

**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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## **PART 1: BACKGROUND**

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

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

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

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

The 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,

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

<sup>2</sup> Martin D. Abravanel, Harry P. Hatry and Christopher Hayes, *How's HUD Doing? Agency Performance as Judged By Its Partners*, U.S. Department of Housing and Urban Development, Office of Policy Development and Research, December 2001.

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.



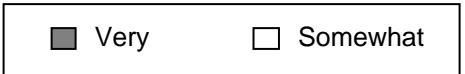
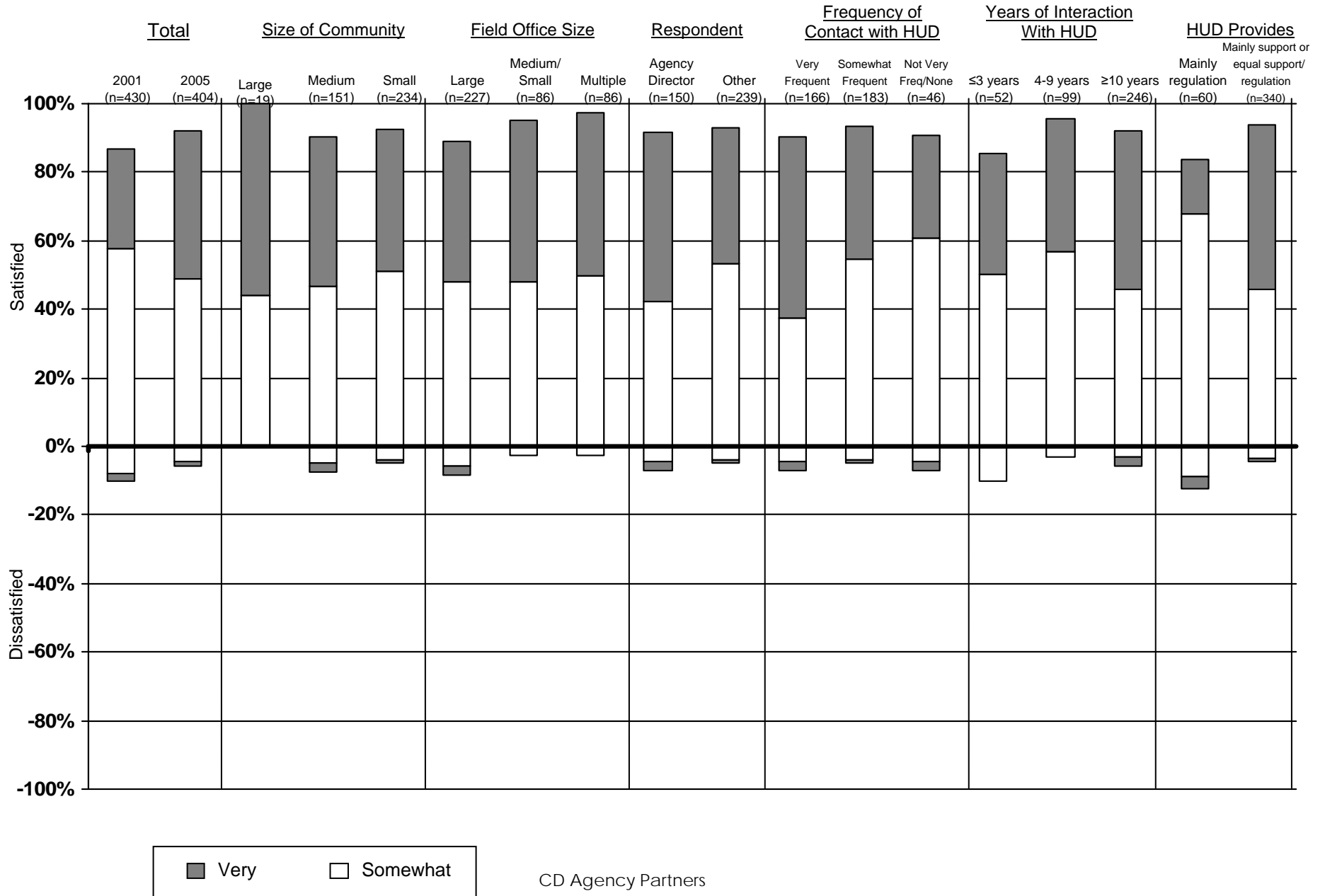


**PART 3: BAR CHARTS OF EACH SURVEY QUESTION**

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Community Development Directors*

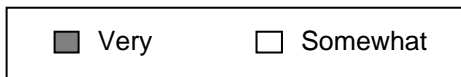
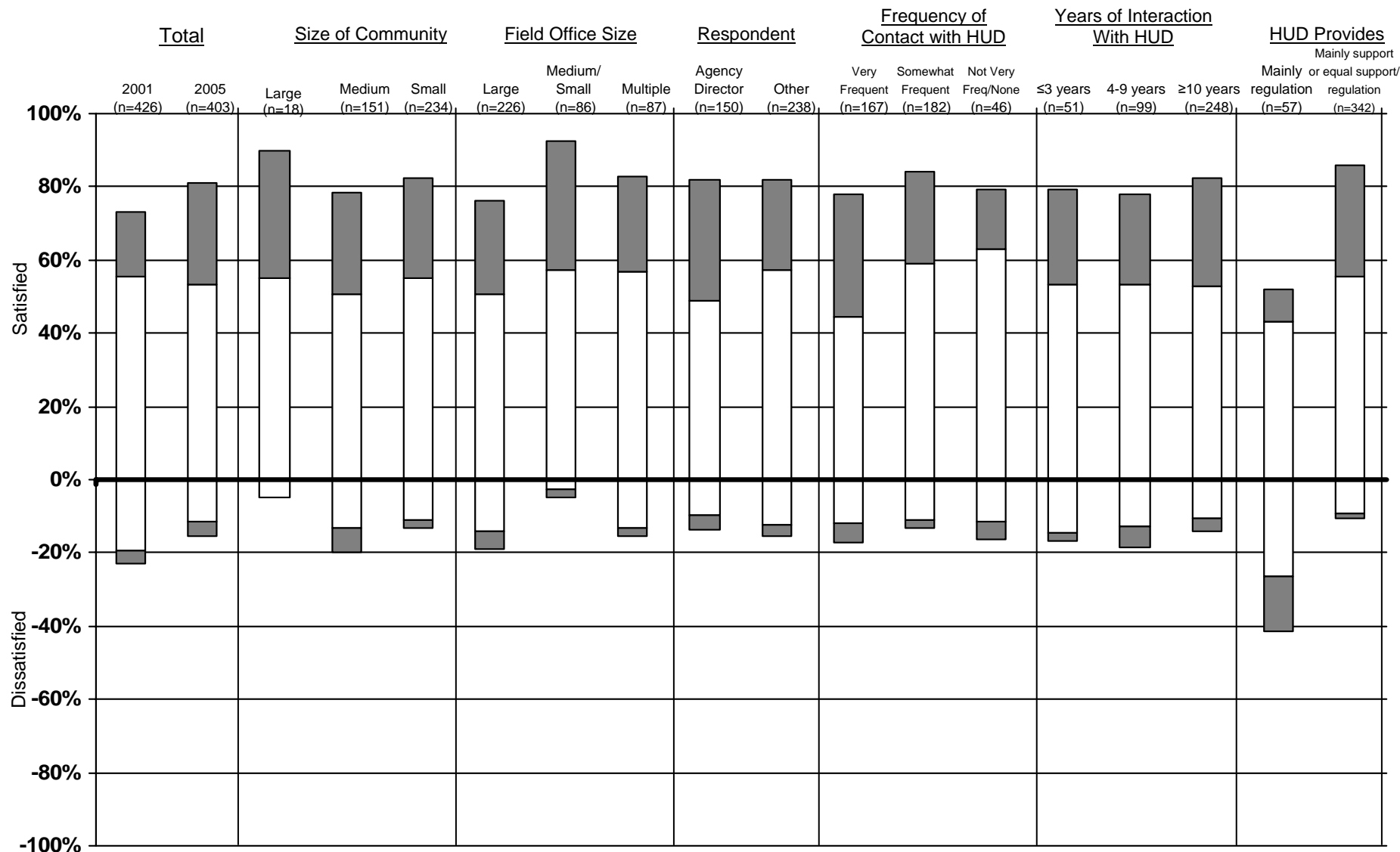
**Question 4a.** Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Community Development Directors

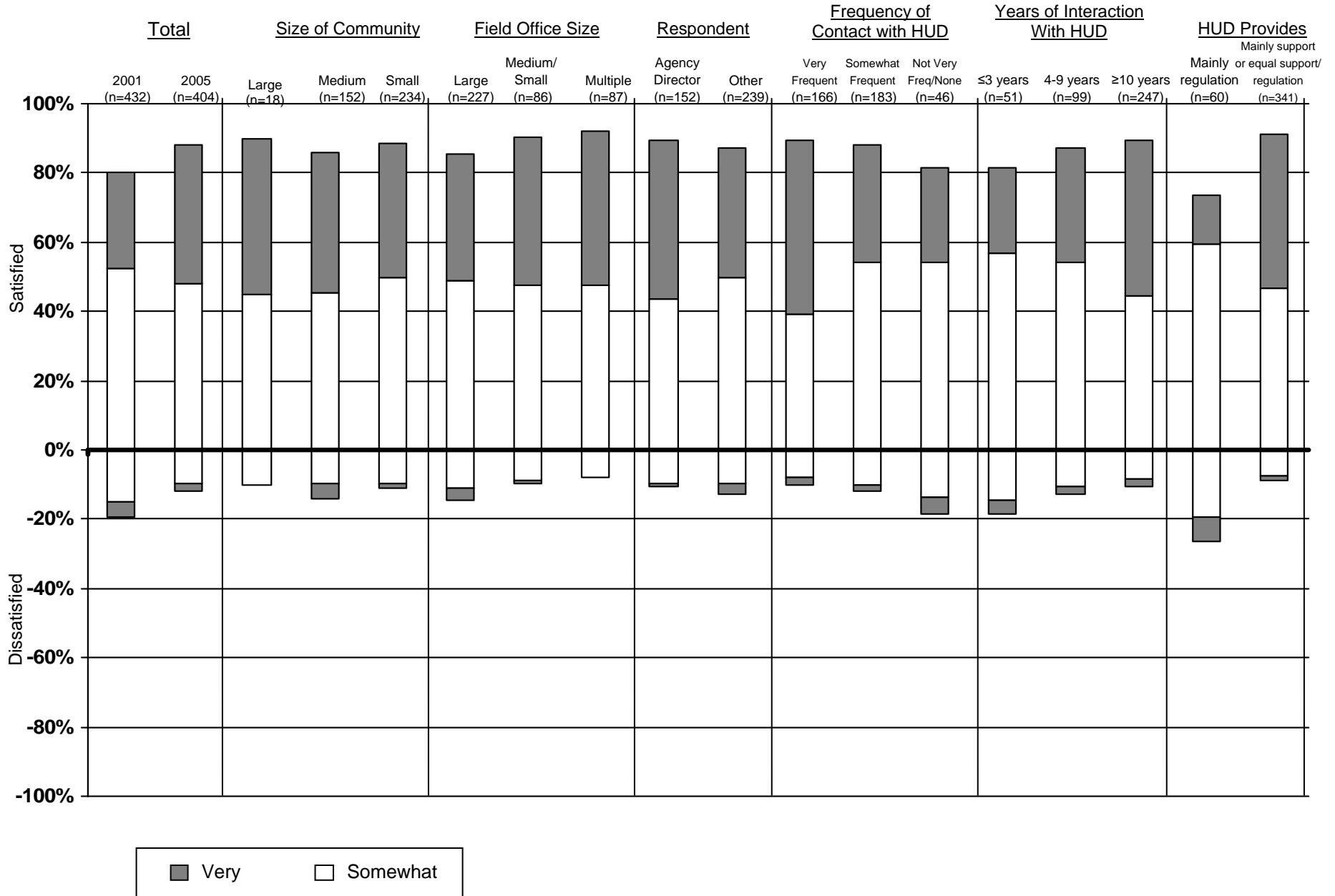
**Question 4b.** Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

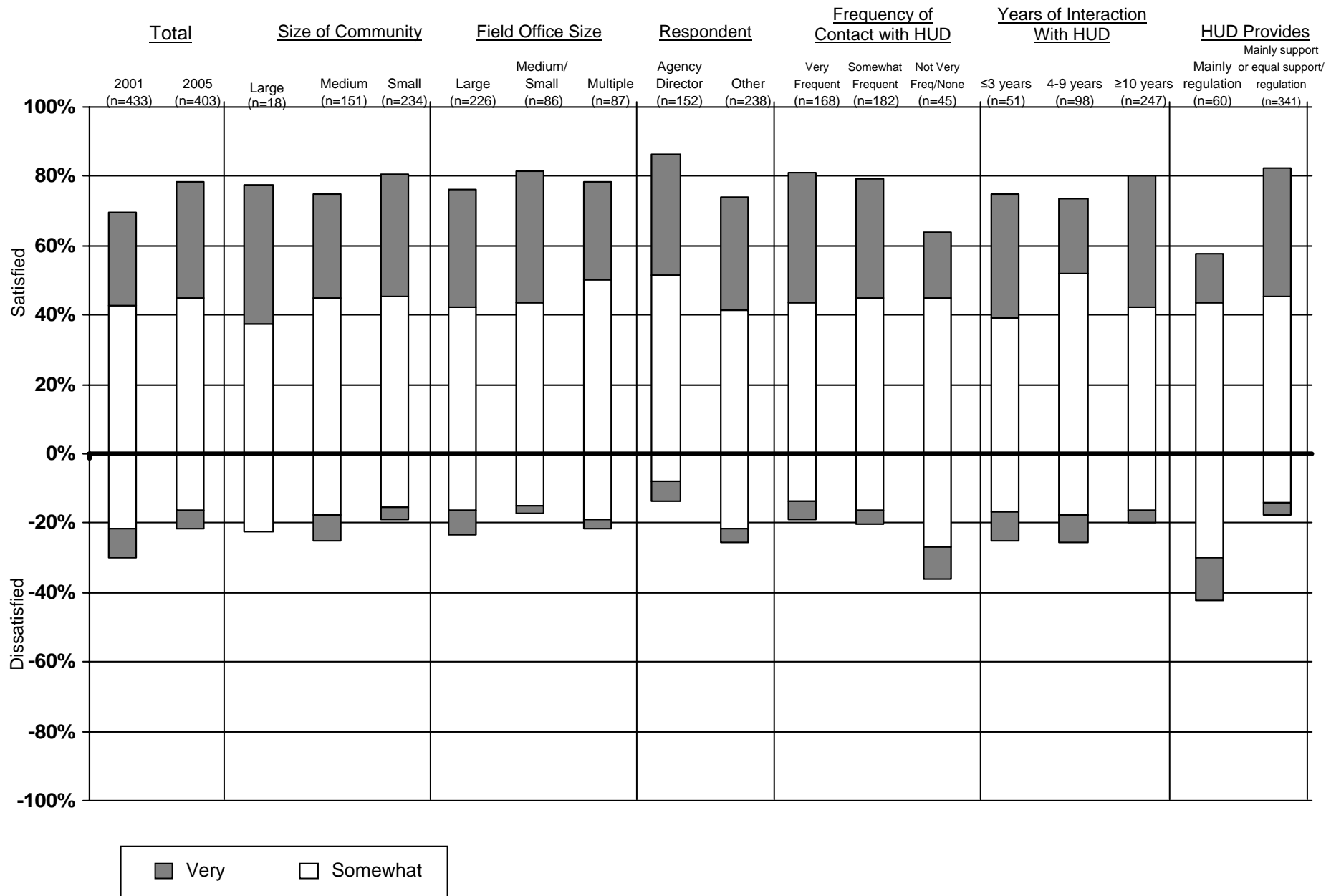
### *Community Development Directors*

**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*

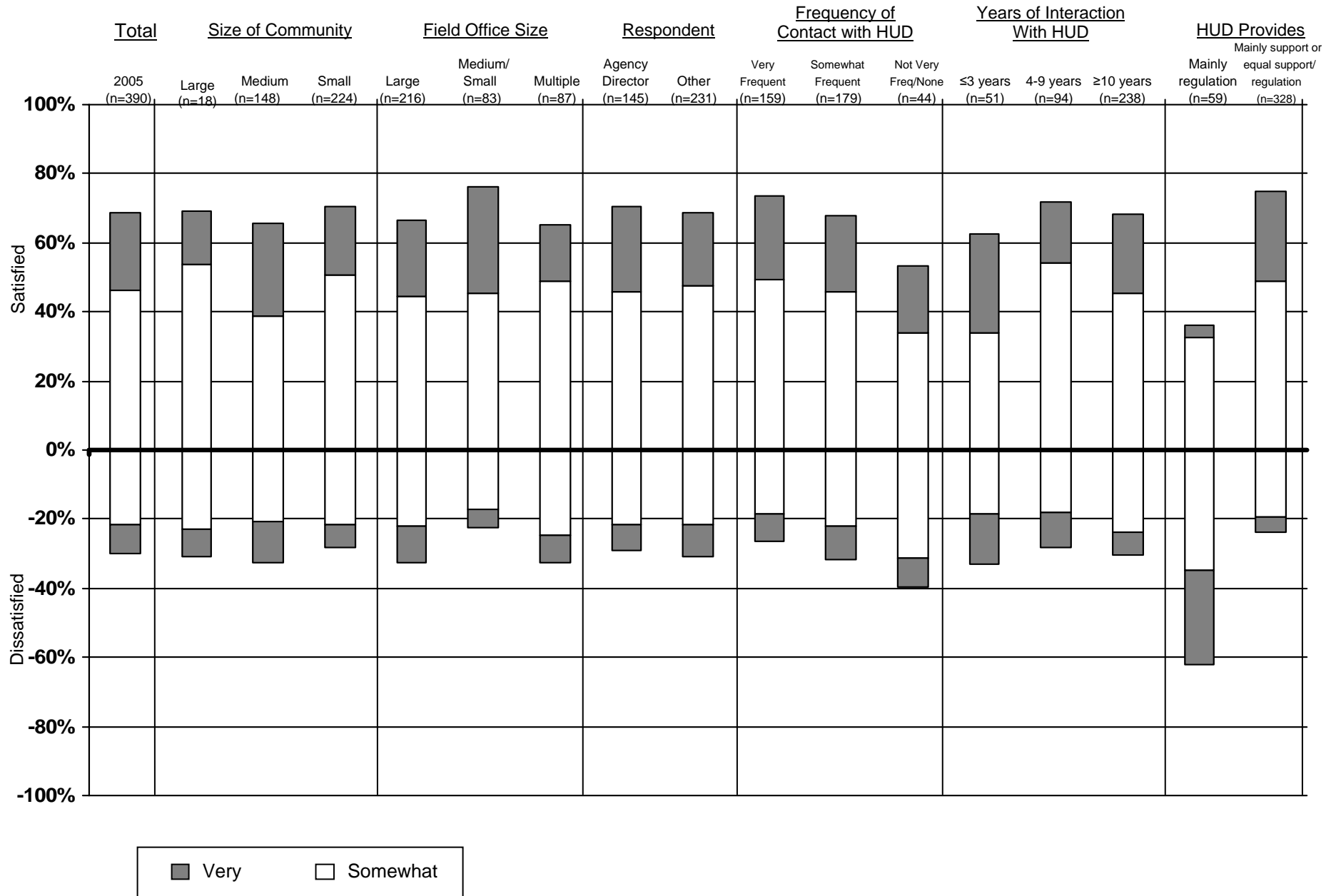
**Question 5b.** How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

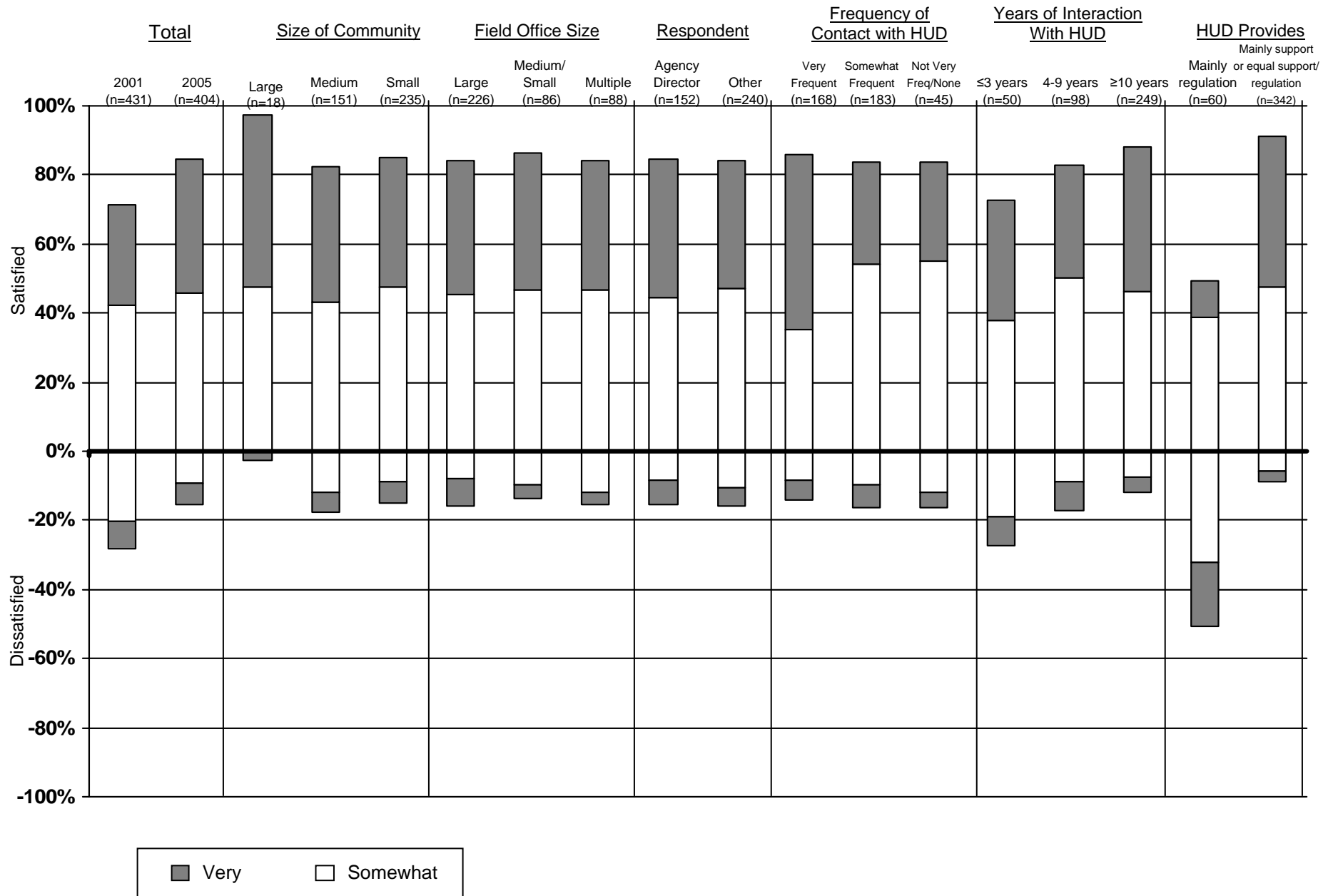
### *Community Development Directors*

**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

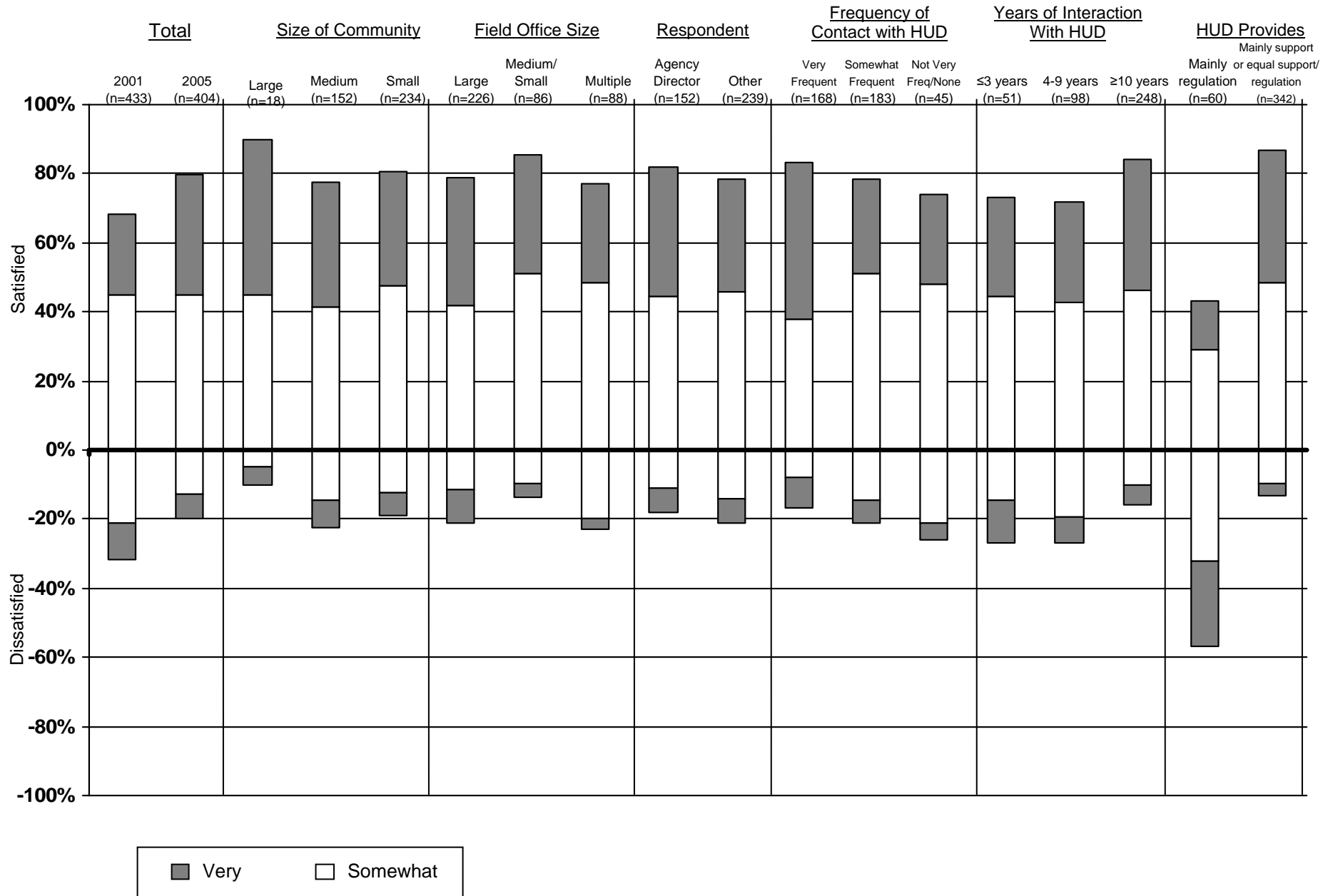
**Question 5d.** How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Community Development Directors*

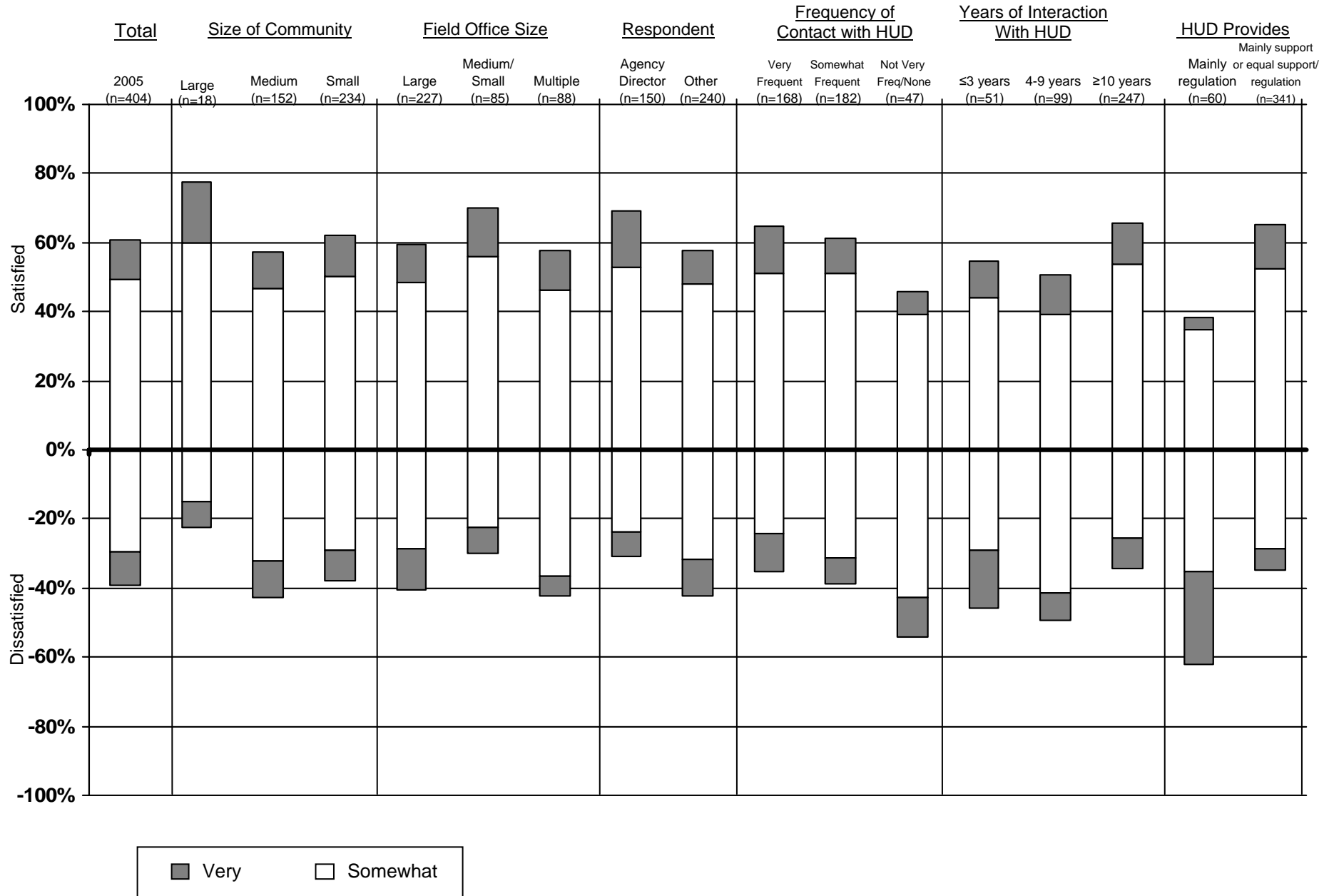
**Question 5e.** How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?





PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Community Development Directors

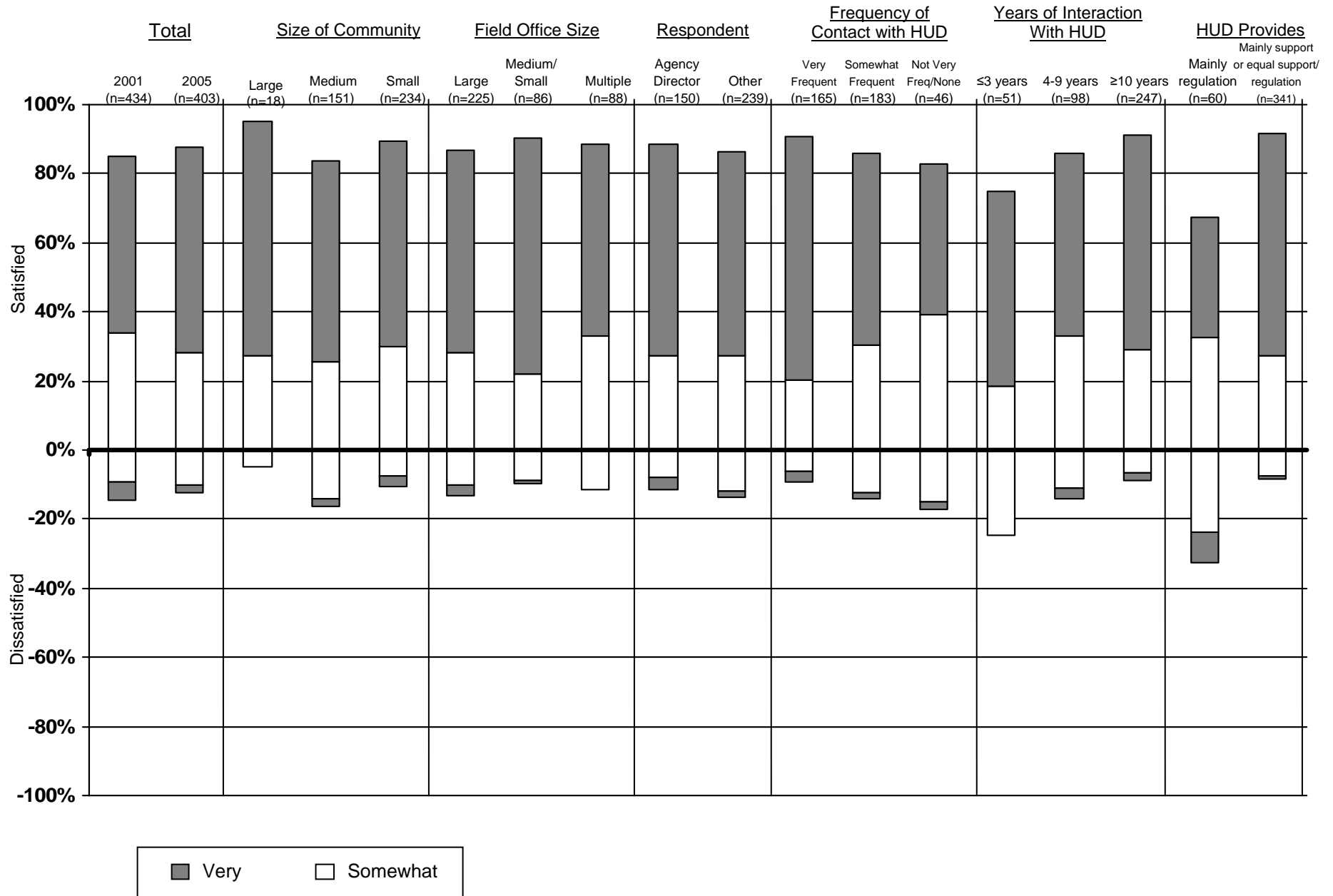
**Question 5f.** How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

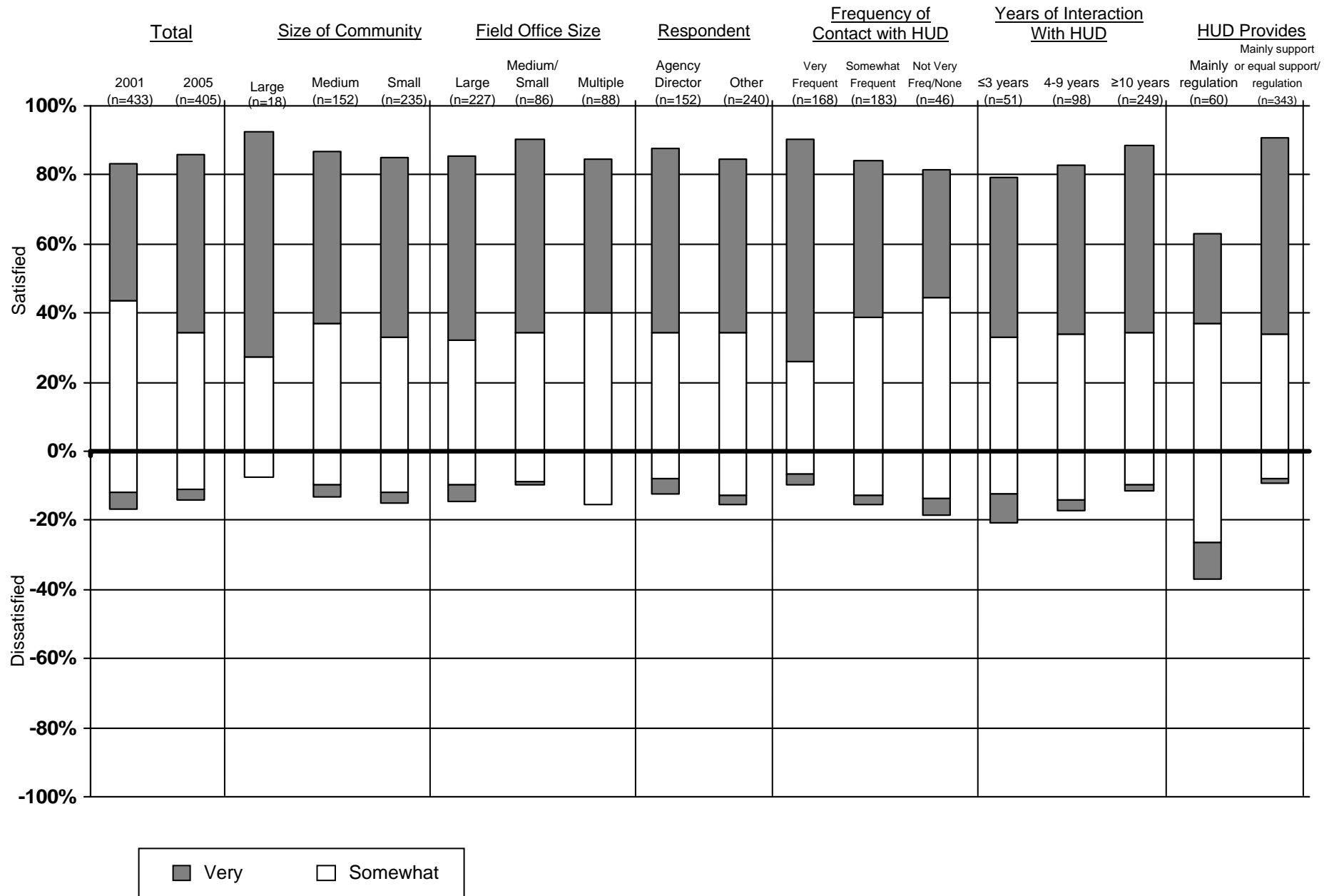
### *Community Development Directors*

**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*

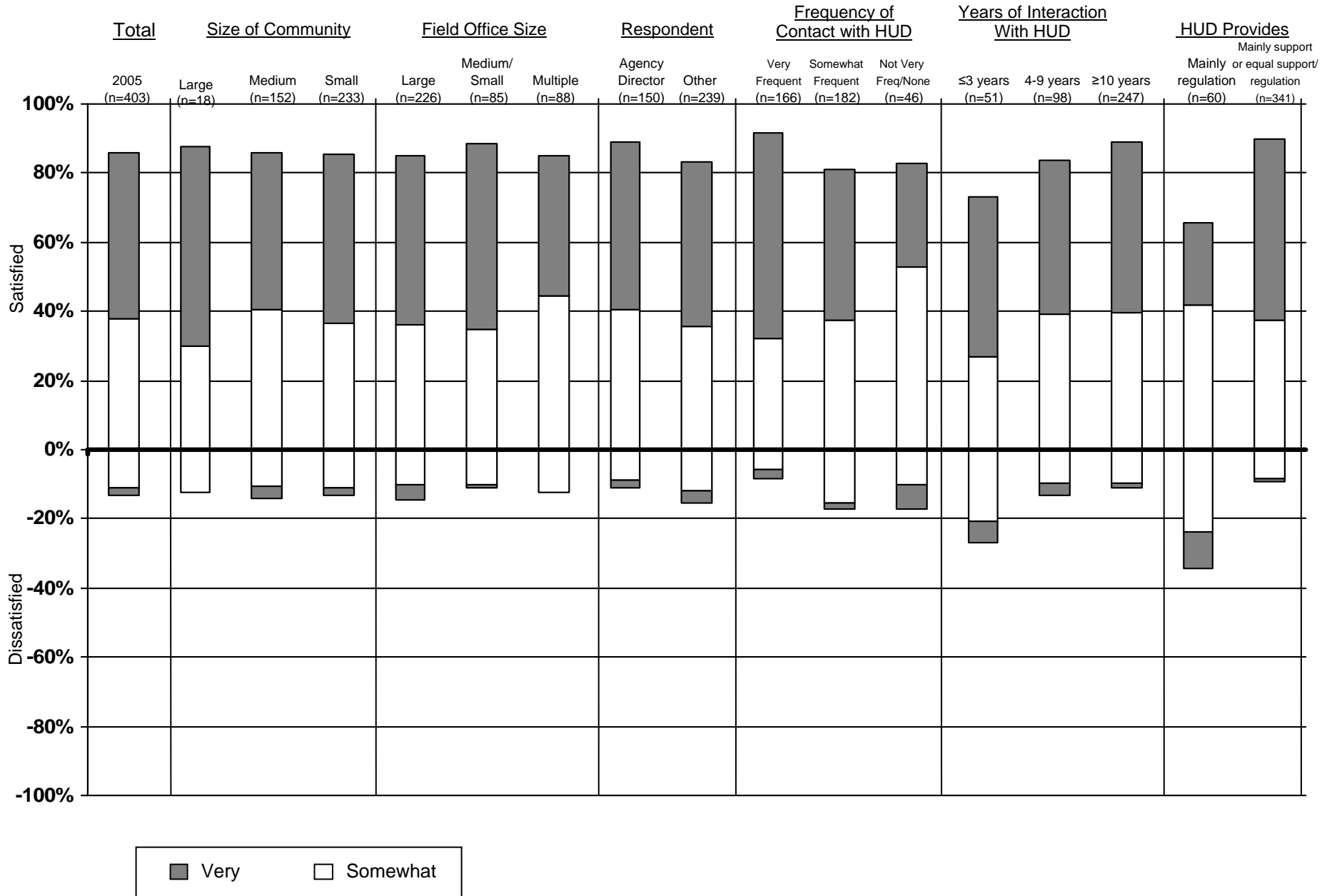
**Question 5h.** How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

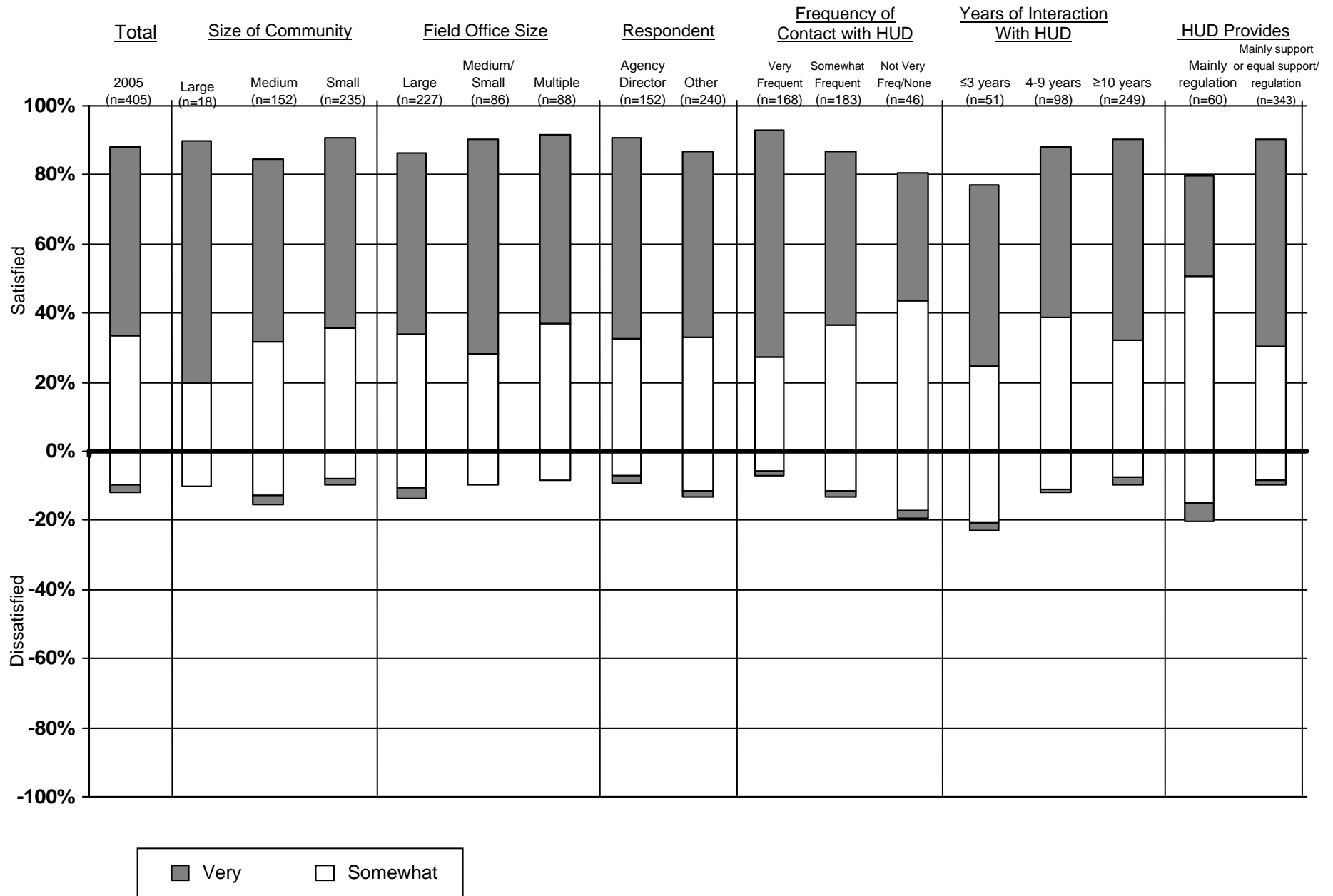
### *Community Development Directors*

**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

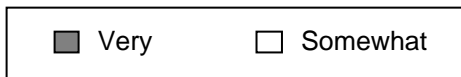
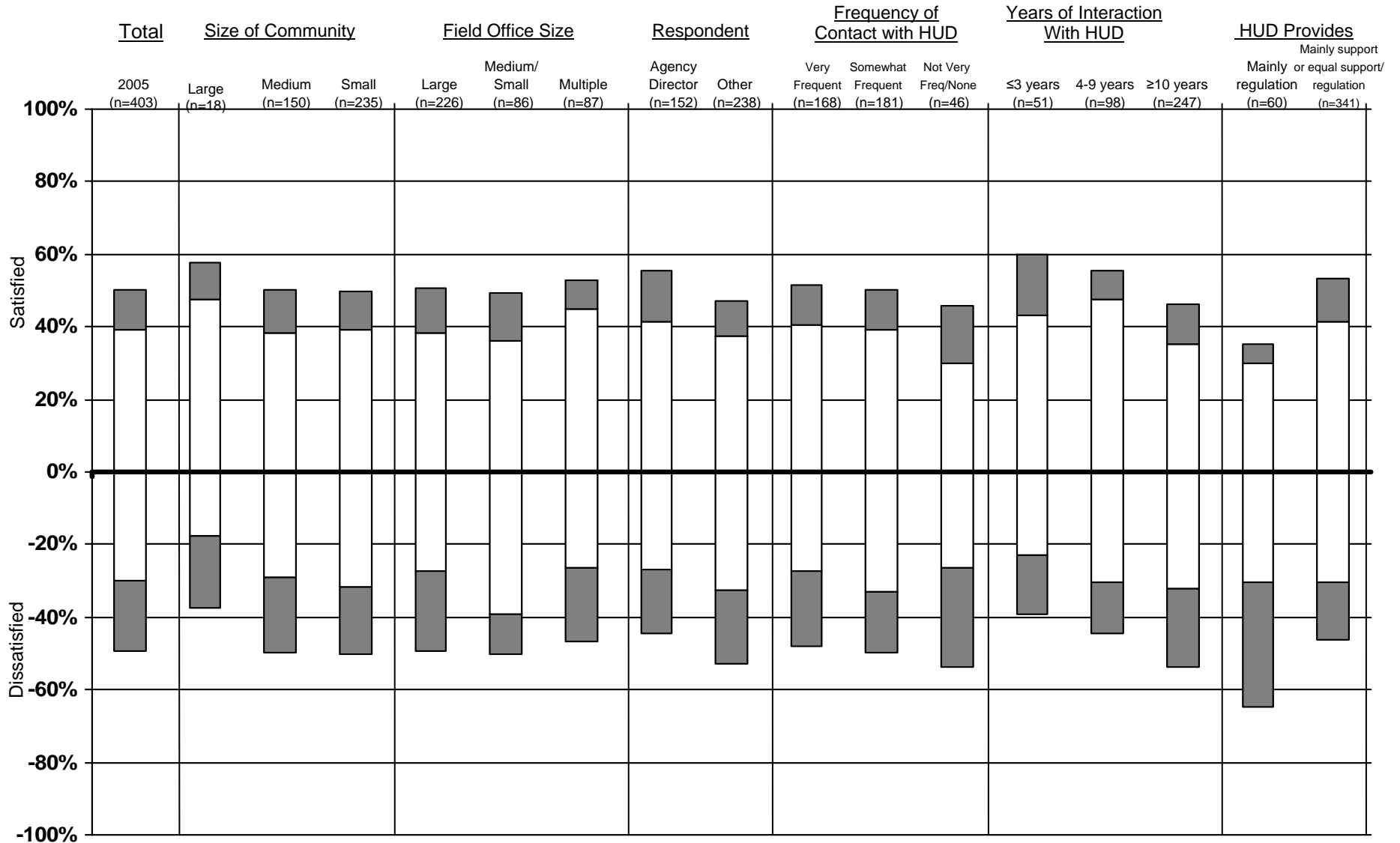
**Question 5j.** How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Community Development Directors*

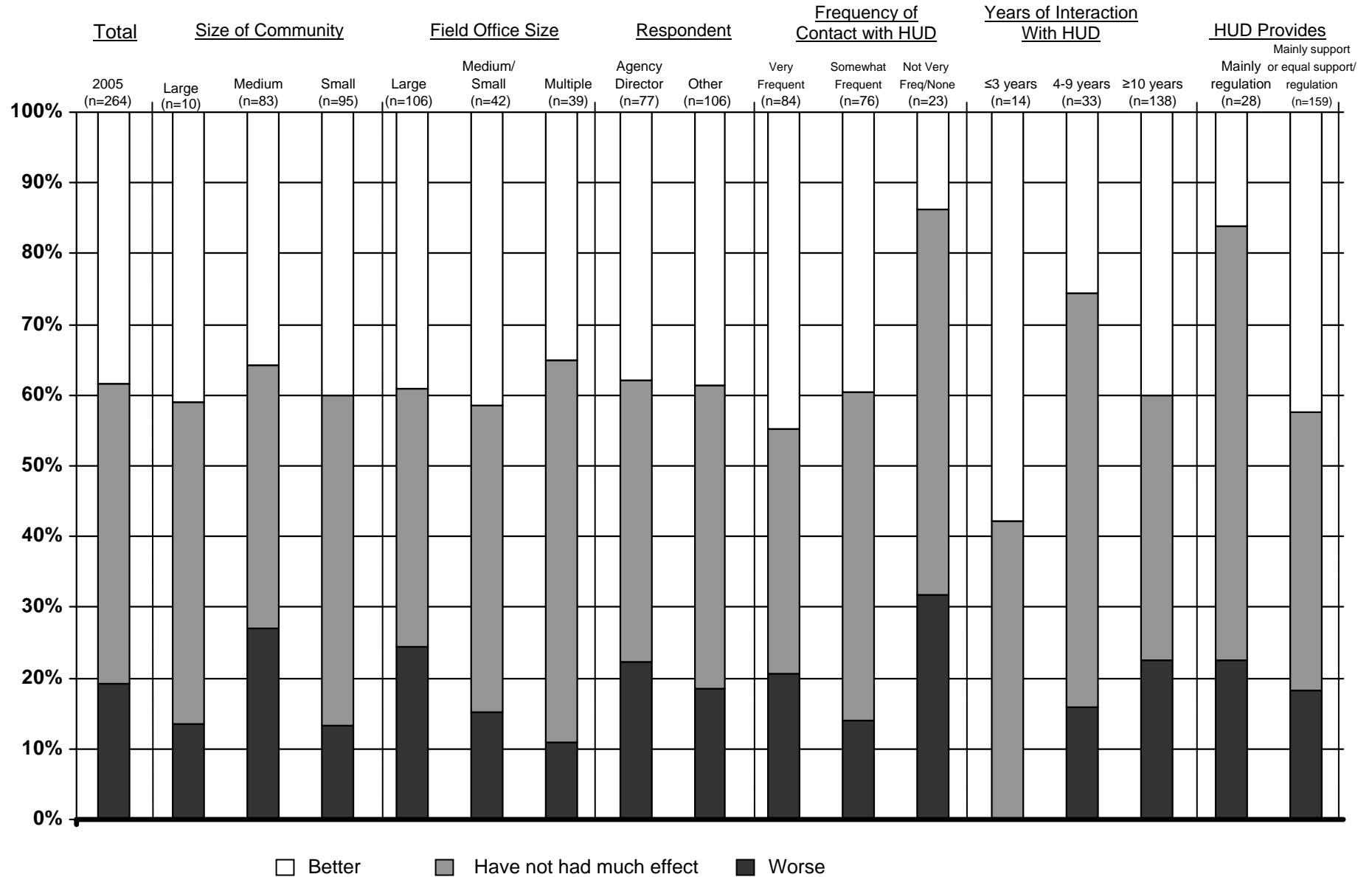
**Question 5k.** How satisfied or dissatisfied are you, in general, with the time commitment required to comply with HUD reporting requirements (e.g., TEAPOTS)?



# 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?

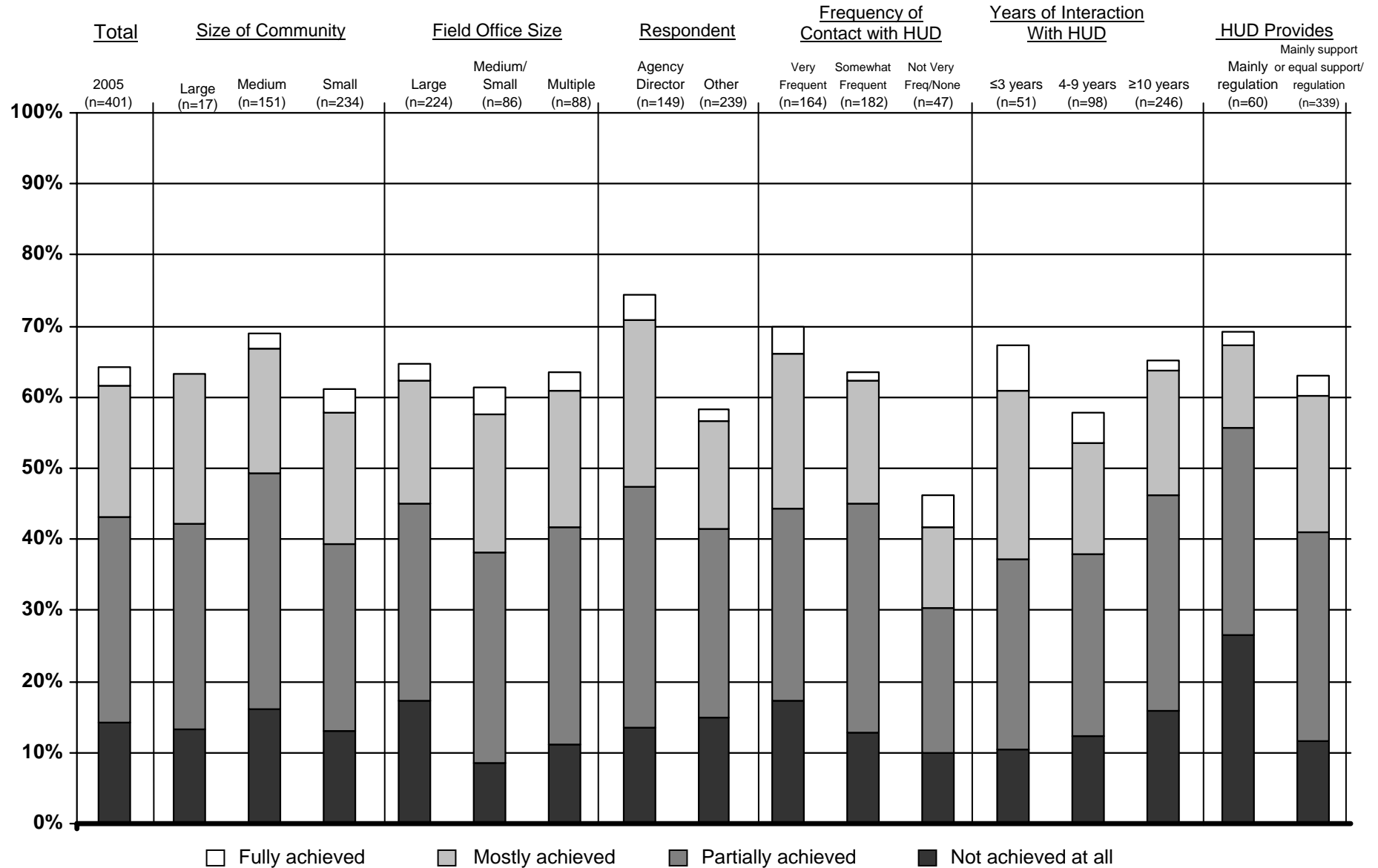


This chart excludes 219 respondents who answered don't know or not applicable or skipped the question.

## 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.

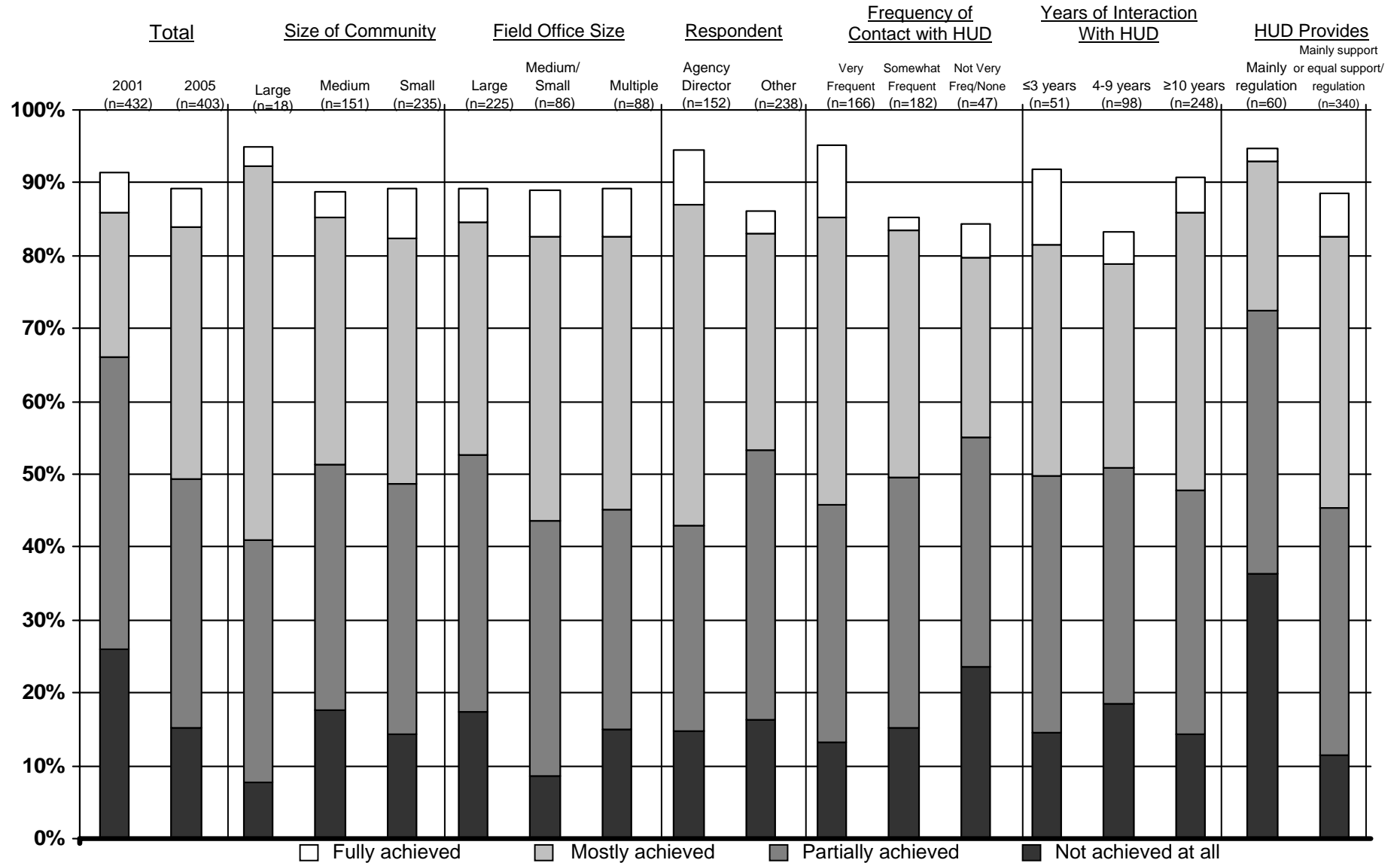




# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

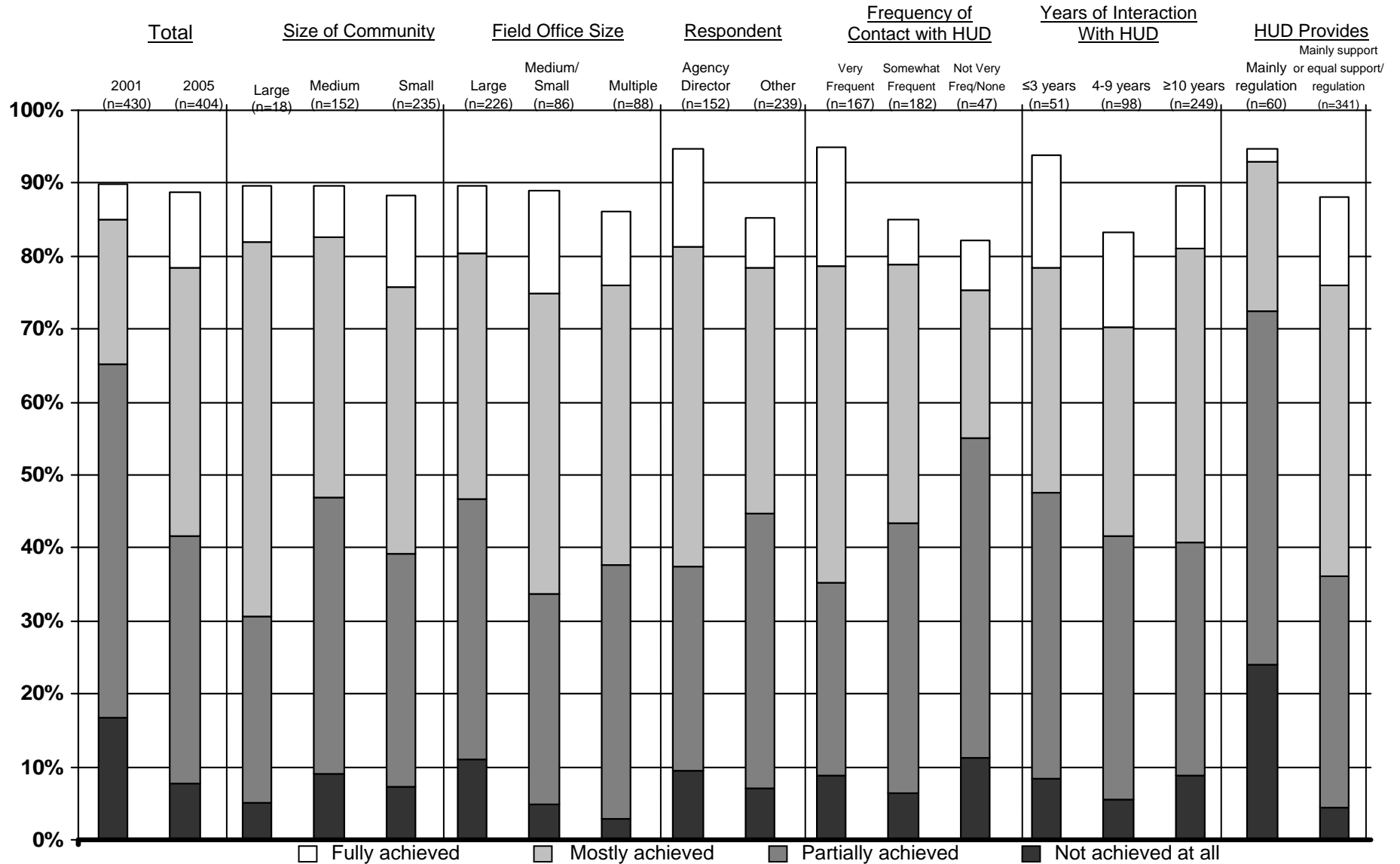
## Community Development Directors

**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.



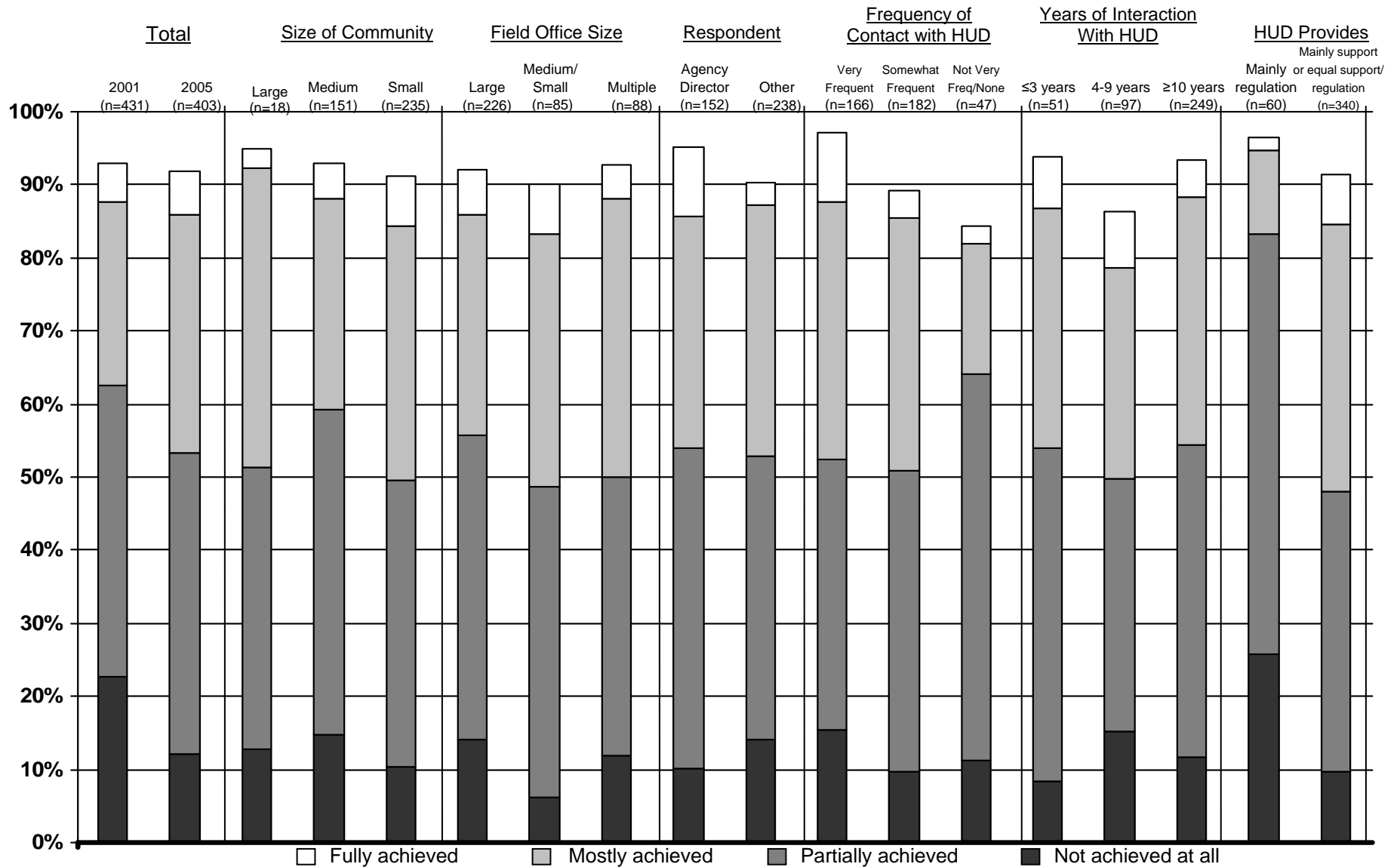
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Community Development Directors*

**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*

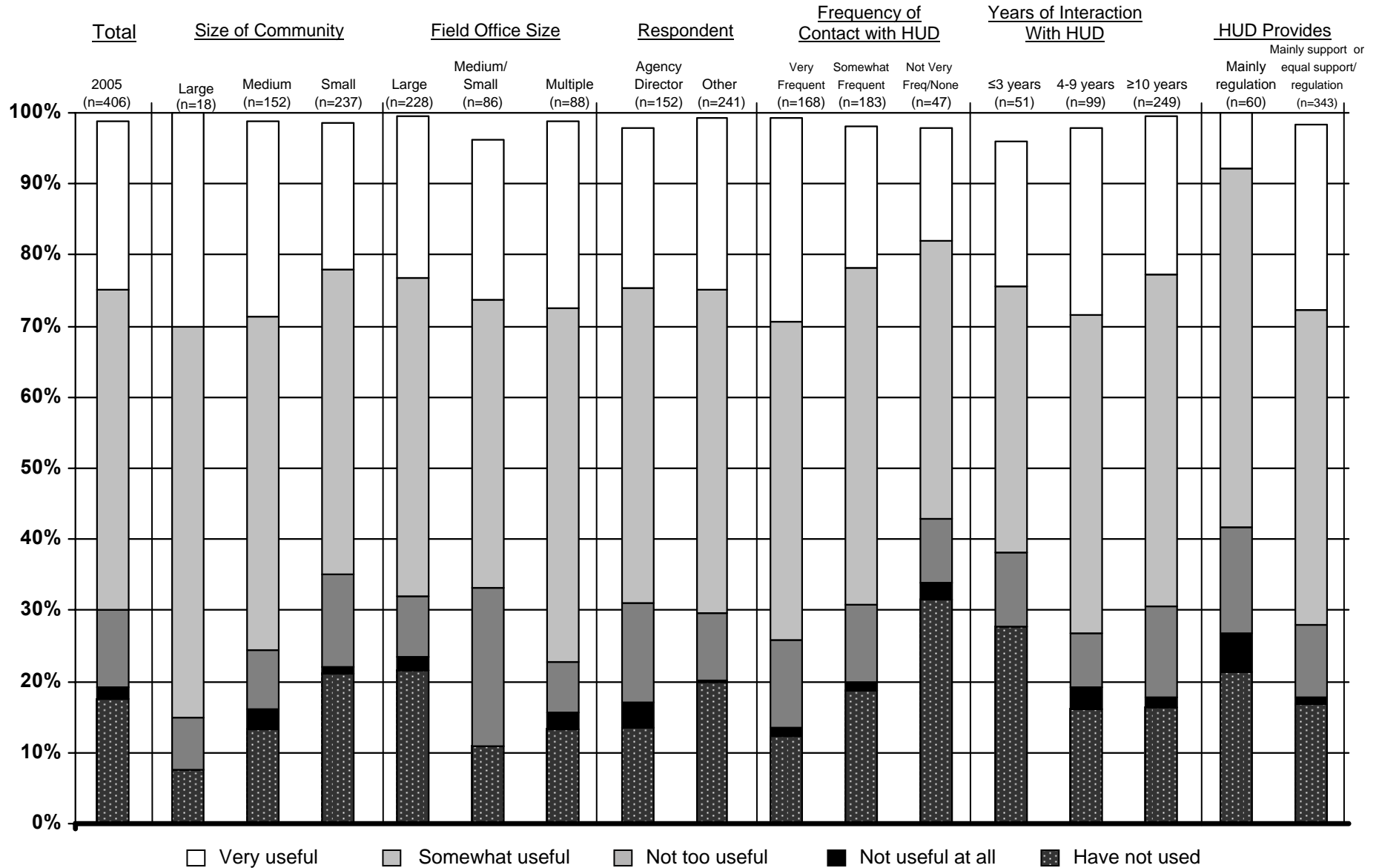
**Question 7d.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace an emphasis on process with an emphasis on performance.



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Community Development Directors*

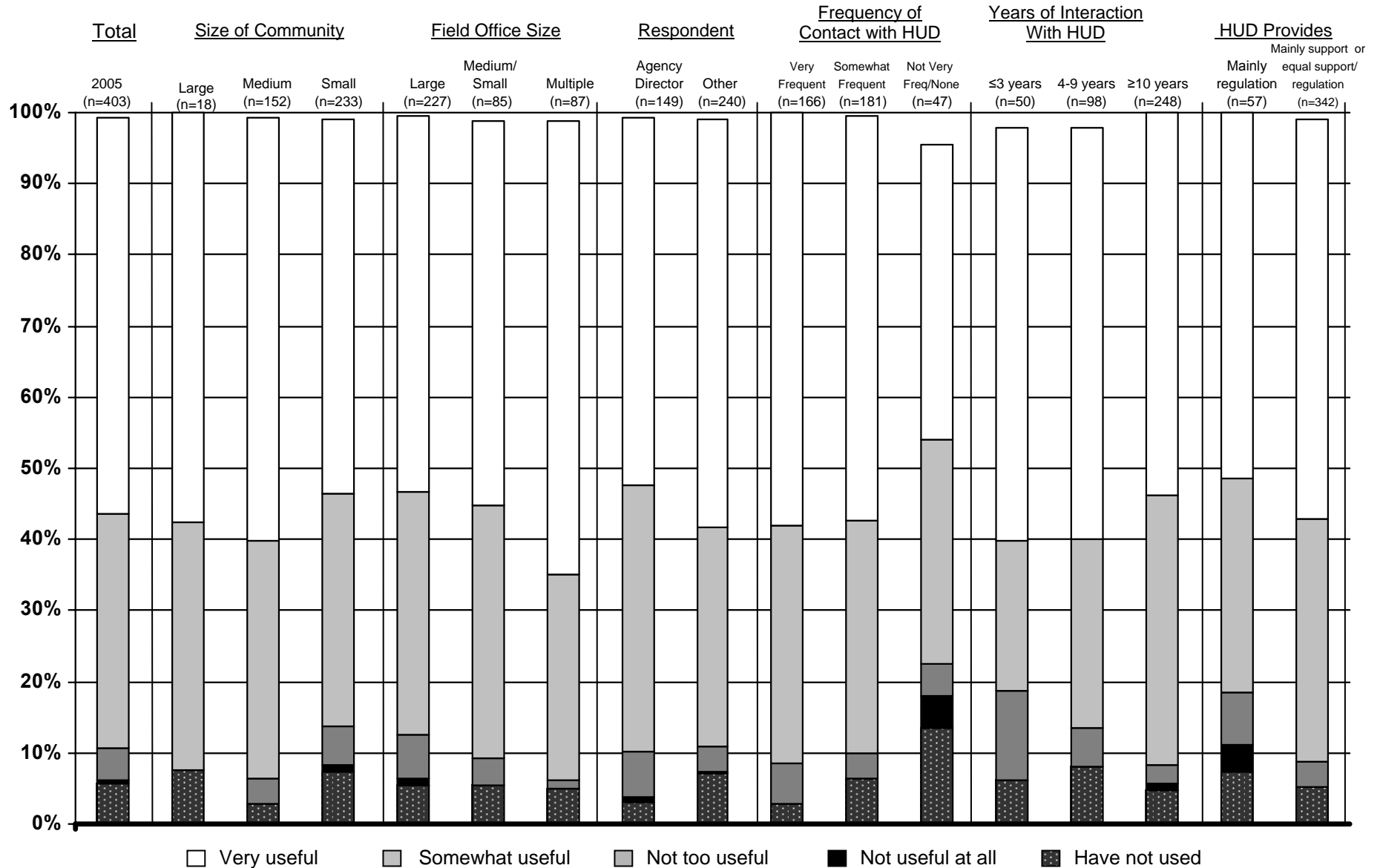
**Question 8a.** How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Community Development Directors

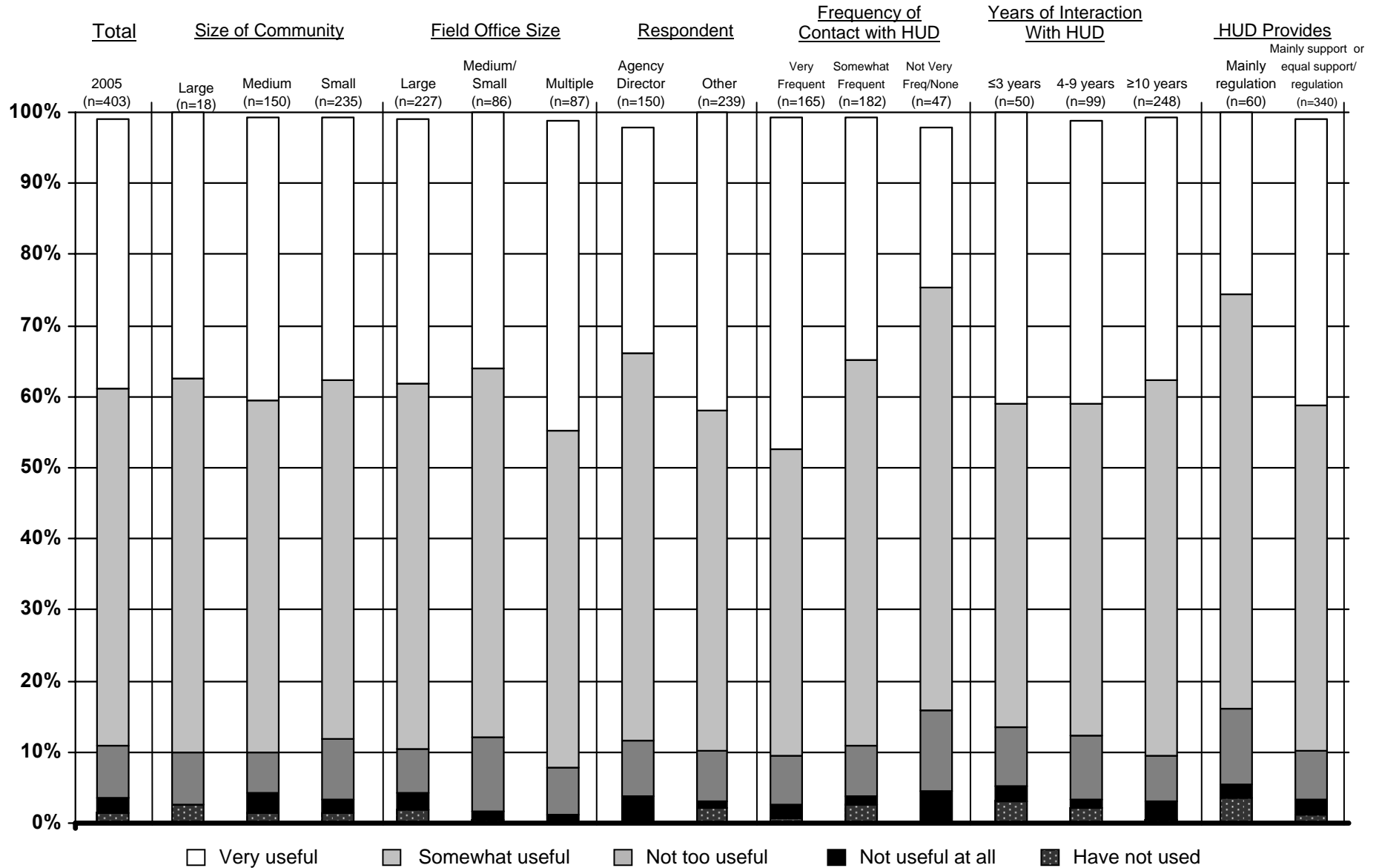
**Question 8b.** How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

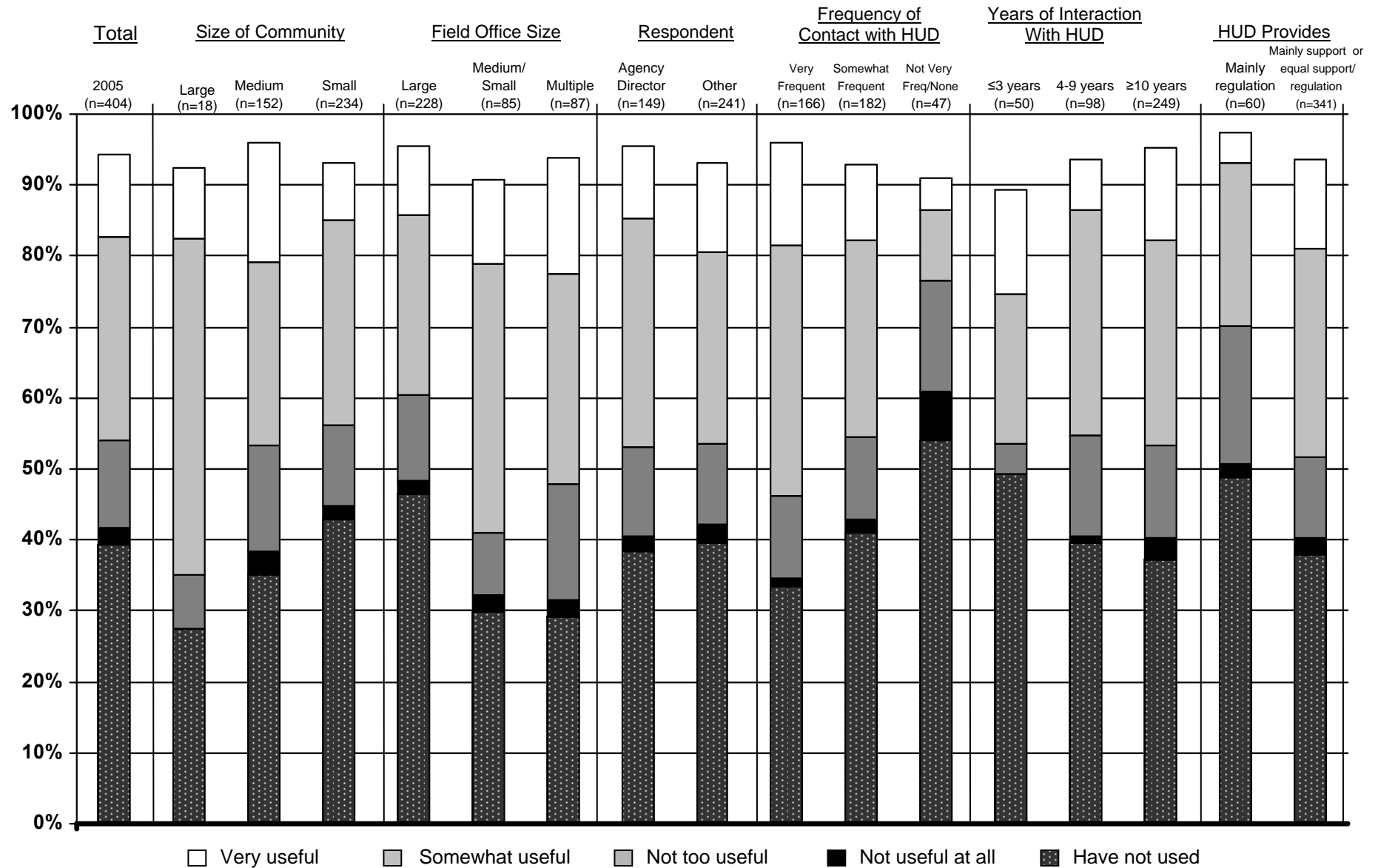
### *Community Development Directors*

**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*

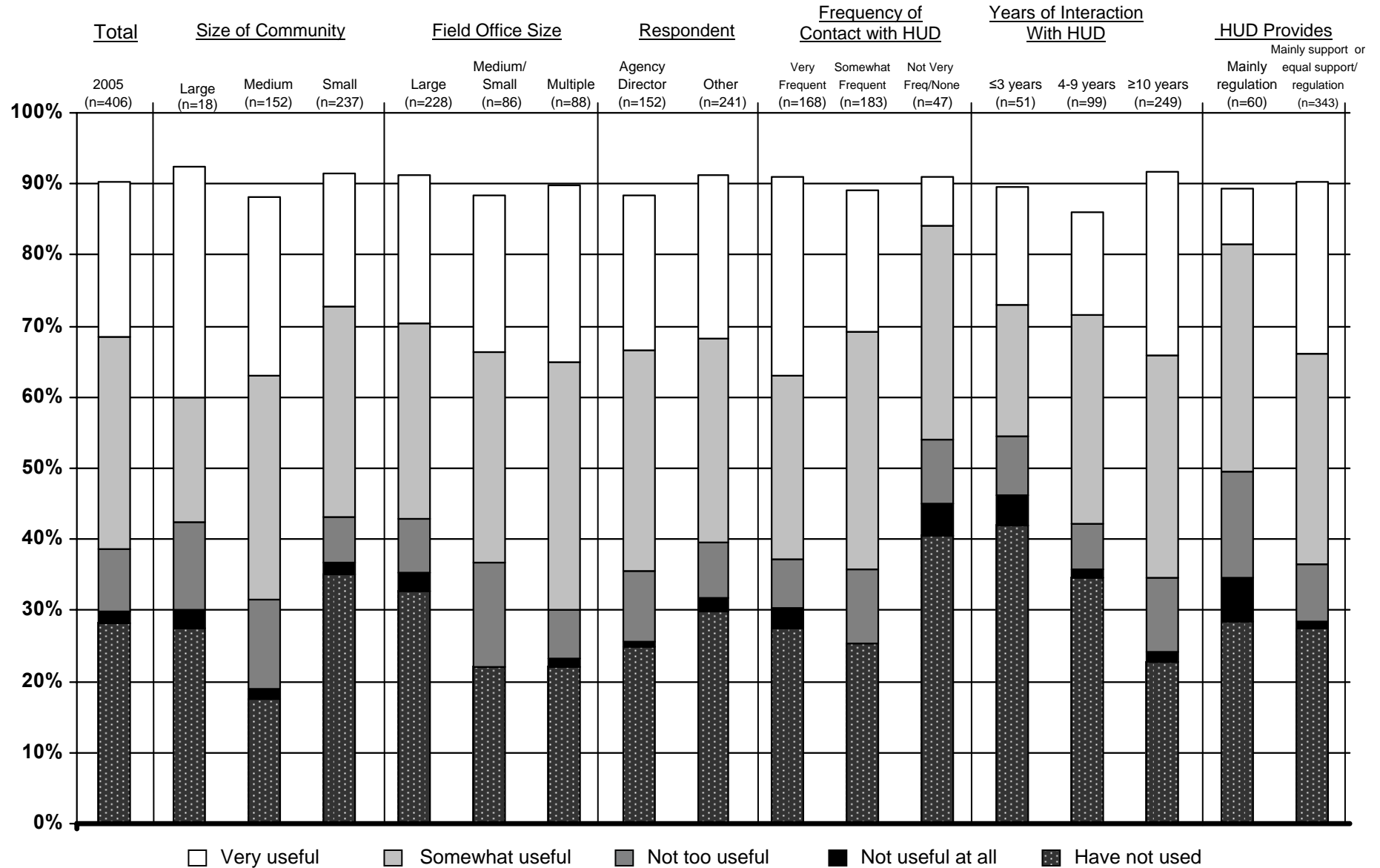
**Question 8d.** How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



## 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?

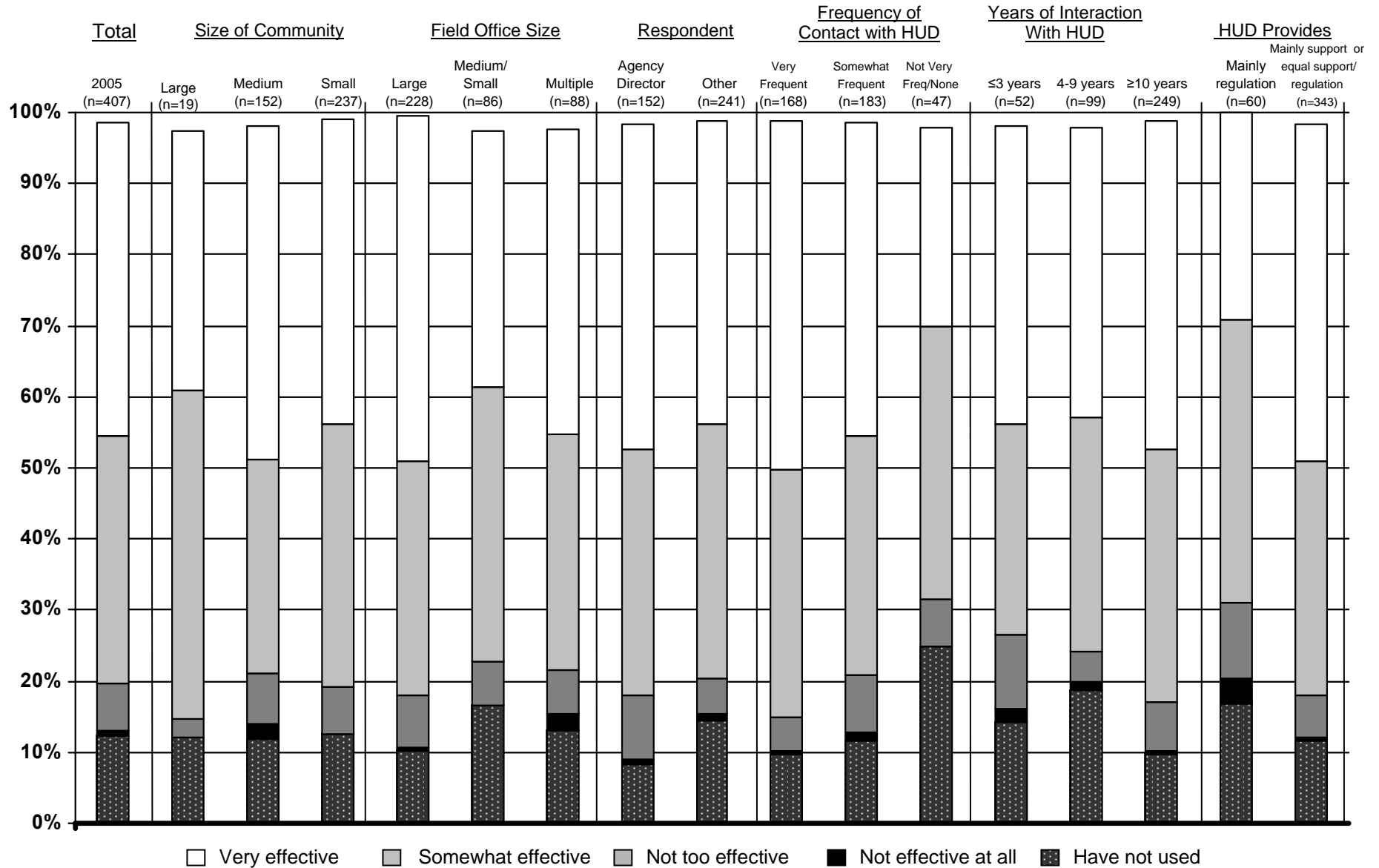




# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Community Development Directors

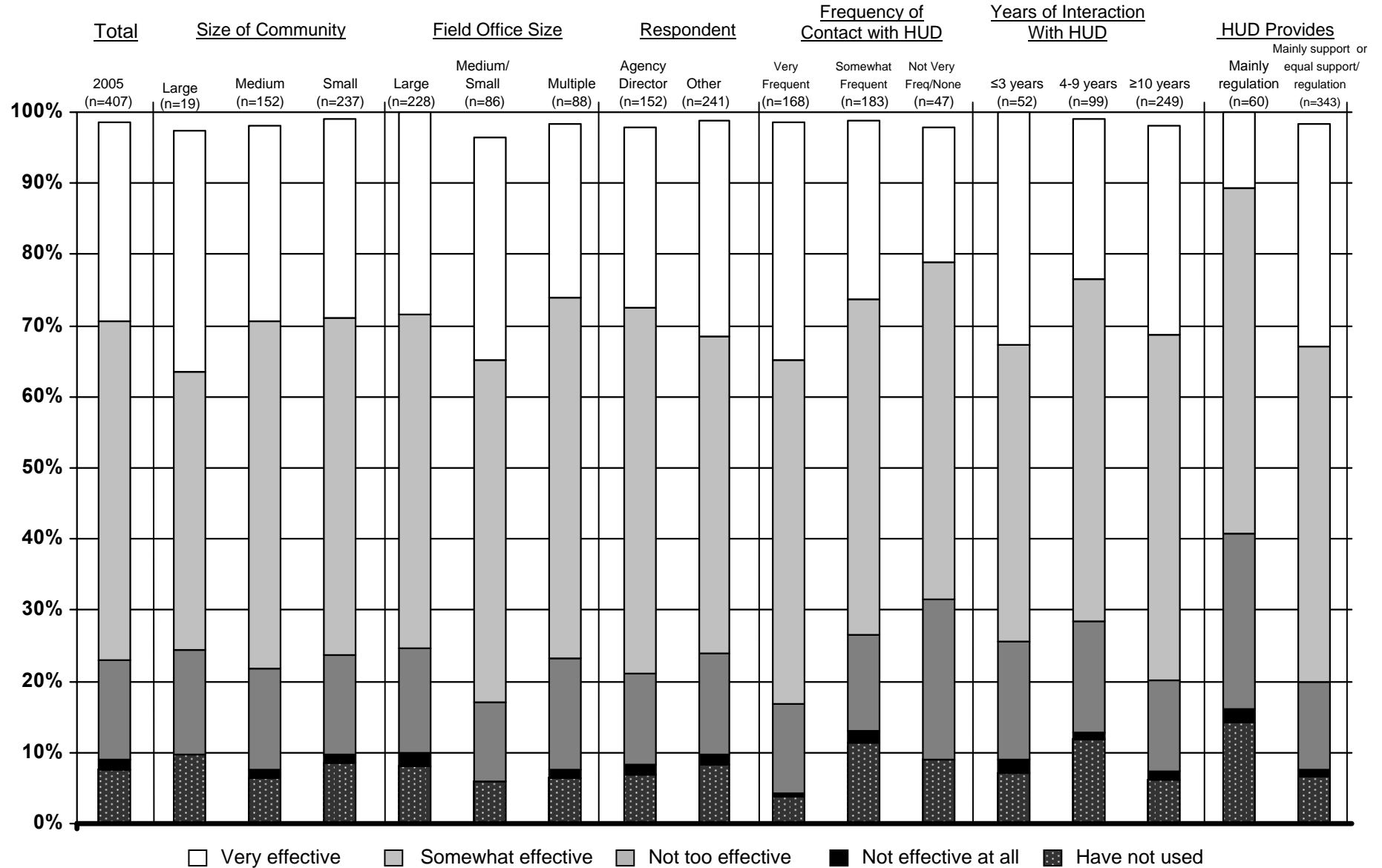
**Question 9a.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



## 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?

