

**FAIR HOUSING ASSISTANCE PROGRAM PARTNERS'
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**FAIR HOUSING ASSISTANCE PROGRAM PARTNERS'
SATISFACTION WITH HUD'S PERFORMANCE**

DATA BINDER

PREPARED FOR

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

BY

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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: the Fair Housing Assistance Program (FHAP). These are state and local government agencies that administer laws and ordinances consistent with Federal fair housing laws. The bar charts in this report give FHAP agencies' responses to each survey question and are reported for the group as a whole and subgroups of interest. A copy of the survey questionnaire is in the appendix.

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

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

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

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

The survey sample. The survey questionnaire was sent to 99 FHAPs. Of the universe of 99 agencies, 87, or 88 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. Sixty-five percent of survey respondents were agency directors; 5 percent were deputy directors; 12 percent were other senior agency officials; and 18 percent were other agency employees or held other positions.

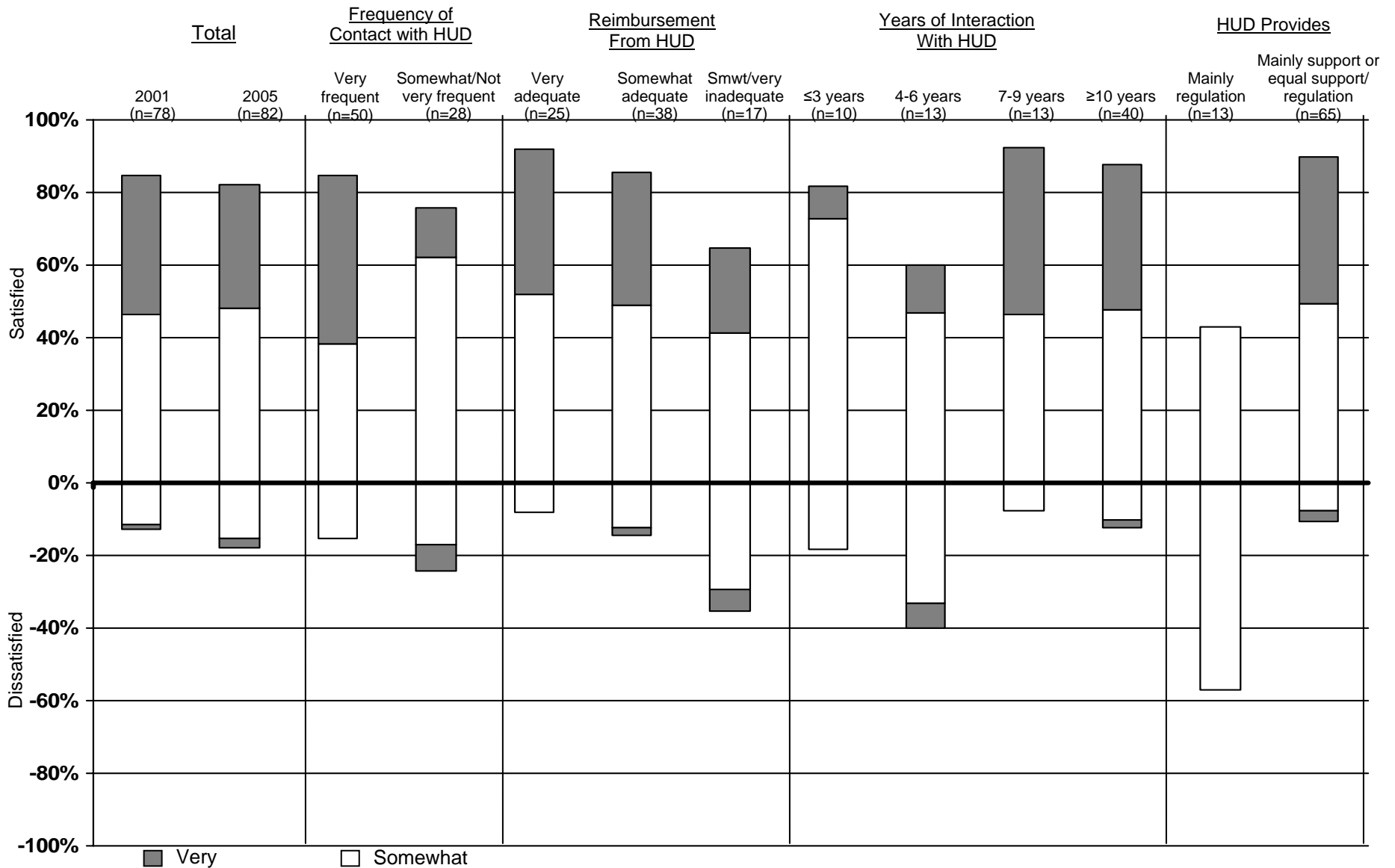
PART 2: SURVEY HIGHLIGHTS

1. About three-fourths (76 percent) of FHAP Directors were satisfied with HUD's overall performance in 2005.
2. Four-fifths of FHAP Directors were satisfied with the responsiveness of the people with whom they deal at HUD and their ability to reach such people when they need to contact them.
3. On some topics, comparisons are possible between 2001 and 2005. In general, these show no statistically significant changes in FHAP Directors' satisfaction with HUD over this time period.
4. Thirty percent of FHAP Directors believed that reimbursement from HUD for covering the costs of investigating individual complaints was *very adequate*, 48 percent believed it was *somewhat adequate*, and 21 percent believed it was inadequate. Over a range of evaluation issues, satisfaction tends to be positively correlated with the extent to which such reimbursements were judged to be adequate.
5. Satisfaction levels of FHAP Directors generally tend to be higher for those who said they received primarily support or a combination of support and regulation from HUD, as opposed to those who said they were primarily being regulated by HUD; satisfaction levels are also often correlated with the length of time Directors have worked with HUD: those with more years of interaction were more likely to report being satisfied. To a lesser extent, FHAP directors who interacted frequently with HUD had higher satisfaction levels than those whose interactions were less frequent.
6. About two-thirds of FHAP Directors said they would like to see a closer partnership with HUD in pursuing pattern and practice or Secretary-initiated cases, while 17 percent said this is not necessary and 12 percent said 'it depends.' Two-thirds also said they want to build closer partnerships with local FHIP organizations with respect to enforcement or education activities, while 11 percent said this is not necessary or appropriate and 24 percent said 'it depends.'
7. One-half of FHAP Directors were dissatisfied with the time commitment required of them to comply with HUD reporting requirements—for example, via TEAPOTS.
8. More than two fifths (43 percent) of FHAP Directors were dissatisfied with the consistency of guidance they received from HUD; and 30 percent or more were dissatisfied with: (a) the way HUD runs the programs with which they dealt; (b) the timeliness of the information they received; (c) the clarity of rules and requirements that apply to their agencies (i.e., how easy they were to understand); (d) the timeliness of decision-making by HUD; and (e) the quality of guidance they received.

PART 3: BAR CHARTS OF EACH SURVEY QUESTION

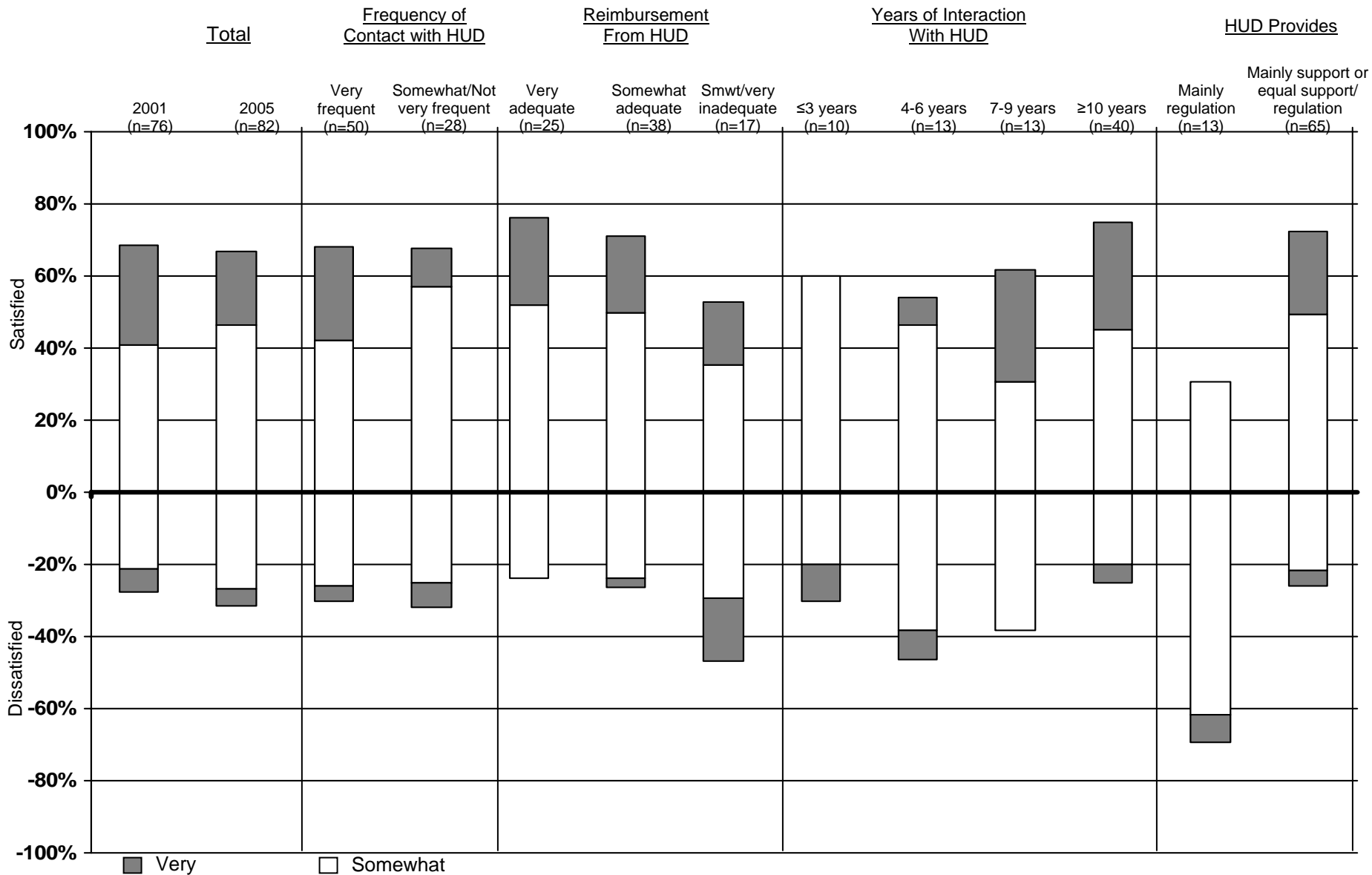
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Fair Housing Assistance Program Partners*

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



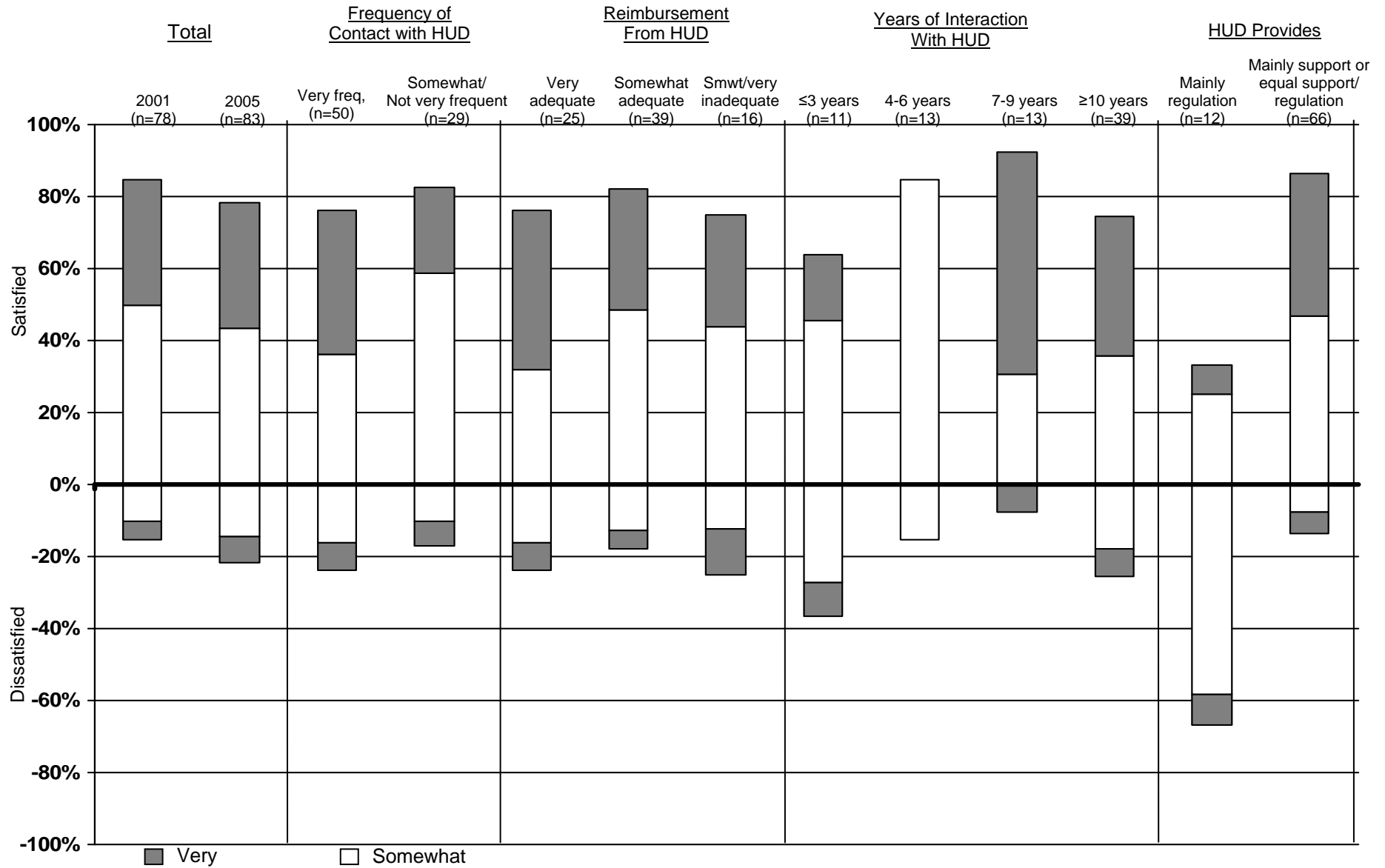
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Question 4b. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



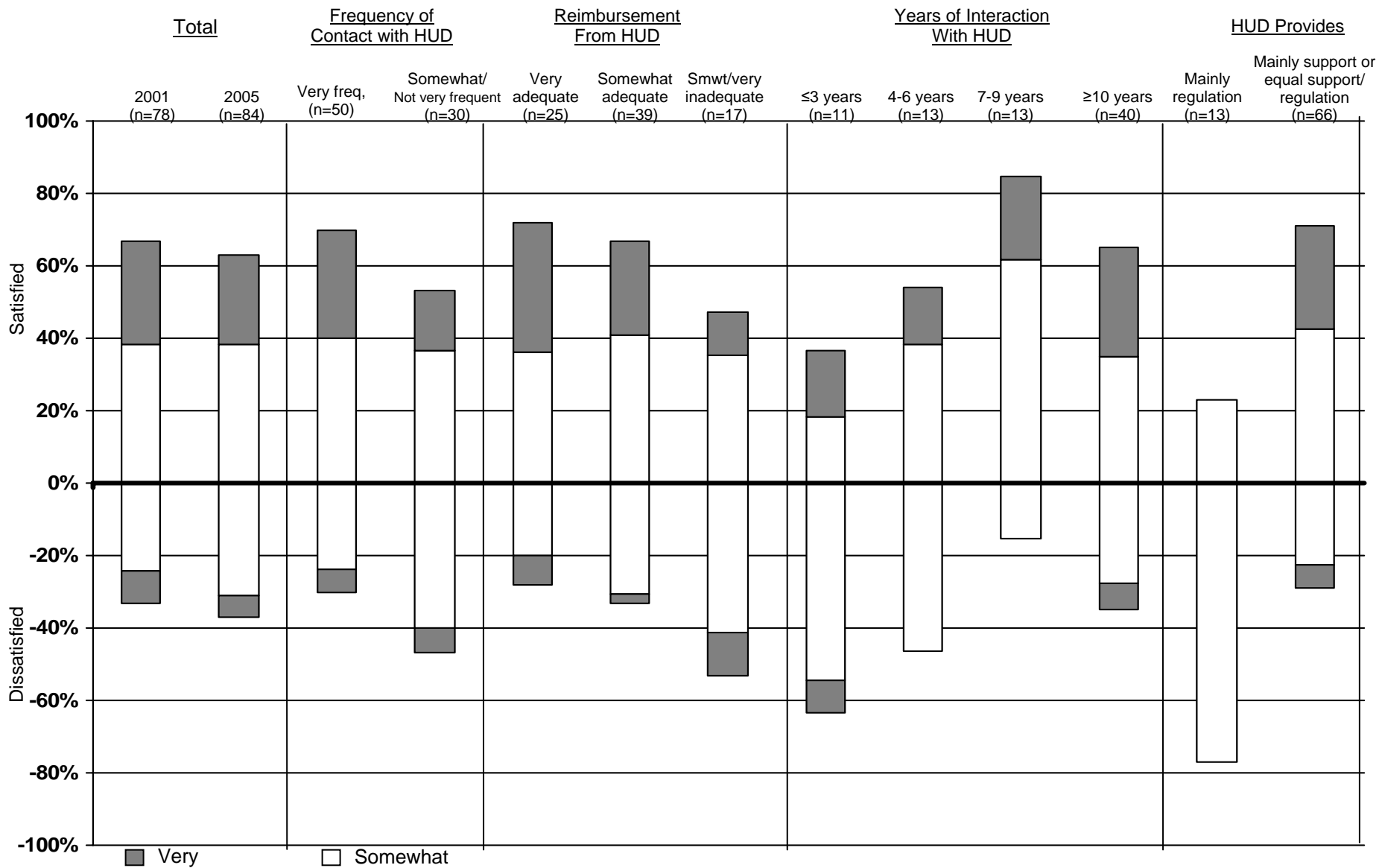
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Question 5a. How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?



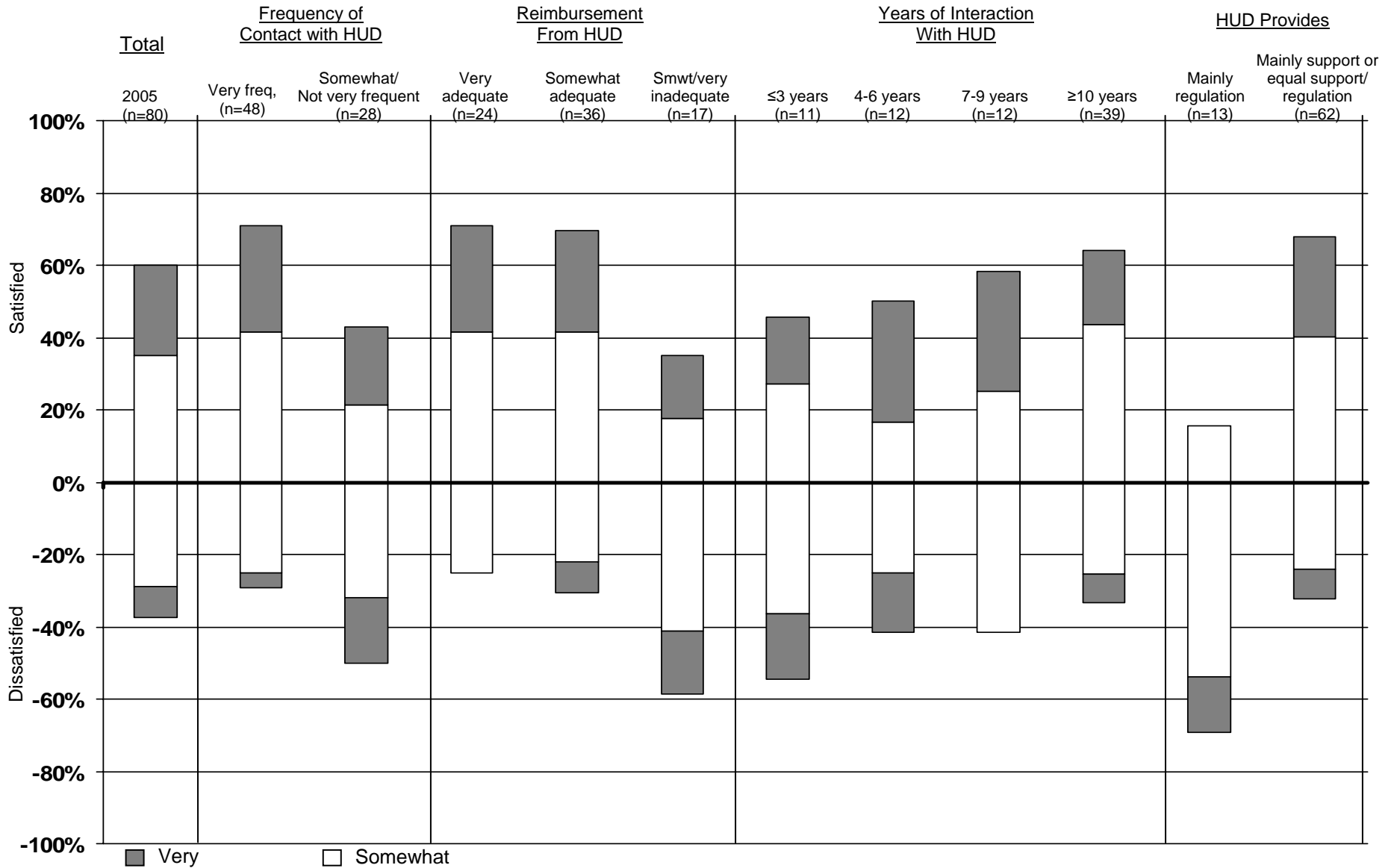
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Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



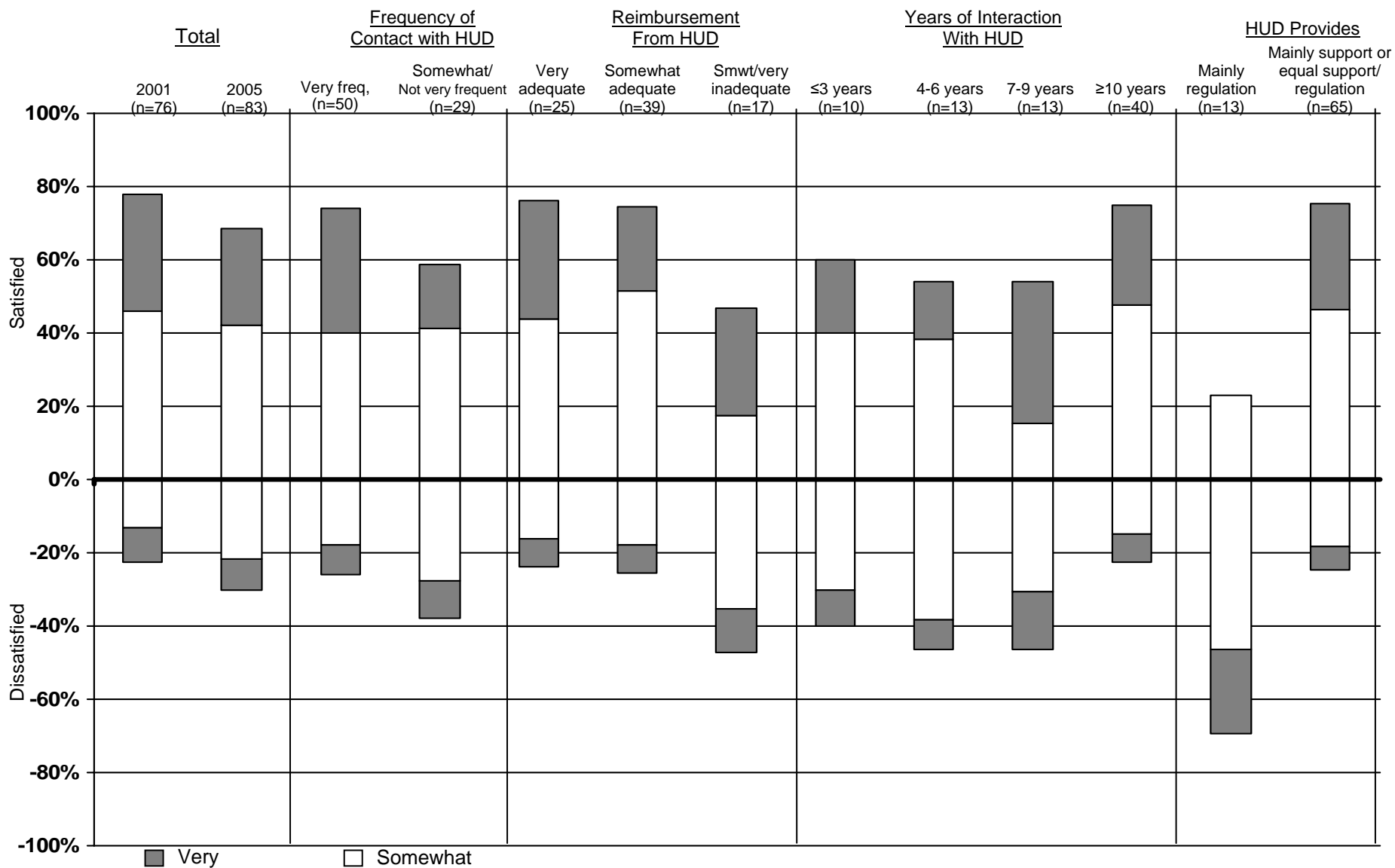
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Question 5c. How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals)?



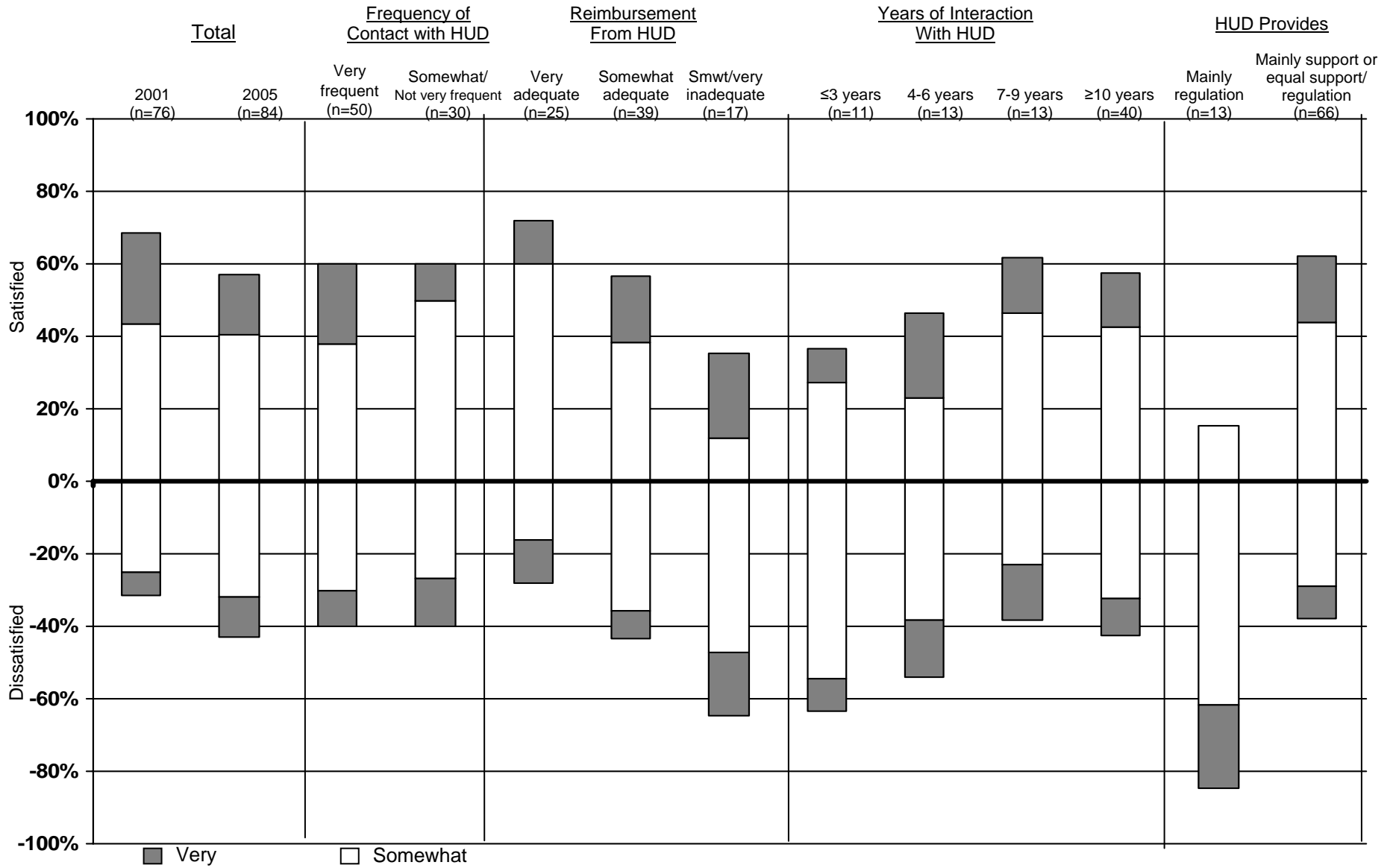
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Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



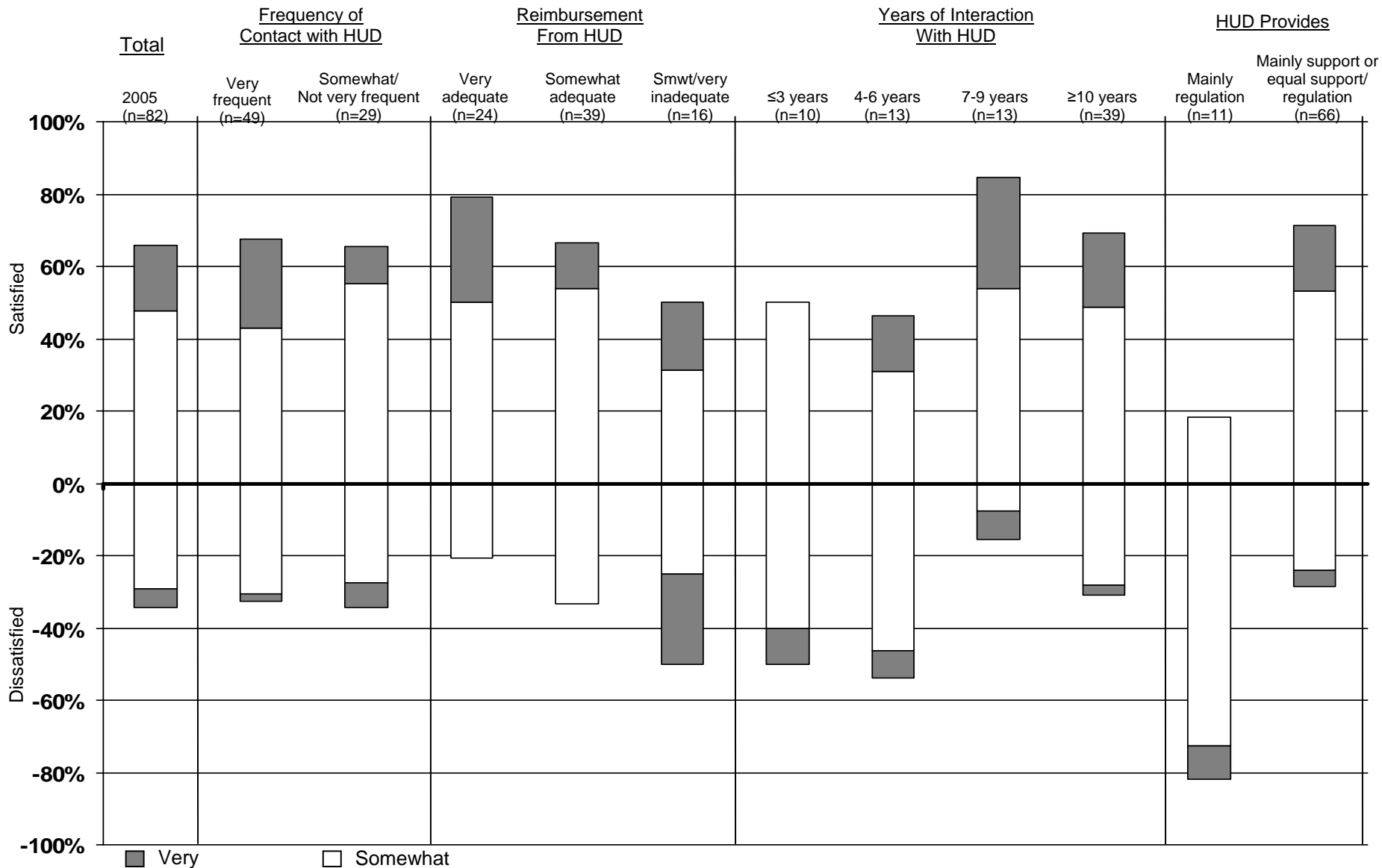
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Question 5e. How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?



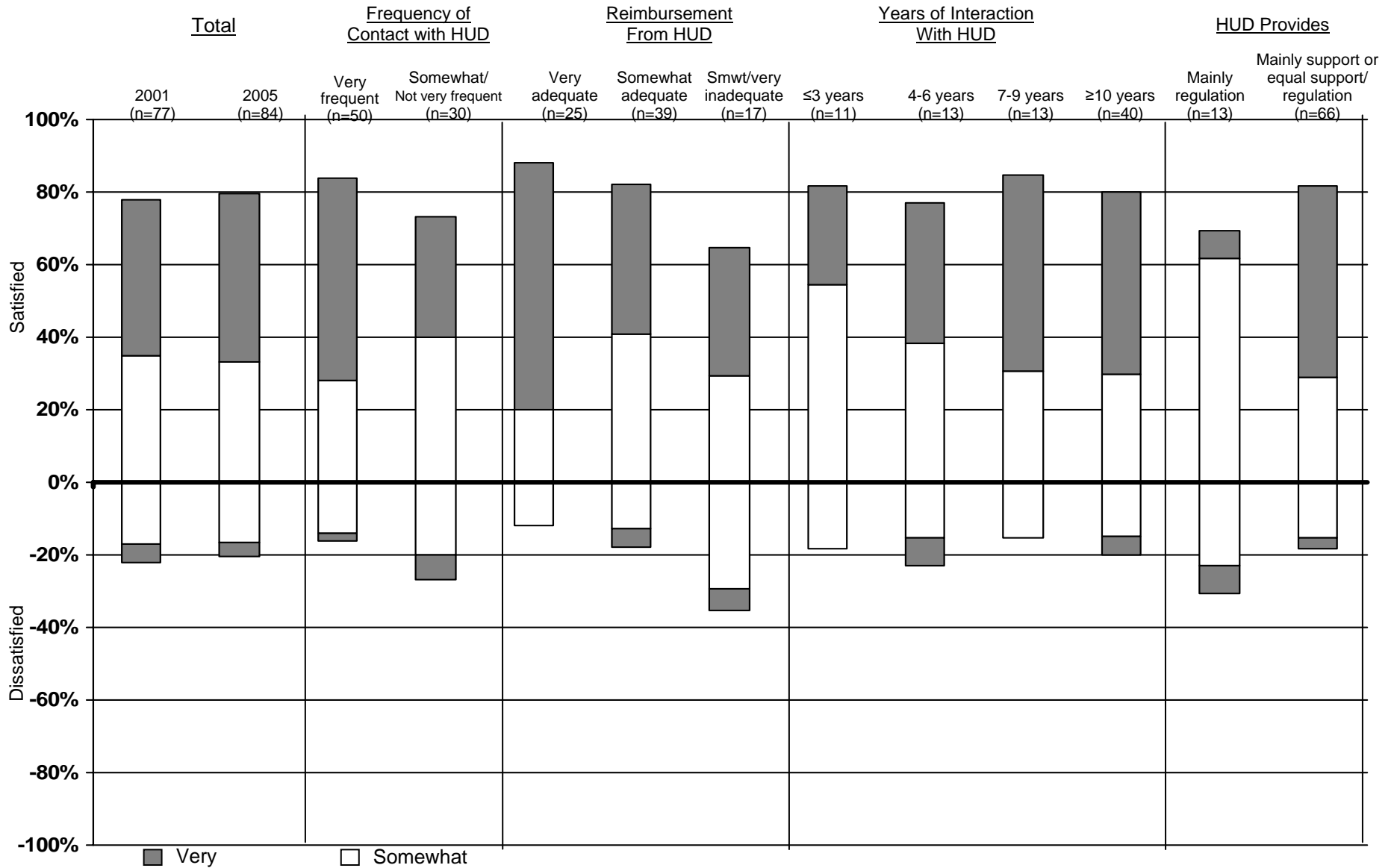
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Question 5f. Taking your relationship with HUD into consideration how satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



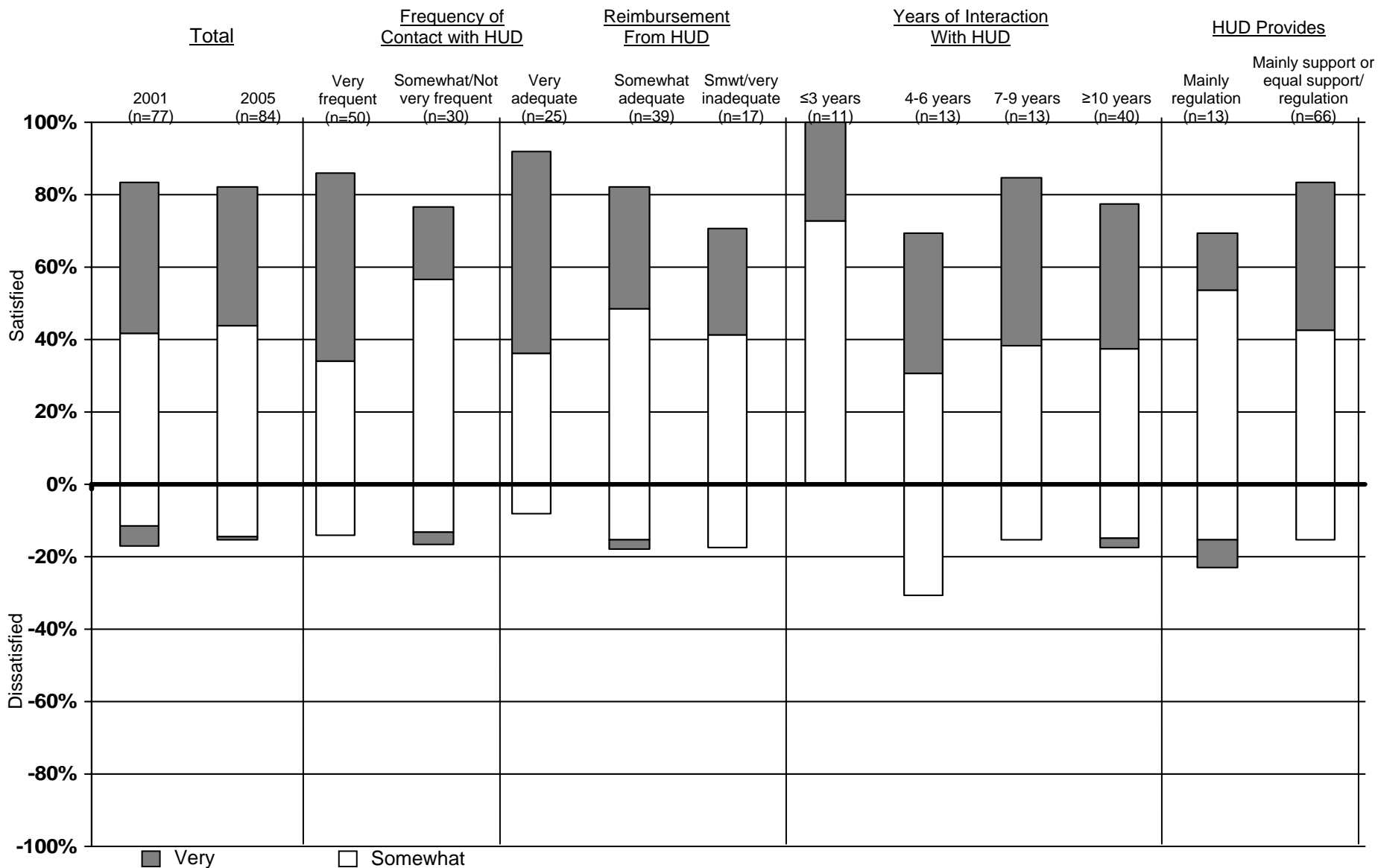
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Question 5g. How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



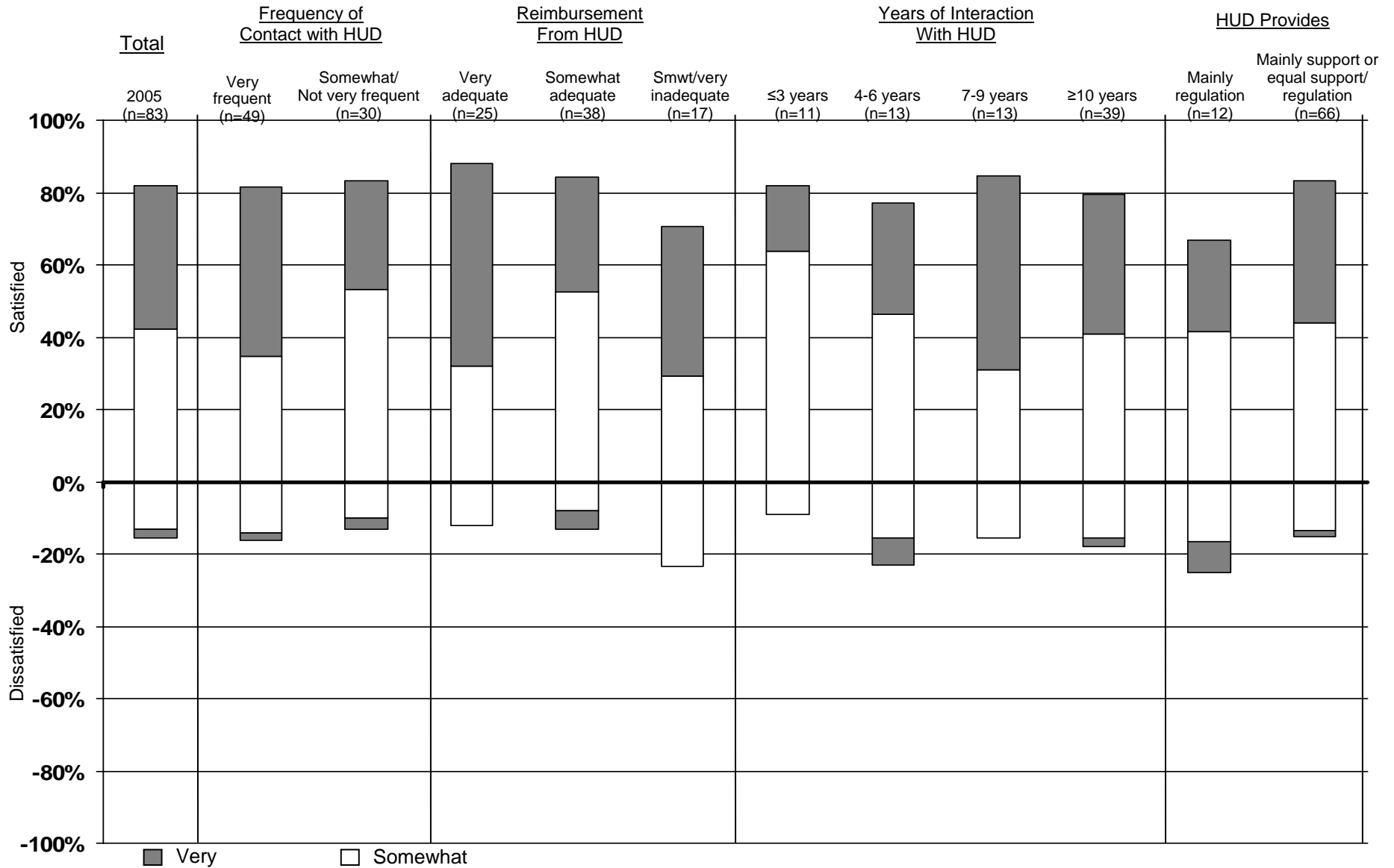
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Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



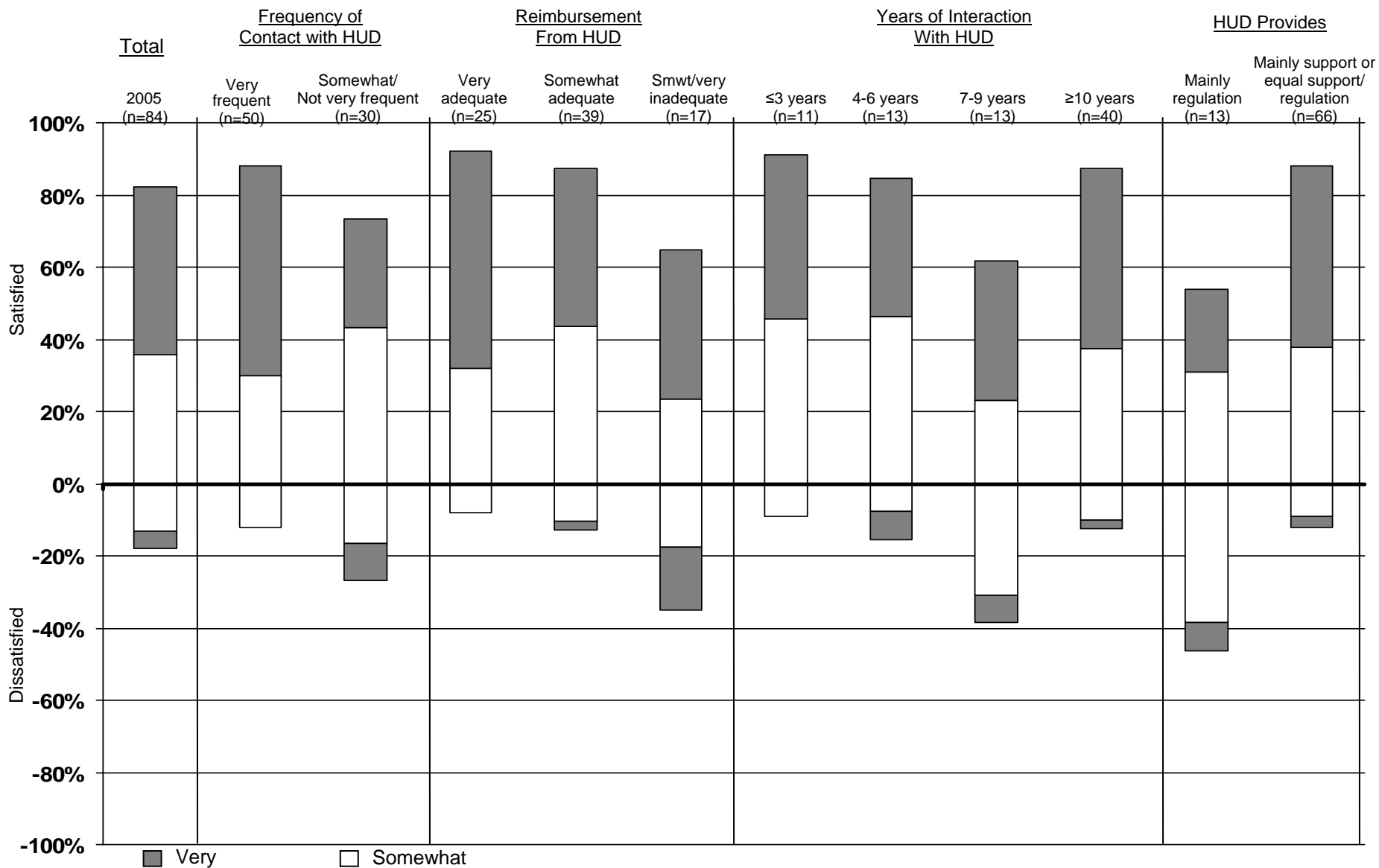
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Question 5i. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?



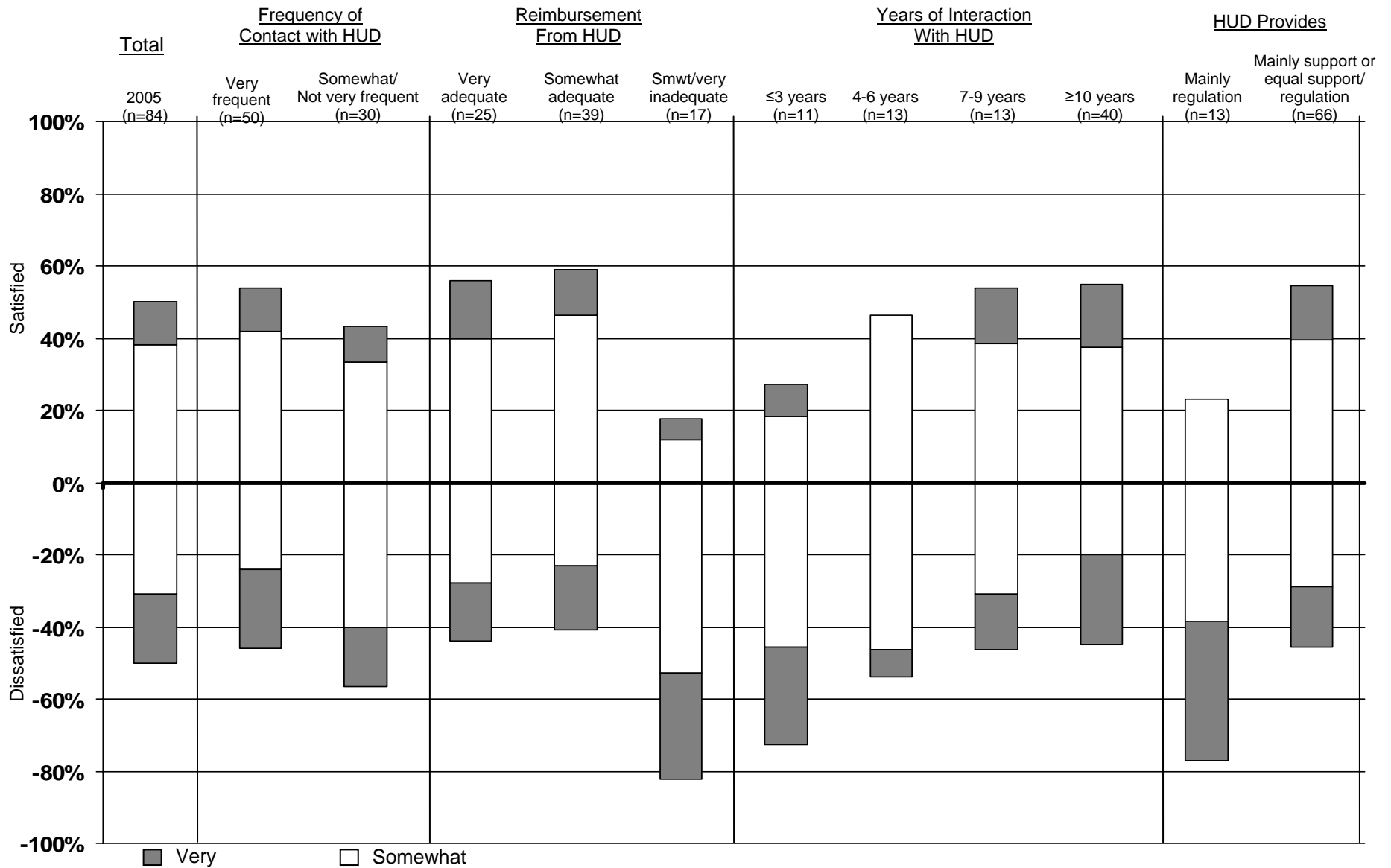
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Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



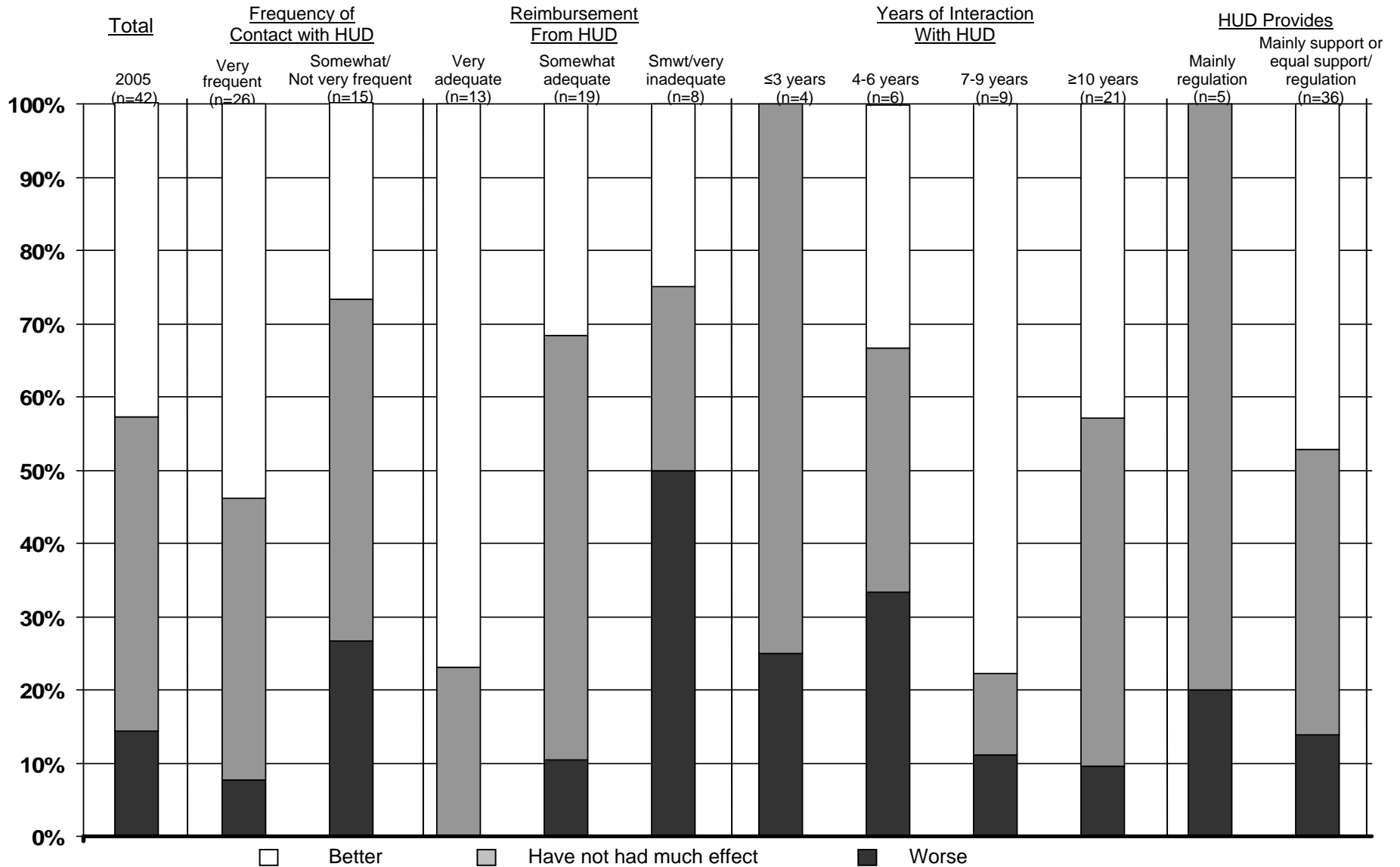
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Question 5k. How satisfied or dissatisfied are you, in general, with the time commitment required to comply with HUD reporting requirements (e.g., TEAPOTS)?



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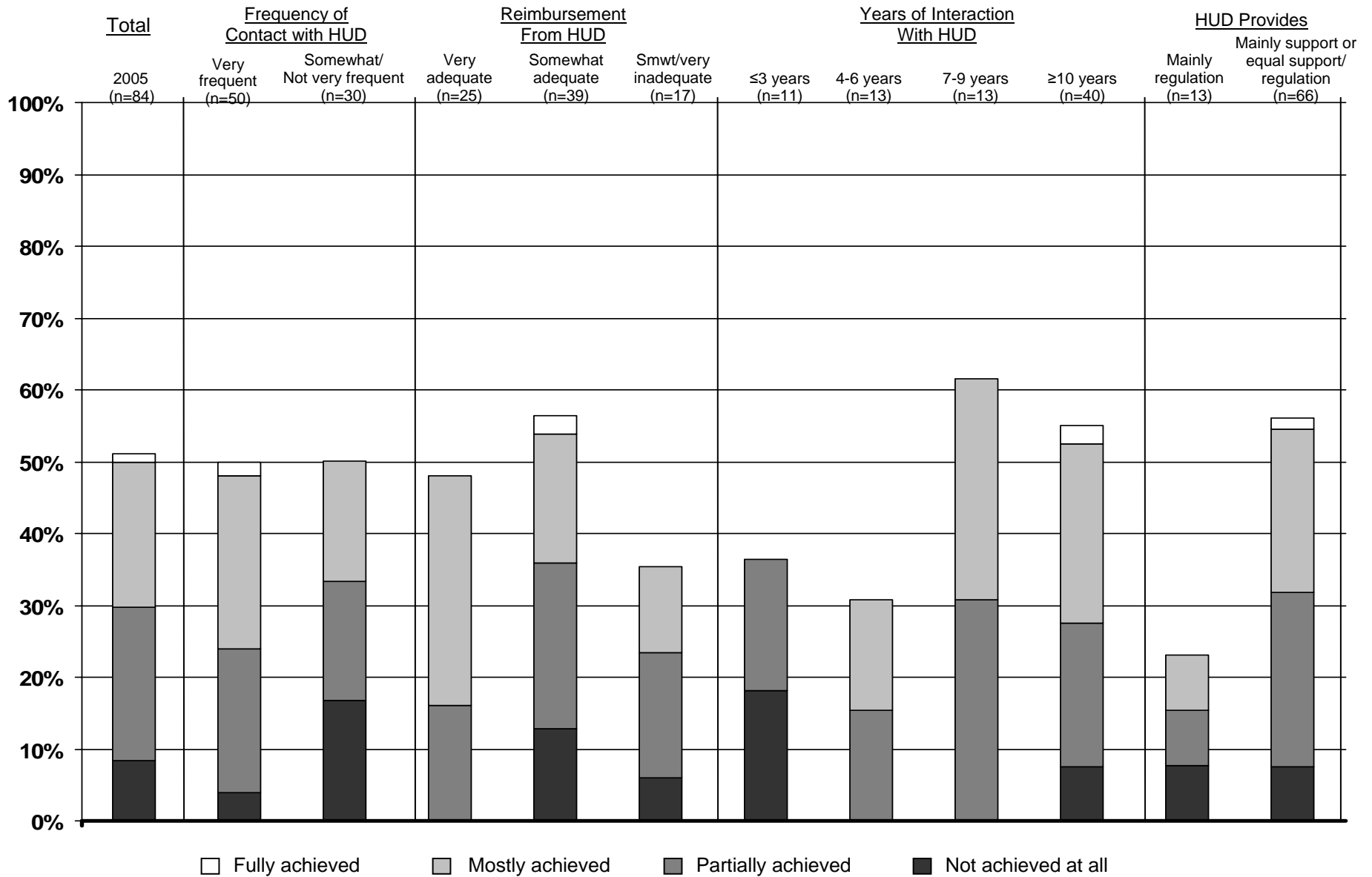
Question 6. Over the past several years HUD has made some changes to its organizational structure, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily 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 44 respondents who answered don't know or not applicable or skipped the question.

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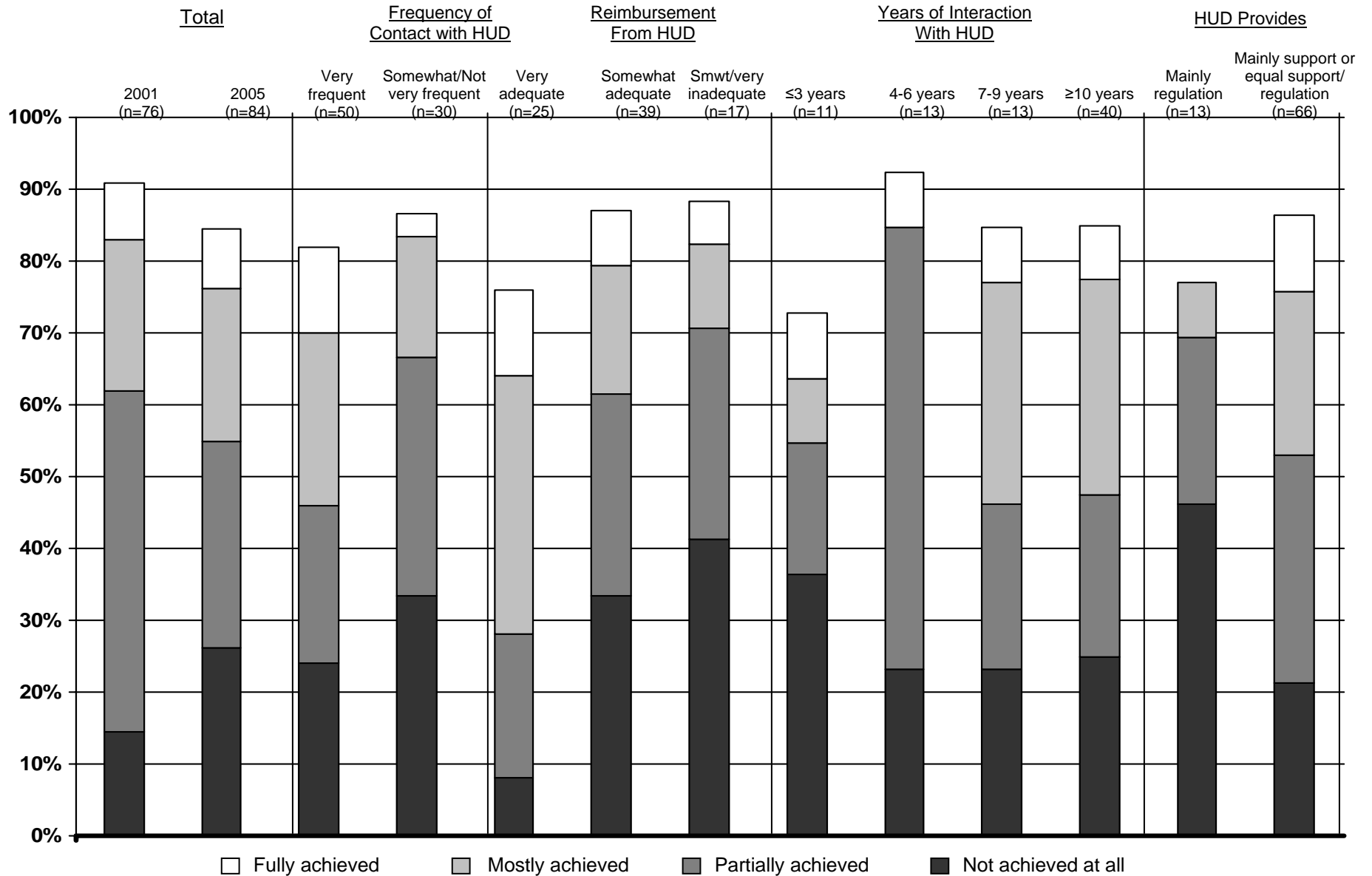
Question 7a. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To be market-based, actively promoting competition rather than stifling innovation.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

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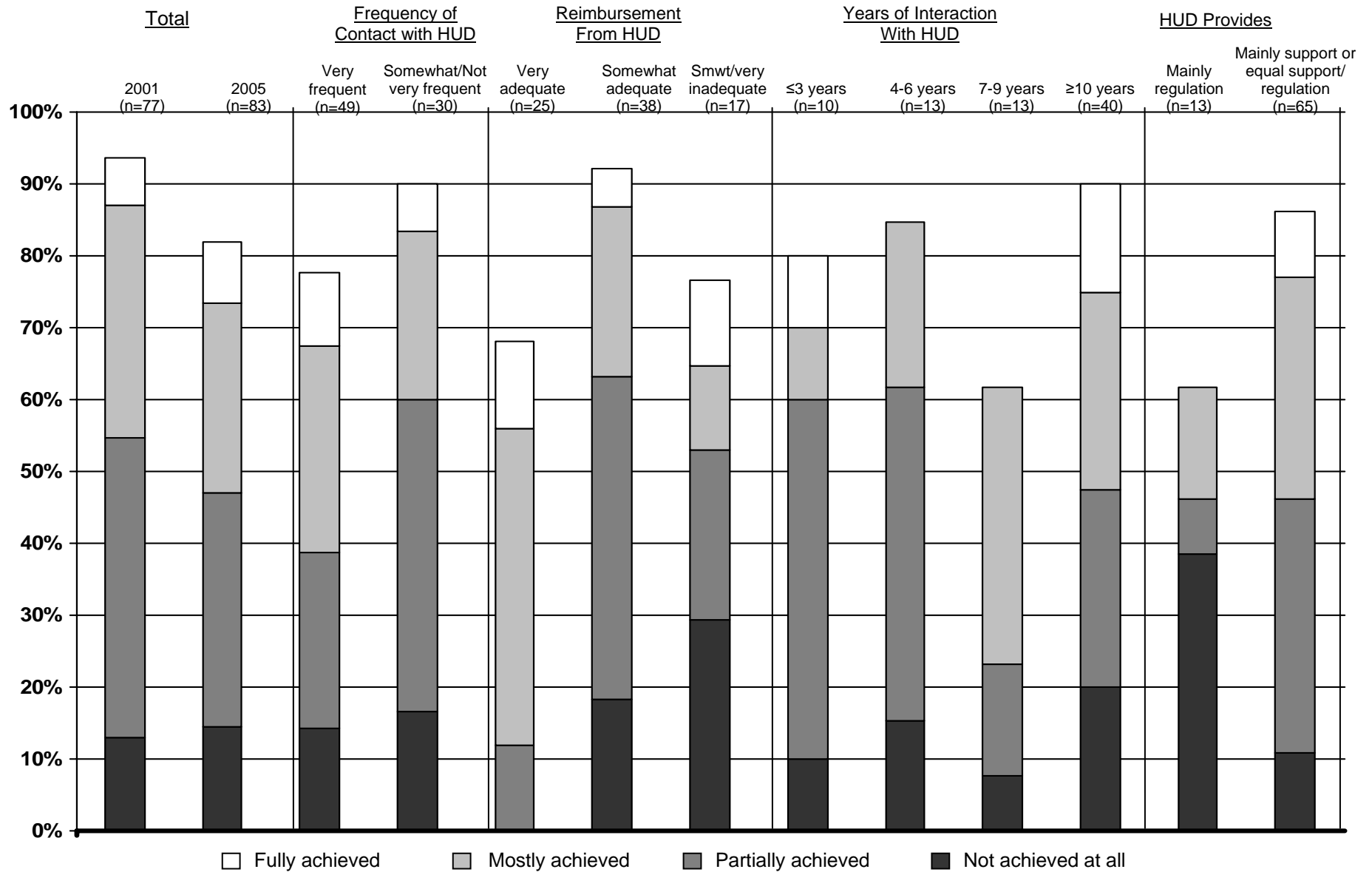
Question 7b. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

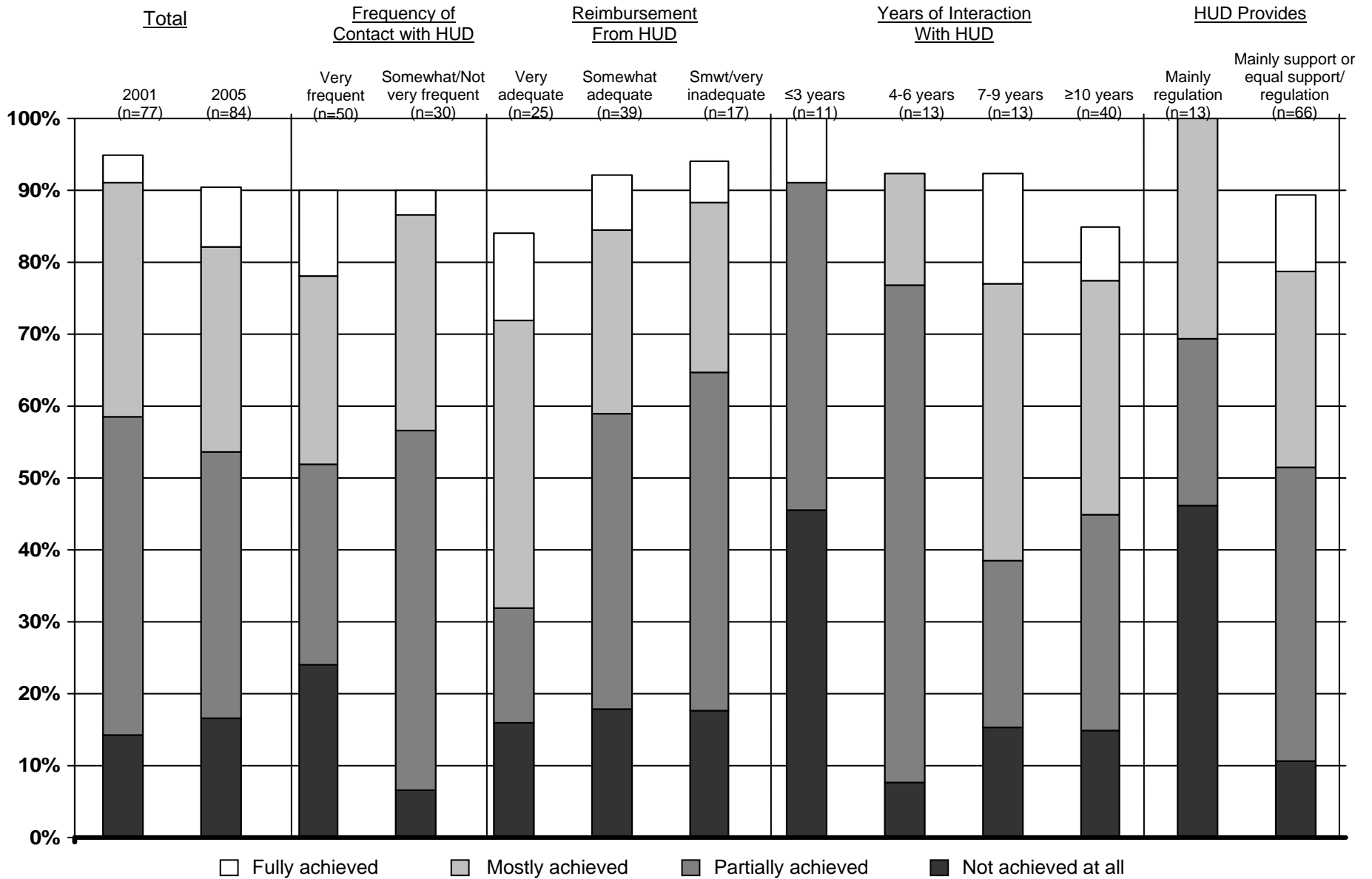
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Question 7c. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To instill an ethic of competence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



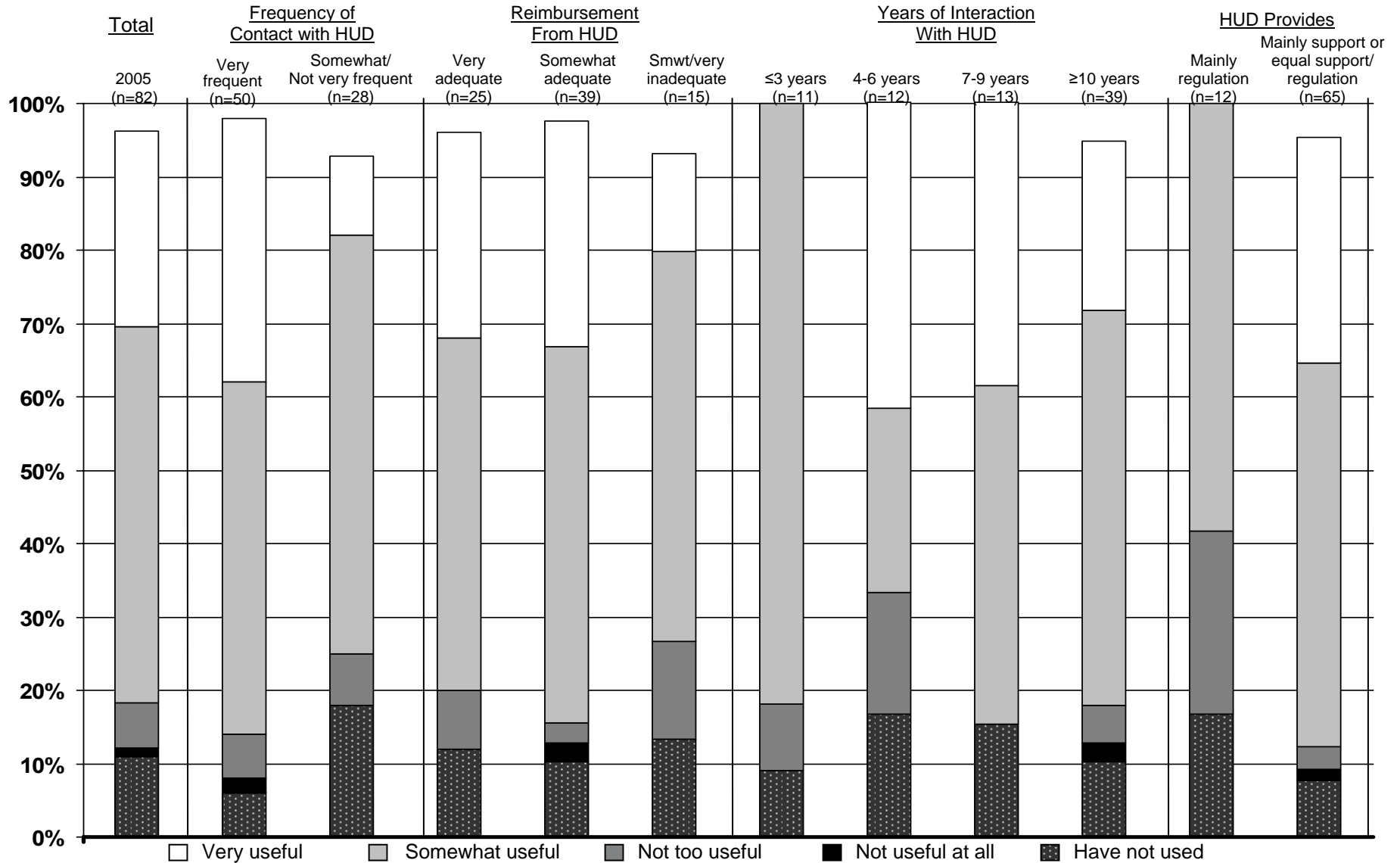
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Question 7d. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace an emphasis on process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



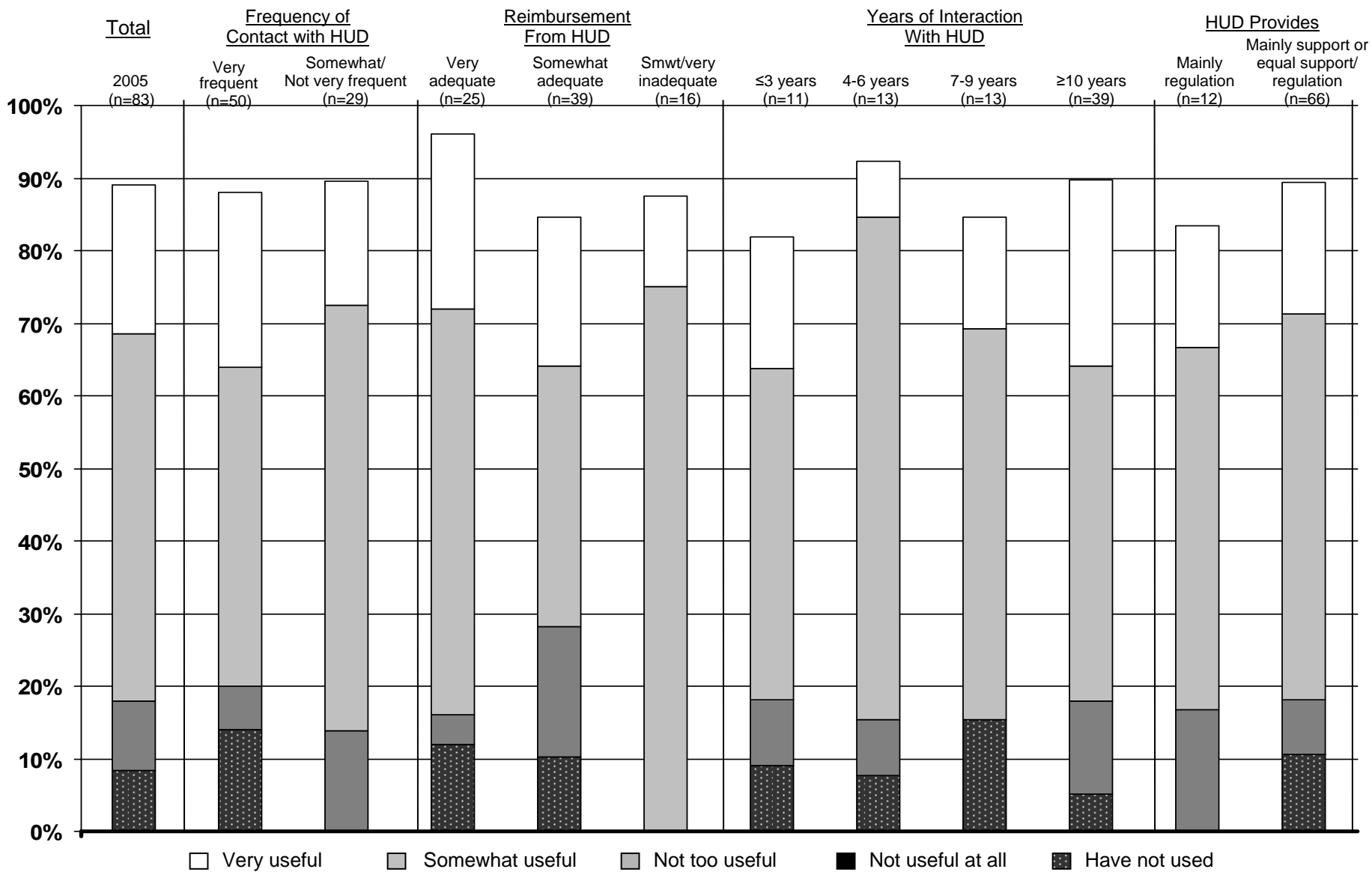
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Question 8a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



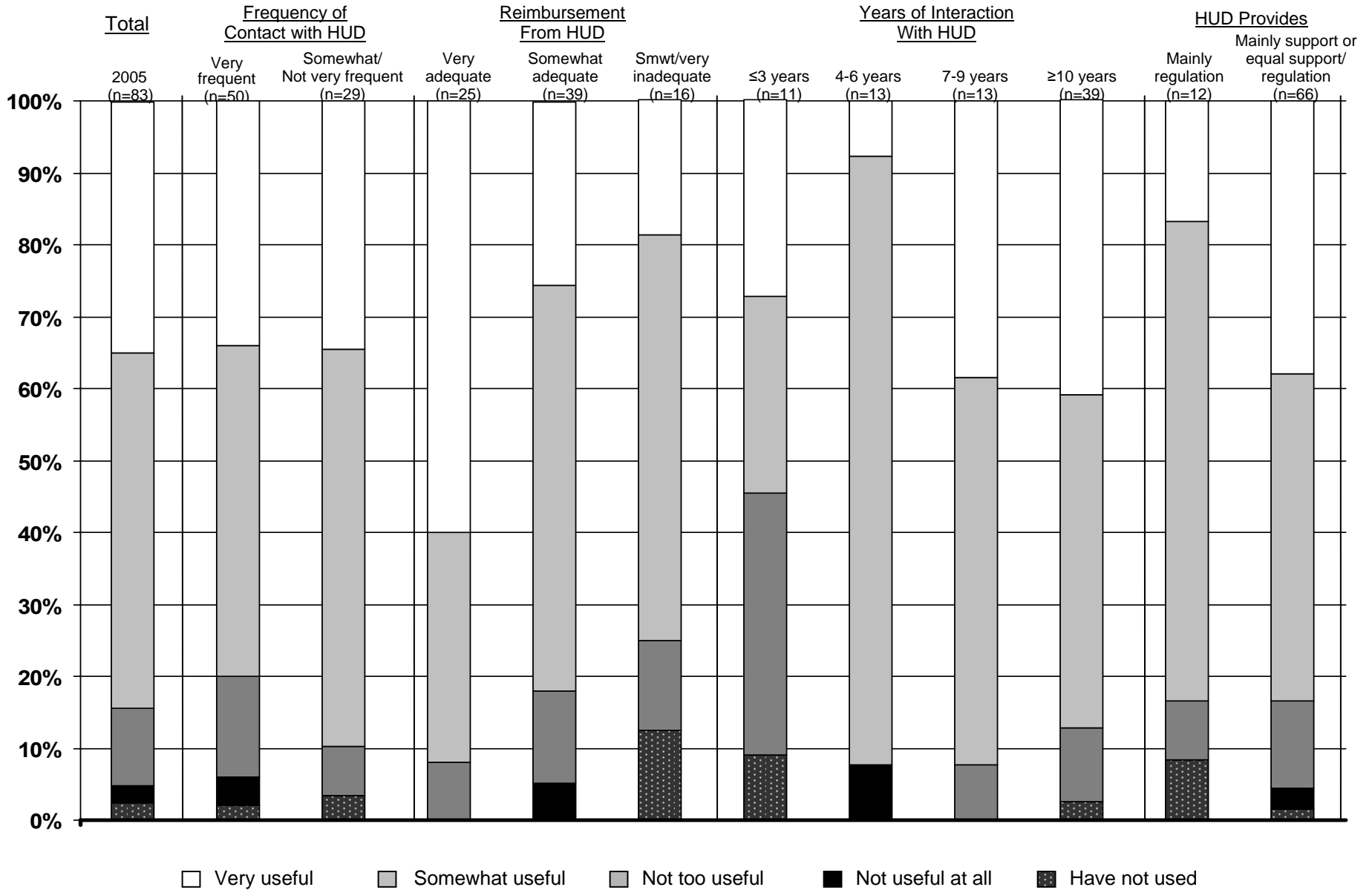
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Question 8b. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?

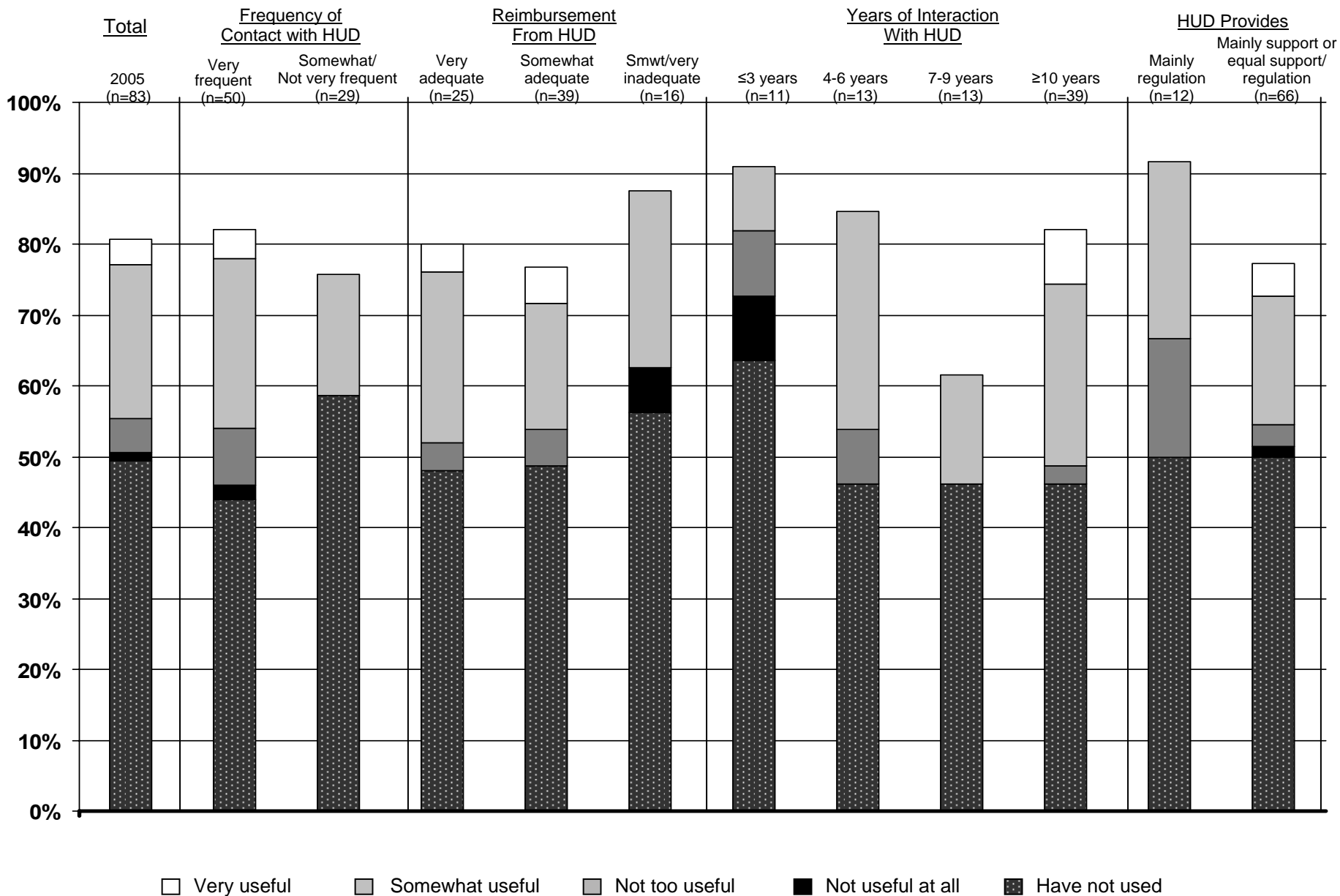


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Question 8c. How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?

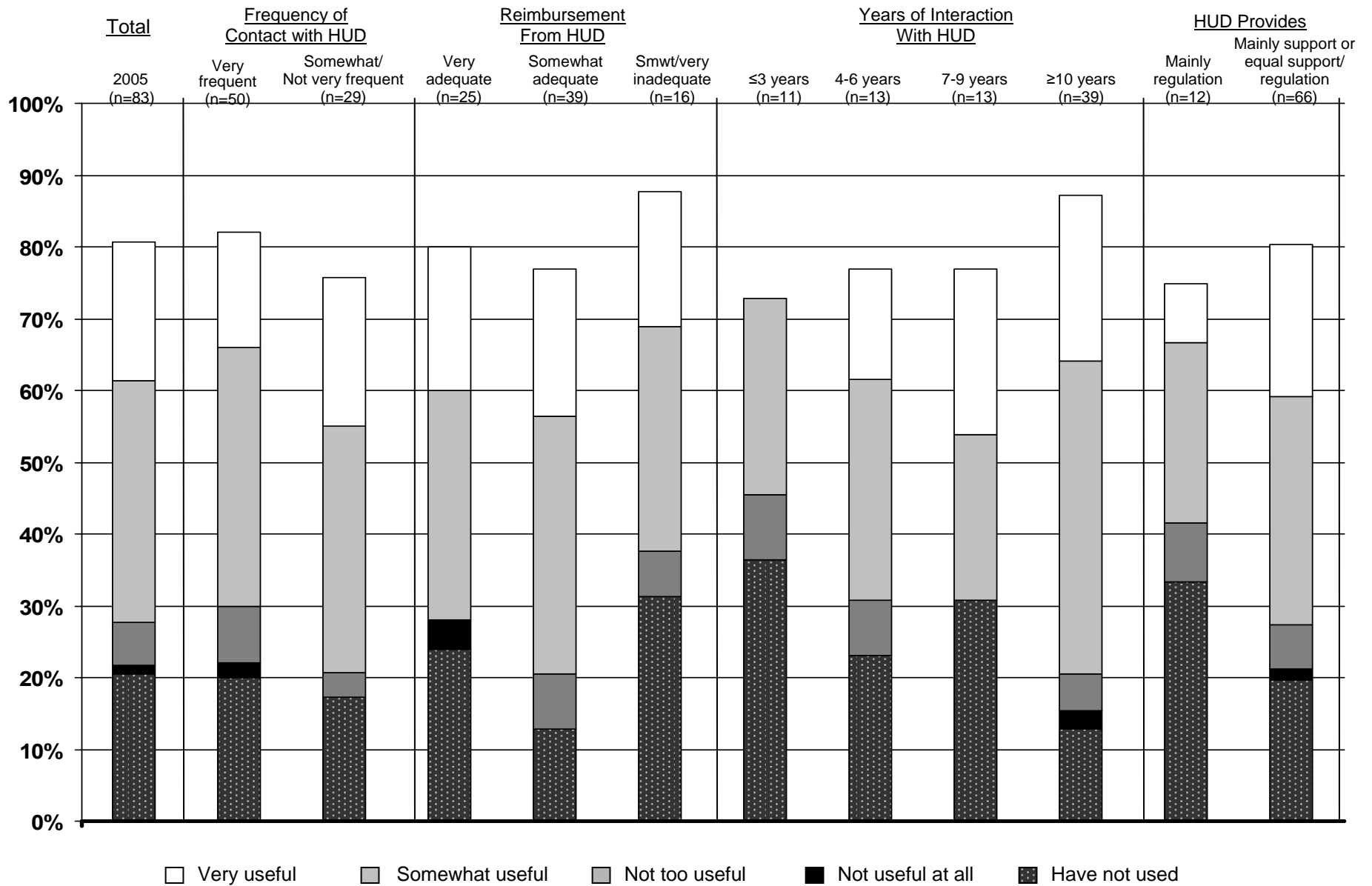


Question 8d. How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



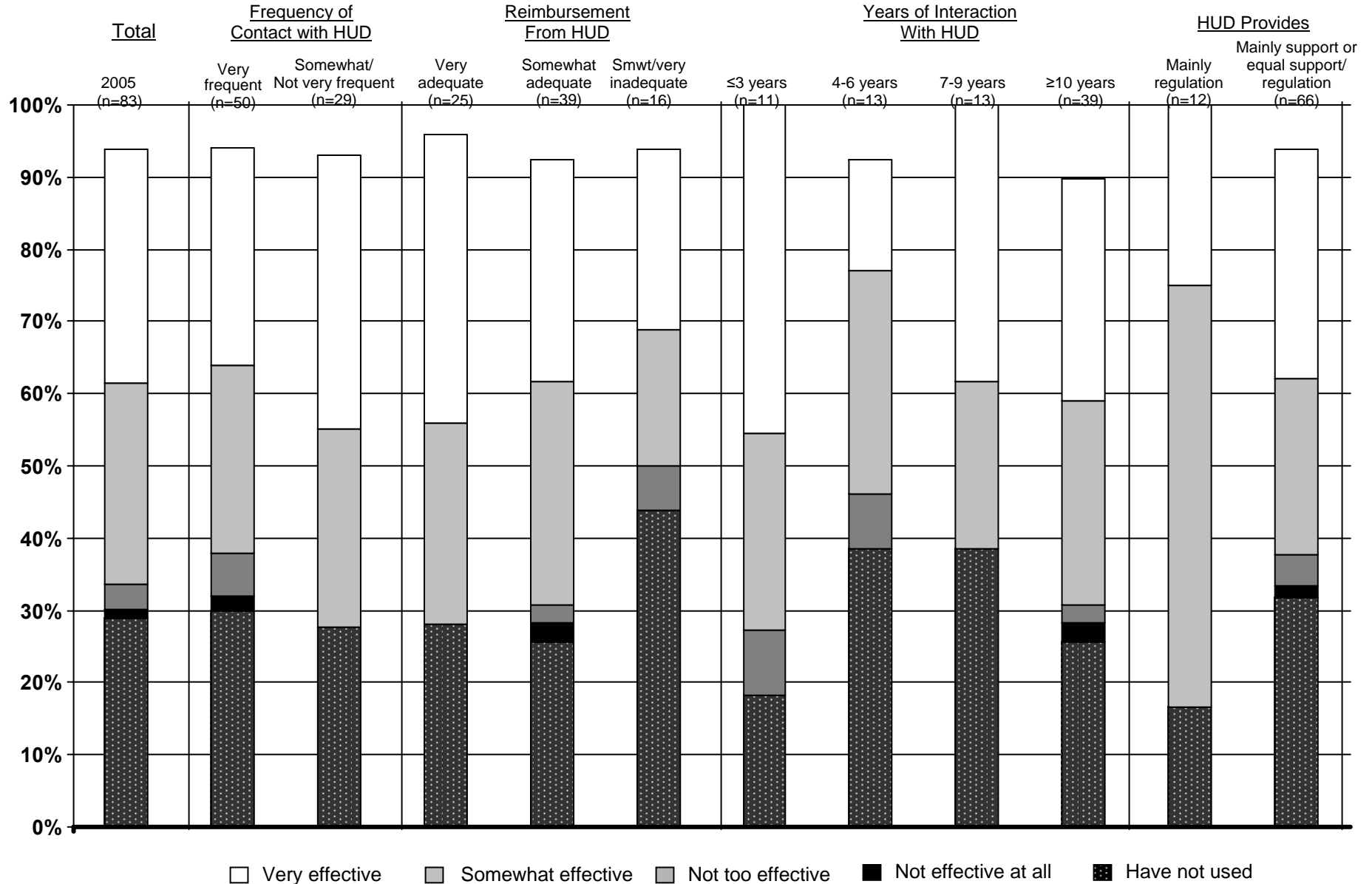
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Question 8e. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non- HUD groups?



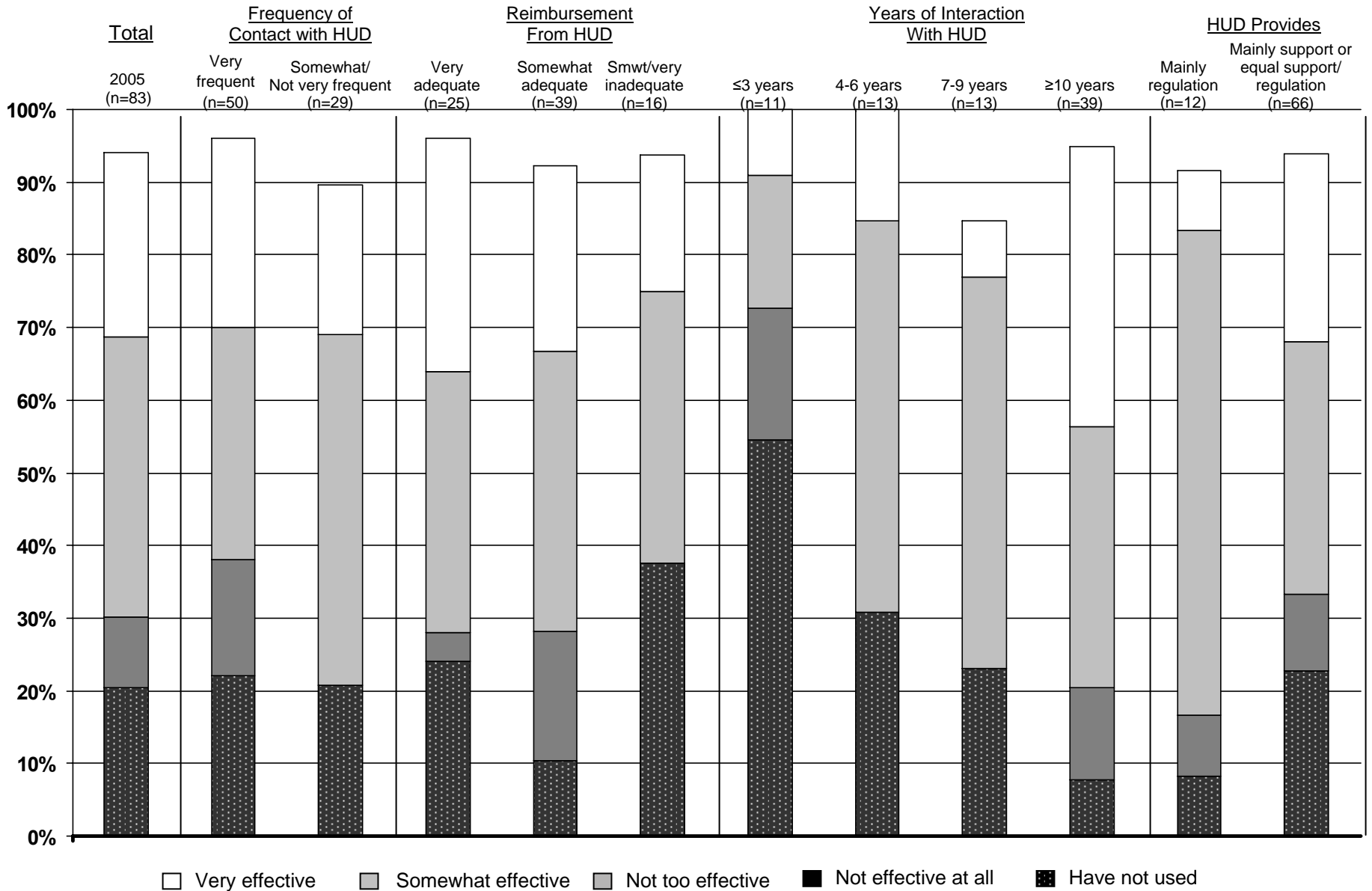
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Question 9a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



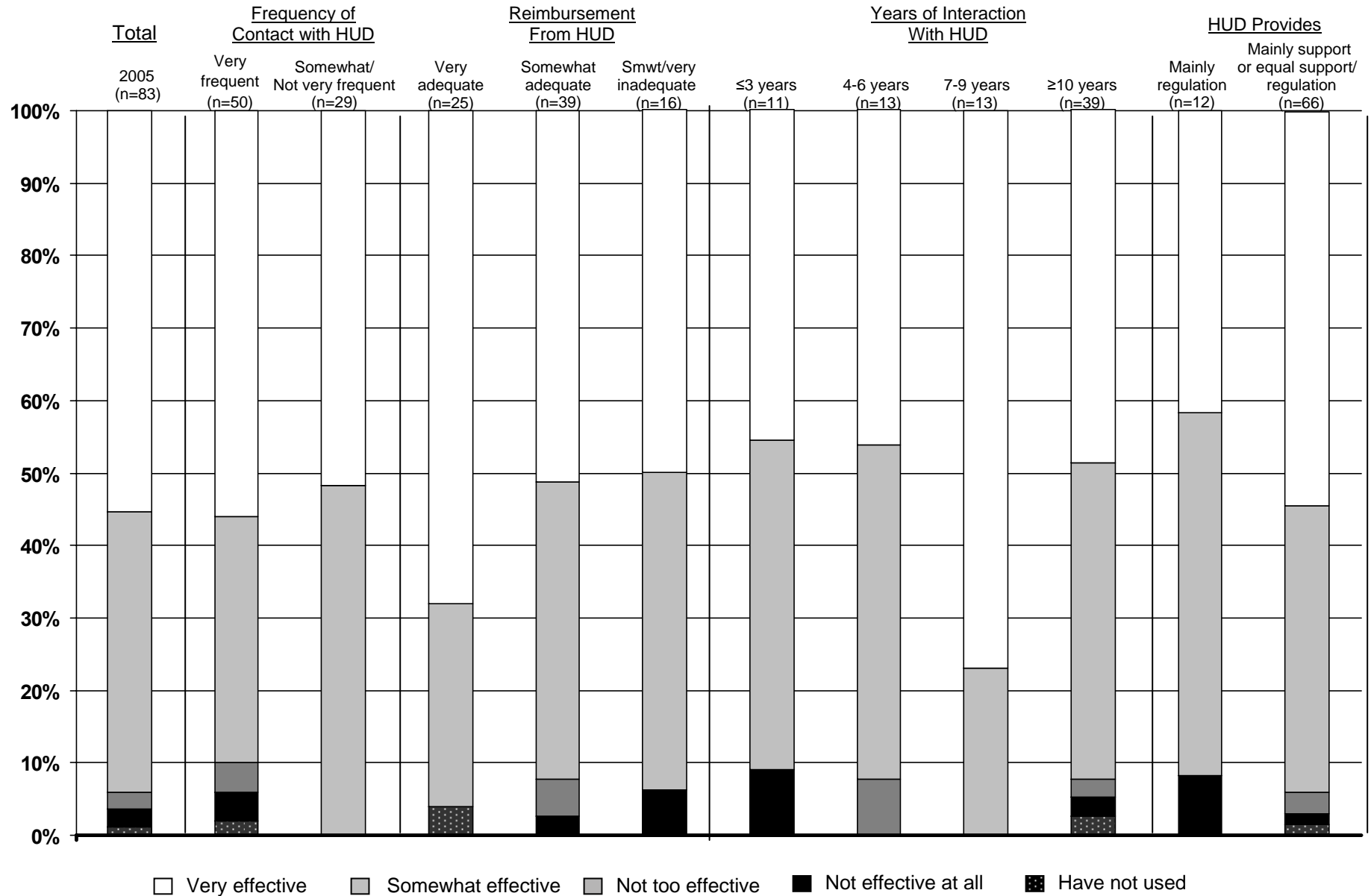
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Question 9b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



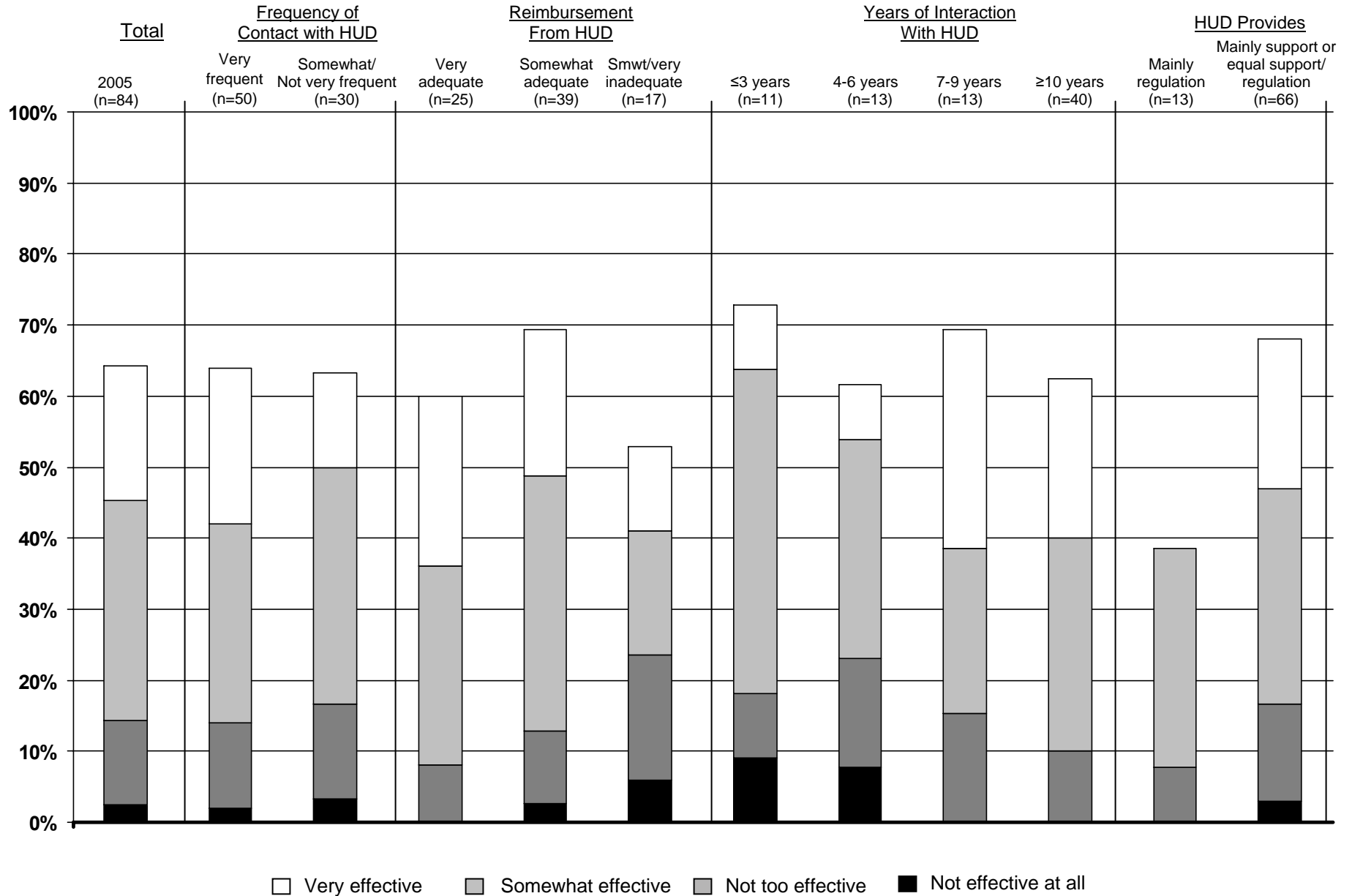
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 9c. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD e-mail has been as a tool for HUD to convey important information to you, such as notices and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

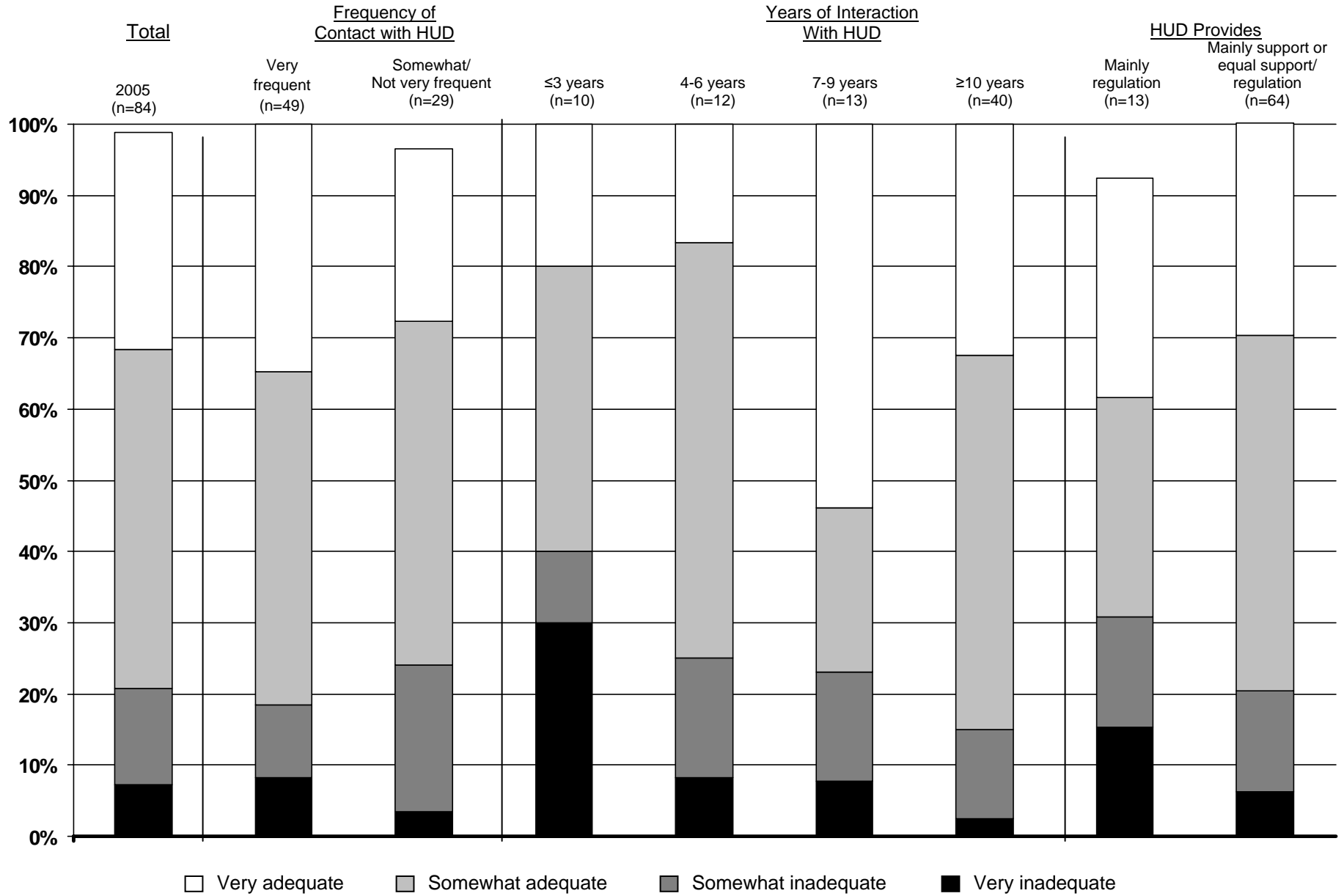


PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 10. In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



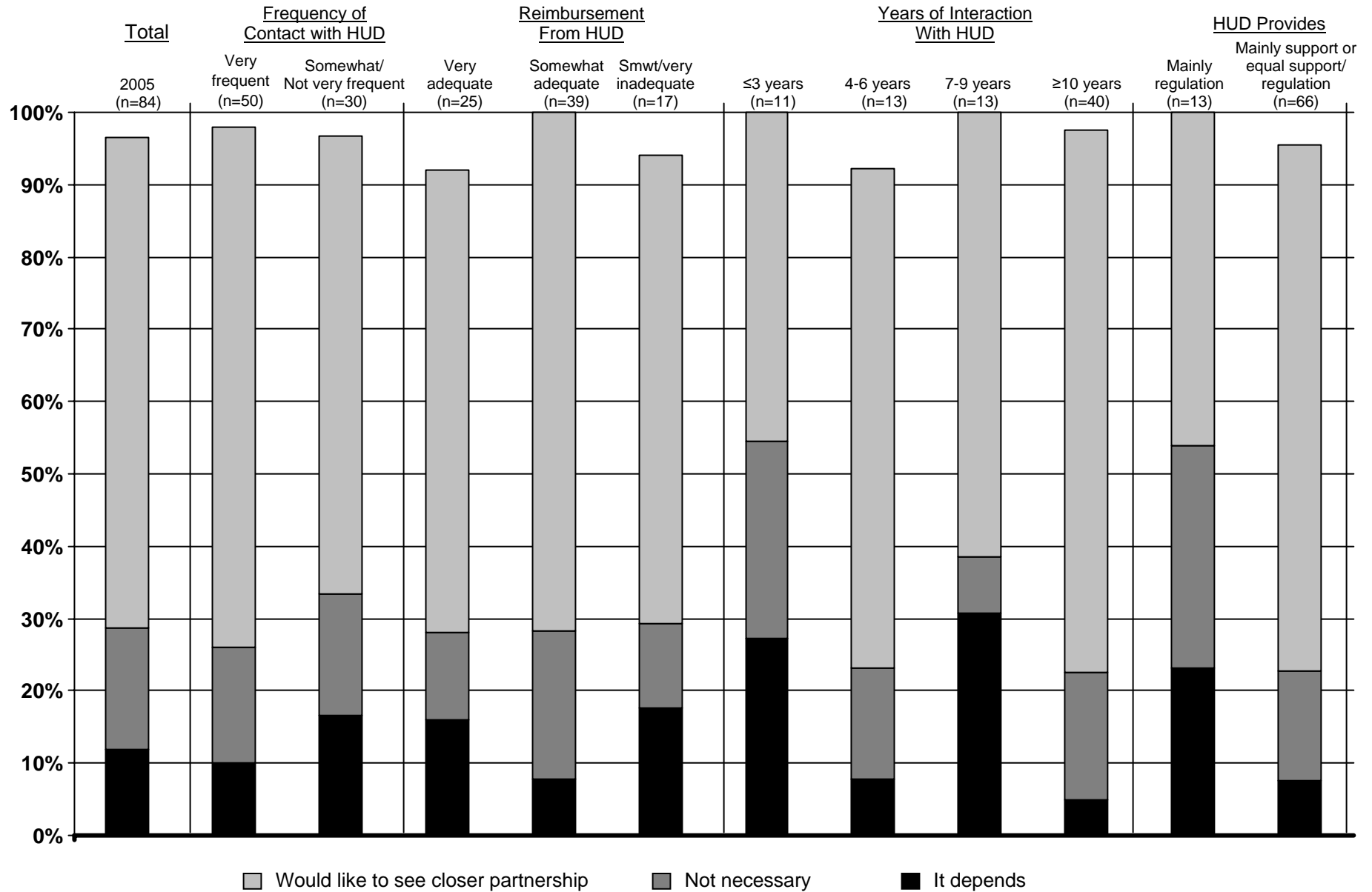
Question 11. How adequate is your reimbursement from HUD for covering the costs of investigating individual complaints?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

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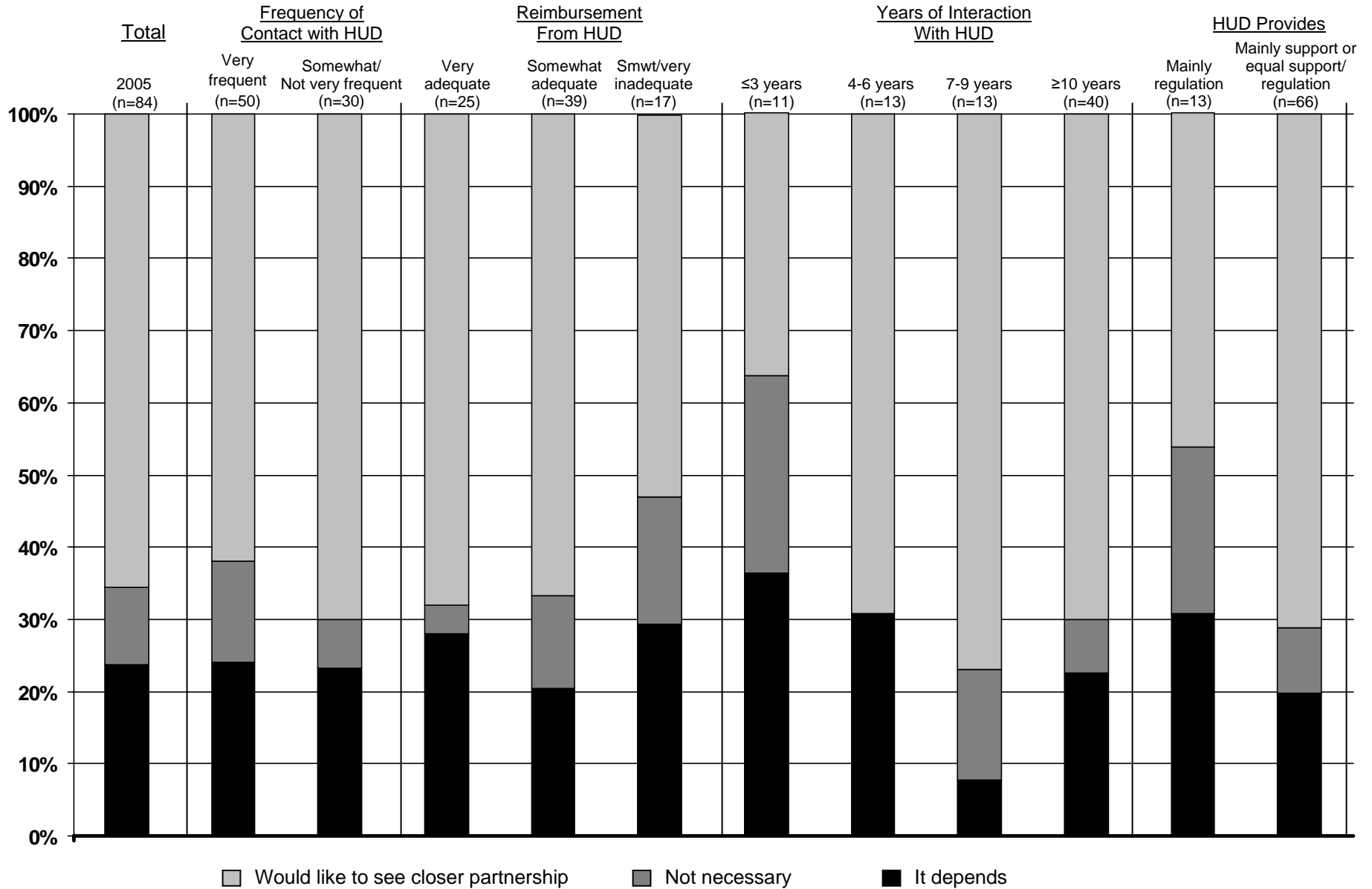
Question 12. Some FHAP agency officials say they would like to see a closer partnership with HUD in pursuing pattern and practice or Secretary-initiated cases. Others say this is not necessary, as the U.S. Department of Justice or states' attorneys general have this duty. What do you say?



FHAP Agency Partners

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Question 13. Some FHAP agency officials say they would like to build closer partnerships with local Fair Housing Initiatives Program (FHIP) organizations with respect to enforcement or education activities. Others say this is not necessary or appropriate. What do you say?



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

The responses to Question 14 have been edited to remove proper nouns and other identifying information or references to other persons.

1. Offering advance training on mortgage lending to FHAP (mortgage fraud) 2. Joint outreach activities and joint investigations. 3. Change how they compute FHAP's 100 days. (aged cases) 4. HUD's general counsel conducting in-house training to state's attorney general & FHAP.
Allow FHAPS to attach scanned documents to case files in teapots so that we may have complete electronic copies of the cases.
1) Take into account FHAP's role and obligations when granting money to FHIP's and other organizations to do overlapping work--avoid conflict and turf wars. 2) Take into consideration each FHAP's size/housing work staff when implementing or mandating cases, processing time requirements and required attendance at trainings. 3) Convey in a more timely manner policy and related mandates/changes from headquarters to the FHAPs.
Improve response time to inquiries
Could provide agencies with more money and more latitude in investigating cases. The smaller FHAP agencies can struggle with the mandatory 10 case provision. Need to relax that mandatory number.
Each agency (FHAP) has different needs. Assigned monitors should be allowed more freedom and/or opportunity to work one on one with the agencies under their responsibility. For various reasons, FHAP's may need specific training in an area covered in a conf., seminar, etc. However, the attitude seems to be "you've rec'd that in training already" or "I've already told you". FHAPs have turnover, reorganization, new hires, etc., necessitating ongoing training.
Provide sample determinations - "Cause" and "No Cause" - Share the case file in a "fair lending" case.
The major step that HUD could take that would assist in our fair housing and fair lending responsibilities would be in communication. One step would be to have effective communication by providing guidelines in writing and then having HUD follow its own guidelines. If there is a change to the guidelines then provide that information in writing and in a timely manner. Frequently we are given notice of an issue and it is needed right now. This is due to a lack of planning. Secondly, expectations should be established, adhered to and in writing. When telephone messages or e-mails are sent we should have a response in 48 hours if not less. Frequently calls go unanswered. E-mails are more successful, but not 100%.
More in-depth training on predatory lending and investigation of Home Owners Associations (HOA's). How about more collaboration and coordination between EEOC & HUD - most FHAP's are also FEPA's!
Provide more timely and consistent guidance when requested
It would be helpful if funding guidance was issued immediately after appropriation and cooperative agreements were issued shortly thereafter. The constant changes in funding guidance make it impossible for FHAP agencies to plan/forecast and therefore render effective fair housing enforcement impossible.
With respect to enforcement not appropriate with respect to education activities we would like to see closer partnerships
Provide a memo to clarify HUD's position on guide dogs and support animals as they relate to a request for a reasonable accommodation or modification.
HUD should publish statistics periodically on the number and type, issue, etc of complaints filed by region, FHIP, FHAP, etc. We have no way of knowing what is going on outside of our agency. HUD should make more of an effort to treat us as "partners" rather than as a "stepchild."
1. Consistency in procedural directions/customer friendly assistance & guidance. 2. Reduce the number of changes in procedures and staffing. 3. Recognize "partnership" and move away from "big mother" approach. 4. More timely information and reduction in # of emails forwarded with same information.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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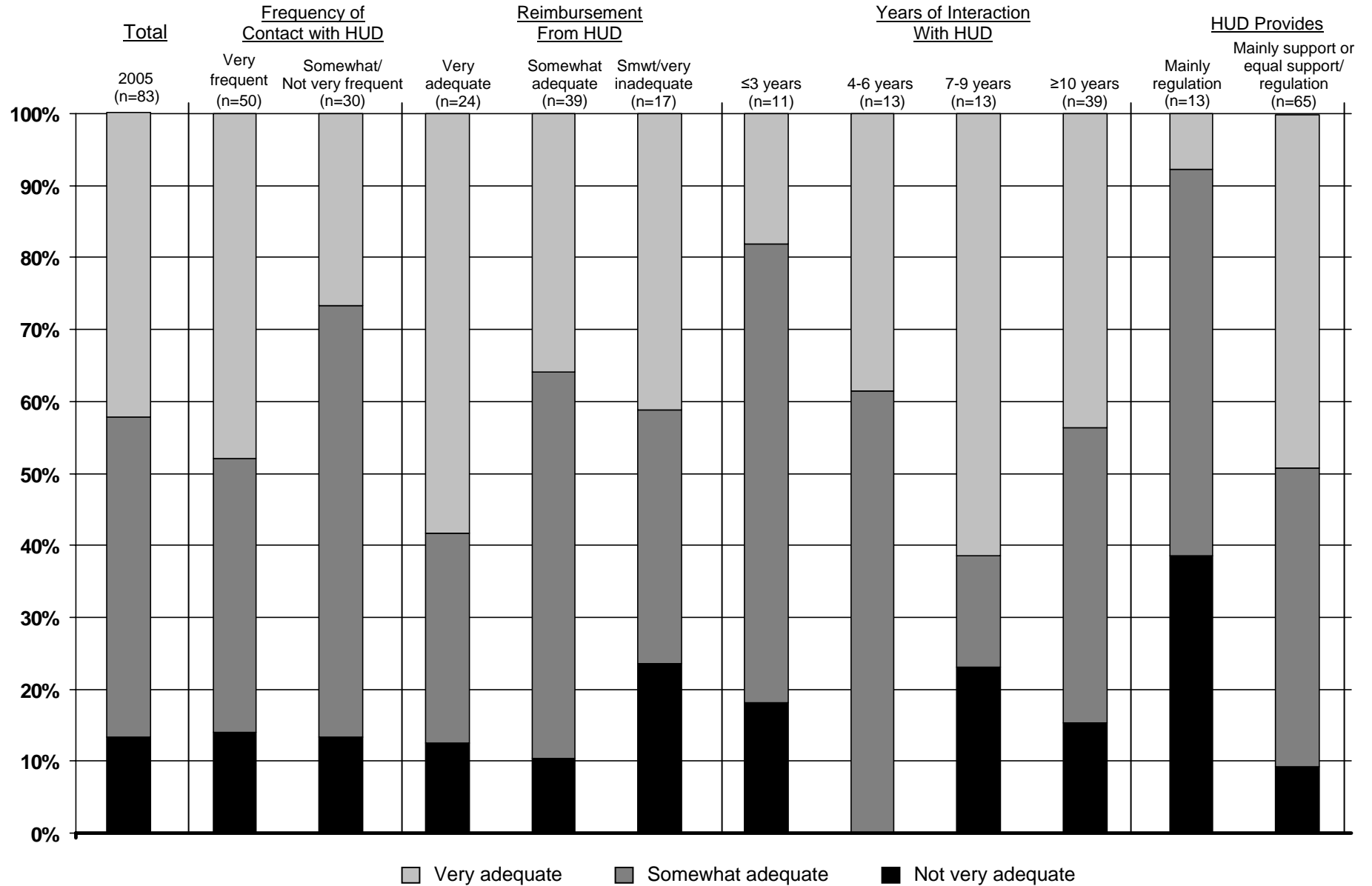
Improved response times would be helpful.
HUD needs to establish one primary point of contact for the FHAP's, similar to what EEOC does with their Fair Employment Practices Agencies (FEPA's). We receive too many multiple requests for information (that's often been provided) from various HUD staff.
More training lending investigation. - Share more information on enforcement initiatives.
More training with lending. The annual HUD conferences were good. There has not been time to measure the training academy. What we are hearing is that different investigators are reporting different experiences. It was rushed through too fast!
When a new contact is received by HUD intake staff, instead of taking the complaint & conducting the intake refer the caller to the local jurisdiction, if applicable.
A. Encourage coordination and communications between local FHAP's and FHIP's (especially those with overlapping jurisdiction). Our local FHAP area is also in the state FHAP's jurisdiction, and is also within area served by [DELETED] FHIP's. None of us communicates very well, refers cases appropriately, share knowledge, etc.
Assistance with prosecution of charges.
We need to be treated respectably as equals.
Timely and straightforward answers to our questions. NFHTA is a taxpayer waste of money. Boondoggle!
Assist us with investigations that are complex. My agency is small. Sometimes we need help. Also - I would like a better description of what kind of case is "novel and/or complex."
Fair Housing Academy needs better management controls and oversight.
Finally figure out a way to make TEAPOTS live up to its name and be a paperless process. It seems redundant that we still have to copy and mail a paper file to our GTM.
More training & technical assistance.
Provide more training, perhaps training every 3 months.
HUD should refer inquiries potential complaints to the state's intake unit for drafting complaints. So much time is lost when HUD refers complaints because of additional state requirements for filing and because mistakes made by HUD in drafting complaints require rewritings or amending complaints.
More collaboration between area offices and local offices concerning lending and red lining.
Show more flexibility in allowing FHAPs to develop case processing innovations. .It is presently too mechanistic.
It would be helpful if FHAP funds were allocated more expeditiously.
More on-site visits focused on case management education.
1. Headquarters HUD should establish more open lines of communication with HUD regional offices, and state, local FHAP agencies. 2. Regional HUD offices should be empowered and protected from perceived or actual retribution when serving as "the messengers."
Excessive bureaucratic file & teapots requirements; loosen up the requirements & nitpicking.
100 Day requirement for resolving cases is grossly unrealistic. - TEAPOTS too cumbersome - Too many paperwork requirements - Fair Housing Academy is old-fashioned - should be based on distance learning.
Require certification of any housing providers getting HUD money such that they pass a test on fair housing.
1) Develop consistency in process & procedures so advice to FHAPs is clear and uniform. 2) Streamline Teapot - eliminate some of the burdensome requirements so FHAPS can meet 100 day requirement.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Conduct meetings of FHIP & FHAP recipients in state, minimally to be aware of initiatives and projects. Ideally, coordinate activities where appropriate.
Improve Teapots.
A reduction in nit picky requirements including compulsory fair housing training that does not adequately address FHAP staff's need for professional development.
Better funding that is equitable; closer ties as a "true" partner.
HUD should provide structured fair lending training.
Improve TEAPOTS system accessibility and training. Provide more local Fair Housing Training.
1. Share more of its resources with FHAP's from beginning (i.e., forms, investigative guidance). 2. More supportive of FHAP's efforts and helping FHAP's deal with challenges. 3. More funding. 4. Less waffling on issues. 5. More information on recently settled or decided cases and policy memoranda.

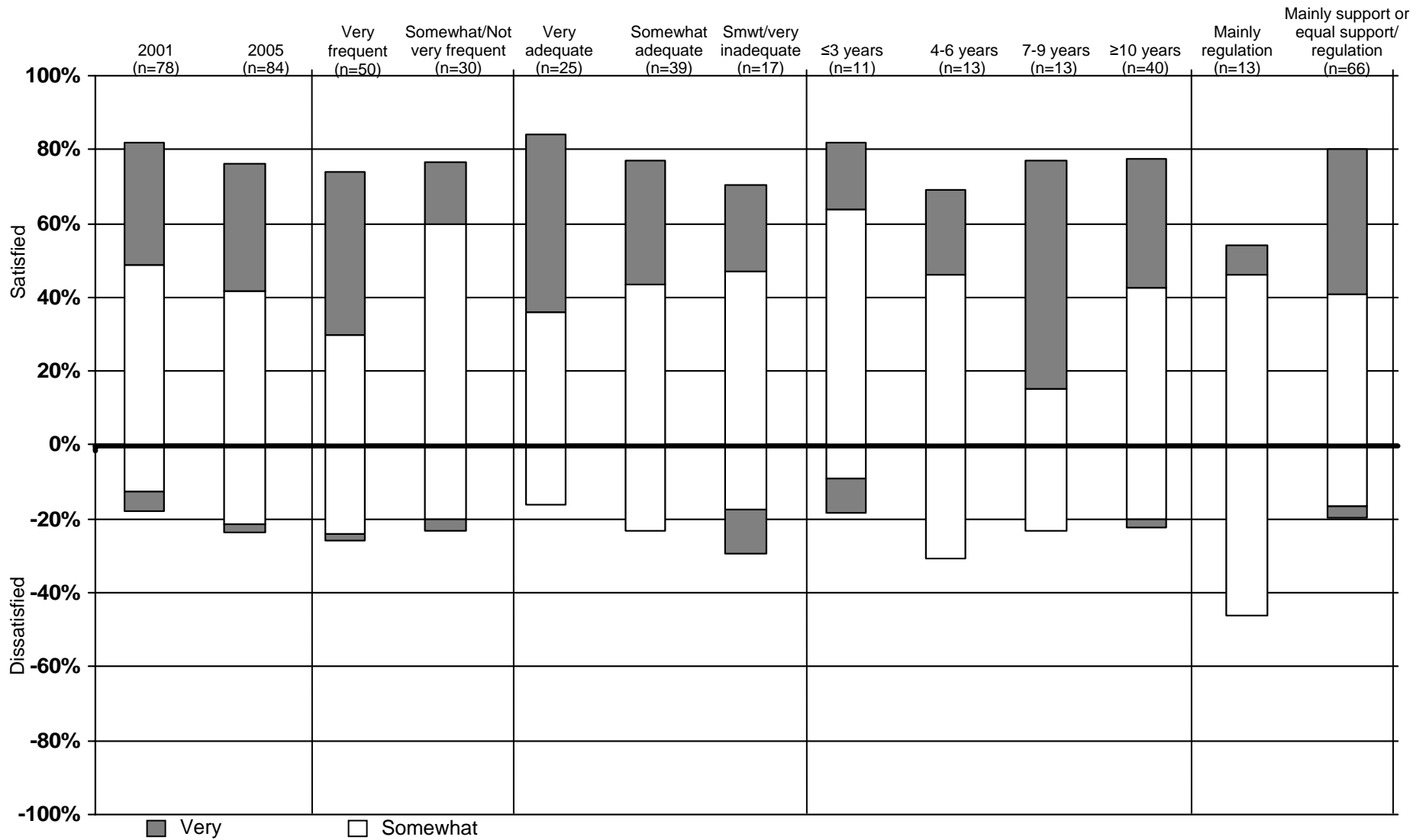
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Question 15. How adequate is the level of technical assistance currently provided to you by HUD in support of your agency's responsibility for responding to fair housing complaints?



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Question 16. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?



PART 4. OPEN-ENDED COMMENTS REPORTED VERBATIM BY CATEGORY

Thirty-six percent of respondents (31 of 87) 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

As a FHAP, our relationship has greatly improved with HUD.

HUD continues to improve in all areas of responsibility. The job is getting done.

Receiving excellent support & assistance from the [NAME] & [NAME] HUD offices.

In general, our relationship with HUD is fine. Like anything else, there are times when we disagree. All we ask for is an open ear and an open mind.

I believe the HUD field office does an excellent job, is well directed, and responsive. Thanks for giving small agencies a chance to participate in this survey.

Things have definitely been better under the current leadership than it was 5 years ago.

Miscellaneous negative comments

HUD has a lot of money that is not spent wisely. Need new creative ideas to take advantage of opportunities. There is an administration that wants to put resources into housing but the same thing is happening over and over again, when there needs to be new creative ideas with new initiatives.

(3) The HUD contracting process each year is strange, inexplicable, and difficult to understand. There is little to no discussion with HUD each year about the coming year, plans, need for funding, etc.

The inflexibility of HUD rules and procedures to allow for state requirements is the most frustrating part of the relationship.

As far as our relationship with HUD, it is good, but frustrating. We have partnered in training presentations and HUD has provided TEAPOTS training. We are required and held to a higher standard than HUD holds them. We are required to close cases in 100 days by statute, which has a provision that if it is unpractical to do so you must send a letter stating the reason. Yet when there are reasons stated, HUD has reactivated cases without consent of the FHAP agency. This is not following the guidance that has been provided regarding the standards for payments. HUD has not been timely in providing concurrency on cases, which affect the ability to project education and outreach programs due to unknown levels of funding. Previously [DELETED] we were provided concurrency within a month of submitting cases. Regarding the response to #8 a. it was unclear as to what we were specifically being asked to evaluate. The "not useful" response addresses the conference, of which there was only one and the materials for most of the sessions were not provided at the conference. We were told different things about the materials, but finally informed that they would be available on the web site. If that ever happened, we were never informed as to where the information could be located. "Not useful" in 8 a. also addresses the conference calls that have been long and drawn out. To make these of more value, participants need to learn conference-calling etiquette and an agenda needs to be provided and adhered to.

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Dealing with HUD is like dealing with the IRS. Unless you can prove you're innocent they assume you're guilty. HUD's personnel have been heavy handed in their dealings with us. Request for technical assistance have gone unanswered. HUD personnel do not appear to be familiar with the law - telling us that new construction is in violation-when it is not. We are subject to arbitrary and capricious standards when reviewed - no uniformity in the review process - they tell us they don't care about what other agencies in the program are doing - they are just concerned about our program. They are mostly negative in their dealings with us. They have been inappropriate in dealing with agency staff and board members. All of the effort to improve our relationship has to come from us. It should be noted that there have been some improvements in this regard very recently. Maybe this survey is the cause.

2) Inconsistency in answers received from HUD offices.

Also, requests are often made with extremely short turn-around time, and we're expected to drop everything else that we're doing to respond. Contracts must be provided in a more timely fashion so that we can budget appropriately.

That notwithstanding we have concerns about some aspects of the FHA P program that we feel are detrimental to our partnership. Of particular concern is the implementation of the timeliness criteria.

Headquarters/Bureaucracy

3) Difficult to get any decision from Headquarters; failure of staff to even respond to emails. Field Office as helpful as they can be, however answers come slowly to them from the Regional office & headquarters.

HUD is a big ocean. In general HUD offices do not listen to each other and seldom seem to know what the right hand is doing. HUD never listens to the FHAP's because decisions have already been made. We are merely informed, and sometimes not. Different HUD offices give different answers to the same question. A lot of time could be saved if HUD would stop pretending there is a partnership. The fact is that HUD dictates and FHAP's & FHIP's carry out the orders. Partners consult, deliberate and agree jointly. HUD does not do this.

Many field staff are wonderful. Bureaucratic case reporting & Teapots requirements are in the way of reaching our mission.

Regarding contract funding/reimbursement/questions: there appears to be a black hole - Lack of responsiveness - Failure to reimburse expenses - Burdensome regulations with little to no guidance -

There are entirely too many layers of HUD staff. There have been numerous times that we've been requested to provide information to the local field office, the [NAME] Office & the [NAME] office of the same info. It's like the "right hand doesn't know what the left hand is doing."

HUD Staff

HUD needs to look at its staff. They have been around for a while when there needs to be new blood with new ideas so that HUD can move to a higher level of excellence.

However, [NAME] HUD staff is outstanding! They are ham-strung by [NAME] HUD and especially [NAME] HUD

HUD's performance varies greatly depending on the parties that you are working with. We currently work with two fantastic employees [NAME] and [NAME]. Others, however, are slow to respond and not very knowledgeable.

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I am taking this opportunity to commend Director [NAME], and her assistant [NAME] for their excellent job knowledge, proven ability, experience, initiative, leadership ability, and pride in mission accomplishment. They are task and mission oriented, and consistently provided timely, effective, and efficient services and assistance to FHAP agencies, general public, and business community. I recommend strongly that they be recognized by HDQ HUD for their outstanding accomplishment. On behalf of [NAME] [NAME] By: [NAME], Exec. Dir.

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

Website

The web site is not the friendliest site for finding information when you do not know the title or location. Not having these references made the conference less successful.

My primary concern was the lack of timeliness in sending information - dates, and process info from website. Info from [NAME] always had several days, up to a week between the communication's date and the date actually received in our office. Even when faxed the communication would be dated several days earlier. Little time is allowed to either respond or coordinate w/ state travel procedures. HUD seems to have little regard for the FHAP's need to seek approval or follow state procedures. The web page is not as easy to navigate as is assumed and updates by HUD it staff takes longer than program administrators realize.

Fair Housing Training Academy

Confusion still exists at Nat. F.H. Training Academy - HUD notices that have to be responded to within 1 or 2 days is unacceptable

HUD's mandated 5 week training program at the Academy is unduly burdensome on the FHAP's. Due to travel time employees accrue significant amount of compensatory time. The time away from the office is a serious detriment to the agency completing cases. The academy needs to have a separate training program for managers/supervisors.

However, the Fair Housing Training Academy sessions (5 days at a time) are far too long, and could be accomplished more efficiently and economically if handled as 2 days of distance training (by internet) and 3 days in person in O.C. Also, credit should be given for remote training by approved entities (e.g. SCHOOL).

(2) HUD's Fair Housing Training Academy - my experience with it was excellent. It was one of the best programs I've encountered in [DELETED] as an [DELETED].

Communication

1) Lack of communication.

We have made effort to improve communications with HUD. There have been some improvements, but there is no consistency. Currently we have had better communication from the Intake Section, but are having problems with contacting our Monitor. We have been told that these problems are due to the restructuring that has occurred at HUD, which is why the response to #6 was "somewhat worse".

My biggest concern is with communication. We find it next to impossible to get a clear answer on contract requirements, often because the region does not seem able to get information from headquarters.

Our working relationship with the [NAME] Regional Office is very good. Their staff is excellent & knowledgeable. Most of the problems seems to be with some changing policies & programs, & directives at HQ and communicating those changes to the Regions - but also staff at HUD HQ is also very good, its just a large organization & can be difficult to clearly communicate among all FHAP's, FHIP's, regions, etc - effective communication.

4) Consider having a national information contact person for FHAP's to ensure consistency among regions. Findings in deferred cases are not reported to the FHAP in a timely manner, if at all, and cases remain open under state law. Communication between FHAP's and HUD Intake Staff regarding requirements for dual filing of cases, reasons for refusals, etc. Refusals should be provided in writing with detailed reasoning to insure that complainants and FHAP's are adequately informed. Intake staff, in some instances, either don't communicate or do so in a disrespectful and hostile manner (phone messages, emails, etc. deserve a courteous and timely response.)

TEAPOTS

Teapots-although intended to be paperless, still required to print paper copies.

Please consider getting input on TEAPOTS from investigators and those required to use it. Too much repetition.

Teapots is working very well and could be better. We would like the ability to scan documents into Teapots. Continue advertising programs. Continue FHIP testing programs with enforcement components.

The time required of staff to comply with teapot requirements is a major issue. The new pronouncement that all inquiries have to be entered into teapots regardless of whether they become formal complaints is the most blatant example yet of form over substance and process over substance.

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Miscellaneous
I would be nice if Congress/HUD would provide the FHAP allocations when their fiscal year begins, not half way into the year.
Needs to be more sensitive & available (monitors that is) to assist FHAP's.
We appreciate the increase in the "per case funding" especially since the SEE Funds were discontinued.
There seems to be some political in-fighting in REGION. Some information is inaccurate. Our monitor has been excellent but seems to be unnecessarily constrained by his superiors.
I also believe contract requirements need to take size of staff of individual agencies into account when mandating training. We simply have nowhere near the number of staff to meet demands.
As I indicated earlier, assistance w/ investigations would be helpful and a better understanding of novel & complex.
The individuals in the [NAME] office are very nice, but have an ?? tone. Performance requirements imposed on complaint investigation are unrealistic. Grant proposal consideration is arbitrary and ??. Last year under Super NOFA we were given zero points for partnership, but had a very strong partnership component.
Would like to see HUD act more in a "team player" capacity with FHAP's and staff rather than in an adversarial or conflict generating manner. Emphasize partnership over parenting. Improve [??].
(1) We are located in the [NAME] area, but have only had contact with the [NAME] HUD office one time, very briefly. Why would we interact with HUD offices in other cities and not the one in our own area?

APPENDIX: SURVEY QUESTIONNAIRE

