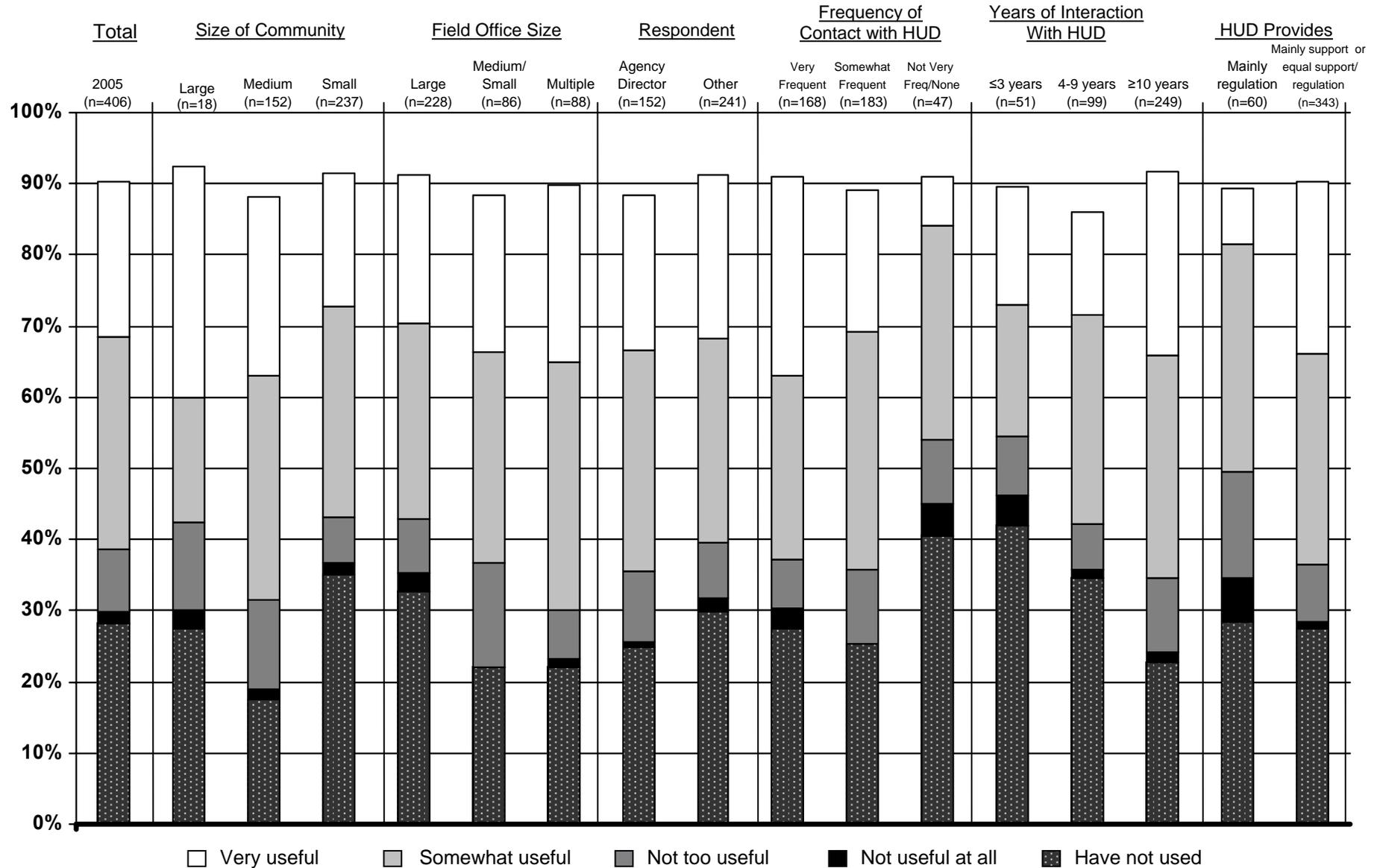
Question 8d. How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

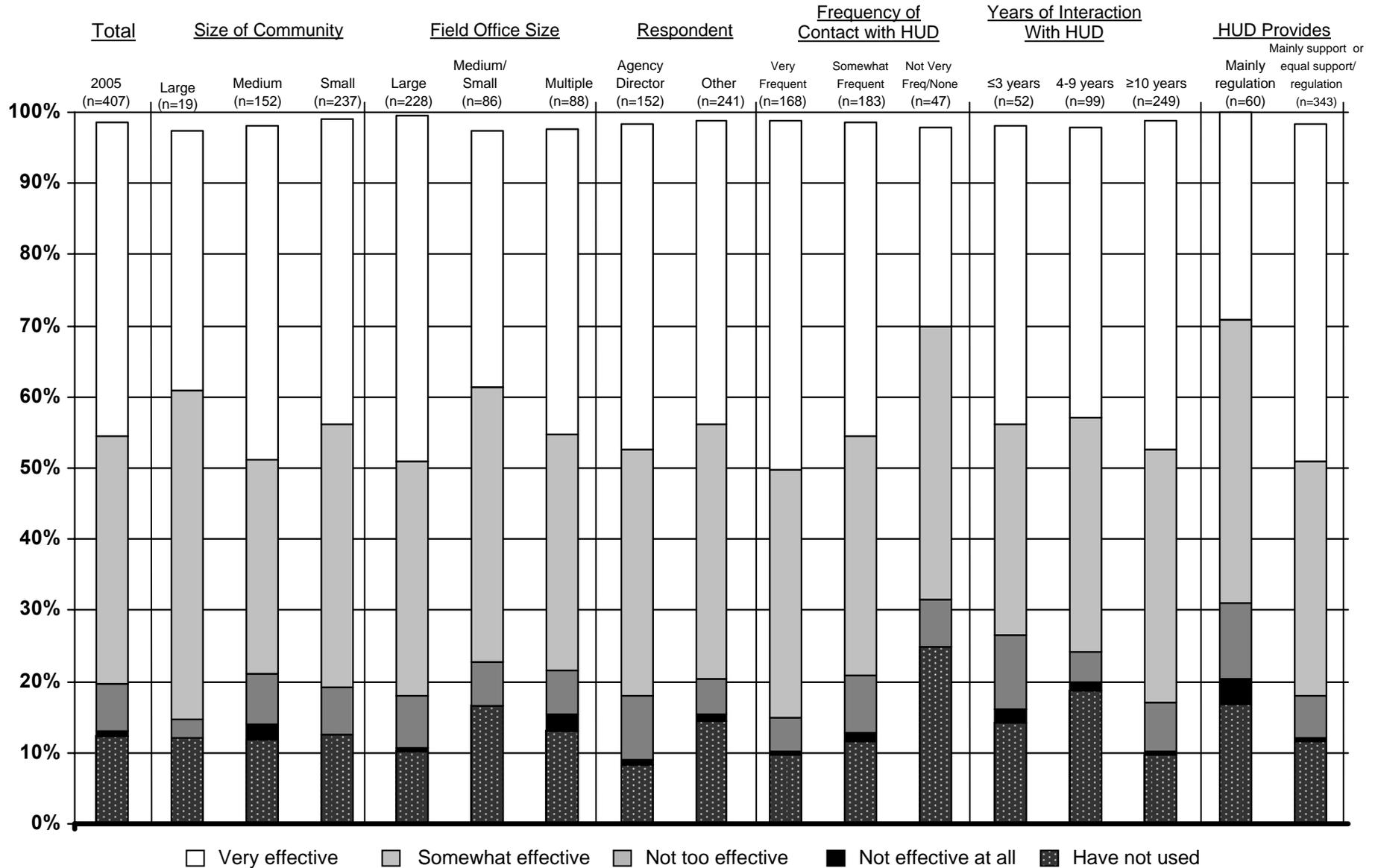
Question 8e. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

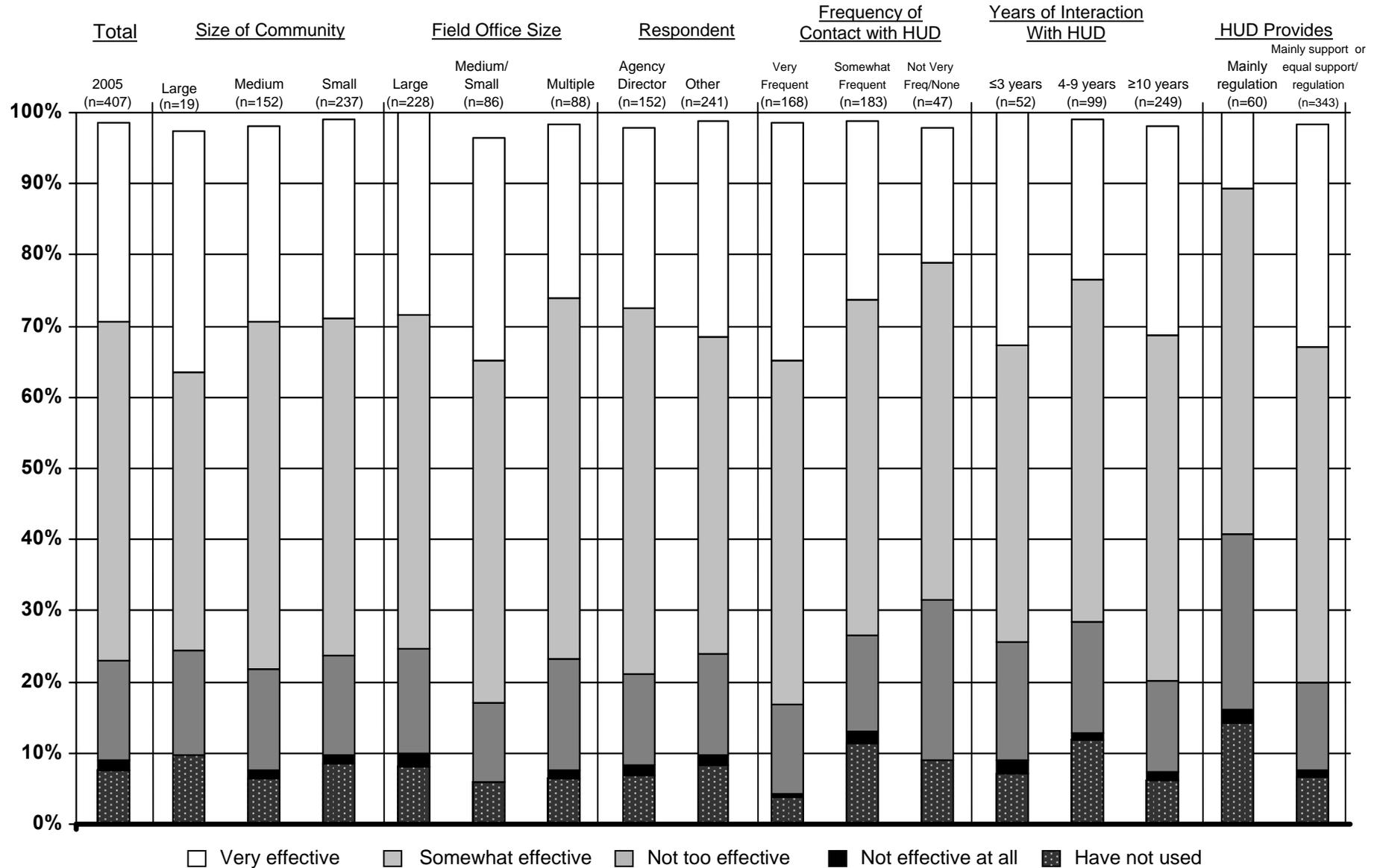
Question 9a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

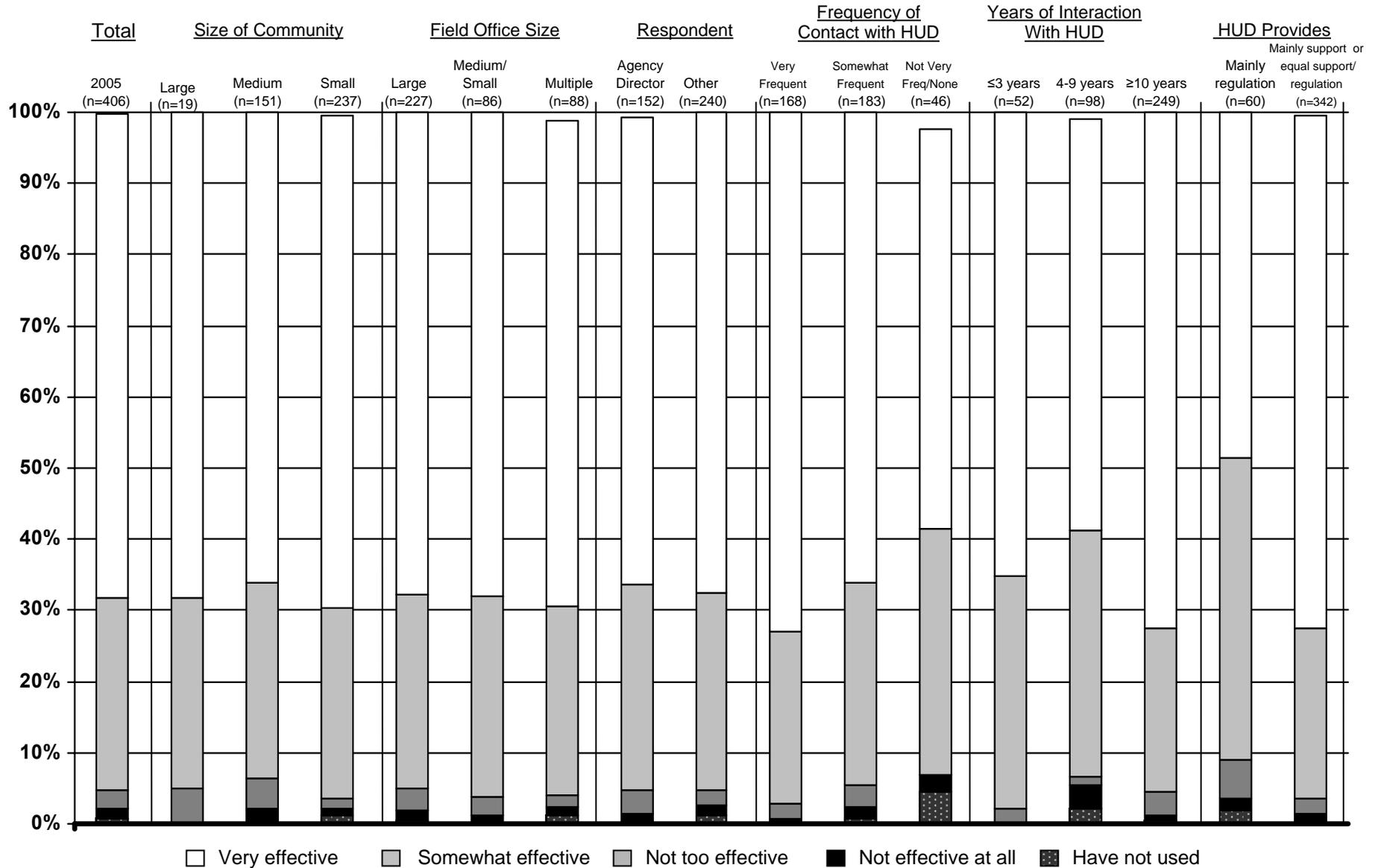
Question 9b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

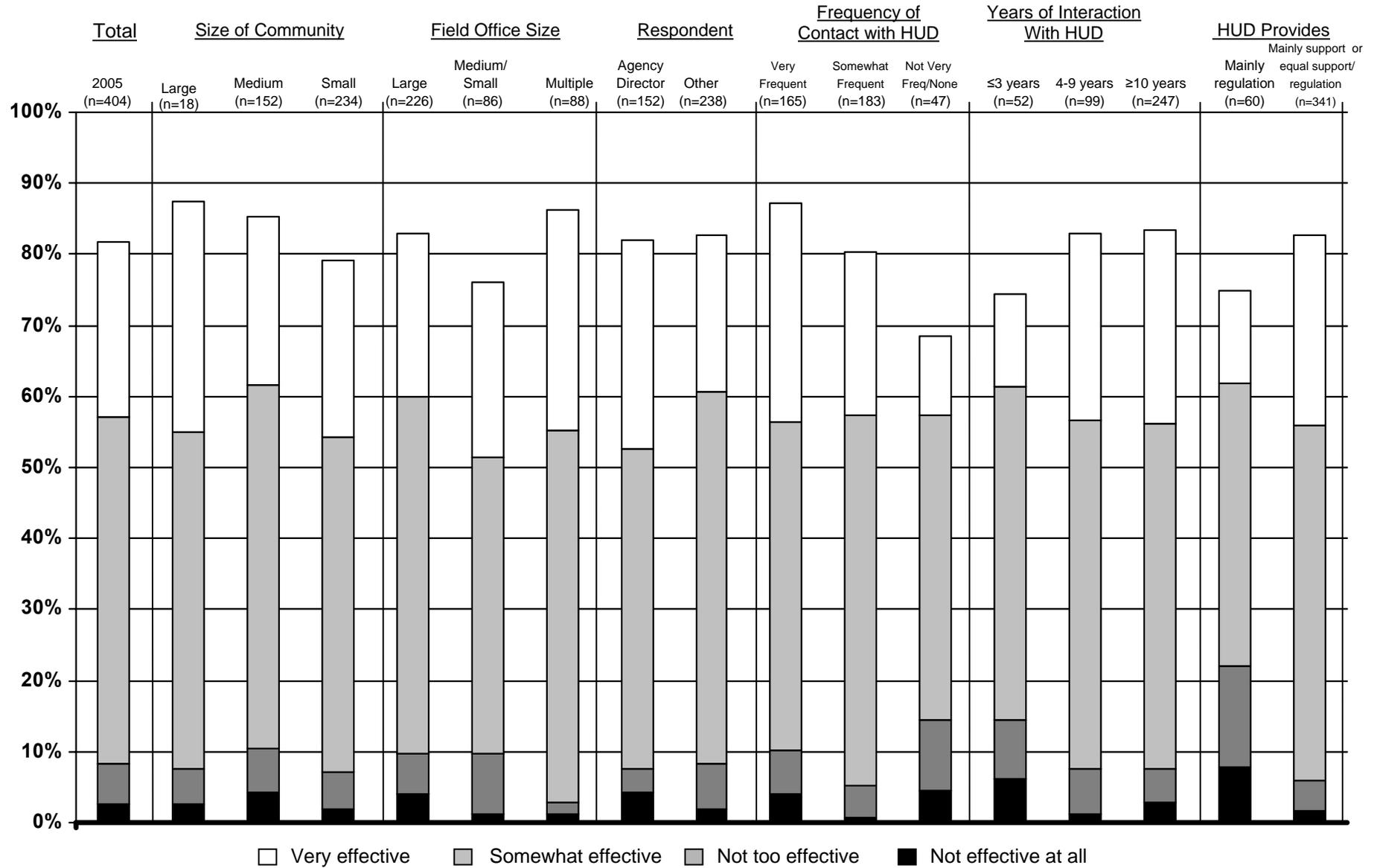
Question 9c. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD e-mail has been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

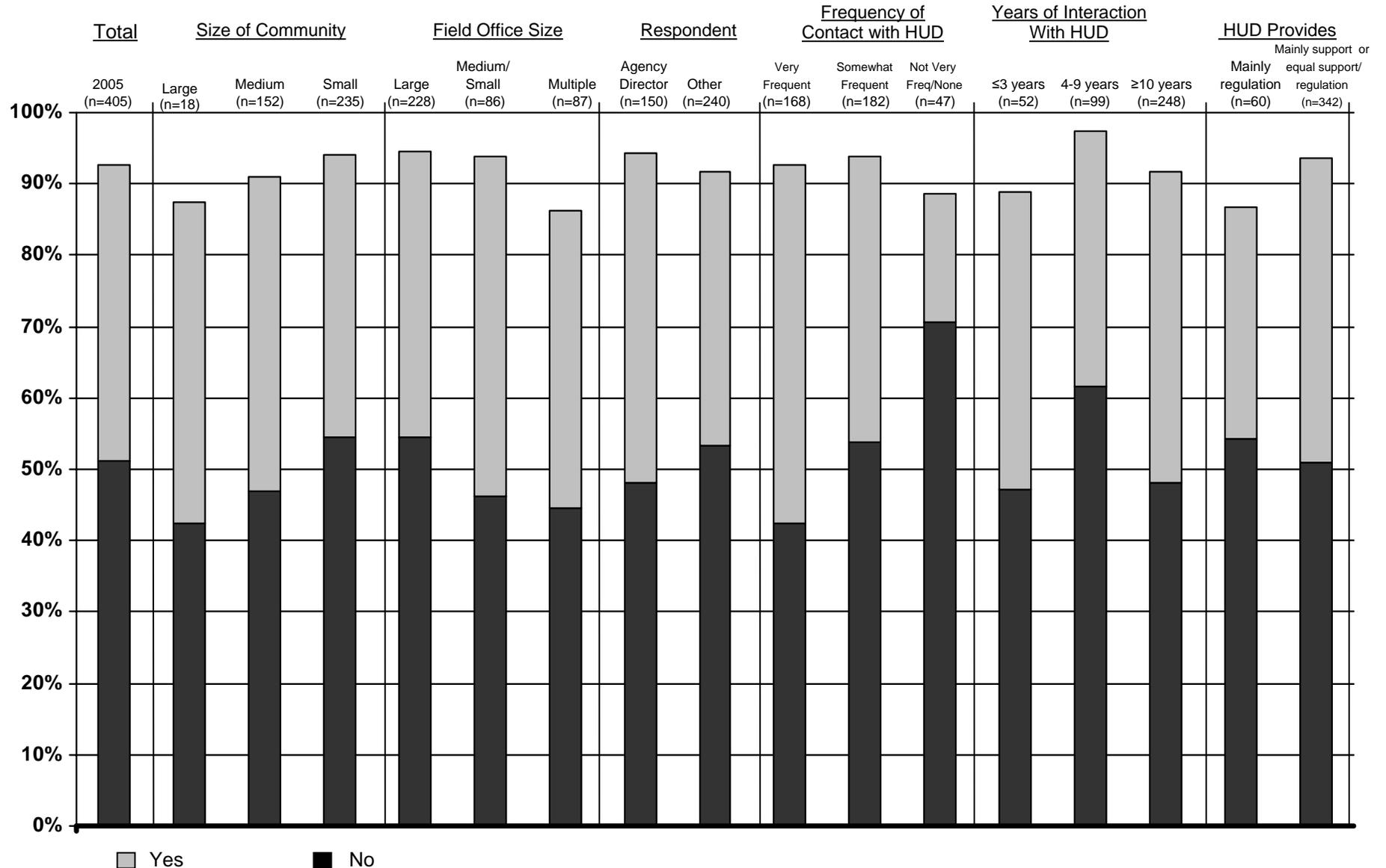
Question 10. In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

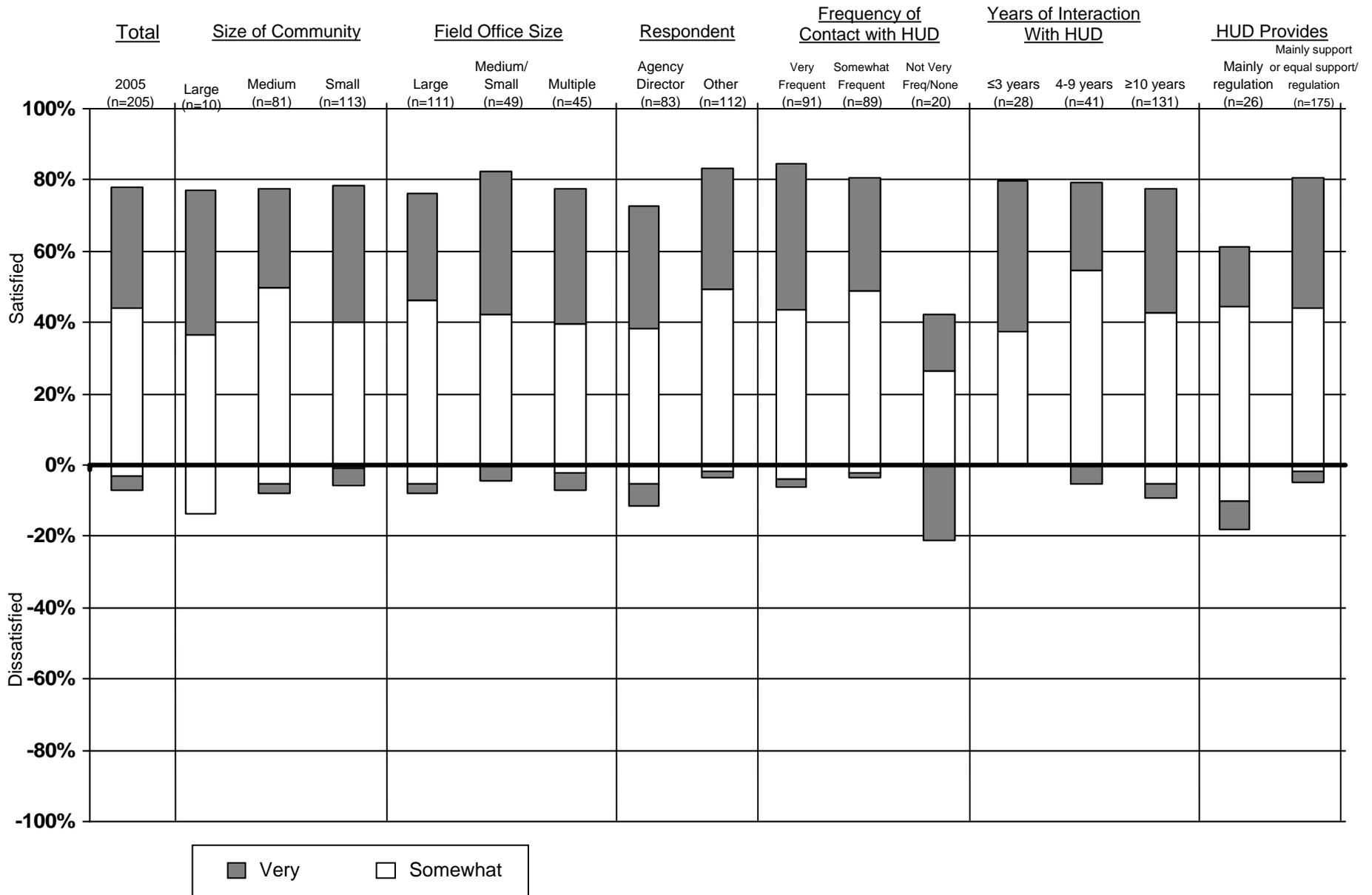
Question 11. During the past 12 months, has your community received assistance from HUD to help you reach out to faith-based and community organizations?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

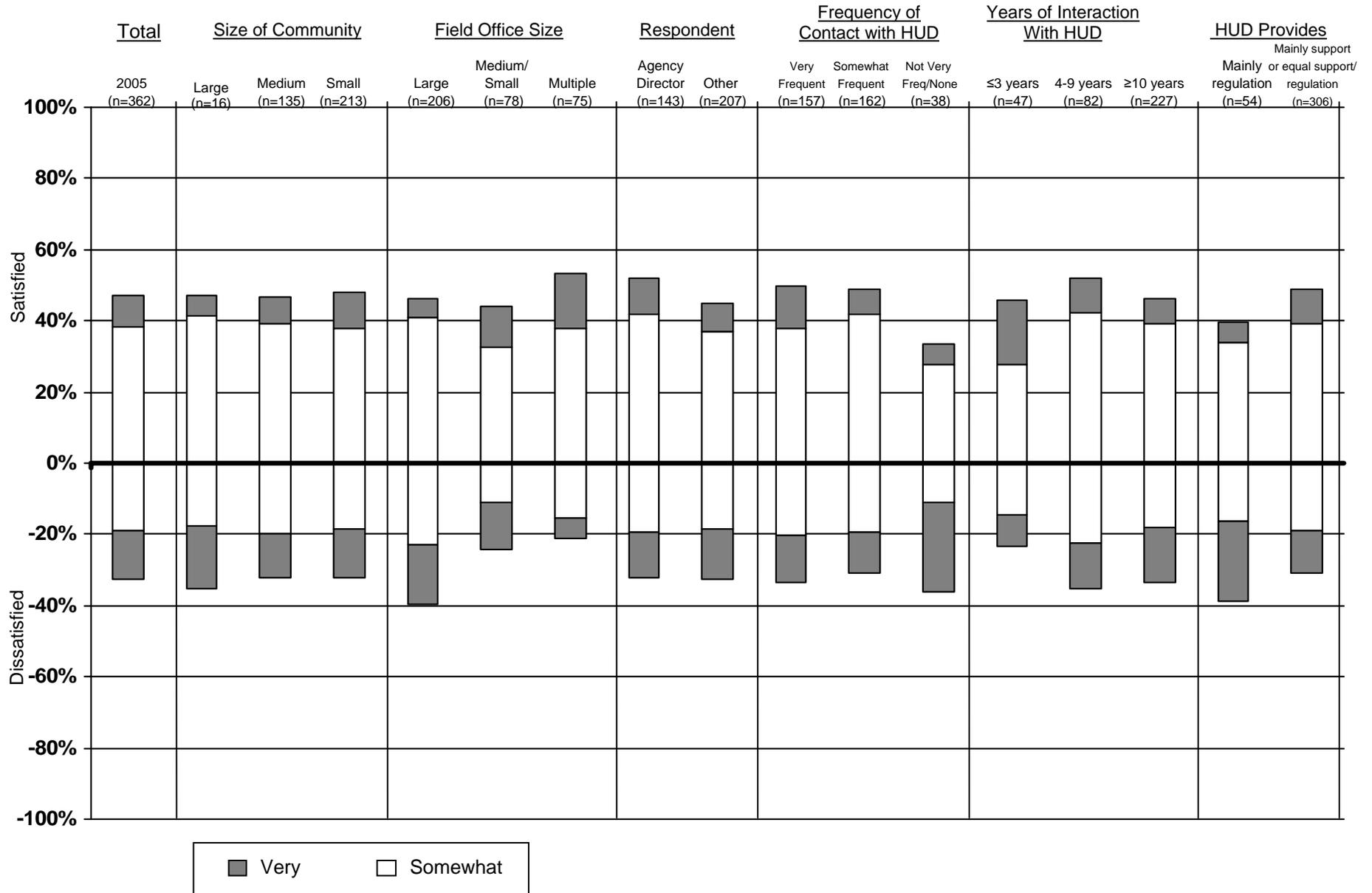
Question 12. How satisfied or dissatisfied have you been with HUD's assistance in helping you reach out to faith-based and community organizations?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

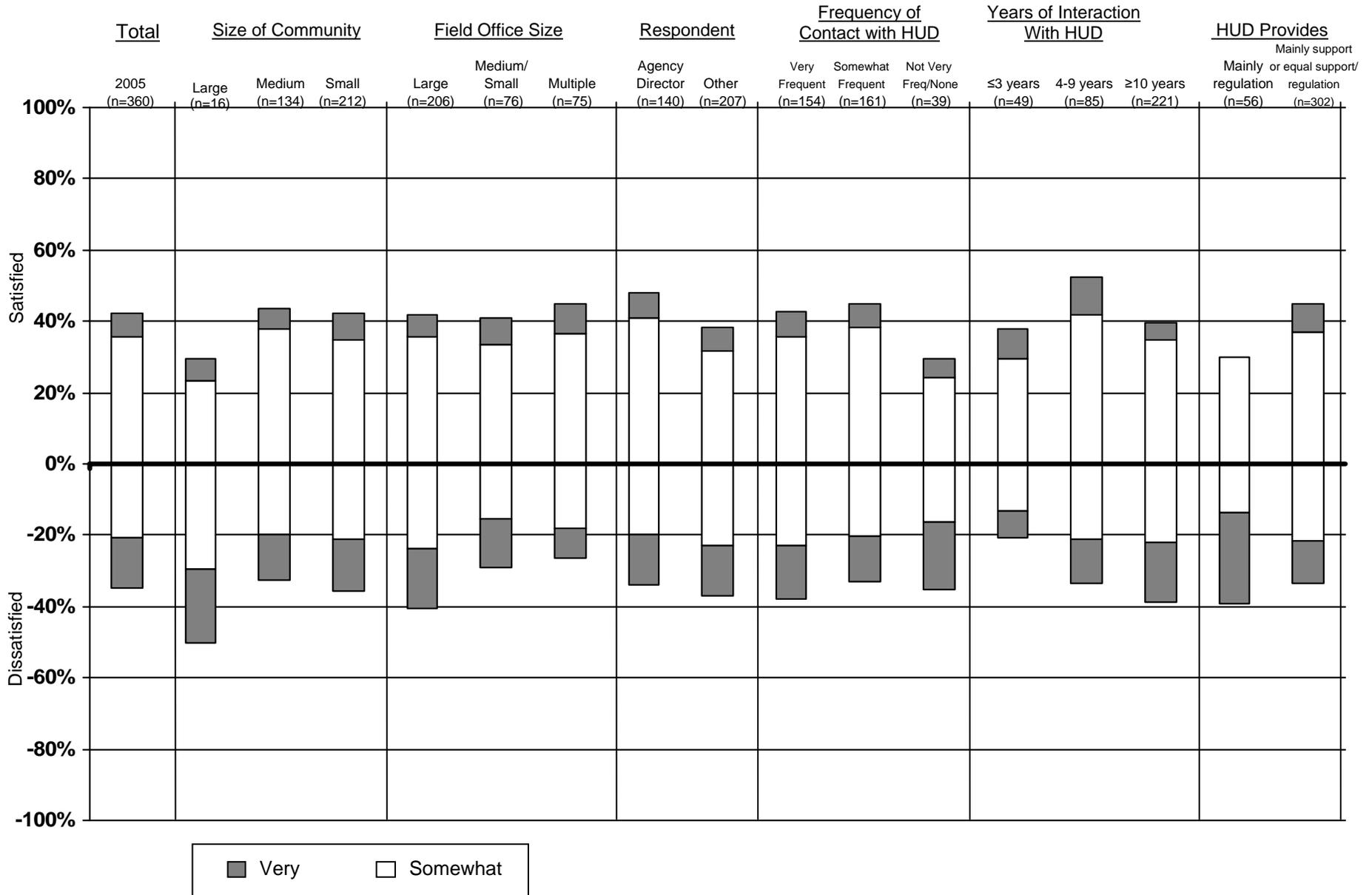
Question 13a. How satisfied or dissatisfied are you with the overall quality of the Consolidated Plan Management Process Tool (CPMP), HUD's computer tool for preparing your Consolidated Plan?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

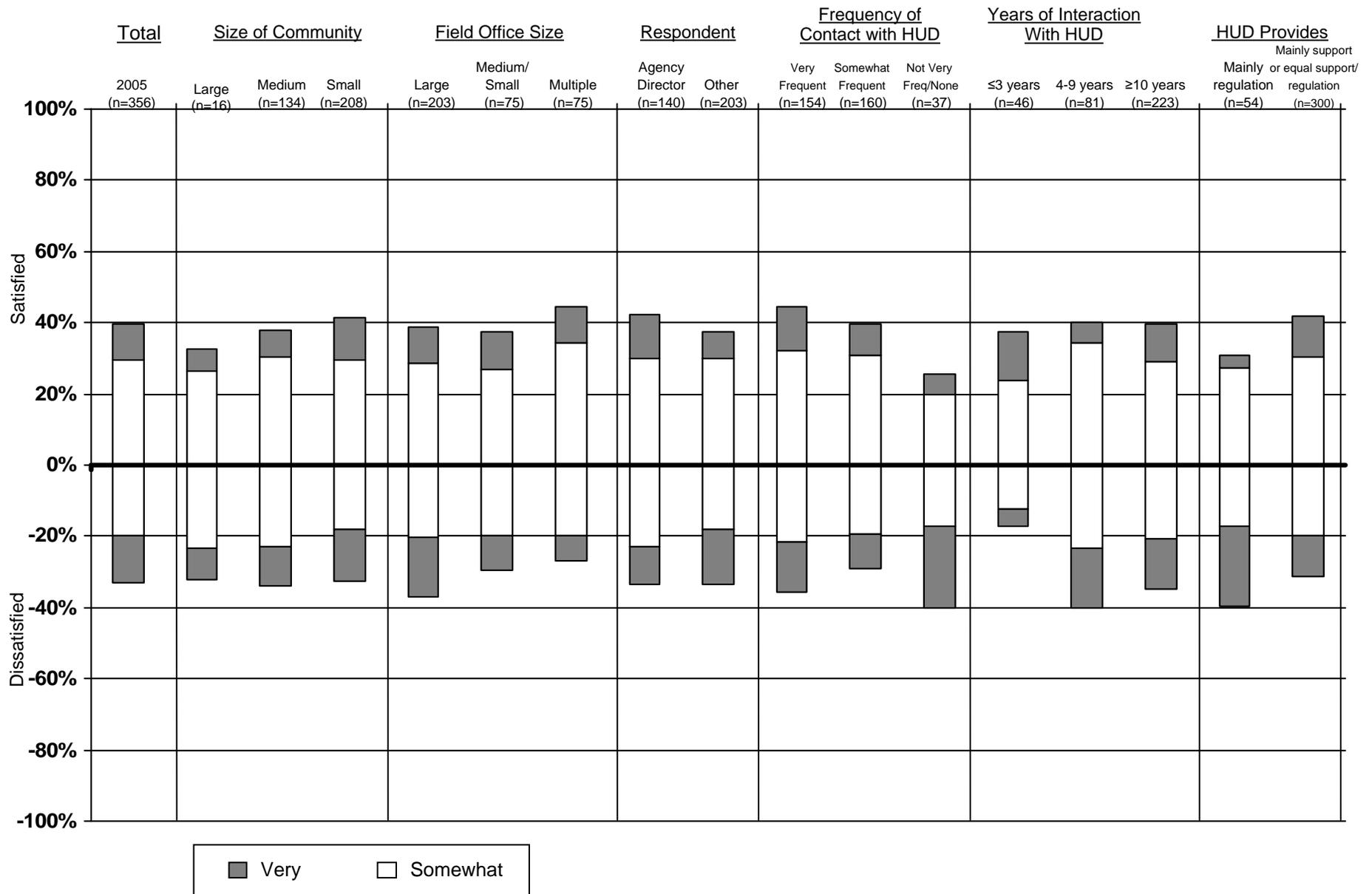
Community Development Directors

Question 13b. How satisfied or dissatisfied are you with the ease of use of the CPMP?



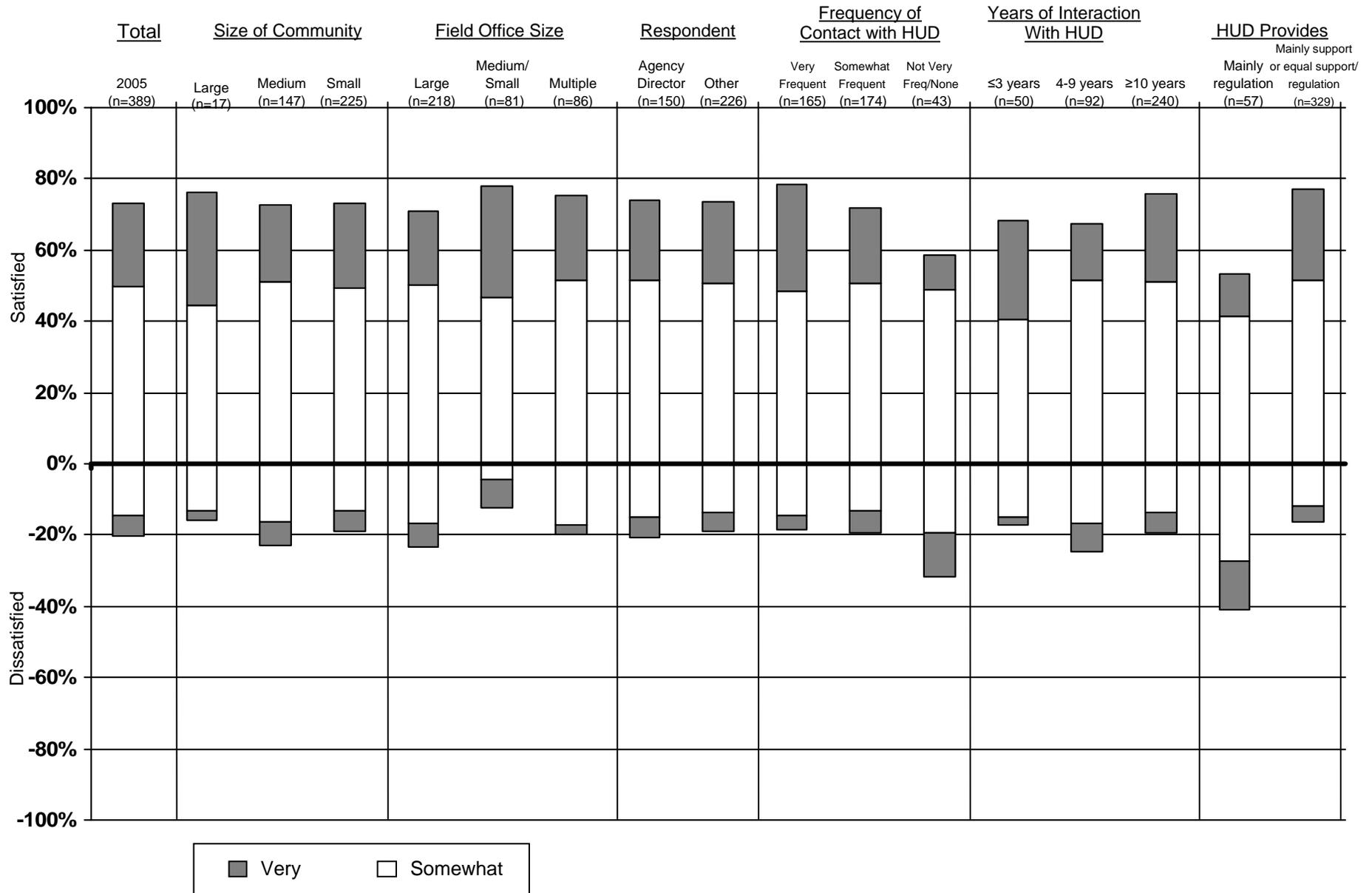
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
 Community Development Directors

Question 13c. How satisfied or dissatisfied are you with the technical support available from HUD for using the CPMP?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Community Development Directors*

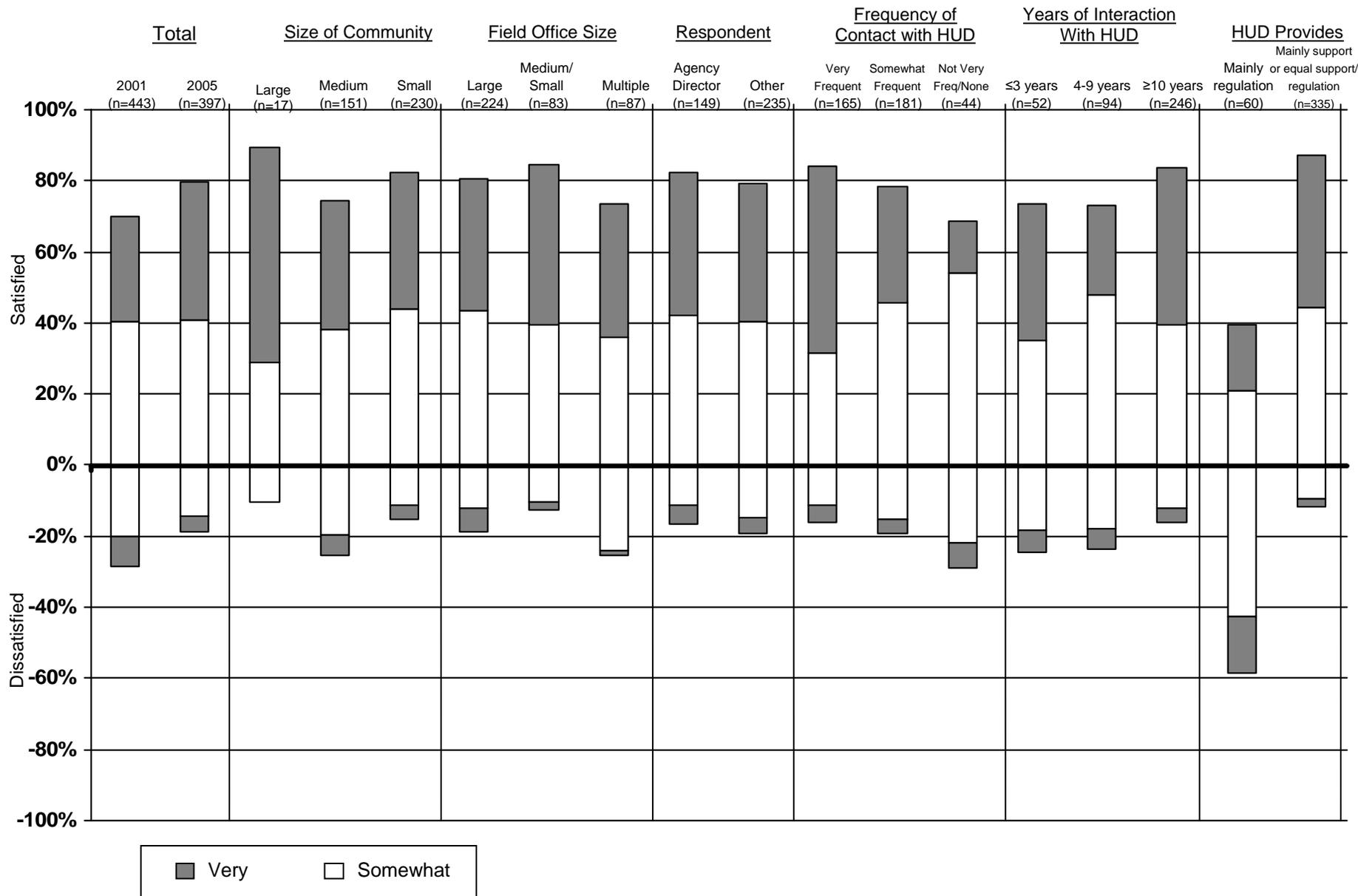
Question 13d. How satisfied or dissatisfied are you with the guidance provided by HUD for developing your Consolidated Annual Performance Report (CAPER)?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

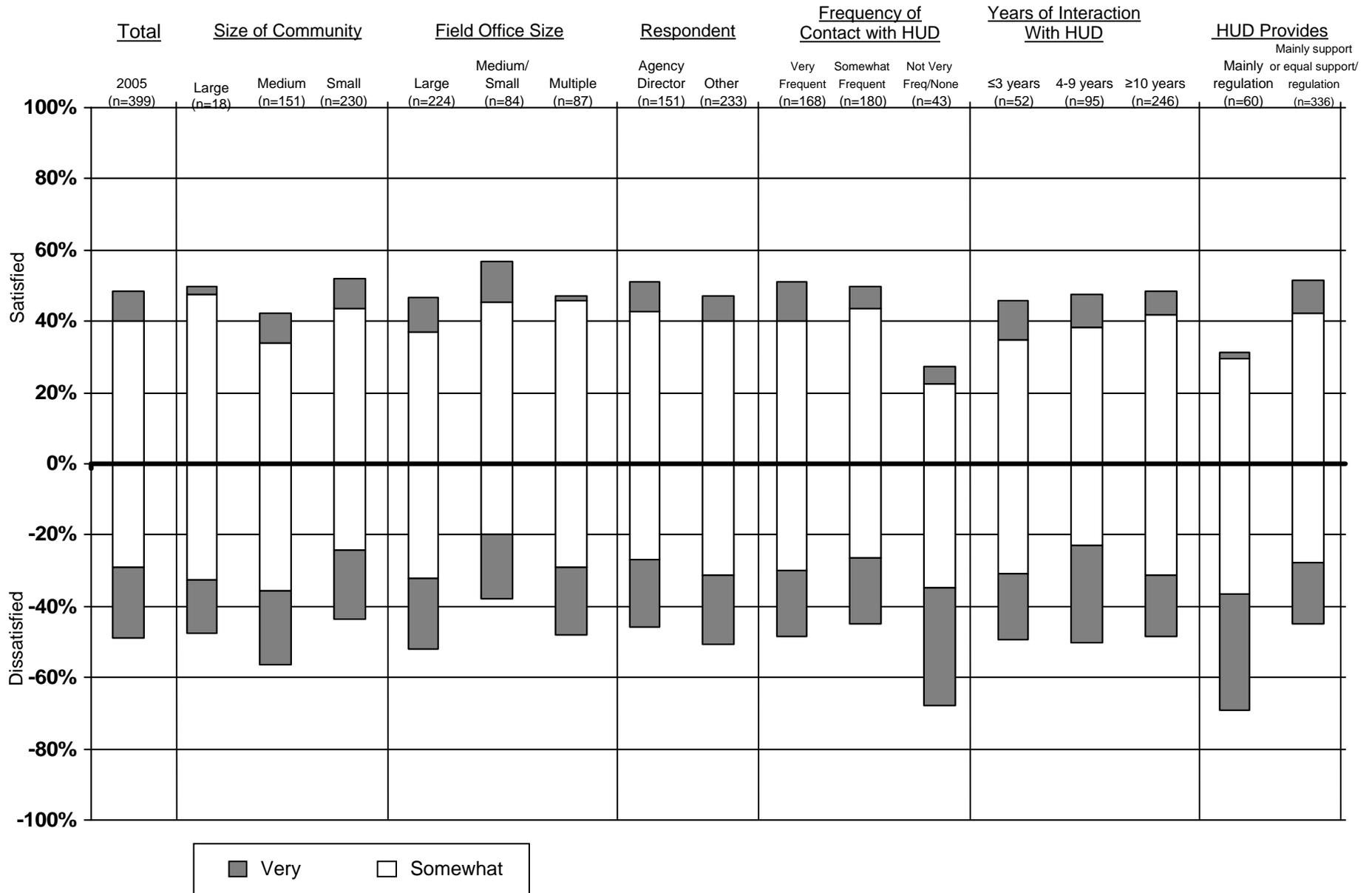
Community Development Directors

Question 13e. How satisfied or dissatisfied are you with the ability of HUD field office personnel to consistently and reliably interpret regulations that pertain to your community development grants and programs?



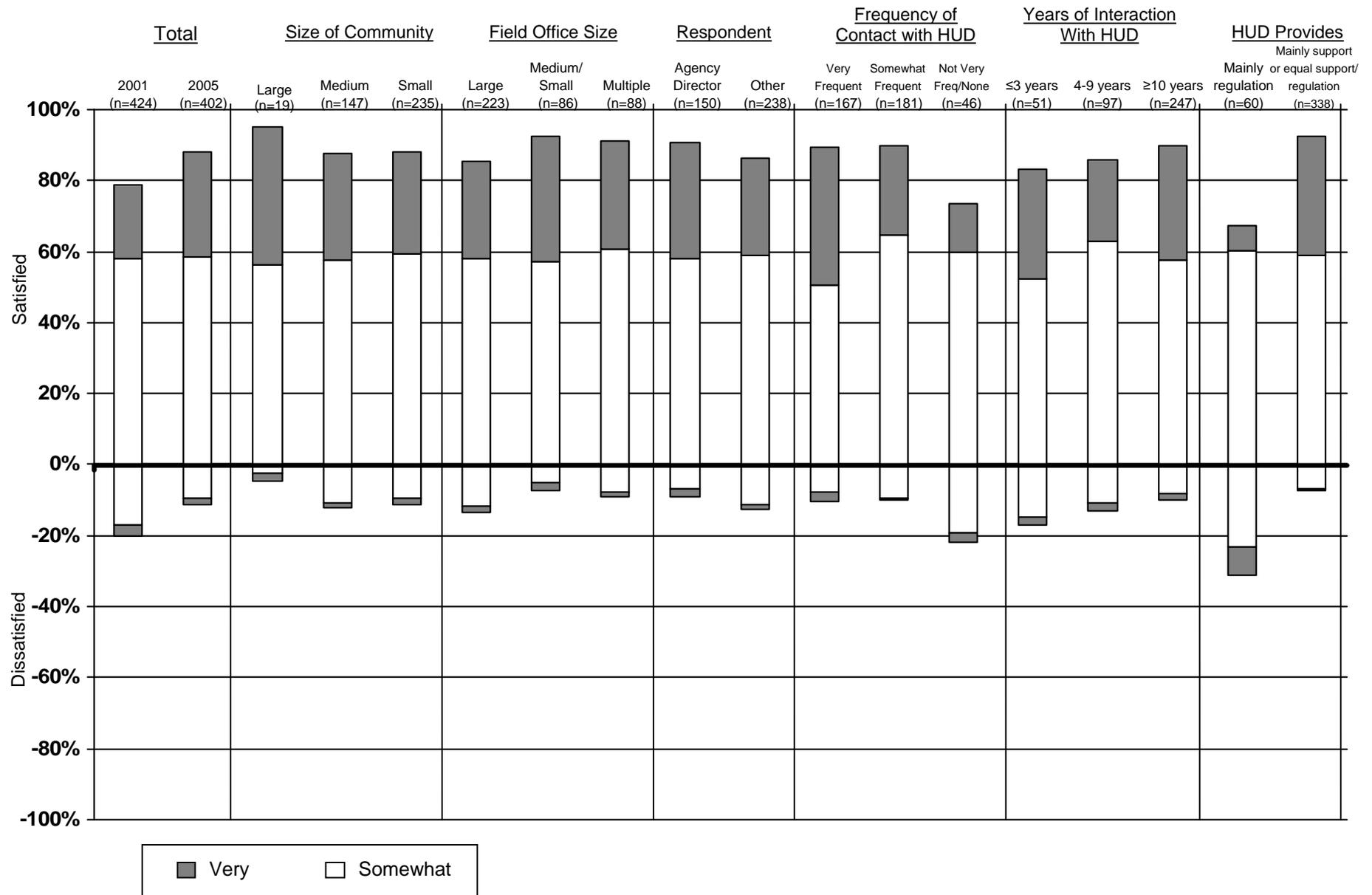
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Community Development Directors*

Question 13f. How satisfied or dissatisfied are you with the progress HUD has made in developing and reengineering the Integrated Disbursement and Information System (IDIS)?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
 Community Development Directors

Question 14. 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

Forty-three percent of respondents (177 of 411) 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 comments about HUD
HUD's role is critical. While there is room for improvement - HUD fills a key need. HUD provides an important way to address urban & rural poverty & related issues.
Overall, HUD programs are excellent and have a major impact in the community, especially for low to moderate income persons.
In general, HUD is very responsive and provides sound technical assistance.
I think HUD is doing a good job.
The [CITY]/[CITY] field offices have provided an excellent regulatory & support framework for ?? city's jurisdictions to administer our CDBG, HOME, ESG & Section 8 programs.

Miscellaneous negative comments about HUD
The CPD notices are frustrating because there's an expiration date listed on each notice, but the directive(s) contained in the notice may or may not have expired. I don't have confidence I'm referring to the most update information when I'm researching regulations in order to make a program related decision
Coordination of [DELETED] w/CDBG was a disaster in the City of [NAME]'s case. The issue dealt w/procurement under HUD's Section 3 requirement & [DELETED]'s regulations to only use the lowest bidder. The two agencies' disagreement over procurement held up [NAME]'s [DELETED] for nearly [DELETED] years; the holdup increases cost. There was a lot of finger pointing. Further HUD Washington authorized the City of [NAME] to move a similar project along but held up [NAME]'s. It was confusing. Both HUD's [NAME], Director of Office [DELETED] & [NAME], [NAME] were obstructionists and impolite, failing to make any effort to help resolve differences between HUD & [DELETED] as required by [DELETED]. Please feel free to call my office if you desire more information. [NAME], [PHONE #]
One of the most time consuming processes HUD continues to have in place is authorizing persons for such functions as draw downs. The process takes weeks for new approvals or the reinstatement of expirations. Also, there are too many access points - LOCCS in some cases, IDIS in others. Improvements in authorizations and methods for draw downs would be greatly appreciated.
I think that the timeliness test, although good in theory, places a heavy burden on some grantees. This is particularly true in cases where grantees heavily rely upon sub-recipients to carry out activities. Perhaps a policy change allowing for a longer period of time - ie. a test on 12/31 or 1/31 would be helpful.
Major changes in the Section 8 HCV program have caused significant problems for our agency. New HUD budgeting and fiscal controls have been implemented with little advance notice (or retroactivity, as with the 2004 budget).
We are a large city attempting serious reforms in our CDBG/Home programs. These changes are difficult, but we have been hampered by a sudden change in HUD enforcement policies & procedures. Years of limited enforcement have been suddenly replaced with very rigid and unyielding enforcement. We seek consistency in HUD administration for these important HUD programs.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

<p>HUD is an incompetent bureaucracy that needs (1) regulatory reforms (2) different goals (i.e. mainly housing for poor & disabled - not everything else) (3) Better performance & ?? for themselves (not just for grantees) (4) Better technology. All the so-called reforms have made things worse - reporting is always manual because computer systems can't be trusted or used, in addition to the electronic reporting. A fairly simple program, HOPWA, has a ??, reporting system that is a nightmare. HOME should not exist (with its different income requirements & rules) but should have been part of CDBG. Public housing has never been coordinated with CPD. HOPE VI is reducing units at an alarming rate. The SUPERNOVA process is a joke, with things like 10 year plans to end chronic homelessness and plans to get homeless mainstream services - beyond a locality's ability to do. Requirements to remove impediments to fair housing, implement Section 3, address barriers to affordable housing, labor standards, etc. are unrealistic, not consistently enforced, and all quite bizarre to getting poor people housed. The emphasis on homeownership doesn't help real poor people!!!</p>
<p>Increased timeliness efforts in regards to information and correspondences given to program coordinators would be very helpful and are needed to guarantee effective monitoring of grantees. HUD should be more aware and considerate of the time restraints/frames that they give and be reminded of the other deadlines and workloads that coordinators have within their communities.</p>
<p>HUD is trying to do more with less, as are grantees. A bigger emphasis on partnerships and "customer service" based on reality, not bureaucracy would improve intergovernmental relations.</p>
<p>Field office does not have enough staff to effectively monitor programs - Continuum of care process too complicated and limited in scope.</p>
<p>We interact with both CPD and PIH. Overall, CPD has been very helpful. However, while PIH has been responsive, dealing with financial matters particularly with [DELETED] has been difficult. I don't know whether it is because of the lack of TA funding or just the programs and their intricacies, but we are constantly battling with FMC on budgetary issues. We never seem to be able to reconcile our accounting system with theirs. PIH needs to provide much more TA considering the changes being made to the Section 8 and [DELETED] programs.</p>
<p>I was disappointed in the lack of help from HUD in formulating the 5-year plan with regards to census data. HUD requires certain data to be included, yet the data is not available or impossible to find.</p>
<p>The only thing that I am dissatisfied with is that there has not been a replacement for the 20/20 software. It was a very good tool for doing the annual plan. Although I feel that annual reporting is necessary, it is a waste of time to do an annual plan unless you are adding to your activities. Therefore it makes you become repetitive.</p>
<p>As a new entitlement community we have not always received the level of support necessary to be efficient and effective in achieving HUD mandates. A significant issue has been the process of discovery of what needed to be done next rather than receiving a guiding hand from HUD.</p>
<p>We're not always satisfied with support. Guidance from Homeownership Center [CITY] has not always been accurate.</p>
<p>We have a minor problem associated with how HUD handles direct complaints from citizens. HUD tends to be overly nice and accommodating to a citizen complainant without first determining if there is a reasonable basis for the complaint. We would request that HUD contact us for our position on the issue prior to responding to the complaint or prior to reaching conclusions. Finally, we feel that President Bush is failing to give HUD the support needed for proper function. We need a stronger commitment from the White House for CDBG assistance to [CITY] and other local communities.</p>
<p>My overall opinion of HUD is greatly diminished by my dealings with the office of Healthy Homes and Lead Hazard Control. OHHLHC provides no assistance to grantees but hinders, imposes & over-regulates. Their barely competent staff operates an inflexible, unreasonable program. My experience w/HUD's [CITY] field office staff has been quite the opposite. They are knowledgeable & helpful.</p>
<p>Cannot get assistance at the local level for necessary HUD issues, ie: IDIS or technical support/program support. Small agencies are lost in the shuffle. A one person or two person office has no chance at succeeding with HUD.</p>

Positive comment about HUD Staff
We appreciate the support of HUD to assist us in serving our community as well as being in compliance with regulations, eligibility and meeting our objectives. We have found HUD staff to be knowledgeable, dedicated and very customer oriented.
We have been very satisfied with our HUD representative from the [NAME] area
HUD REGION, [CITY] office has been extremely helpful and has worked to help us resolve many outstanding issues.
The [CITY] field office has been extremely helpful working with our programs. Their professional staff is willing to go out of their way to provide technical assistance to our staff to ensure the HOME Consortium runs successfully.
I have found most HUD field staff to be very helpful with regulatory and compliance issues.
I've found the HUD office very helpful & responsive on most issues. Always willing to provide assistance, support & guidance. Also their participation and cooperation with our statewide and region wide CD orgs has been stellar
However, through my long career (40 years) it never ceases to amaze me that the HUD area representatives are so responsive & of such high quality. I frankly can't remember a single one that hasn't been really helpful & committed to helping cities accomplish their plans.
The City of [CITY] considers the HUD [CITY] Field Office as being very helpful by providing technical support and guidance as needed. They're also very accessible and responsive. They hold quarterly meetings with all their entitlement cities throughout the year. These quarterly meetings are the basis for a good networking and a good opportunity to share ideas that allow cities to communicate and expand their working relationship with HUD to a good partnership level for the betterment of our communities.
2) I have served as President of The [CITY] [DELETED] which works with CPD's [CITY] office to assist entitlement & small cities grantees with new program implementation & continuing education. Thus, my relationship with HUD staff from Field Office Manager to Field Representatives is a very mutually cooperative one. 3) HUD now has several divisions that are increasingly responsive to its customers/clients
The staff, based on my experiences, at HUD-[CITY] is very helpful and supportive. I can call for help or assistance or with a question and they are there to help. I truly feel their goal is to encourage entitlement cities to use their program & funds in the best way possible (within HUD guidelines) to meet our local needs. I feel our relationship is a partnership.
I feel staff at the HUD [CITY] area office is doing the best they can with the resources they have available.
Overall I am very pleased & satisfied with the performance of HUD staff. They made & continue to make steady progress making a wide assortment of complex programs more effective & efficient.
The HUD staff in our field office is very good and responsive. We are fortunate to have the level of support in the field that we have.
[NAME], [NAME] and [NAME] do an outstanding job. They support our city in every way possible, they respond very quickly, and they always give good advice and guidance. They are true partners with our city to make our HUD - funded programs the best they can be. A special thanks goes to [NAME]. He is the best HUD employee in the United States!
The HUD field office in our region has been consistently responsive to our needs. They have made every effort to provide technical assistance and guidance to our county whenever requested. The personnel in this field office appear very knowledgeable of the program. Overall, our county is very pleased with support provided by HUD.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

Staff at the [CITY] field office are excellent. True partners in helping us to accomplish our mission. Always available to assist us. Consistently make applicable training available.
We deal with [CITY] field office and are very satisfied with guidance, support on most all programs CDBG, HOME, ADDI, Continuum of Care
Staff is great both at regional, local & national office.
The CPD staff at the HUD field office in [CITY] are great! They always present the attitude of wanting to help, while ensuring that compliance doesn't slip.
The [CITY] HUD field office has been a pleasure to do business with. The staff is very professional & the CPD Program Manager is an exceptionally knowledgeable and resourceful employee who provides constructive guidance.
My relationship with my HUD partners couldn't be better. They work with me and not against me. When issues come up, they point them out and then help me resolve them.
I think my local field office staff has done a great job helping me work through programs that are way too over-regulated, given the amount of funds we actually receive. Overall, much more simplification is needed. However, my local CPD rep is FANTASTIC!
Field office staff in both the [CITY] & [CITY] office are helpful. This office interacts more with [CITY] and I feel that they go above and beyond to accommodate our needs and requests for assistance.
Our HUD office in [CITY] provides tremendous support and has an excellent staff.
Our experience with the HUD field offices is very positive. Yet, at an individual level, it is a pleasure to deal with the generally helpful folks in the HUD field office.
The HUD field office in [CITY] has always been very responsive to our questions and issues at hand.
The [CITY] Field Office does an outstanding job considering its lean staffing.
We are fortunate to work with a field office that is both accessible and responsive - at least CPD is - Their willingness to assist is remarkable.
The [CITY] office is very responsive and helpful. They have a great attitude of helping us succeed, instead of trying to catch us in a mistake.
The [CITY] office staff is very responsive and provides support in an effective & efficient manner.
The [CITY] Field Office and the communities it serves are fortunate to have an experienced HUD staff that strives to assist grantees in carrying out national and local objectives within the framework of CDBG/HOME.
The [CITY] office CPD personnel is knowledgeable, responsive, creative, courteous, helpful, friendly and projects the sense of partnership with the local community to carry out the mission of the community development ??.
I have been very pleased with our CPD rep. She is new to HUD, is thorough, prompt and extremely helpful. I compare her to our previous CPD reps who I thought were tired of the job. Good job [NAME].
[CITY] staff has been very helpful with questions & providing support whenever needed.
1. Our HUD Rep - [NAME] - has been very helpful to our organization. He has been extremely beneficial in helping us to improve the performance of our program. He is extremely knowledgeable and fair in dealing with us. Other HUD personnel in the past have not been so helpful and the program suffered for it.
1) Community Planning (CPD) officials & reps in our field office are very responsive. They try to make our processes as painless as possible within regulations

We have had very good support from the HUD field office in [CITY]. The support from Healthy Homes Lead Hazard Control has also been good
All staff at HUD [CITY] office collectively deserve a grade of (A) for their continuous effort to provide all necessary hands-on training and timely follow-up regulations consulting services, using all available communication methods to disburse up-to-date information regarding HUD programs.
As CD Coordinator, I have a great relationship with our HUD rep and find her to be extremely helpful, knowledgeable and accessible
- We get great support from our field office
HUD [CITY] staff is always willing to assist and answer questions in a quick and effective manner.
We recently lost [DELETED] of our HUD reps due to retirement and with the replacements and promotions, we are impressed with the ease and professionalism of the transition. Even when we have had obvious findings, never have our field office not been there to assist us in making the necessary changes in our program. The success of our programs is directly related to our relationship with our field office.
Local HUD staff in [CITY] is very helpful & accessible.
Our field office is very helpful.
Our rep is very good - some others aren't helpful.
From our point of view the service we get from our HUD rep, [NAME], is outstanding.
HUD employees at the [CITY] Field Office are very responsive and helpful. If this survey only took into account our dealings with our local field office, all answers would be "very satisfied."
The [CITY] field office is very knowledgeable. Our department has a good working relationship with [CITY] field office. They are very responsive to our questions.
[CITY] field office CP&D employees great to work with & very helpful to our staff
Field office staff is generally excellent to work with.
The employees are helpful. If they are unsure of a rule - they always research it and get back to you in a timely manner.
We find the [CITY] HUD office is always insightful, helpful, professional, courteous and prompt with their assistance. We rely on them for regulatory guidance and practical technical advice. They have a positive attitude in advising us and provide us access to their wealth of experience in solving issues particular to our circumstances.
Excellent support from REGION Director [NAME] as well as HOME staff [NAME] and [NAME].
The City of [CITY] appreciates [CITY] office responsiveness in answering questions related to CDBG program. We believe in having qualified and professional staff who understand the program/grant, help the city tremendously in carrying out the program and getting technical assistance when needed.
The staff at the [CITY] office are extremely knowledgeable and helpful ([NAME] [NAME] and [NAME]) Staff who have been there a long time and know their programs - makes a huge difference.
We have a very good working relationship with our field office director.
The [CITY] office is very proactive & helpful. The entire CPD staff is to be commended for their work, especially with the cutbacks in the federal budget. They all work very hard.
The [CITY] HUD office is truly outstanding!!! I have been extremely satisfied with all my dealings with staff at the [CITY] office

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

<p>[NAME] & [NAME] are extremely helpful to our office.</p>
<p>The [CITY] Field Office is very responsive and helpful. They are knowledgeable and respond quickly to questions. We have had a good working relationship with them over the years.</p>
<p>The local field office staff is excellent with only a couple of exceptions. Information & assistance is easy to obtain on CDBG/HOME Programs, but often very difficult to obtain and/or poor quality in regard to homelessness. The same is true for the Washington office. HUD field office director in [CITY] is exceptionally intelligent, knowledgeable, and easy to work with.- Also an excellent manager. Most CPD staff very good, with 2 exceptions.</p>
<p>The HUD field offices are tremendous and have made great progress. They are excellent and do an outstanding job of assisting local agencies and staff.</p>
<p>I have worked with the [CITY] field office for almost 20 years. They are courteous, prompt and knowledgeable. If they do not know an answer to a difficult question they will research and get back to you usually within 24 hours.</p>
<p>We want to take this opportunity to comment on the [CITY], State field office. Over the years this office has consistently been approachable, knowledgeable & timely with responses, especially the CPD division.</p>
<p>HUD personnel have always been very helpful and were patient with the learning curve of a new person.</p>
<p>The local HUD staff is very helpful with CDBG, HOME & ESG.</p>
<p>We are very pleased with our working relationship with staff at our [CITY] Regional Office. They are knowledgeable and helpful but hold us to the regulations. [NAME] City of [CITY]</p>
<p>Our individual rep is very responsive and helpful.</p>
<p>Over the years we have had a very good working relationship w/our reps. Their jobs have become seemingly impossible with all the new added regulations & reductions in staff. Their workload is tremendous.</p>
<p>Whenever we contact the local [CITY] office for guidance on CDBG related issues, the office is responsive. Contact is, however, limited.</p>
<p>The CITY field office has been remarkably consistent over the years. Though their CPD reps. have varying levels of ability, their managers have a great deal of experience. I am concerned with the impact retirements will have on the capacity of the field office in the coming years.</p>
<p>In general, representatives from the local field office (CITY) have been prompt to respond to our inquiries, especially during the last 12 months. The FMC has taken longer, although they have improved in the last 6 months.</p>
<p>Overall, the field staff in [CITY], particularly [NAME], [NAME] and [NAME] (especially [NAME] bend over backwards to provide assistance.</p>

Negative comment about HUD Staff
Others in the office have not been as easy to work with. HUD's programs are overly burdened with requirements and processes. There is a noticeable lack of enthusiasm and motivation amongst HUD employees. No one can make a decision and there is little innovation. HUD programs have a lot of potential to help a lot of people - but everything from the legislation down is cumbersome.
*The national Lead Hazard Control staff have mixed results, due to turnover, re-organization, and very confusing and duplicative NOFA's. *Continuum of care local staff are helpful - but national direction is confusing. So, in several answers, I blended together my response to be "somewhat dissatisfied" - if this had been constructed by program, I would have given high remarks to CDBG/HOME & lower remarks to Lead and CoC.
Rather than helpful, I find the HUD CPD staff to be obstructionists. There is no help to be had when trying to find your way around the sometimes difficult requirements HUD imposes. A negative answer is readily offered by the agency rather than encouragement or support.
HUD employees need to be better trained and knowledgeable to assist entitlement communities. My rep cannot give me answers to many of my questions. HUD is much too interested in process and checking off boxes for approval than in what the community is actually doing with their funding (ie Consolidated Plan and CAPER) review.
Community Builders/Regional staff (CITY) not too useful.
Have not had much contact w/ field office - when contacted though, they are generally responsive. Find it frustrating though that most reps have no pragmatic experience w/ implementation of CDBG/HOME/ADDI and have unrealistic expectations. For example - CPMP tool strongly encouraged electronic submission but field office insisted upon original and 4 copies. Just generally disappointing. Also - reps do not have enough contact w/ grantees. Would like for reps to be more involved.
The appointed high level officials are much to be desired.
The experience we have had with the CITY field office has not been that positive for our Section 8 program. Sincerely [NAME] - Director [DELETED] Div/ County, [STATE], [CITY] & [CITY]
I have a hard time getting timely answers to specific questions.
- The main area of waste and incompetence within HUD that I have had contact with is the HUD "Community Builders". - Community Builders have been totally useless for cities and counties because they are generally poorly trained and have no experience. Furthermore, since the community builders do nothing, regular HUD staff lose positions and are over-worked - (CPD staff). - Eliminate community builders and add staff to HUD state offices where the real work is being done.
We greatly appreciate CDBG funding provided by HUD; however, our HUD rep rarely interacts with us or provides any guidance. It can be difficult to manage a complicated program with such a hands-off approach.
We have had some significant issues administering one program that actually resulted in the [DELETED] employees due to lack of competency. This was only brought into light with a shift in our rep. The previous HUD rep should have caught the mistakes and lack of competency but instead never had issues gave satisfactory marks etc for at least [DELETED] years. Now we are stuck with tremendous cleanup that snowballed due to lack of competency of our staff and HUD staff.
We prefer web based reports because the CITY office staff frequently can't find documents that were mailed and they ask us to send them again.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

HUD needs better recruitment practices. They have a serious "talent drain" especially at the CPD rep level. They need to get younger & smarter. Not enough "outside the box" thinking.

HUD Staff: More staff is needed – one HUD staff person cannot conduct an adequate CDBG, HOME, ESG & HOPWA monitoring in a week. In addition, HUD needs to provide a financial person who can conduct an in-depth financial monitoring. Where I work, the [DELETED] until the situation we are now in is pathetic. [DELETED] Something needs to be done. He left this city and went to do housing for the [NAME] in [STATE]. We are still having problems because the Housing Administrator here is no better than the former director. This administrator has no regards for the regulations or the Commission. He does projects outside of the regulatory requirements and enters into agreements without even getting [DELETED] approval. When HUD's regional office is aware that local city staff is incompetent, they should notify the City's governing body, not cover for incompetent city staff. I must reiterate, HUD's oversight of taxpayers' funds is appalling.

MIXED POSITIVE AND NEGATIVE

In the past 12 months, have dealt with HUD on several levels. In regard to CDBG, the local field rep is very helpful and responsive. Previous reps have not been so. I've been highly pleased with the level and quality of service our agency has received from our current rep. I've had a similar experience working on a [DELETED] grant and the necessary environmental documentation. The environmental staff was extremely helpful, responsive, and knowledgeable. This aspect of the grant was completed expeditiously. The same is not true of my experience with special grants staff in Wash. DC. For 6 months, the grant application sat incomplete because the rep misplaces, forgets, fails to follow through. Have probably spent more in staffing costs resending and making calls to ensure follow up than the grant is worth.

The people in the CITY office and HQ that I interact with are fine. The problems are caused by people who think that political or industry-based methods can be applied to HUD (e.g., Question 7A)

Generally I am very happy with local HUD office, but regional office is very difficult to work with. This made completing this questionnaire difficult because depending on which office I was answering in reference to there are very different levels of satisfaction.

I have very little concern with the local field office. My problems arise from communication (or lack thereof) with our regional office. They are unresponsive and provide very little support. In my opinion, all HUD does is monitor locals for compliance. They don't help us understand what "compliance" is or help us problem-solve the realities of on-the-ground community development.

The HUD field office is excellent; the most problems associated with HUD concern a lack of communication, knowledge and expertise from [CITY] and HUD central. Example, why does it take nine months to approve/disapprove a Section 108 loan program application, 6 months for ?? NOFA grants?

Many of my answers reflect dissatisfaction. To clarify this I would like to state my "very satisfied" opinion of CPD staff in the [CITY] Regional Office. However, there is absolutely no assistance or customer service from affordable housing specialists. This includes technical assistance, phone calls not returned and e-mails that are read, but not responded to. I have had experience to wait 2 1/2 - 3 months to get an answer or no answer on an issue (lead based paint) and finally was referred to an [DELETED] consultant to answer the issue.

Currently, very satisfied with our HUD Rep - not so with previous Rep who didn't know what she was doing.

The performance of HUD & regional HUD offices has suffered due to hiring freezes, budget cuts, people doing multiple jobs - overworked & under trained (new) staff. There are no easy answers for improving performance, given the multiple variables that affect HUD performance. They are doing a great job given the situation.

As my previous comments will indicate, we have been very disappointed with our assigned representative and her immediate supervisor. On the other hand, we have found that there are a number of individuals in that same office that are extremely knowledgeable, competent and helpful. Unfortunately, we cannot always consult them - it is not proper protocol, and frankly, they have enormous workloads as well. Also with regard to the [NAME] Field Office, we have found other staff/staff in other departments extremely helpful - specifically: [DELETED]: [NAME] & [NAME]; CPD: [NAME], [NAME], [NAME], [NAME], [NAME]

Competency and responsiveness of HUD staff varies significantly. I have had difficulty reaching certain HUD office staff, some of whom don't bother to return phone calls. Some HUD staff are very good and provide appropriate guidance in interpreting HUD rules and procedures. Others simply read the rules back to you! I would like to see more technical assistance being provided out of the local HUD offices.

GOTCHA MENTALITY

Our CPD office seems more interested in finding fault and has a "gotcha" mentality rather than trying to help us overcome and/or work through major problems and findings we inherited from the city's previous mayoral administration.

Our HUD rep. treats monitoring as a punitive game of "got-ya" vs. an edification process. This is encouraged at the field office, and those reps. who do not report findings are moved.

In the late 90's, the staff of the field office tried to be helpful and supportive. Over the last several years, the approach has returned to the nit-picking "gotcha" mentality of the late 80's and early 90's. Some staff members go out of their way to look for trouble where usually no problem exists. We waste time answering concerns that usually don't exist or that are readily correctable. I feel that we are being "picked-on".

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

REGULATIONS

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

Less restrictive regulations would allow for greater applicability of funds to achieve local goals. Currently, does not create opportunity for local discretion needed to complete projects that may not conform "entirely" to stringent rules and regulations.

It is always time consuming dealing with the rules regulations & required reports. (especially with the HOME program.)

Regulations are too much for small grantees.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

Perhaps because of the shortage of time & staffing, the emphasis remains on enforcement of regulations. Regulations, such as the LBP rule, have slowed housing rehab efforts, required expensive additional training for staff & required expensive testing & specialized contractors. We are a small community so we don't have the additional staffing larger communities might have.
HUD's personnel have not provided consistent or clear interpretations of CDBG regulations. The "grey" regulations are too "grey" and give too much room to get into trouble
It is very difficult to understand all of the requirements and regulations for the different HUD programs. THANKS!
The main problem we have with HUD is in the complexity of the program regulations and in the tremendous amount of time required for both the planning and reporting.
Regulations need to be simplified & clarified for more effective local response with HUD dollars.
Regulations: When Congress develop and write regulations, the language and procedures need to be simplified and clear so they can be interpreted by the average person. There are too many gray areas in CDBG & HOME. If HUD and its consultants, who are conducting training sessions, do not understand, how can city staff understand? Information Burden: Every time HUD thinks it is streamlining information, they just asked for the same redundant information that has to be inputted in the ConPlan, IDIS and CAPER, etc. The CDBG regulations were enacted in 1974 - times have changed, the population has increased.
I think that many of the regulations are too stringent for many of the projects which decreases the number of sub-recipient grant requests.
The HUD staff has been very helpful; however, how the program regulations are interpreted vary from CPD representative to CPD representative.
We have found that in interpreting regulations, HUD staff is reluctant to put anything in writing - and yet when they fail to put it in writing, we eventually get burned. This has been particularly true of field office staff. (We have actually had some pretty good experiences lately with emails from HQ staff.)
I think there is a reticule for HUD employees to have written confirmation of questions to the regulations. There is a saying that you keep asking the question to different employees until you get the answer you want
Regulations are difficult to read. What they say & how they are practiced are not very clear.
In general, HUD programs are over-regulated and overly subject to the whims of high-level HUD administrators in Washington, and members of Congress who want to put their ideological stamp on the programs. It is sometimes a struggle to find the energy to continue to deal with the needless over-regulation and unnecessary paperwork procedures that have become a part of HUD programs.

TRAINING

The training provided to our staff is professional, well organized, and helps our staff do their jobs better.
It also seems that there should be training & TA opportunities related to CDBG. Although the program has been in existence for many years, in some communities staff are new to the program and there is a limited supply of available training.
Most of the HUD sponsored training workshops I have attended are very good (especially [DELETED]).

Thank you for the chance to respond. I wanted to mention that, while I appreciate the HOME Primer that they put together, I do not think that the training put on by [NAME] over the past two years have been effective at all. In fact, [NAME], in particular, seems to have difficulty staying on topic & the training seems to degenerate into a "what [DELETED] knows" session. It would be helpful if these HOME trainings could have a clear, achievable agenda & follow it as best they can. Thank you again!
The company HUD hired to administer CDBG training had trainers that were confused by regulations and did not agree with each other - The field office representatives and Department Director from DC that were present knew much more and would have been stronger and more consistent trainers.
Recommend that HUD improve timeliness on making training and conference opportunities known to jurisdictions.
I would like to use more web cast training.
Web casts don't always function - Have difficulty subscribing to list servers - Asked for TA for developing capacity of faith based organizations but have not received it (asked more than once over past year)
An area of great concern is the limited availability of professional CDBG training. Although "basic" CDBG training is available and well conducted, intermediate/advance training in the areas of other statutory compliance (i.e. subpart K, labor laws, environmental requirements) would also be very beneficial on a regular basis (annual). I also strongly request that regular training also be held on monitoring CDBG.
I wish HUD did more training, as used to be the case. I'm sure budget cuts and a belief that we have all learned what we need to know are factors, but it has become difficult to get new staff trained in CDBG, HOME, etc. basics.
HUD's overall performance is good; however, more frequent training sessions are needed by HUD.
Need additional lead time when issuing training notices or requests for comments.
HUD needs to offer more training at no cost to HA's with little or nor expense accounts for such training
2) CDBG & Labor Standards trainings have been good.
We receive notifications of training too late to schedule employees - need more notification time (2-3 months instead of 1 week) - My CPD representative has had a heavy workload caused by the hurricanes - maybe provide a back-up in cases like this.
Training: More training needs to be provided. Not one or two day training sessions, actual training classes
Additionally, the more advanced home training courses are never offered in CITY or CITY. Local government does not authorize out-of-state travel.
- More training needed for all components of grants/grants mgt

FUNDING

EDI - Special Projects Grants seem to take too long to receive. For example, last year's grants were authorized in Dec. or Jan with the signing of the HUD-VA budget and as of June 2005, we have not received the grant application. Also, based on prior experiences, once we submit the grant application to the HUD EDI Special Projects division, it can take six months or more to get an executed grant agreement. Designated recipients/sub recipients may not be prepared to wait this long for funding.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Community Development Directors

<p>The Continuum of Care Homeless Assistance Program is the worst federal grant program I have ever participated in - The policies driving the program are counter-productive to solving the problem of homelessness in our community, region and state of [STATE]. The amount of homeless in our county has increased from [DELETED] to [DELETED] in less than 5 years. The predetermined HUD funding formula is fixed based on the 2000 population rather than the actual situation in our county</p>
<p>1) The monitoring & management controls account for every penny, but we (and they) spend a huge amount of effort on the bureaucracy when we should be using that money to get things done.</p>
<p>Overall mission too broad - communities that can absorb public works, projects thru local bond elections do not need the fed dollars. Focus dollars on urban/condensed low income areas with larger awards to maximize results. Dividing up a pot \$\$ 20+ ways dilutes impact - no one wins and paperwork & administration increases 20-fold. Thank you.</p>
<p>I would like to see less restriction on the funds.</p>
<p>Improvement is needed on the timeliness of getting grantee funding to the respective cities and agencies earlier in a program year. To date, funding is always late.</p>
<p>* More TA around Faith-Based Funding.</p>
<p>Administration: With all the administrative requirements of the grant programs, more administrative funds should be provided. CDBG – Public Service The cap of 15% need to be increased. We get more requests for public services activities than any other eligible activity.</p>
<p>Entitlement funds are the most/flexible and un-bureaucratic federal programs we work with while maintaining the basic directive of benefiting low and moderate income persons of our community.</p>
<p>Too little funding for HUD to visit. Changes in field offices regarding various program compliance issues. HUD field offices should have funding to attend conferences with grantee staff.</p>

<p style="text-align: center;">CPMP</p>
<p>Electronic reporting is important for efficiency; however, more user friendly, easier-to-input systems need to be developed with more hands on training. The Community 2020 worked well in the past. The CPMP tool did not have enough pages for an entitlement with a large number of projects in the project workbook section. Data was difficult to save and retrieve. Efforts to develop systems are greatly appreciated, so keep developing!</p>
<p>As far as the CPMP tool, we chose not to use it this year because of uncertainty with what was going to happen with HUD organization. We love IDIS & I believe CPMP tool will be equally as useful and timesaving. Please don't transfer programs out of HUD.</p>
<p>The City of [CITY] was two years in to a 5-year plan when the CPMP was implemented. The City will use the tool during the development of its next 5-year consolidated plan FY2008-09 through FY2012-13</p>
<p>We are currently using the CPMP to prepare our con. plan & 1-yr action plan. It is too early to evaluate it.</p>

<p>HUD's programs still need to be streamlined and made easier to use in the field. The CPMP may wind up being an improved program tool but for those of us that participate in HUD approved consortiums, there are some glitches that need to be worked out in the program. It really was not fully ready to use this year and did not really appear to be user friendly to those of us who put our annual plans and strategies together using the new tool. We need to make sure this is a more public-friendly document or the experiment will have failed.</p>
<p>CMP tool does not include all on "checklist"</p>
<p>1) The CMP Tool was too new to use in our 2005-2009 Cons Plan which started local planning in the early summer of 2004. Yet, we worked on themes knowing that with a 2006 HUD CDBG budget we would be using the CMP Tool in '06.</p>
<p>Basic training around CPMP and other performance measurement issues. They assume that grantees understand this at a much higher level than they actually do. Stop assuming that grantee staff is available 100% for HUD Programs. With less entitlement dollars, there is less admin \$\$\$. Realize that a small grantee has to implement the same regulations as a large grantee with less admin support. As a manager I have to place staff on other projects to justify paying them w/other funding sources. I cannot afford to have one person complete 100% of the admin responsibilities for HUD programs - unless you want to increase admin %.</p>
<p>The CPMP is a good resource but was released too late to effectively use for our municipal consolidated plan update. Further, our CPD representative seemed to be completely unknowledgeable about the tool, that is: 1) what it was, & 2) how to use it.</p>
<p>CPMP was easy to use but asked the same questions numerous times. It also asked for goals in too many subcategories.</p>
<p>Our philosophy with Consolidated Plans and Reports is that they are written by us to engage our community with side effort at informing HUD of what is required in a regulatory manner. Grantees should be able to continue presenting how we use HUD funds in a way that works for use, as opposed to the "cookie cutter" approach implied by CPMP.</p>
<p>What is CPMP?</p>
<p>Kudo's to the CPMP Tool! Best HUD program tool to evolved since IDIS.</p>
<p>We are finding that the CPMP Tool requires too much effort. It does not allow you to input enough information resulting in the need to add a narrative. This defeats the purpose and has resulted in double work.</p>
<p>CPMP - was a nightmare to use - (narrative/plan section) - the format/concept is great, the excel worksheets are fine but the Word portion is horrible. The formatting components made it extremely difficult and it produced a document that was basically unreadable (if your narrative was part. long and to answer all the questions properly, it had to be). Keep the Excel side and fix the plan/narrative side.</p>
<p>CPMP seemed more useful to smaller entitlements. The CPMP tool had to be modified for use by entitlements funding more than 15 activities and counts above 1,000 in the tables. The community development needs table was difficult to figure out what numbers to report. For example, does HUD want to know how many streets to repair or feet of concrete to replace and what is the gap?</p>
<p>*In CITY While training on the consolidated plan was offered*, the distribution of the CPMP tool was done, almost as an after thought, with no training, and hence we didn't use it (well, we used the word tables, but not some of the other features - maybe that was our fault, but given the time allotted to complete the con plan, it was a mad scramble to get the plan done!)</p>
<p>CPMP: forms not self explanatory, extremely limited fields for data entry, cannot print a complete copy of data entered.</p>
<p>I believe the CPMP Tool is invaluable, but the tables (some) are difficult to either access info or fill out in quantifiable terms.</p>

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HEADQUARTERS/ DC
We have had a much harder time when we have had to get information from Washington.
The HUD field office is excellent; the most problems associated with HUD contact are lack of communication, knowledge and expertise from [CITY] and HUD central. Example, why does it take nine months to approve/disapprove a Section 108 loan program application, 6 months for ?? NOFA grants?
The continuum of Care Homeless Assistance Program is the worst federal grant program I have ever participated in - If this program were given to the [STATE] HUD field office to administer the resources could be allocated based on need - but no - the power-centered HUD administrators in Washington, D.C. control the allocation of funds based on pre-determined policies that makes sense to them but doesn't deliver resources to the real problem areas. It takes HUD-Washington 6 months to review and approve the applications. Approvals could be done in the field offices in 60 days. The process could be improved by giving the \$ to the CDBG program with appropriate regulations to ensure local governments use the funds for fighting homelessness - I could write a book on the government's counter-productive homelessness programs! HUD is only one problem - HHS and Labor are worse in some ways. - None of these agencies work together to make any real impact on homelessness in local communities!
Most HUD staff, particularly at headquarters, are very knowledgeable and helpful. Field office staff sometimes seem very unconnected with headquarters. We would like more timely responses on waiver requests.
HUD Washington political appointees seem to be much more interested in business than in assisting those of lower income. The shift has been dramatic with the current administration. Both cities and housing authorities are being negatively impacted, thereby negatively impacting those who need assistance the most.
Sometimes HUD - Washington takes too long to disseminate information to the field office which makes their job more difficult. I receive information quicker from our national association affiliates out of Washington than through the HUD process.
HUD CITY operation is exemplary if HUD Washington would allow the local office more decision making it would be great. HUD Washington is difficult to deal with.
Of the few times we have attempted to contact officials in Washington, we did not receive an answer.
We did find it very frustrating dealing with the Washington DC contacts in regards to our Section 108 loan. The response time was not good, and it was very confusing. Since we are a relatively small city with limited staff that deals with all aspects of administration of HUD programs, it is a concern to be constantly confronted with new requirements of the program, such as developing additional performance measurements. A great deal of time is now spent on the CAPER and other reports that should adequately address performance.
It feels like high-level staff at OMB and the HUD Headquarters are either unfamiliar with what it takes to develop affordable housing or simply don't care to facilitate housing production.

CDBG
The CDBG program is greatly needed in our community and provides funds for much needed services, infrastructure, public facilities and assistance to provide affordable housing opportunities to our low income citizens.
Our grant shrinks every year, our admin/allotment shrinks, but the regulations increase, and the need increases in the community. But CDBG is vital to our community! Don't cut the funding! Just the red tape! Our perception of the Bush administration's plan to move CDBG to Dept. of Commerce was "throwing CDBG out of the frying pan (HUD) into the fire (Dept of Commerce)!"
1. These comments reflect the perspective of management oversight for CDBG. Section 108 & Labor Compliance. 2. Our interaction with HUD is reactive in nature. No proactive approach to interacting with the agency exists. 3. Approval & response time of Section 108 loans and labor wire transfers has been extremely delayed
Urge support for Community Development Block Grant (CDBG) program. CDBG provides a number of services for the low-income residents of our community as well as for low-income seniors.
The performance management requirements will become a very burdensome requirement to grantees because of their non-applicability to CDBG program.
CDBG continues to be a very valuable program for cities across America. The flexibility it provides allows communities to address local needs within the programs goals and initiatives. This also creates challenges that the OMB PART assessments viewed as the program not having a clear purpose. That conclusion is incorrect based on real results and the revitalization of neighborhood, the stabilization of community, and the partnerships with the non-profits, corporate, and faith based community that have resulted from this program! HUD has the experiences to help communities address issues from the grass roots level. Many of the regulations that impact federal funds/programs are from other aren't of the federal government, not HUD itself. A review of the impact Davis-Bacon Labor Standards, the level of environmental review, are examples of federal regulation that although needed, do tend to slow projects & create barriers at different levels of funding.
Having heard Mr. Jackson speak on a number of occasions, I believe he has the instincts to save and better the agency. I don't see how this can be done without the support of other administration decisions (OMB, etc), it's too bad. Our little program (less than \$1 million) helps thousands of low income and homeless men, women and children each year through CDBG: direct; hands on assistance. What better use could be made of the abundance in our nation's resources? Economic assistance/development? CDBG is as effective economic boost domestically as foreign aid is to foreign nations. Thanks for listening.
The environmental review portion of CDBG is the most taxing on site contractors to help go through the process would be most helpful.
CDBG is an excellent HUD program - it needs increased funding for smaller cities. HUD's success is due to the quality of its field office staff - not Washington central control. If HUD wants innovation and excellence then give authority to the local staffs and give up the idea that central policy is good for everyone. CDBG is the best program HUD has in its tool bag. Probably the worst program is the Continuum of Care Homeless Assistance Program. If HUD would administer this \$1.1 billion program with the same organizational philosophy as CDBG (de-centralized policy control) it could also be a problem-solver rather another welfare program.
HUD is the best place for CDBG. Field offices should have specialists for the various eligible activities especially housing rehabilitation, economic development, relocation, CBDG's, and neighborhood revitalization projects.
Our city receives our CDBG funds through a county consortium so we have very little direct contact with HUD

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My belief is the CDBG requirements should be tiered. When an agency receives less than \$900,000 in CDBG funds, the reporting (CAPER, CON PLAN, etc) should be done to a lesser degree than agencies that receive millions. This would reduce the amount of money used for administration and provide more \$ for activities.

[CITY] does not work directly with HUD in its CDBG Program. However, we have had and still have HUD/EDI Grants and our experience with that program has been extremely positive. Our CDBG program is largely managed by County ECD. Their interaction must be very good because we have completed some rather time-consuming and flexible projects that have required ECD to seek information and assistance from HUD. City's projects seem to flow well. We also have an NIP program and a housing program and I am not aware of any negativity on those programs.

The Consolidated Grant Program, which consists of the HOME Program, the Community Development Block Grant Program and, at one time, the Emergency Shelter Grant Program, has been very beneficial to the [CITY] Community. In fact, over a thirty-year period, the [CITY] has expended over 100 million dollars of HUD Entitlement Funds for various projects that benefit low to moderate income families and local businesses as well. The Federal Funds have been used to construct affordable homes, purchase existing homes, rehabilitate rental property, demolish unsafe unsanitary residential/commercial structures, construct an [DELETED], construct the [DELETED], construct the [NAME] Community Center, construct a [DELETED], assist with the development of [[DELETED], refurbish the [DELETED], rehabilitate the [DELETED], rehabilitate historical structures, construct the [DELETED], and provide loans to small businesses for expansion or start up. Moreover, Consolidated Grant funds have been instrumental in assisting non-profit agencies with the necessary funds used to provide the valuable services that benefit low to moderate income families and the homeless population. The agencies include, but are not limited to, the [NAME], [NAME]/Meals on Wheels, The Salvation Army Emergency Shelter, [NAME], Habitat for Humanity, The Alzheimer's Association, Mental Health Services, Police Activities League, Boys and Girls Clubs, The YWCA/YMCA, [NAME], Catholic Charities, and [NAME]. Because we are committed to the concepts of Community Development, Housing, and Homeless initiatives, we trust that you will join us in our plight to save HUD from the recently proposed budget cuts.

HUD's WEBPAGE

A major concern is that when HUD changes a form, rule or regulation agencies are not directly notified. We are told to search the website. Doing so is time consuming and also difficult and confusing. I believe that if a change is made a certain web page should be readily available. Mass e-mail could be used to alert agencies of an upcoming change. If this page is already in existence I cannot find it.

6) The website is awful - can't find anything!

I have the most problem with navigating HUD's webpage, especially looking for data. The census data links should be clearly labeled less than one heading and listed in the director. Actually, there should be a more comprehensive directory that lists everything necessary to CD offices for easier access to info and data.

Our HUD field office emails frequent notices with attachments to us; however, it is difficult to tell at a glance what is important and what is informational. I would prefer a system where important notices were mailed to me and numbered. In this way I could tell if I'm missing a bulletin. The HUD website is so cluttered with information, it is overwhelming!

This agency is very satisfied with the support received from HUD. Two recommendations, (1) Please ensure your websites are to a ?? where interruptions/delays do not interfere with the review. (2) Please make the website and associated web pages more user-friendly.
The website is difficult to use. The website needs to be more intuitive for users. Overall HUD performance has improved significantly over the past 2 years. Notices need to be sent by HUD in a timely manner to meet deadlines. Too often notices are received dated one month before the date it is received. This leaves very little time to meet the information reporting time frame.
It would be good to have all topics in one place, as well as those web pages which are directly related to topic. I just happened to stumble across one. HUD's website is hard to navigate because it's so huge! I think they need to keep it streamlined with a better overall idea of what's in it & better search tool.
Really bad search engine - we use Google for access - search engine & layout keep it from being more useful
HUD website is still somewhat difficult to use & find needed information
The HUD website is not user friendly. The common complaint that I hear from staff is that you can't find anything you are looking for on the site. The search function does not work very well.
Relying on HUD webpage for disseminating info is not productive. That is a passive means of getting info out. E-mail or other direct, active means of communication better means. Other than seeing newspaper articles, it seems as if HUD does nothing in regard to publishing its effective enforcement actions to grantees. It is hard for grantees to judge HUD on this point.

IDIS
We are very dissatisfied with IDIS overall. It is fine for drawing/tracking funds; however, the system as a whole is tedious & poorly designed.
We meet with the agency who administers our CDBG program monthly. During a monitoring visit, we were asked to provide additional documentation to prove we have these meetings. We keep it so if they ask we have it! - IDIS is the least user-friendly system I have ever seen. It is a big waste of time rather than a help. - Per instructions in IDIS manual we sent an e-mail to a specific address three months ago. We still don't have an answer. - Some of your field monitors need to get the big picture rather than seeing how many new ways they can think of to document compliance.
IDIS support staff need to reply to voice mail more timely
IDIS tries to make all projects fit into a # of categories and therefore do not accurately reflect outcomes!
Biggest source of frustration remains IDIS. Co-workers laugh at me when they see the program.
HUD needs more persons with knowledge on how to fix problems on IDIS. IDIS system needs to be more user friendly. HUD needs better financial analysts at field offices.
IDIS is a clunky program and a pain to use. The reporting system for Lead Hazard Control has been spotty.
The IDIS system could and should be a lot more user friendly, difficult to learn from manuals, you almost have to find someone who already knows it to learn it yourself.
Access to IDIS TA in the [CITY] Field Office. Dealing w/IDIS in DC is very difficult.
2) IDIS is the worst system possible. It is not user friendly, and upgrades are disruptive. Surely there is a better database available in this day & age.

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3) The IDIS system is impossibly user-unfriendly.
2. IDIS has greatly improved - no problems there.
Overall, HUD's computer systems (PIC, IDIS) are not user friendly. It requires hours of training to use the systems and years to work out the bugs.
When IDIS was introduced I thought HUD said it would replace the old reporting method & would only require a few brief narratives. This has been far from the truth. I'm very dissatisfied with IDIS.
IDIS complicated system to work with.
IDIS is far too cumbersome. Needs a complete overhaul.
IDIS is not very easy to use. Perhaps I will develop the expertise as time goes on.
IDIS is outdated and cumbersome. Not enough information was provided with the CPMP tool. It's frustrating that community 2020 is no longer supported. Overall a good program that is having a positive effect on our community.
IDIS needs to be more Windows orientated. CPMP TOOL should be more user orientated - plugging in id should fill in established info. Once plan is approved link should place it on IDIS
IDIS should be more Windows based. Not too user friendly
While I appreciate the slight improvements to IDIS, I am disappointed overall with lack of more substantial progress and lack of available training.
Last week a new employee in CDBG for a neighboring city asked me to come over and help them enter program ?? into IDIS. They had the latest manual and had spent several hours trying to understand the process of applying \$7,000 of PI to their city's account in IDIS. This person is intelligent and a college graduate; but still could not make sense of the IDIS manual. Even after 15 years of CDBG experience, I have to walk slowly through IDIS. If the agency truly wanted to get performance results and imports, why build in the biggest impediment?
IDIS training should have follow up to it. HUD should re-establish the local IDIS expert position. If you are new to IDIS and on the COAST it is difficult to get help. There should be a calendar sent out so we all know what deadlines are coming up & what we need to be doing.
IDIS is still difficult to manage. We are not used to Con Plan Tool yet - Direction of Performance Measure is still cloudy.
IDIS is horrible. Cons Plan System is too complex & redundant. Automating it is however a step in the right direction. No one ever seems to know the 'right' answer. No consistency in policy.
Please make the IDIS system a window system. Don't wait do it now!! That would be HUD's greatest accomplishment.
Please provide more training on use of IDIS.
Please update IDIS to windows based software
IDIS, being based on an old computer system, could use a boost in technology with improvements that would save time in keystrokes and maneuvering within the system. Making the CPMP tool more user friendly is also encouraged.
Simplify IDIS.

The IDIS program is still a serious problem in that it takes an inordinate amount of time to use & update the system, rules have changed, and one must utilize the very specific authorized entries even though they may not accurately reflect the conditions specific to an individual activity. An example of the latter is: that one must call a road project a facility rather than feet of public utility. Further, the necessity of updating performance data quarterly is time-consuming and inaccurate in that performance information of on-going activities changes between periods. It would be fair better to record performance data once at the completion of this project. In that way the data is complete and accurate and entitlement communities don't have to expend precious administrative time entering data that will change by the next quarter.
The most frustration experienced with HUD is the IDIS. Although improvements have been made to the system, too much time is invested when inputting data.
I understand that our Section 8 Division has had many challenges w/ your HAPPY software program. Apparently the system will kick you out if there is a long pause when entering client data. This has been extremely problematic & has added to our labor costs.
The new IDIS - when?
IDIS not as flexible as could be.
IDIS is improved but still difficult to use.
13F - anxiously awaiting windows-based version.

CAPER AND OTHER REPORTS

CAPER AND OTHER REPORTS
HUD's overall program planning and reporting requirements, such as the Con Plan and CAPER, take too much staff time away from managing CDBG/HOME activities. Project management suffers in order to meet annual reports/plans, which include much information. These efforts exceed the available staff resources based on minimal (and decreasing) funding.
Regarding HUD programs, I think there is way too much reporting being required. Between the Consolidated Plan, analysis of impediments to Fair Housing, Action Plans, CAPER, IDIS, Lead Based Paint Management Plan, Labor Standards reporting, MBE reporting, etc. etc. etc. It's way too much and leaves little time left for actually carrying out the projects that the funds are being provided for.
Service and decisions are timely. CAPER takes substantial ?? ?? from staff. CAPER ?? in ???. Time to understand CAPER & ?? Plan is substantial.
4) National objectives - we can't be all things to all people at all times. 5) I tried for 2 months to get assistance so I could prepare my first CAPER. When I didn't get good info from local office, I tried emails to support links on the HUD website. The latter didn't seem to even know what the CAPER is. Finally, the local office sent out helpful material 2 weeks before the CAPER due date. Why didn't they give it to me when I asked for 2 months earlier? 7) I'm afraid to contact HUD for support of problems because they're the enforcers!

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HOME

The new/updated manuals are much appreciated, especially the "Playing By the Rules" for sub recipients. It would be encouraging if the senior HUD staff - Secretary and deputies - were more publicly supportive of the block grant programs when questioned by Congress. At the same time, I support the moves by HUD to take back funds when cities have not used the funds in a timely manner. Perhaps a future short booklet on "Guide for Elected Officials to CDBG and HOME"?

The HOME Program is unduly complex and cumbersome in its requirements. At present we are only doing 1st time homebuyers. The whole CHODO set aside has not been effective. The CHODO should be optional. The HOME First Time Home Buyer Program is great

I believe there is a real distinction between our experience with the CPD and HOME offices us the Public Housing Departments are level of satisfaction with CPD and HOME are more positive and satisfactory than our experience with the Public Housing Departments. This extends to all areas mentioned in this survey - technical assistance, responsiveness, ease of use of REAC and PIC, etc. My answers for Public Housing would be somewhat dissatisfied or very dissatisfied on almost every question.

SURVEY COMMENTS

I thought that the survey instrument was "wordy" at times. Too many bundled questions.

This questionnaire should have asked about specific HUD divisions - too general. For example, we are extremely satisfied with CPD, have great exasperation with OHLS.

The City of [CITY] currently uses a contractor (consultants) to administer its CDBG (and other HUD programs) program, so that this staff person may not be in the best position to answer these questions.

Good job on questionnaire!

A more effective survey would actually have quantitative measures to assure consistency in interpreting the question, and would omit personal opinions, to avoid slanting of the statistics by personality of the respondent.

MISC

3) We received 32,000 (well, maybe a dozen) copies of the "Relocation Assistance" brochure (English & Spanish) in the mail. Mailing houses need to be coordinated. How much wasted postage does this add up to in one year?!

HUD needs to change the formula allocation process to remove communities with less need - (We have 22% poverty and a community with only 2% poverty gets only \$100,000 less a year than we do with greater need).

Please make a special effort to release NOFA earlier in fiscal year. Please make an effort to approval release of funds letters and notification of funding allocations to grantees sooner.

Remove the many ?? attached to federal \$\$, especially when it comes to providing affordable housing.

APPENDIX: SURVEY QUESTIONNAIRE

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

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

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

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

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

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

How satisfied or dissatisfied are you with...?

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

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

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

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

Agency Director Agency Deputy Director Other Agency Senior Official

Other Agency Employee Other: _____



