

**MAYORS' AND OTHER CHIEF ELECTED OFFICIALS'
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**MAYORS' AND OTHER CHIEF ELECTED OFFICIALS'
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: mayors and other chief elected officials. The bar charts in this report show 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 all mayors and other chief elected officials of local governments of communities with populations of 50,000 or more. Chief elected officials included Town Supervisors, Council Presidents, Presidents of the Boards of Trustees, Chairpersons of Boards of Trustees, Chairpersons of Boards of Selectmen, First Selectmen, and Township Commission Presidents.

The survey questionnaire emphasized the need for the mayor or CEO to respond to the survey or a knowledgeable person capable of responding on the mayor's/CEO's behalf. Based on a universe of 641 mayors and CEOs, 514, or 80 percent, participated in the survey. Fifteen percent of survey respondents were mayors or town supervisors; 3 percent were deputy mayors, chiefs of staff, or mayoral assistants; 2 percent were other members of the mayor's immediate office; 45 percent were other senior city officials; and 36 percent were other city employees.

PART 2: SURVEY HIGHLIGHTS

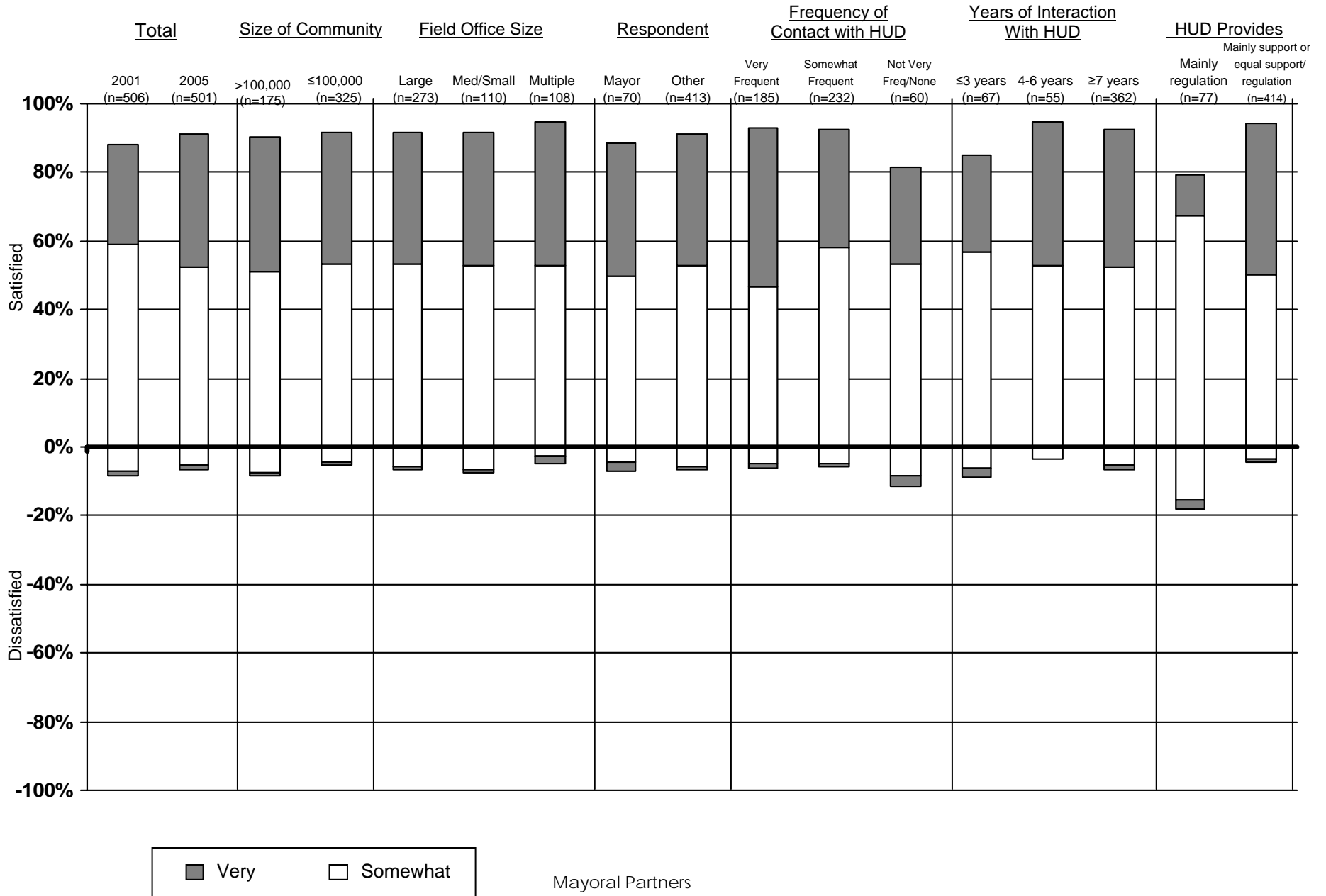
1. Over 90 percent of mayors' offices in 2005 were satisfied with the HUD programs with which they dealt, and 79 percent were satisfied with the way HUD runs those programs. In both instances, there is a modest, statistically significant increase between 2001 and 2005 in the proportion of mayors' offices saying they were *very* satisfied.
2. Between 2001 and 2005, there are modest, statistically significant increases in the satisfaction levels of mayors' offices with respect to the: (a) timeliness and quality of the information received from HUD, (b) quality and consistency of guidance received; and (c) responsiveness of the HUD people with whom they dealt.
3. The vast majority (96 percent) of mayors' offices characterized the quality of their communities' current relations with HUD as *excellent* or *good*.
4. The large majority (92 percent) of mayors' offices were satisfied with the overall performance of the HUD field offices with which they dealt. In addition, slightly over one-half of all mayors' offices interacted directly with an office or person at HUD headquarters over the past year. In evaluating the quality of those interactions, 16 percent expressed dissatisfaction. Communities that dealt with multiple HUD field offices, did not have very frequent contact with HUD, or considered HUD as mainly regulating them expressed dissatisfaction with their dealings with headquarters somewhat more frequently than did others.
5. Across the board, satisfaction levels tend to be greater for mayors' offices where respondents said their communities' relationships with HUD involved primarily support or a combination of support and regulation from HUD, as opposed to thinking their communities were primarily regulated by HUD.
6. Frequency of interactions and longevity of contact tend to play a role in satisfaction with HUD: across a range of evaluation areas, the more frequent the interactions and the longer the relationships with HUD, the higher the incidence of satisfaction.
7. Dissatisfaction levels are relatively high (exceeding 20 percent) with respect to the clarity of HUD rules and requirements and the timeliness of HUD decision-making (such as requests for waivers, rulings, and approvals).
8. Forty-seven percent of mayors' offices said their communities had not received HUD's assistance in reaching out to the faith-based community. The percentage was highest for communities that have infrequent contact with HUD; over 60 percent had not received assistance.
9. Two-thirds of mayors' offices said using e-mail to correspond with HUD employees is a *very* effective tool for conveying important information; about three-fourths of those having very frequent contact with HUD considered it to be *very* effective.

PART 3: BAR CHARTS OF EACH SURVEY QUESTION

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Mayors and Other Chief Elected Officials

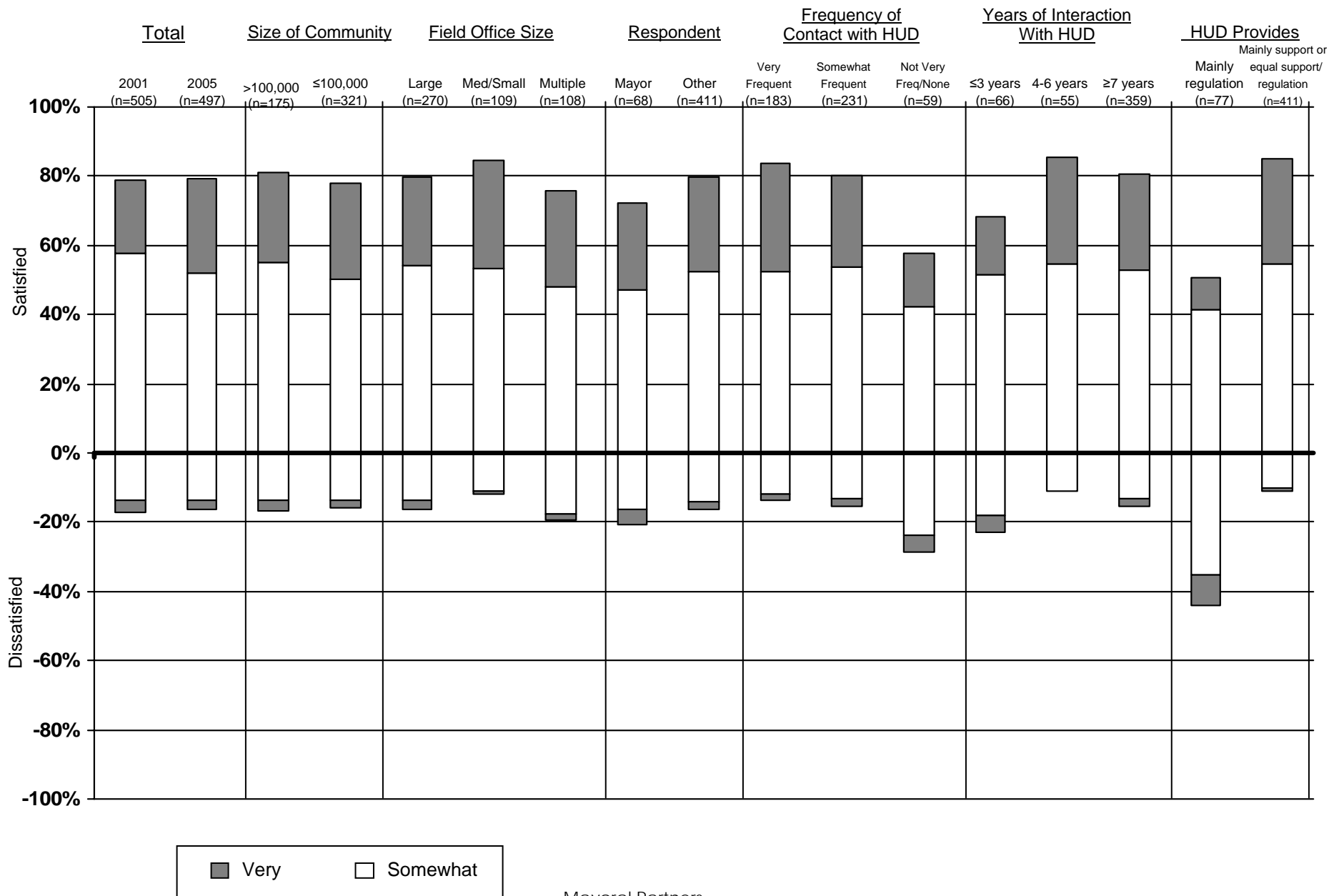
Question 4a. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

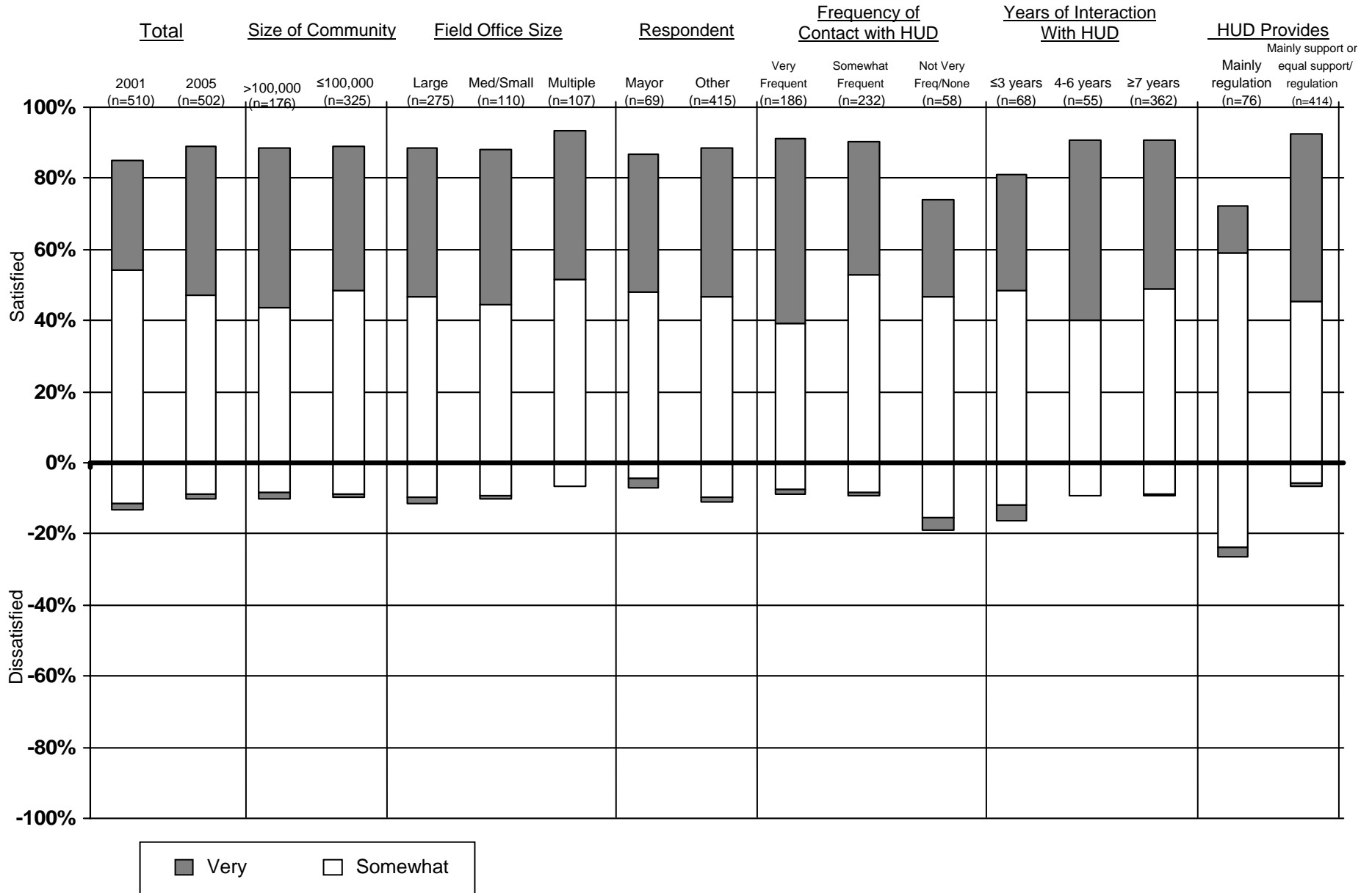
Mayors and Other Chief Elected Officials

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?



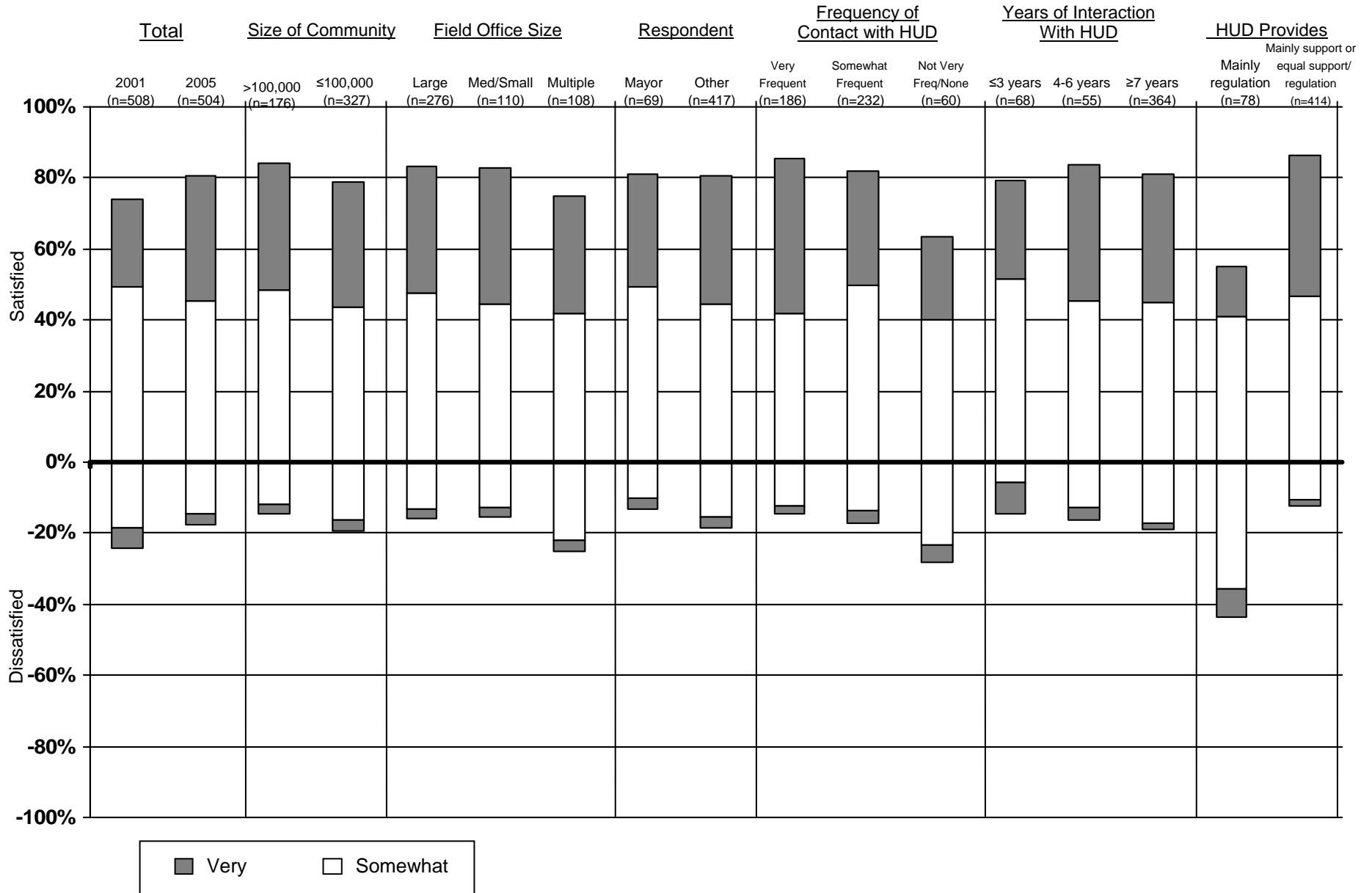
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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
Mayors and Other Chief Elected Officials

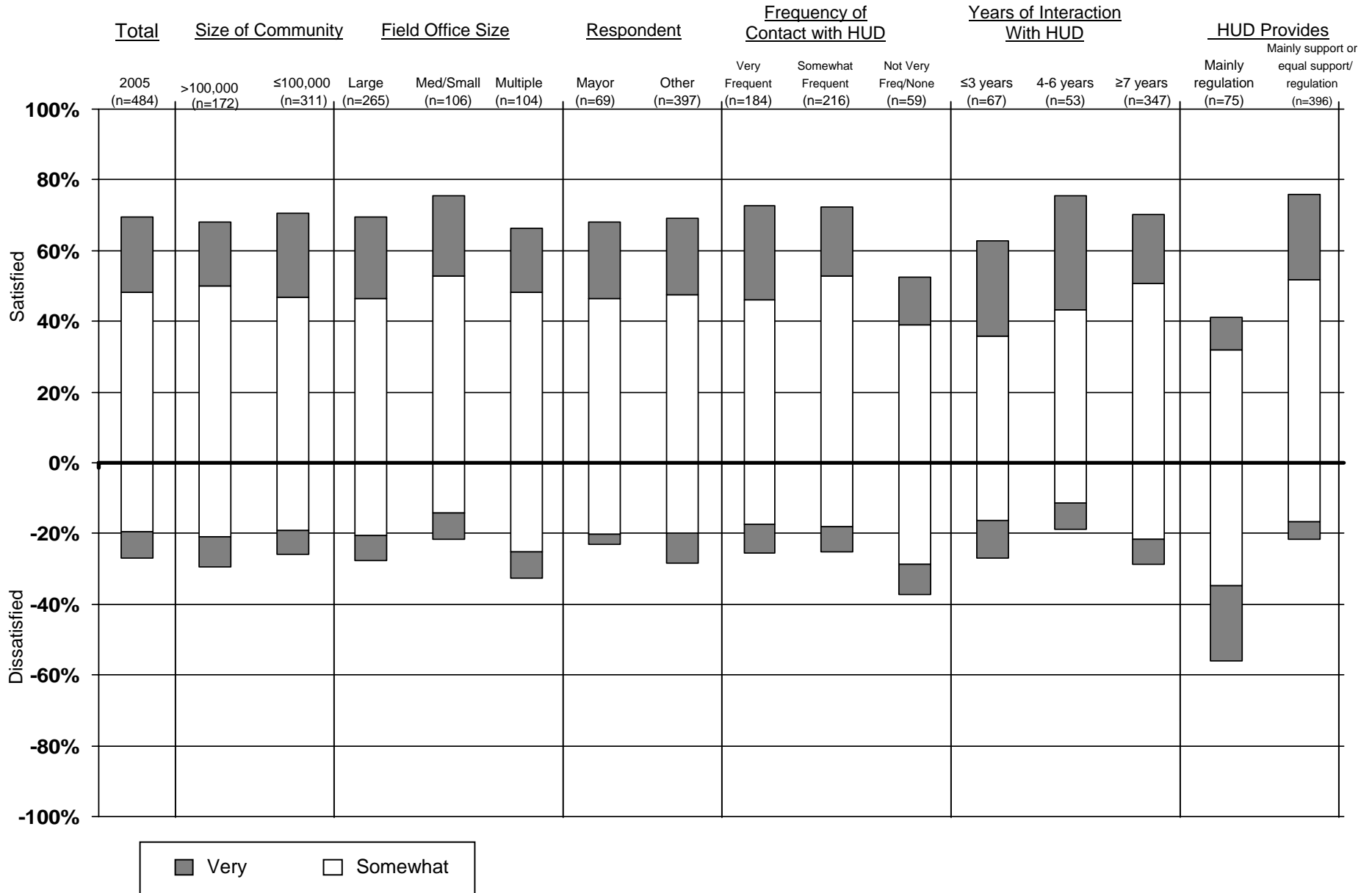
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

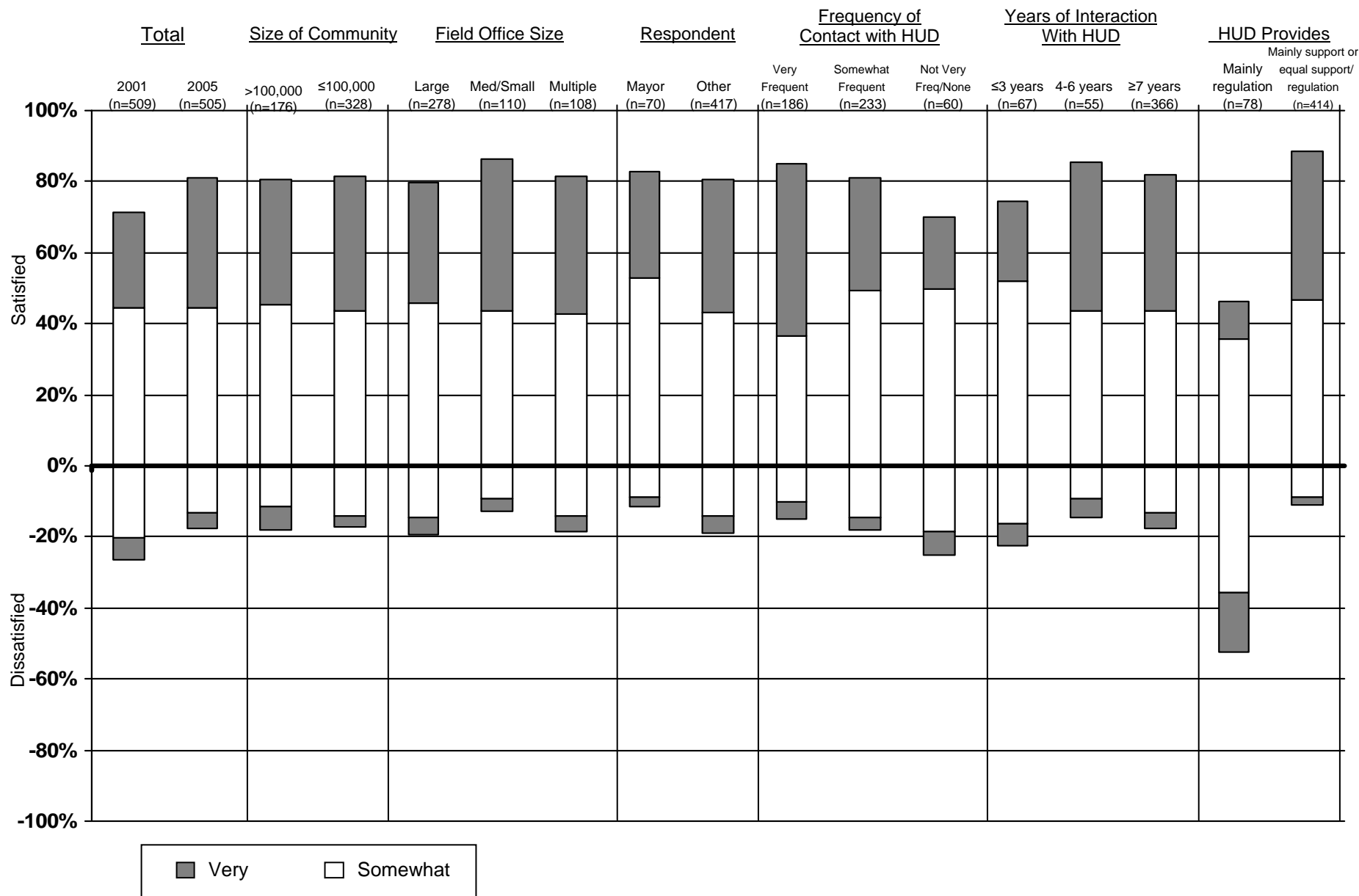
Mayors and Other Chief Elected Officials

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
 Mayors and Other Chief Elected Officials

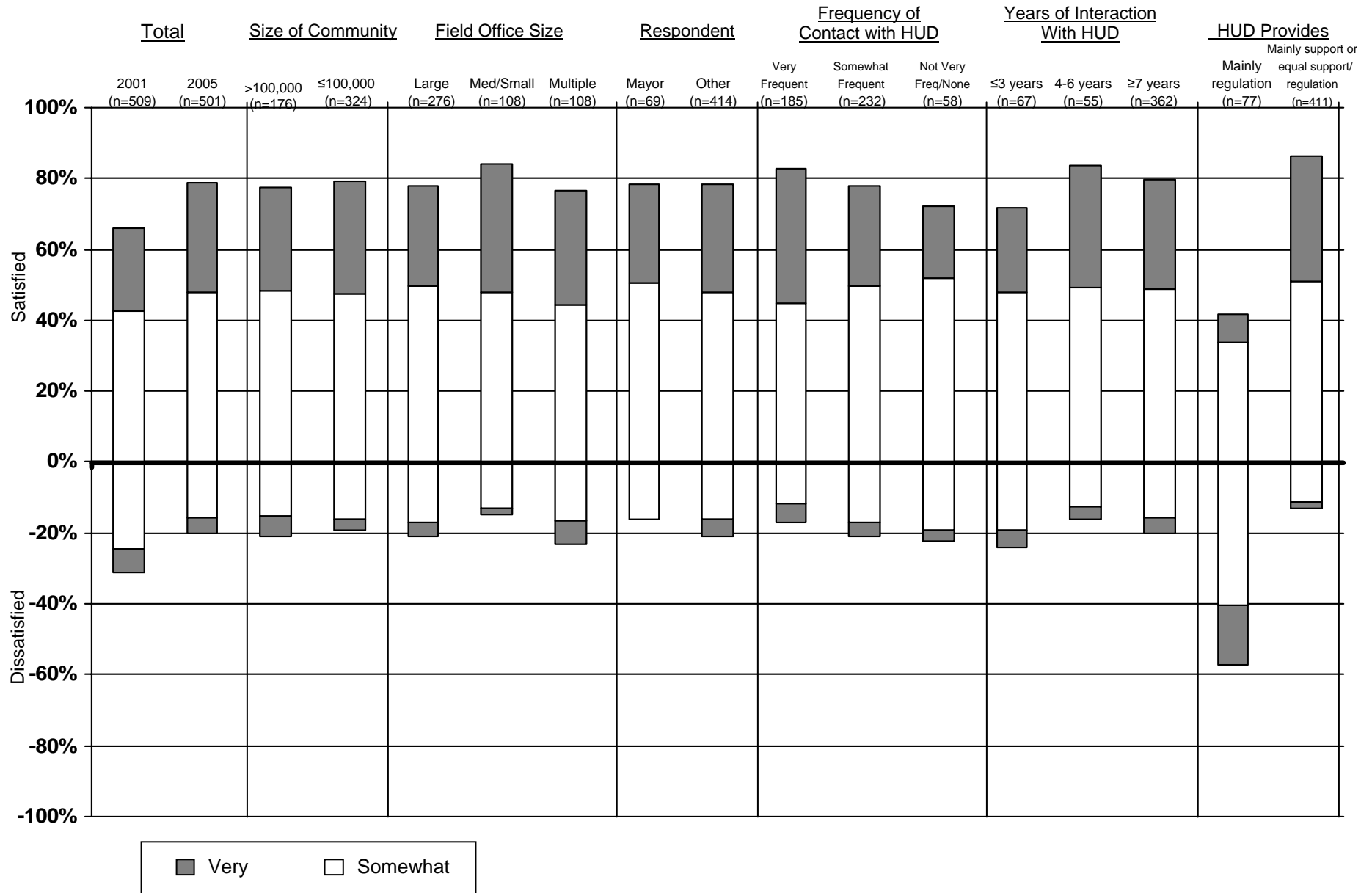
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

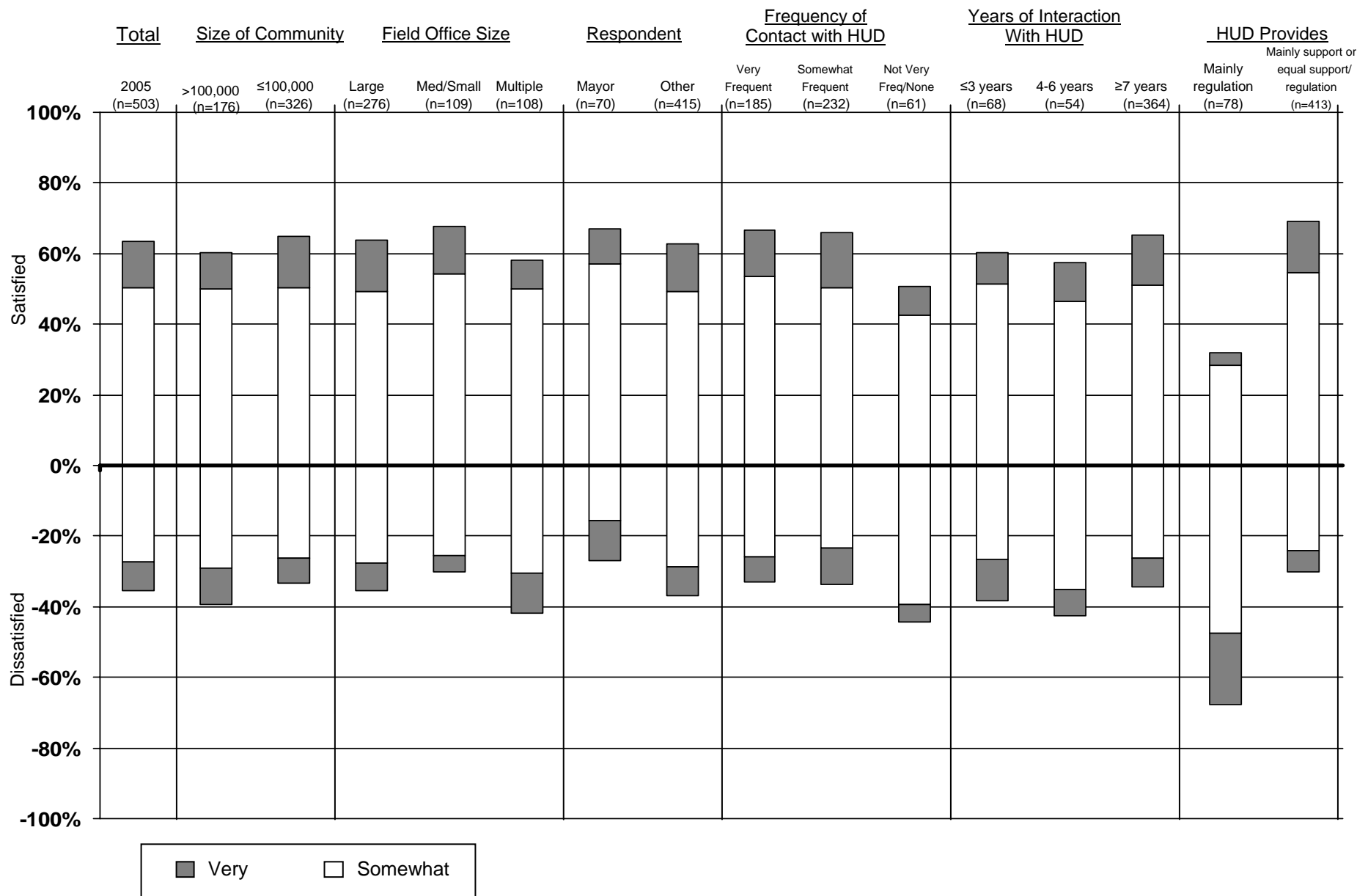
Mayors and Other Chief Elected Officials

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
 Mayors and Other Chief Elected Officials

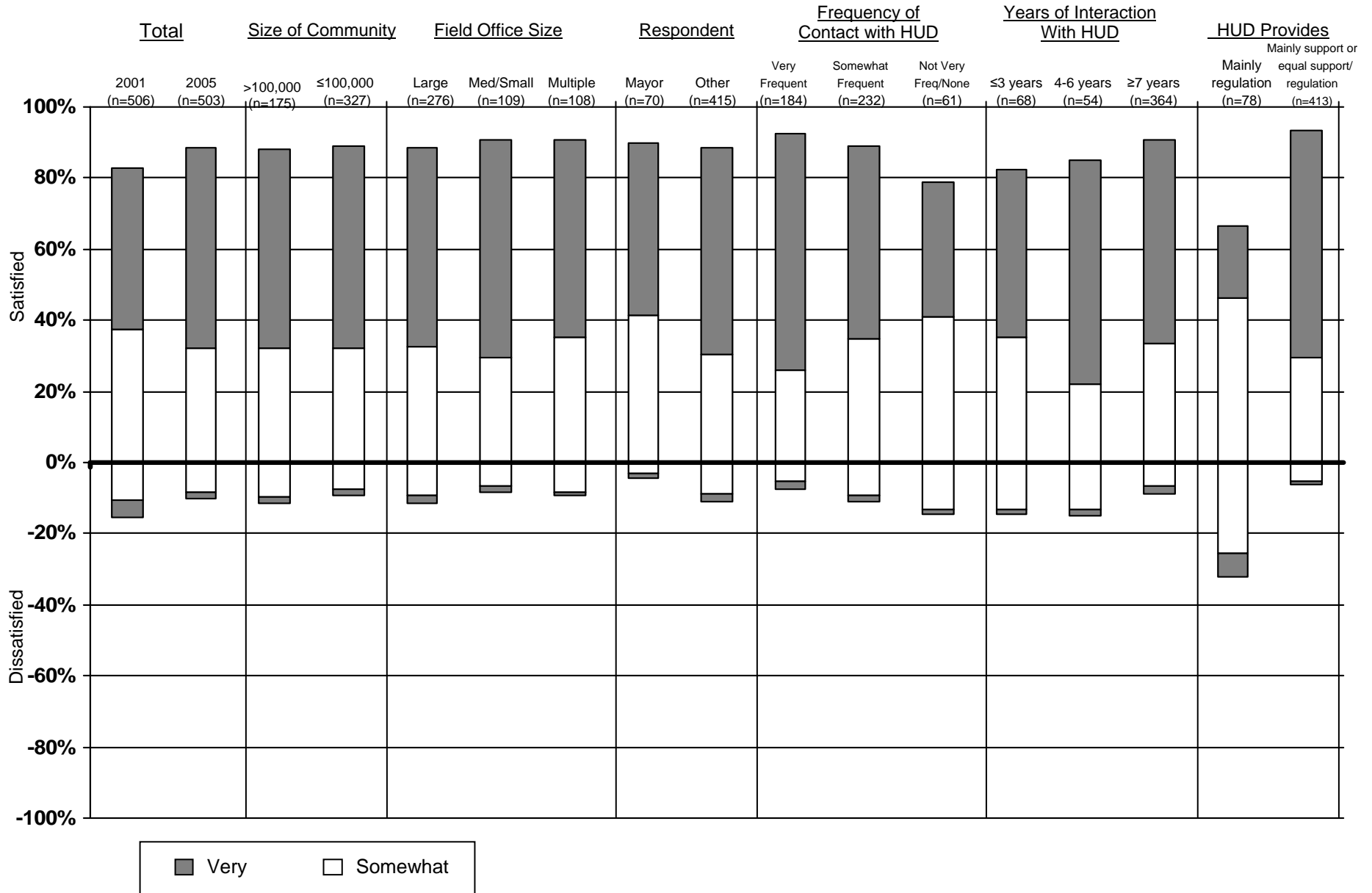
Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

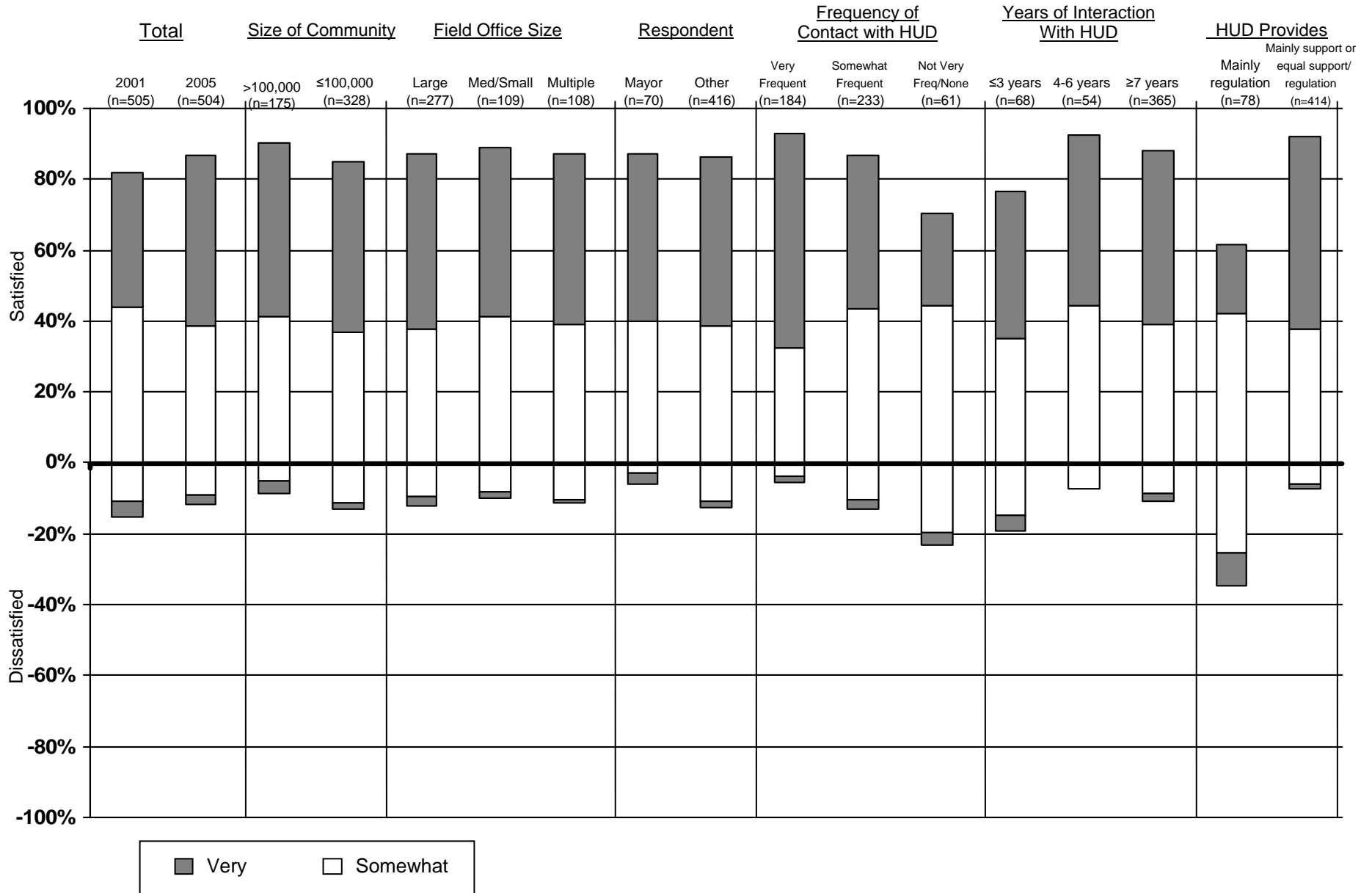
Mayors and Other Chief Elected Officials

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
 Mayors and Other Chief Elected Officials

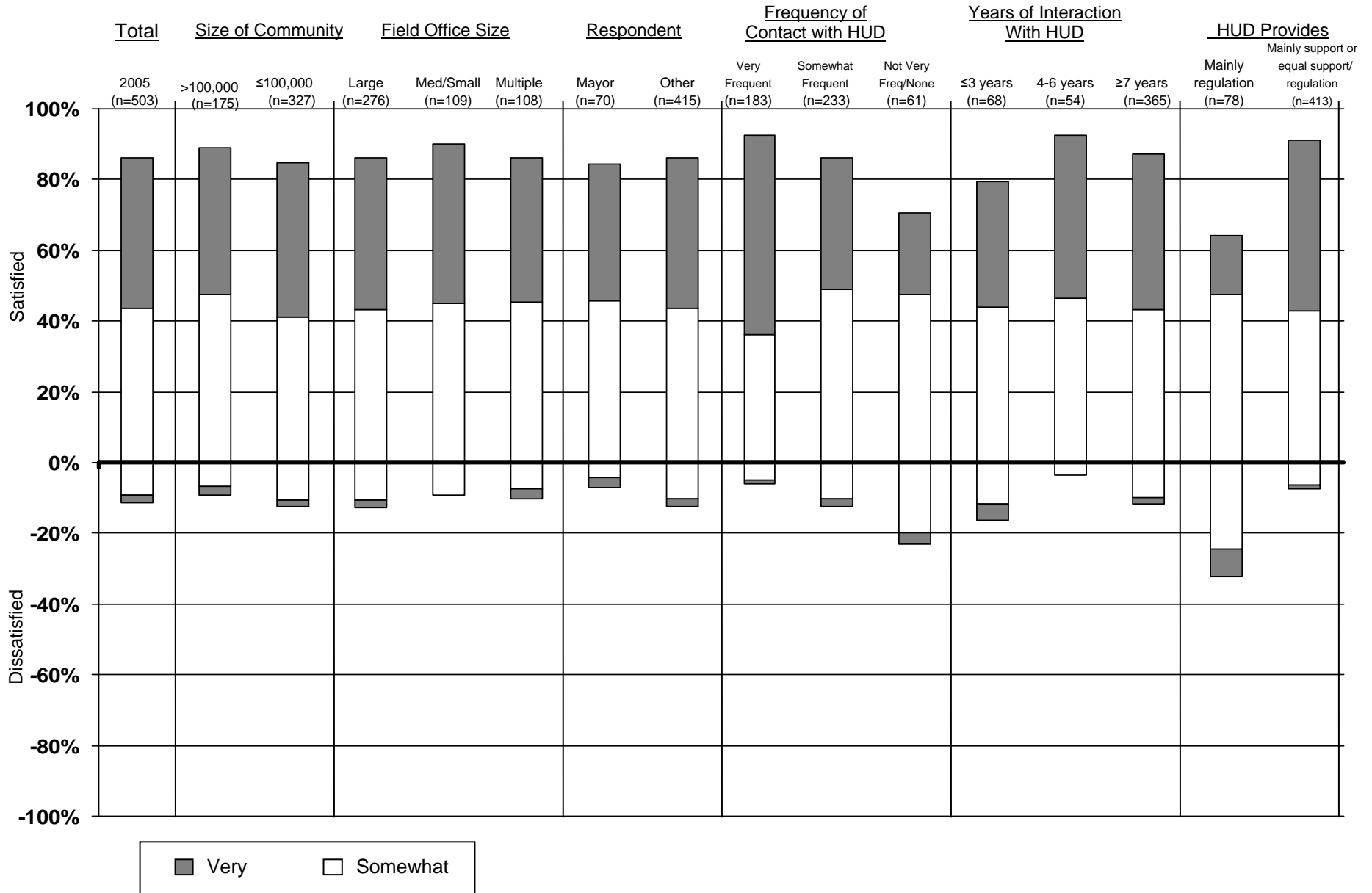
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

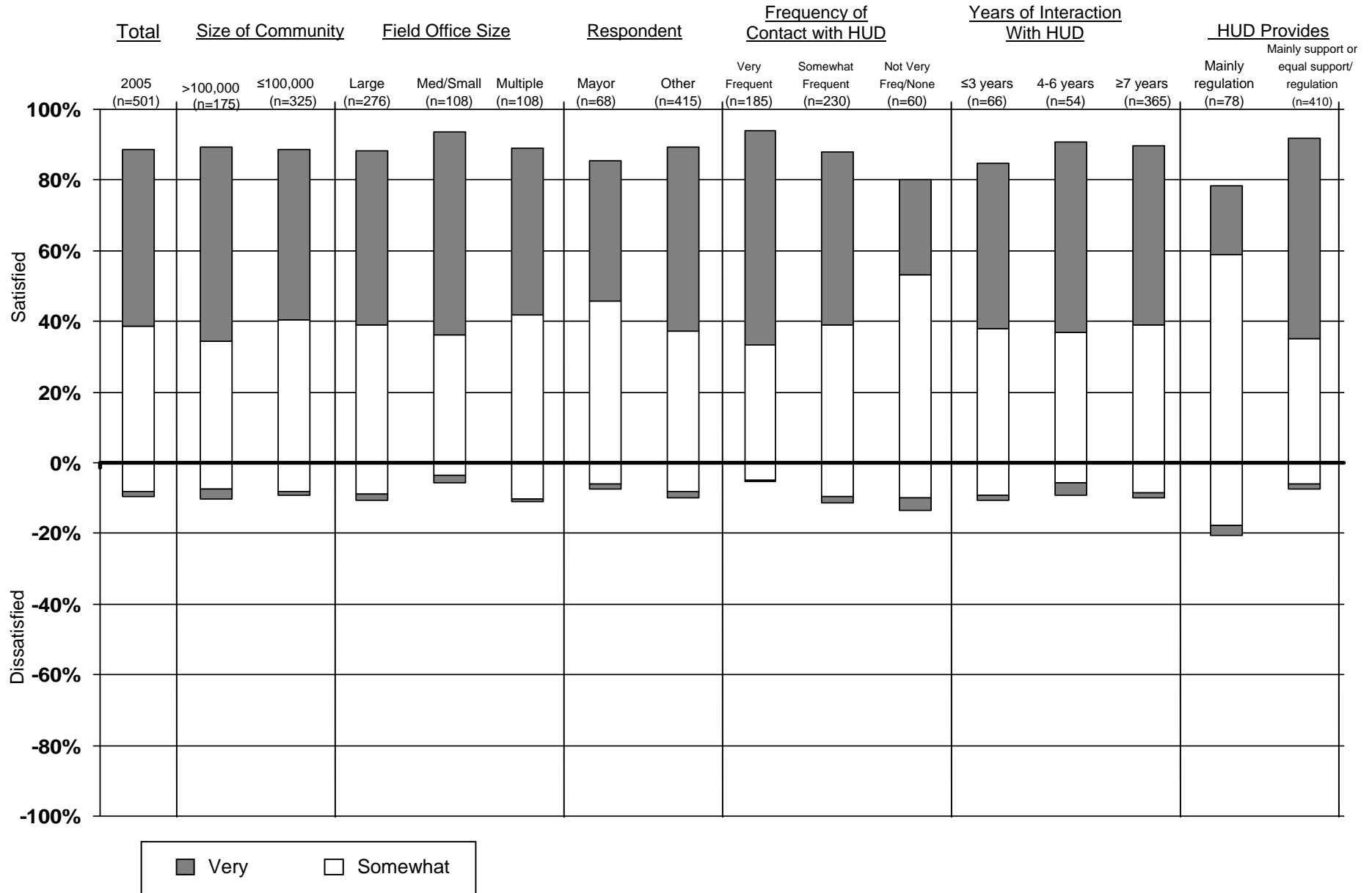
Mayors and Other Chief Elected Officials

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
 Mayors and Other Chief Elected Officials

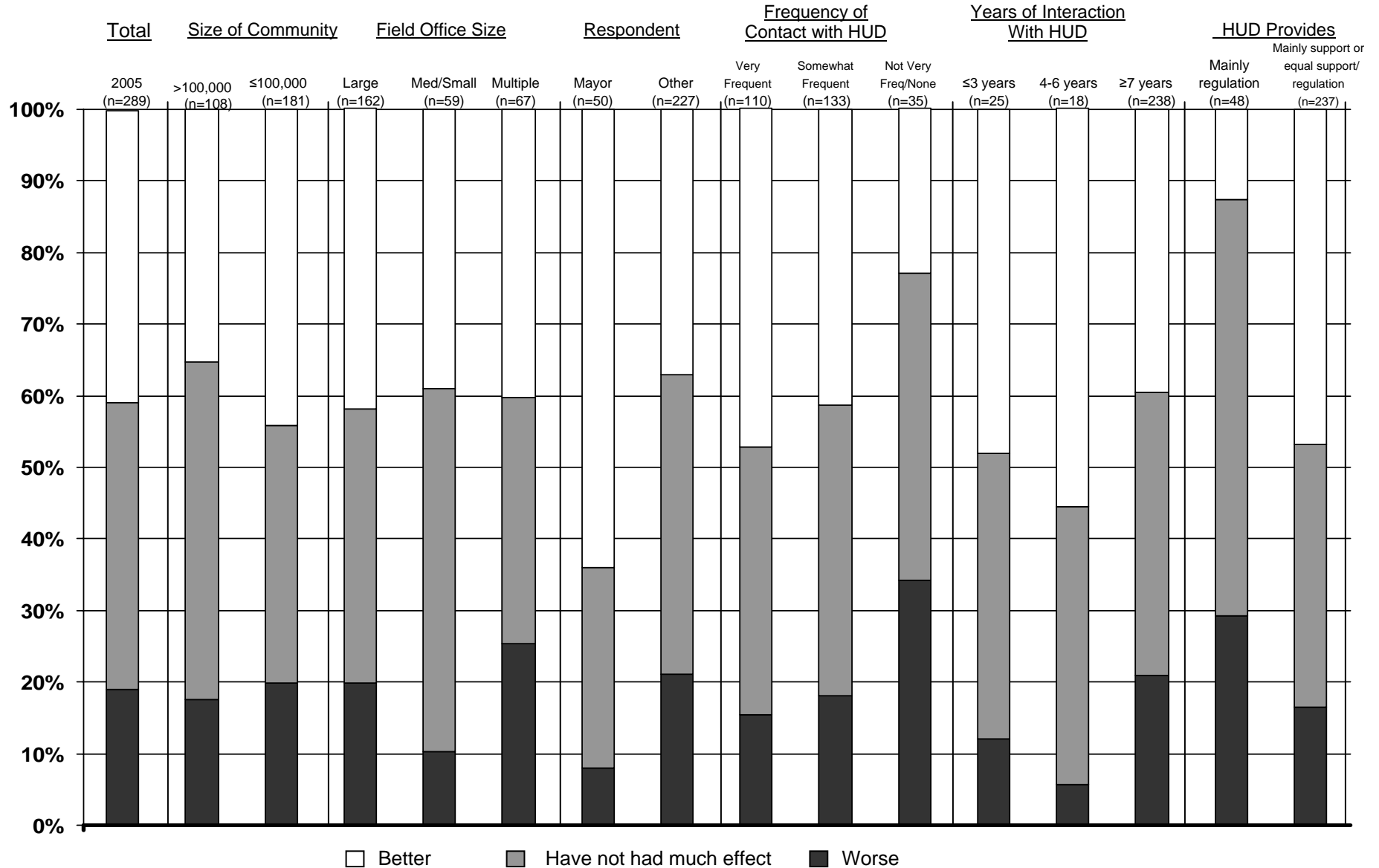
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Mayors and Other Chief Elected Officials

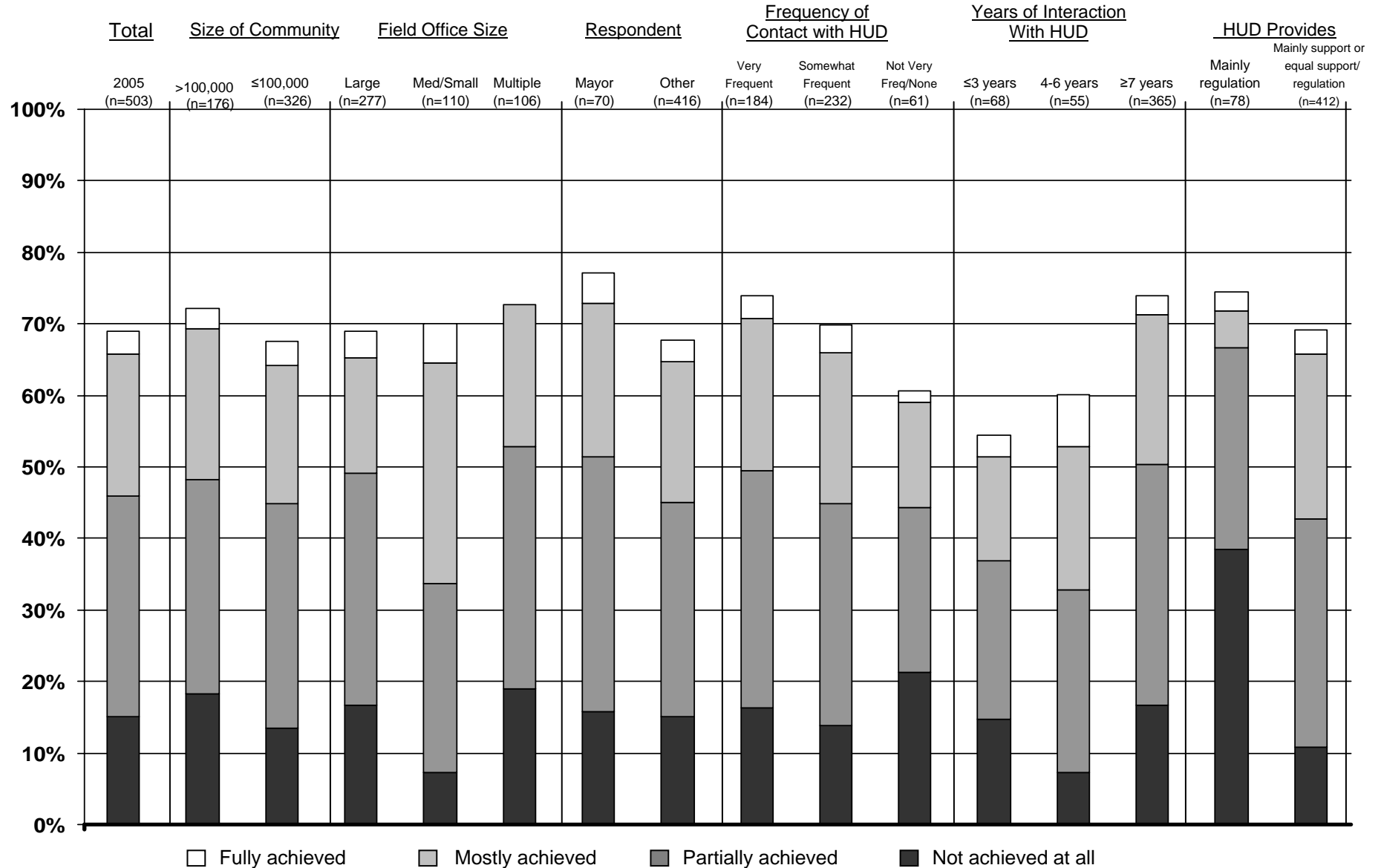
Question 6. Over the past several years HUD has made some changes to its organizational structure, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily 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 224 respondents who answered don't know or not applicable or skipped the question.

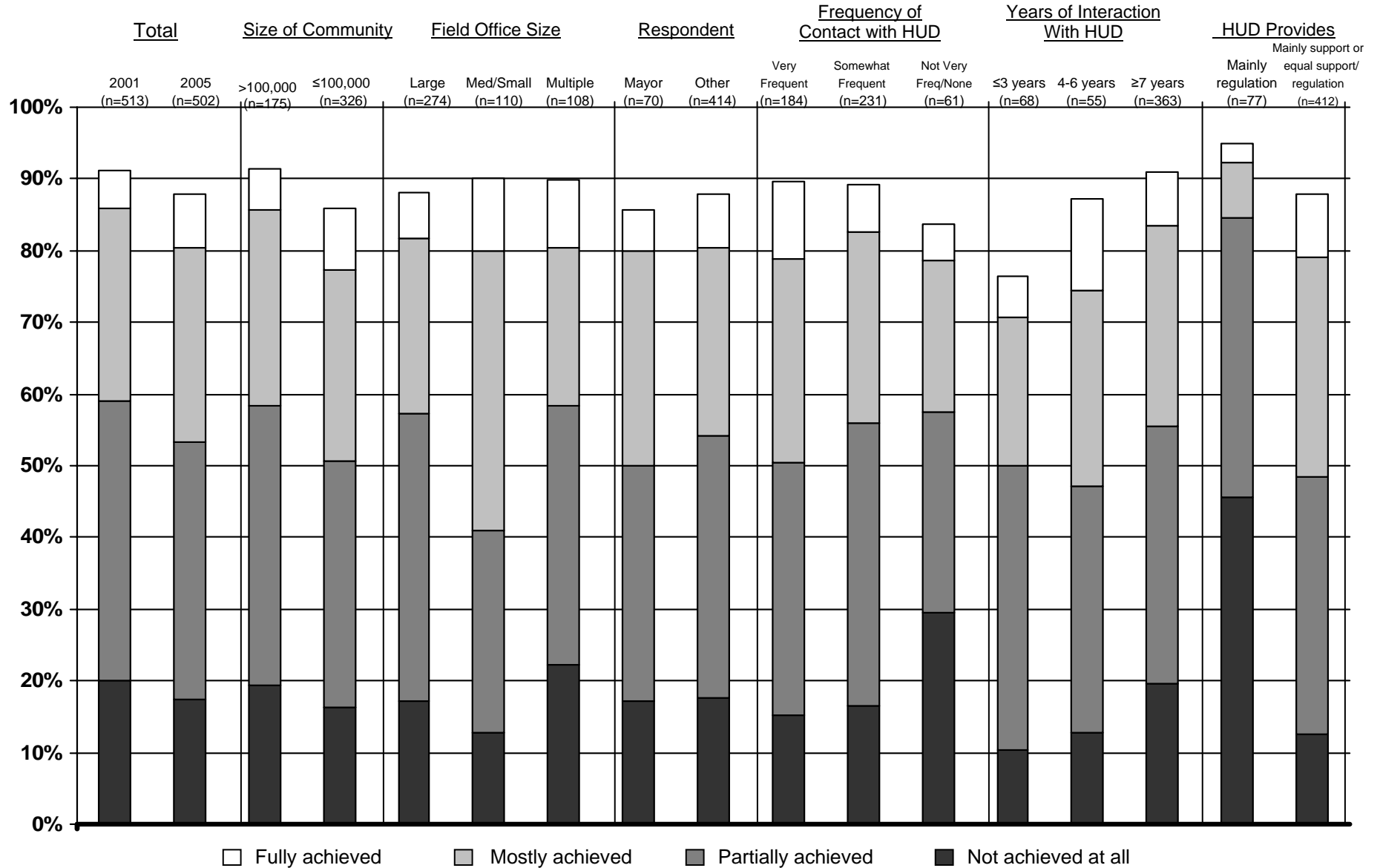
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Mayors and Other Chief Elected Officials

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.



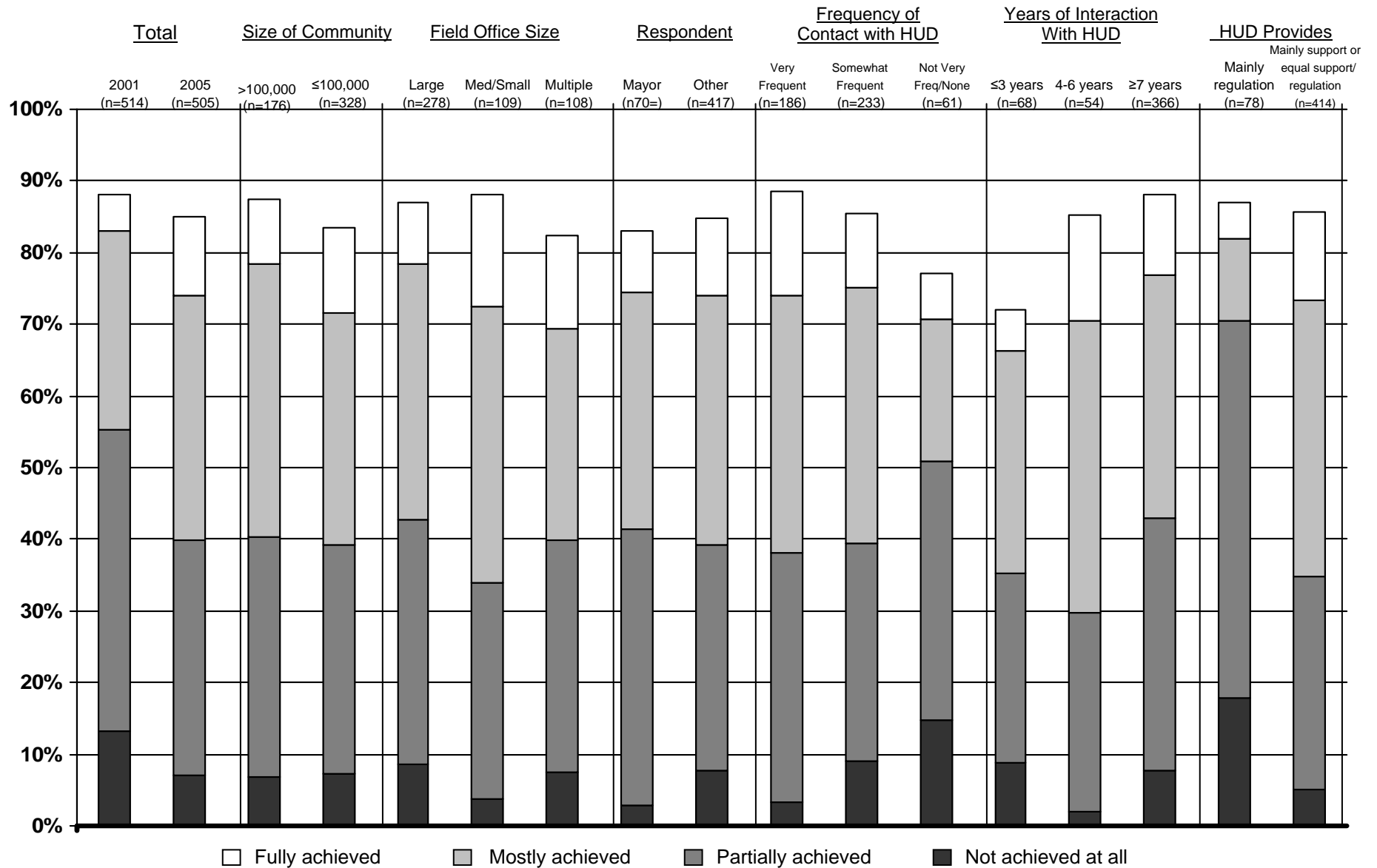
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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.



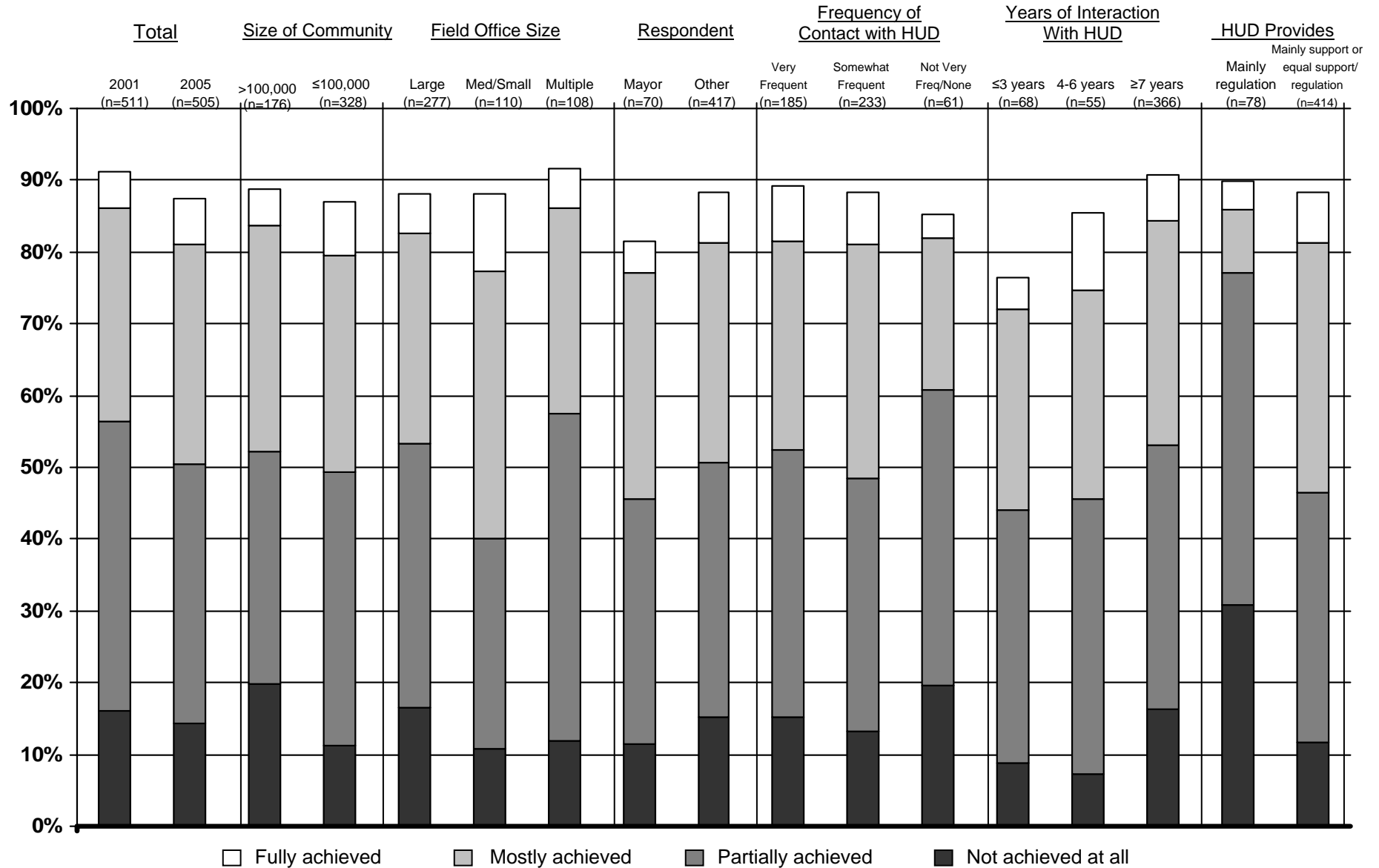
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 7c. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not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



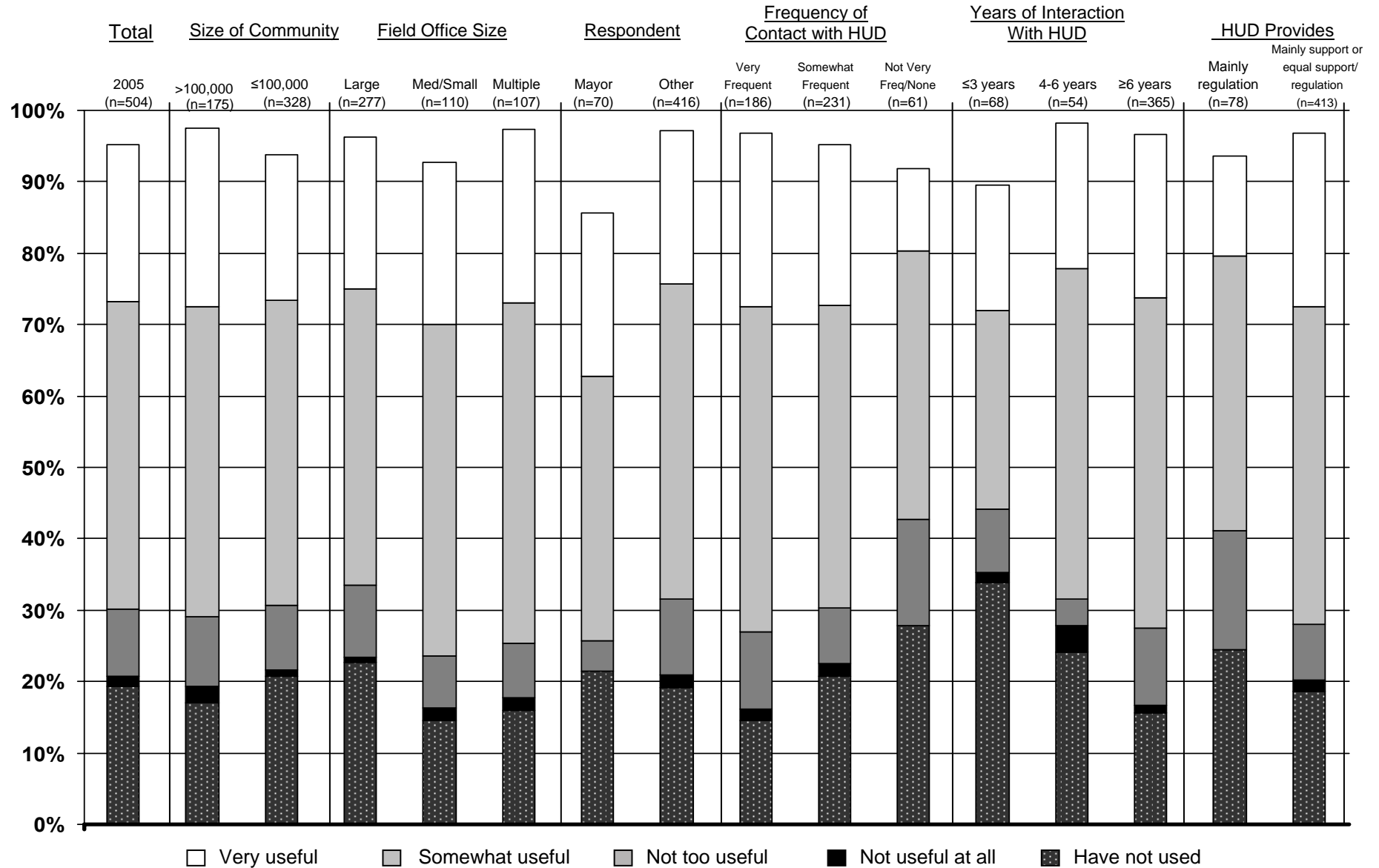
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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.



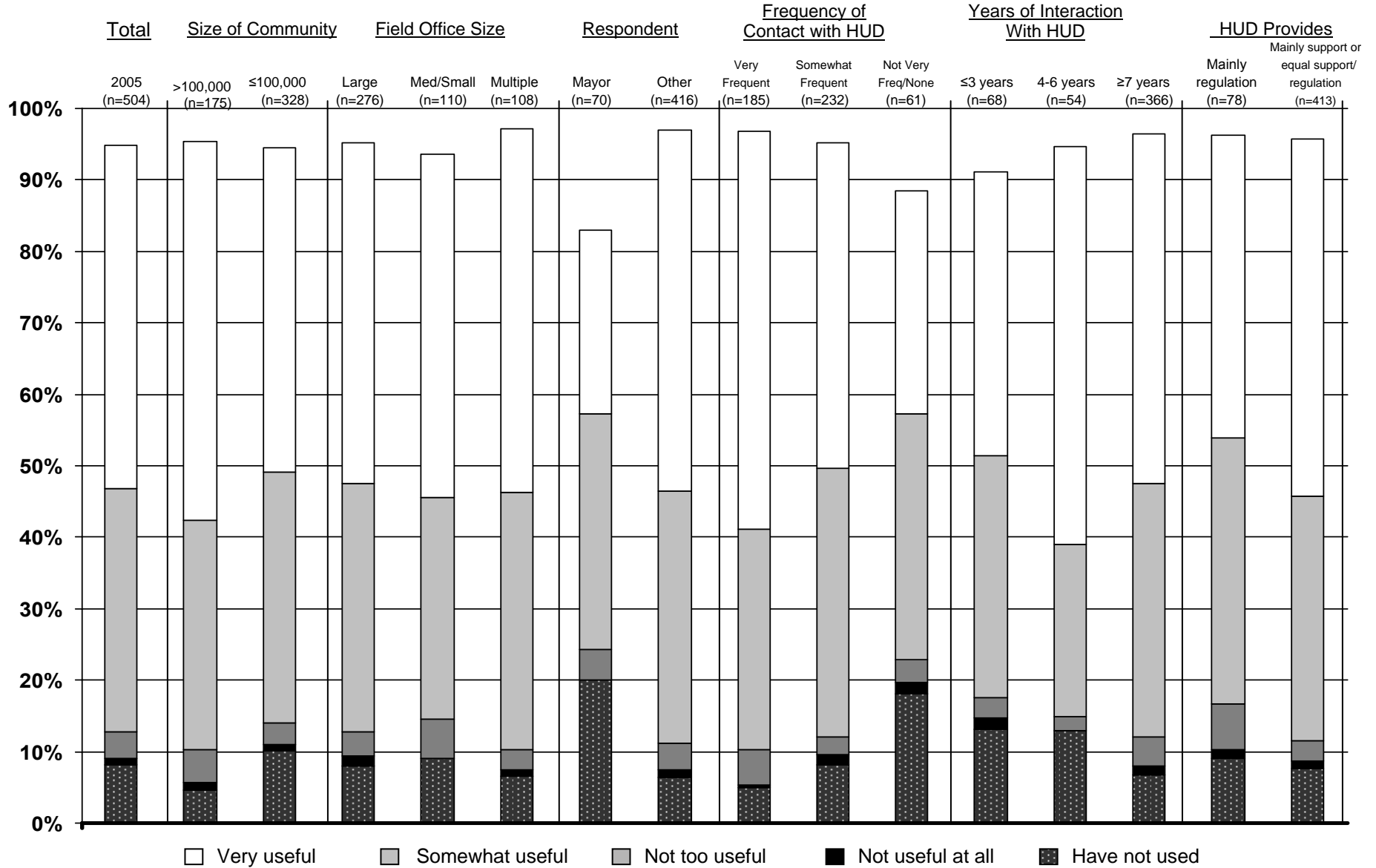
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Mayors and Other Chief Elected Officials

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

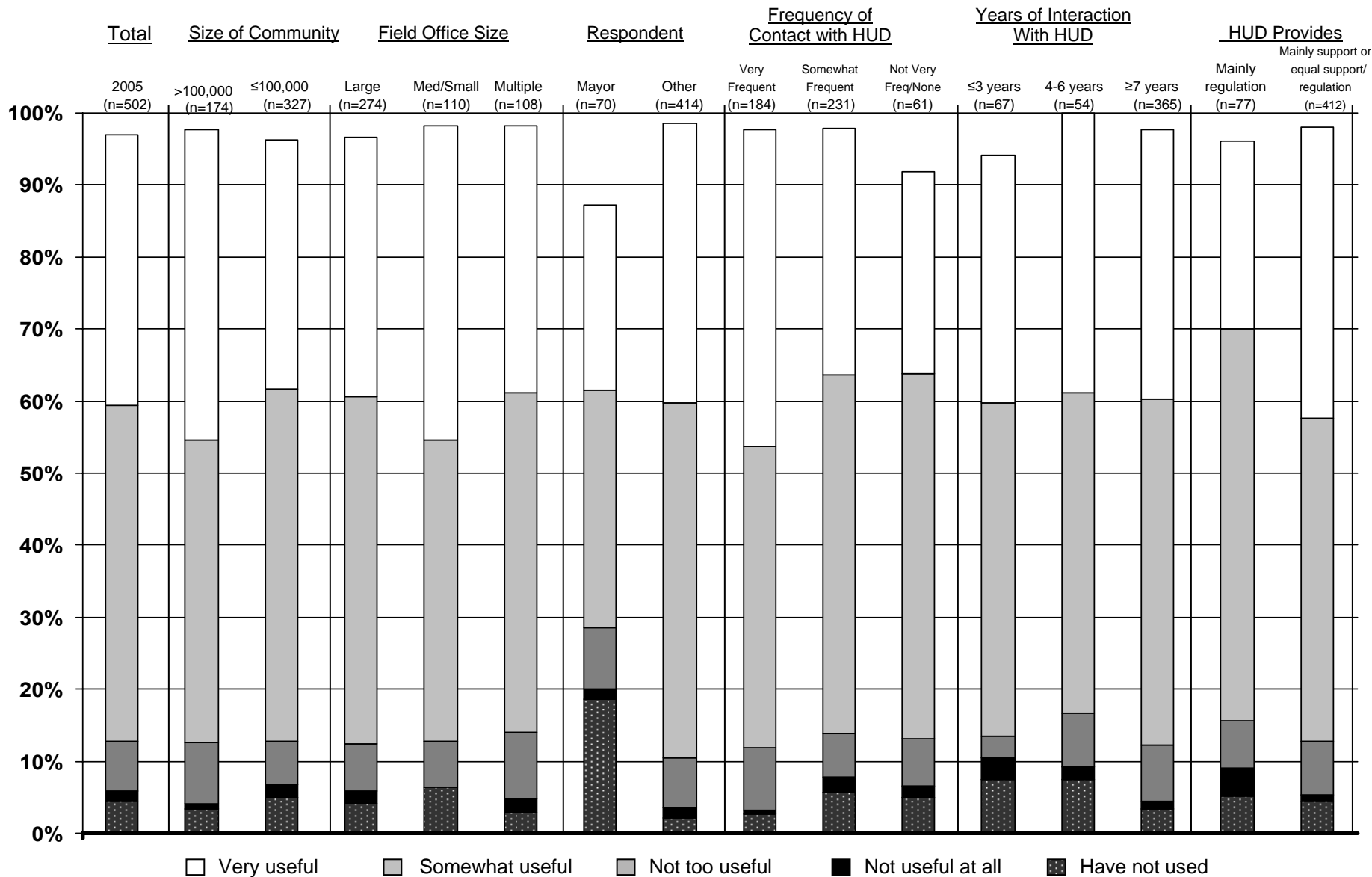


PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



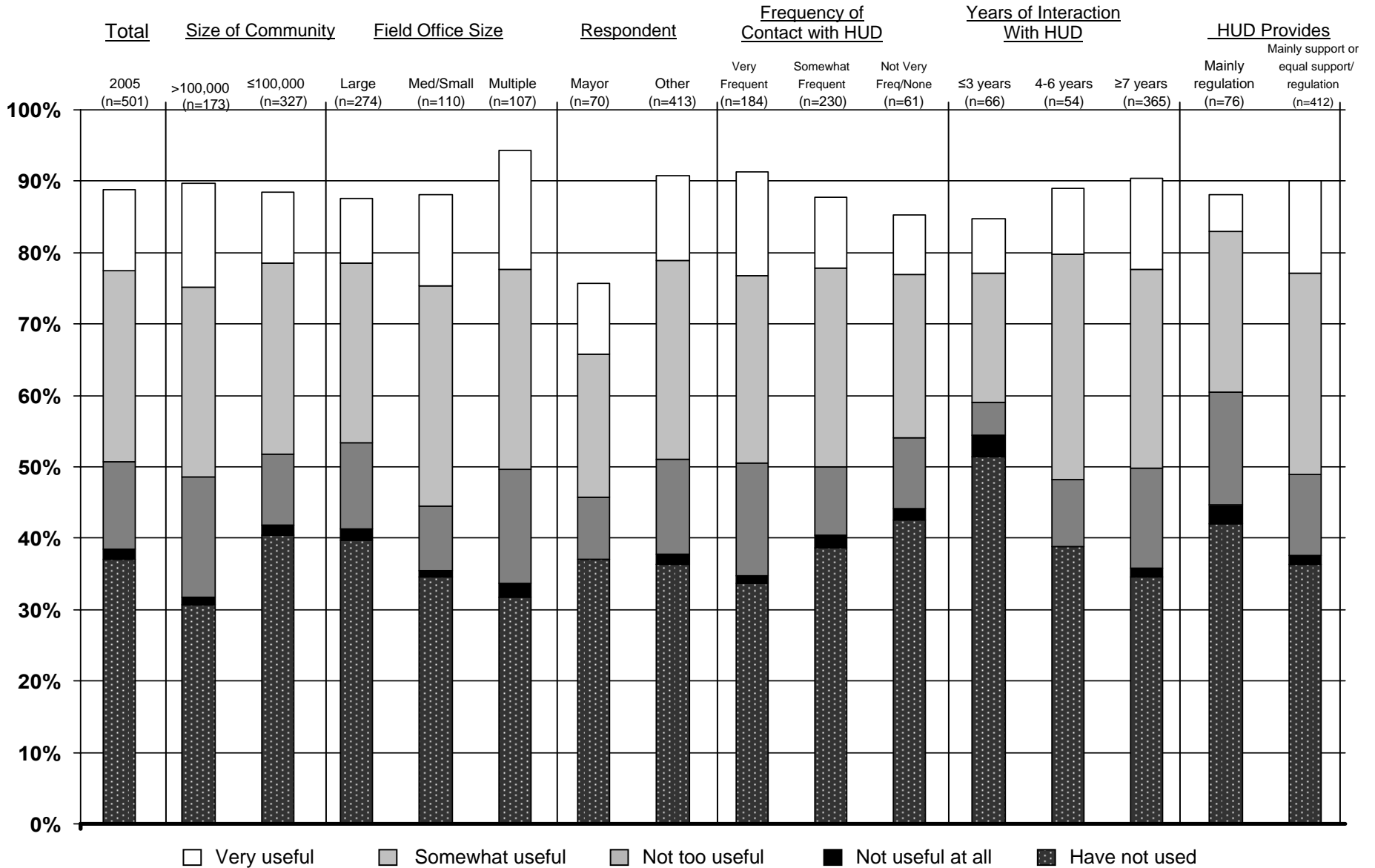
Question 8c. How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

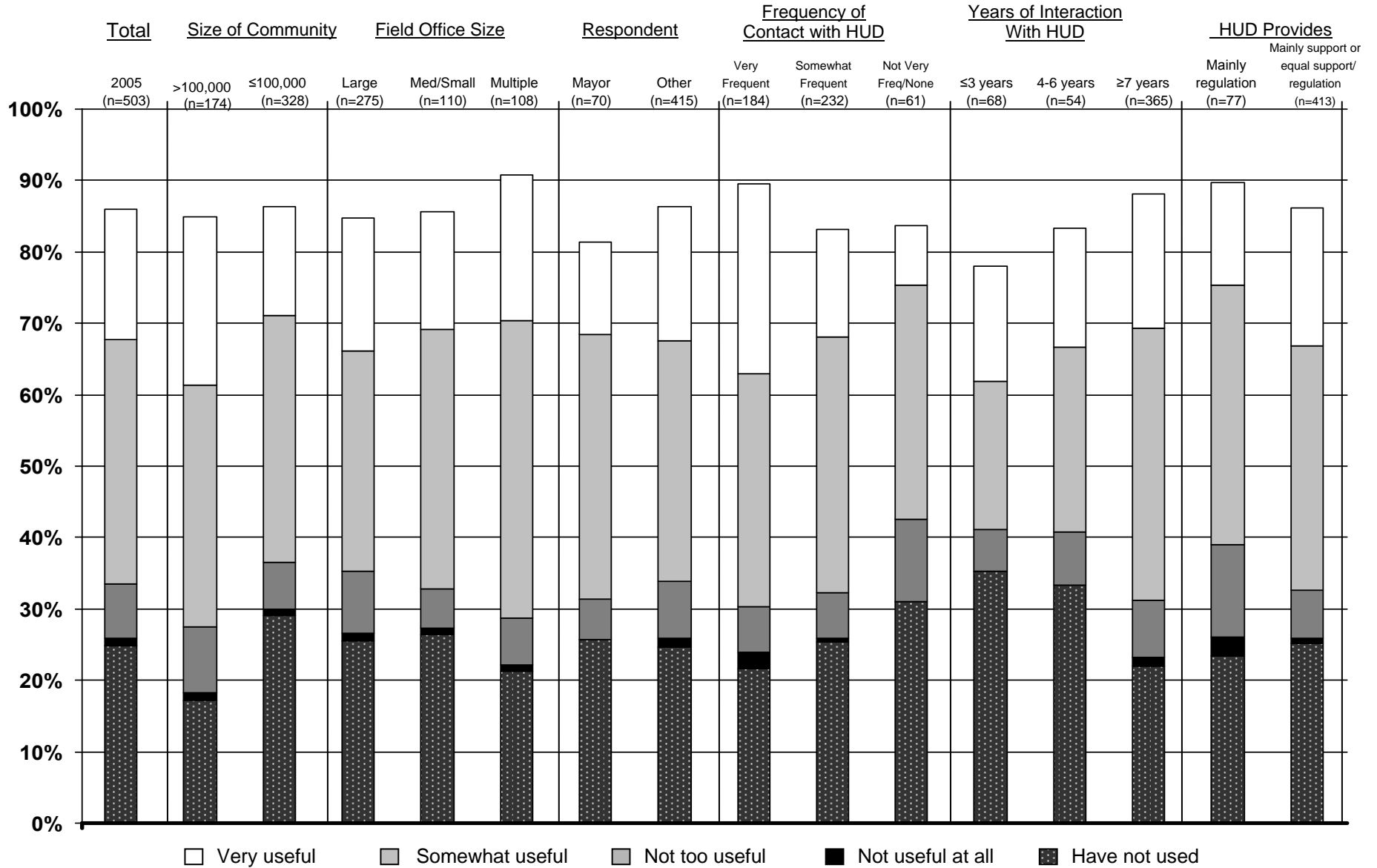
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Question 8d. How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



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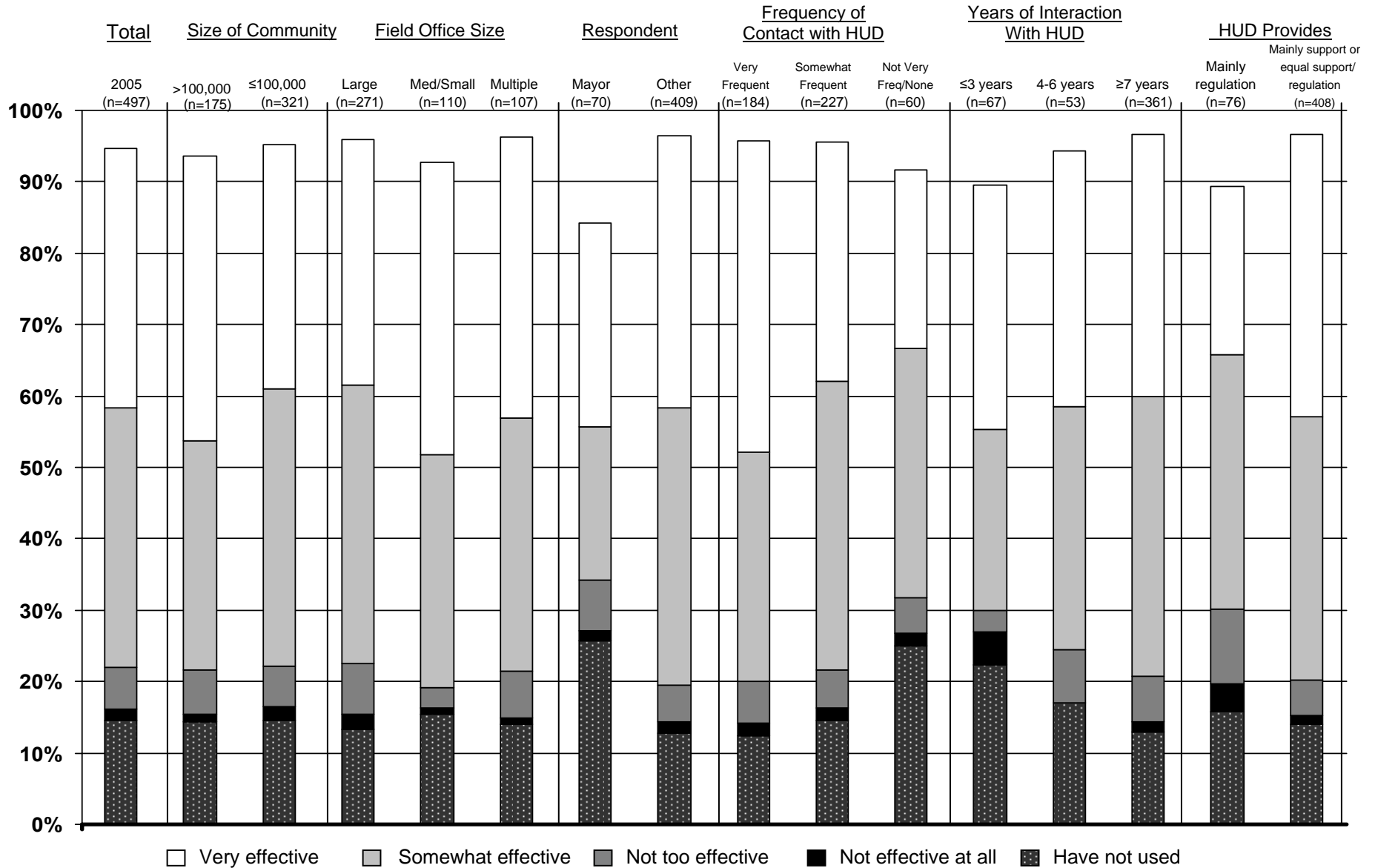
Question 8e. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

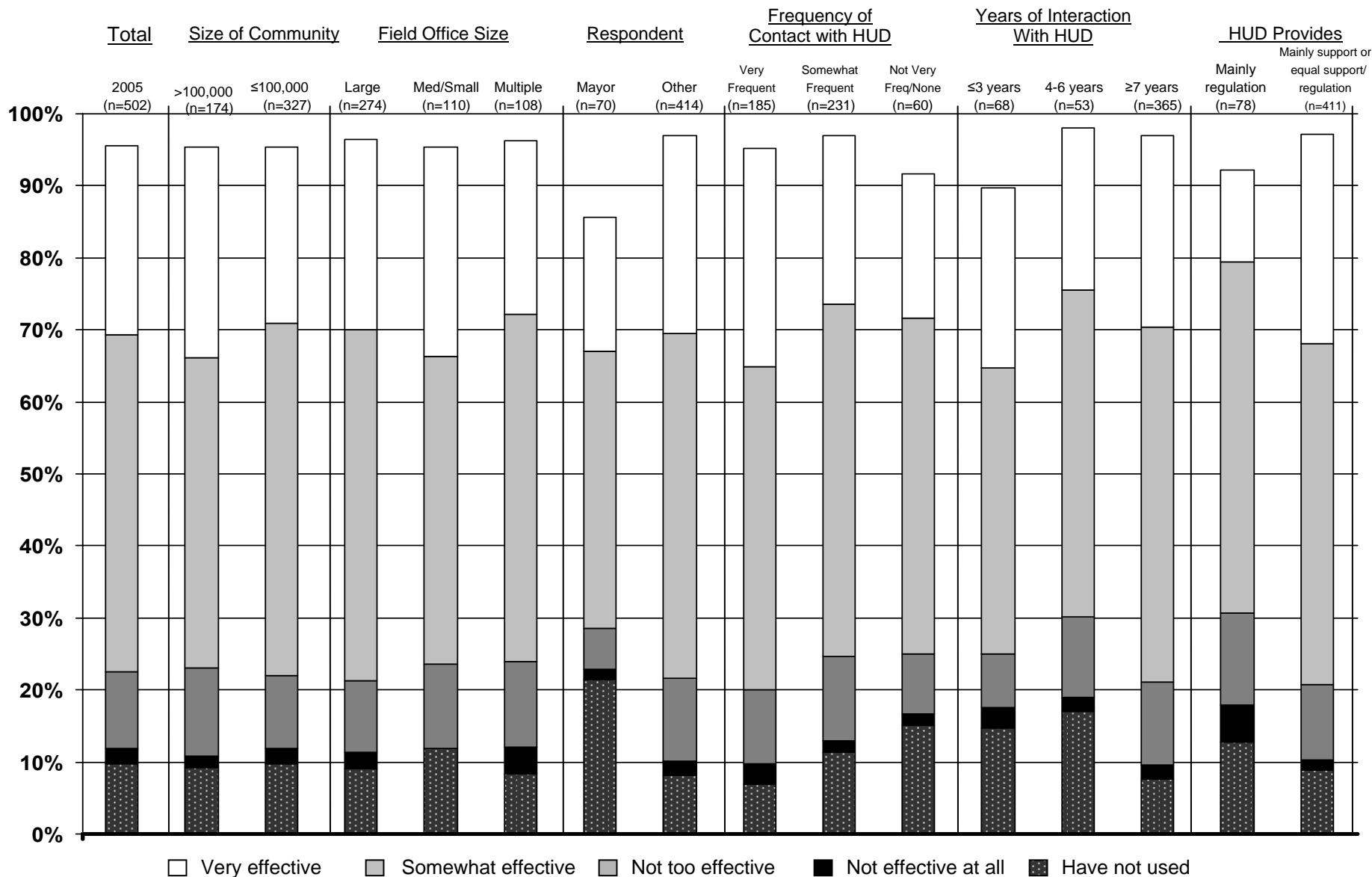
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Question 9a. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Mayors and Other Chief Elected Officials

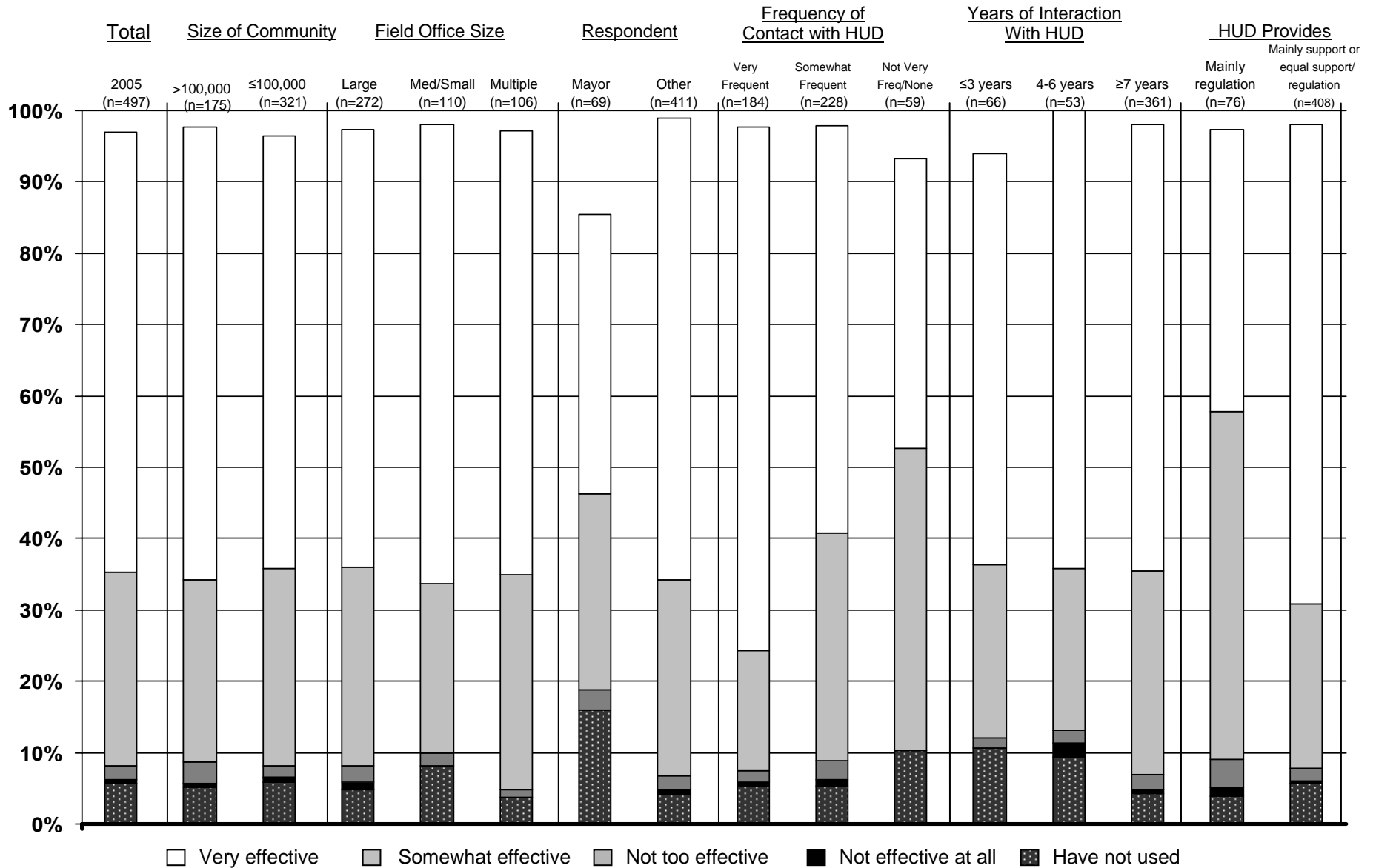
Question 9b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

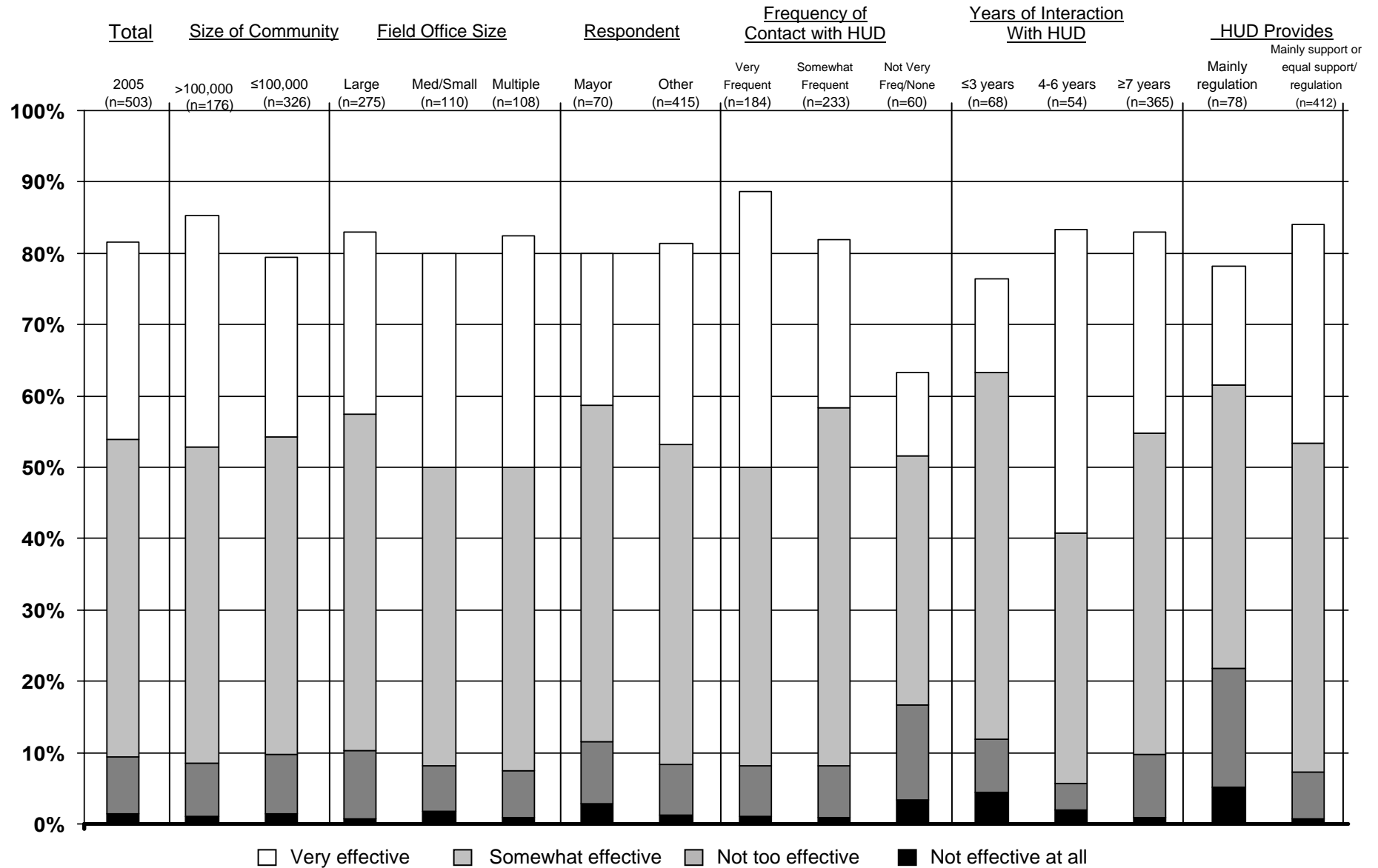
Mayors and Other Chief Elected Officials

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
Mayors and Other Chief Elected Officials

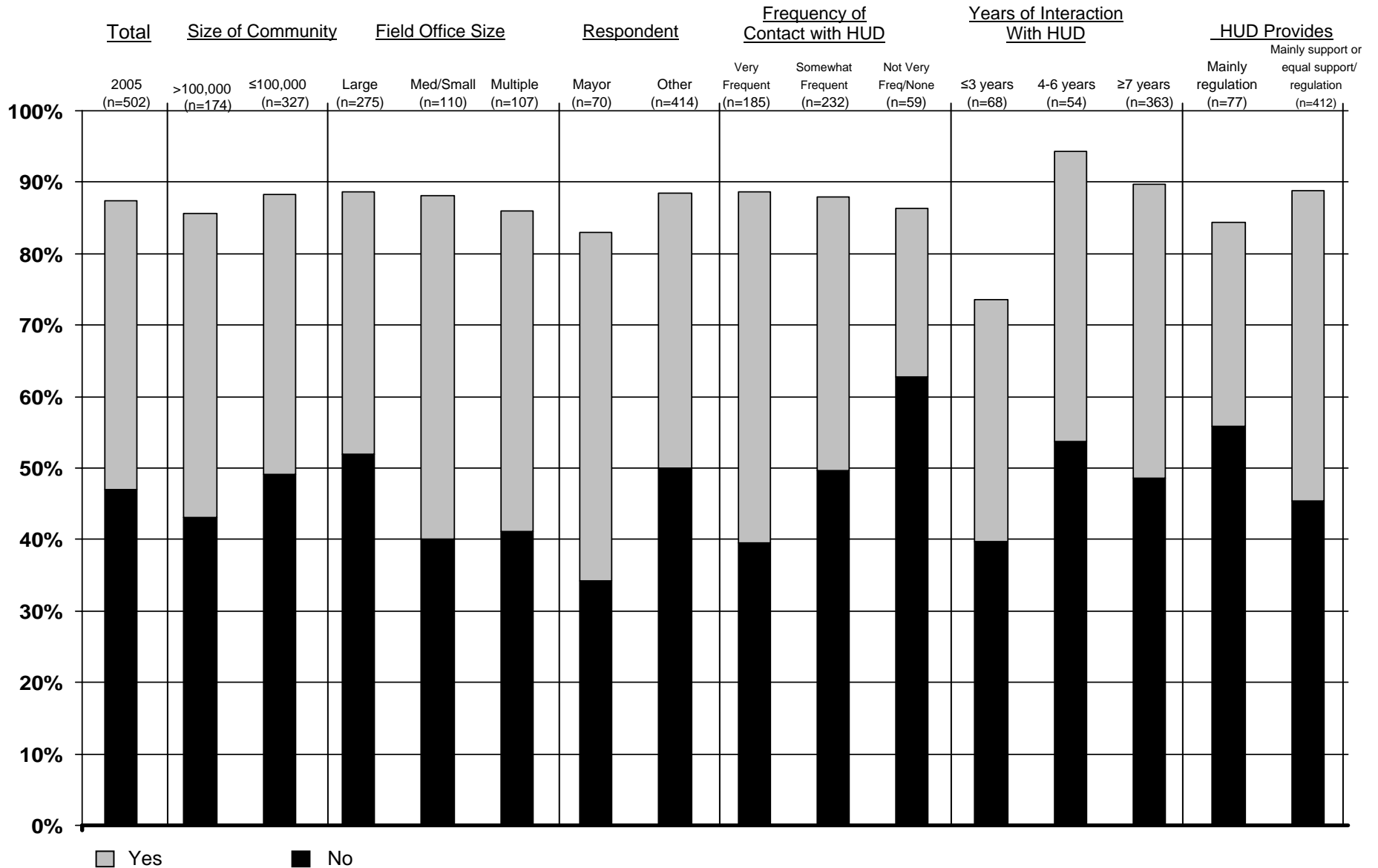
Question 10. In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

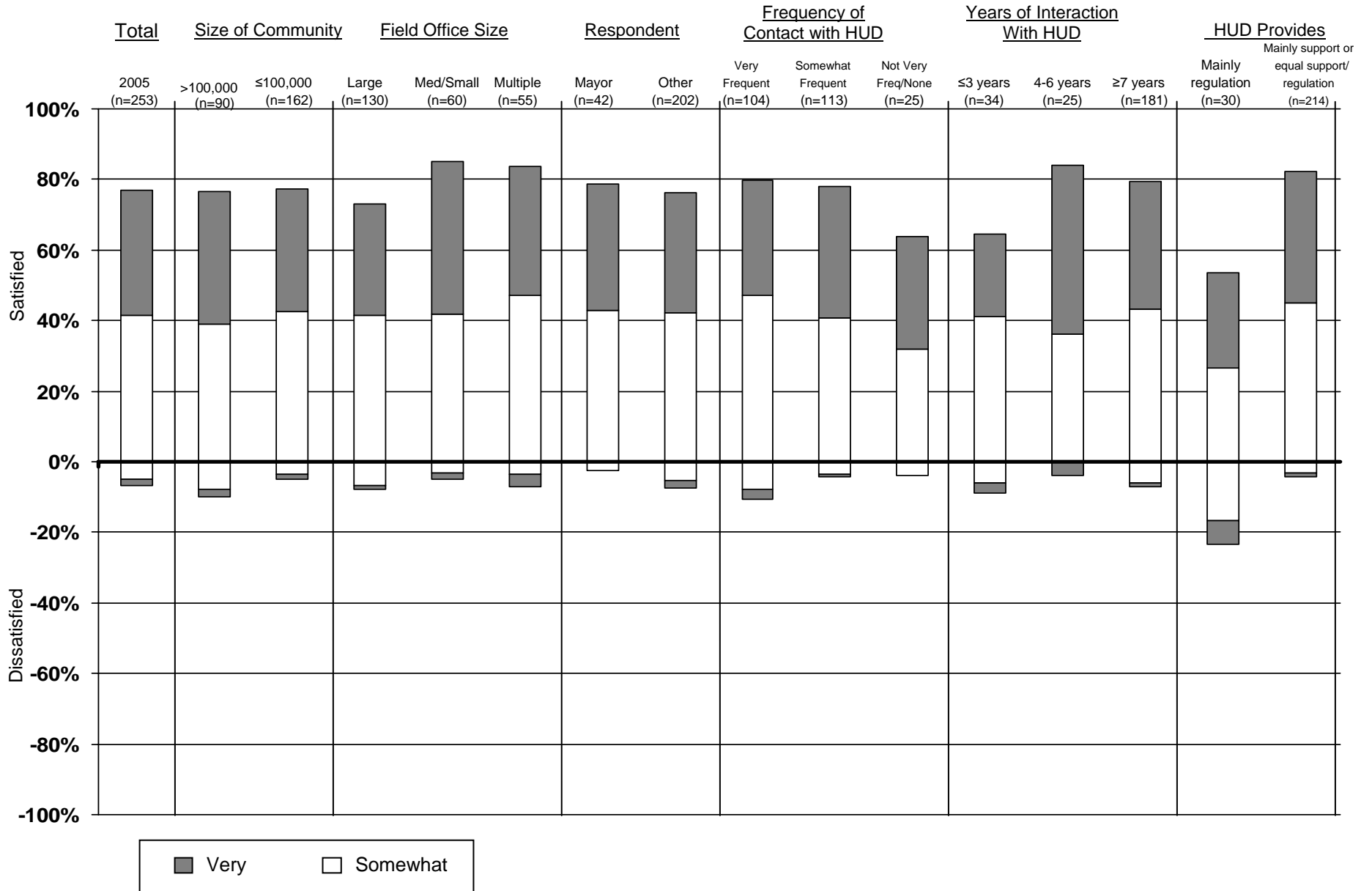
Mayors and Other Chief Elected Officials

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?



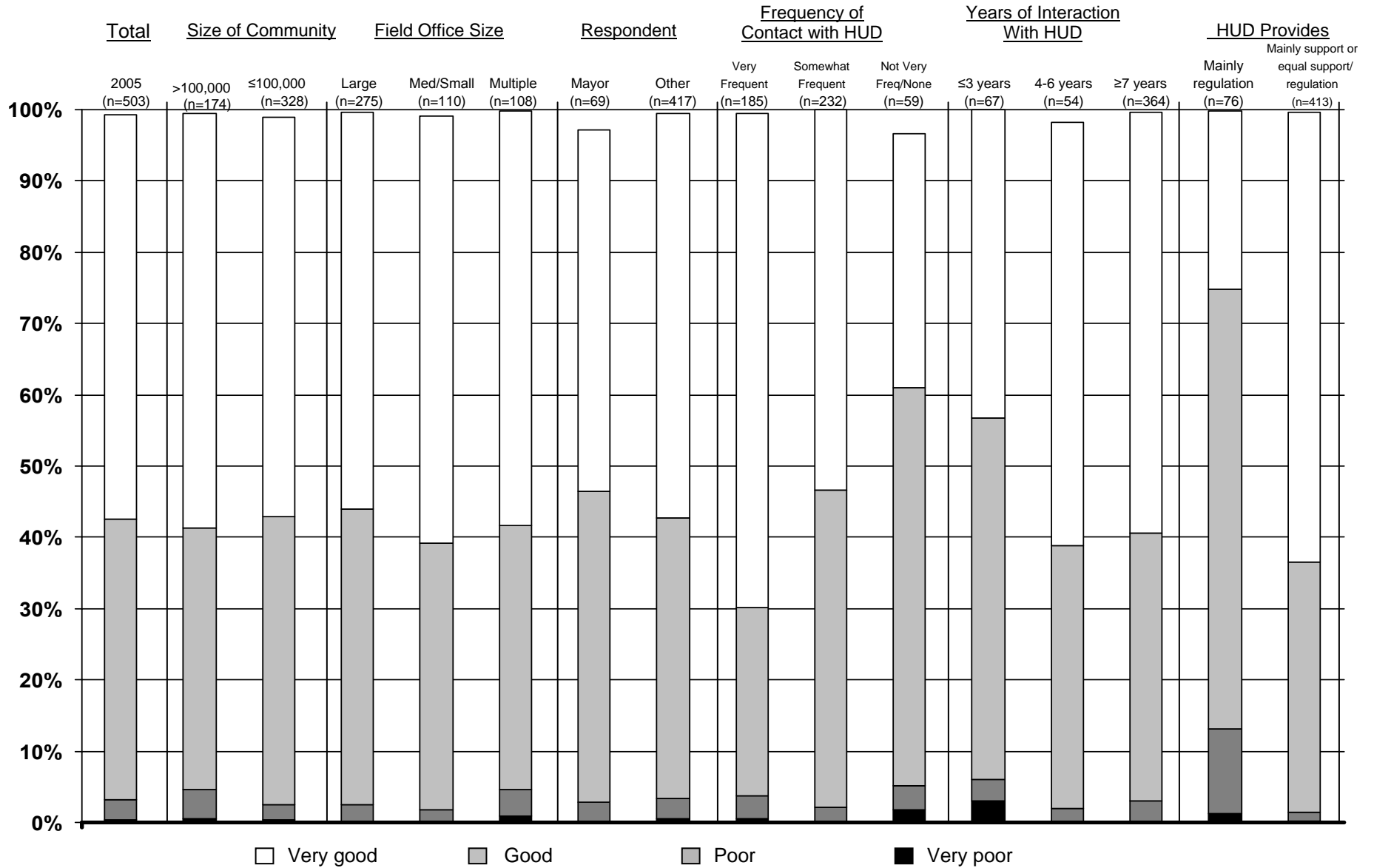
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
 Mayors and Other Chief Elected Officials

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



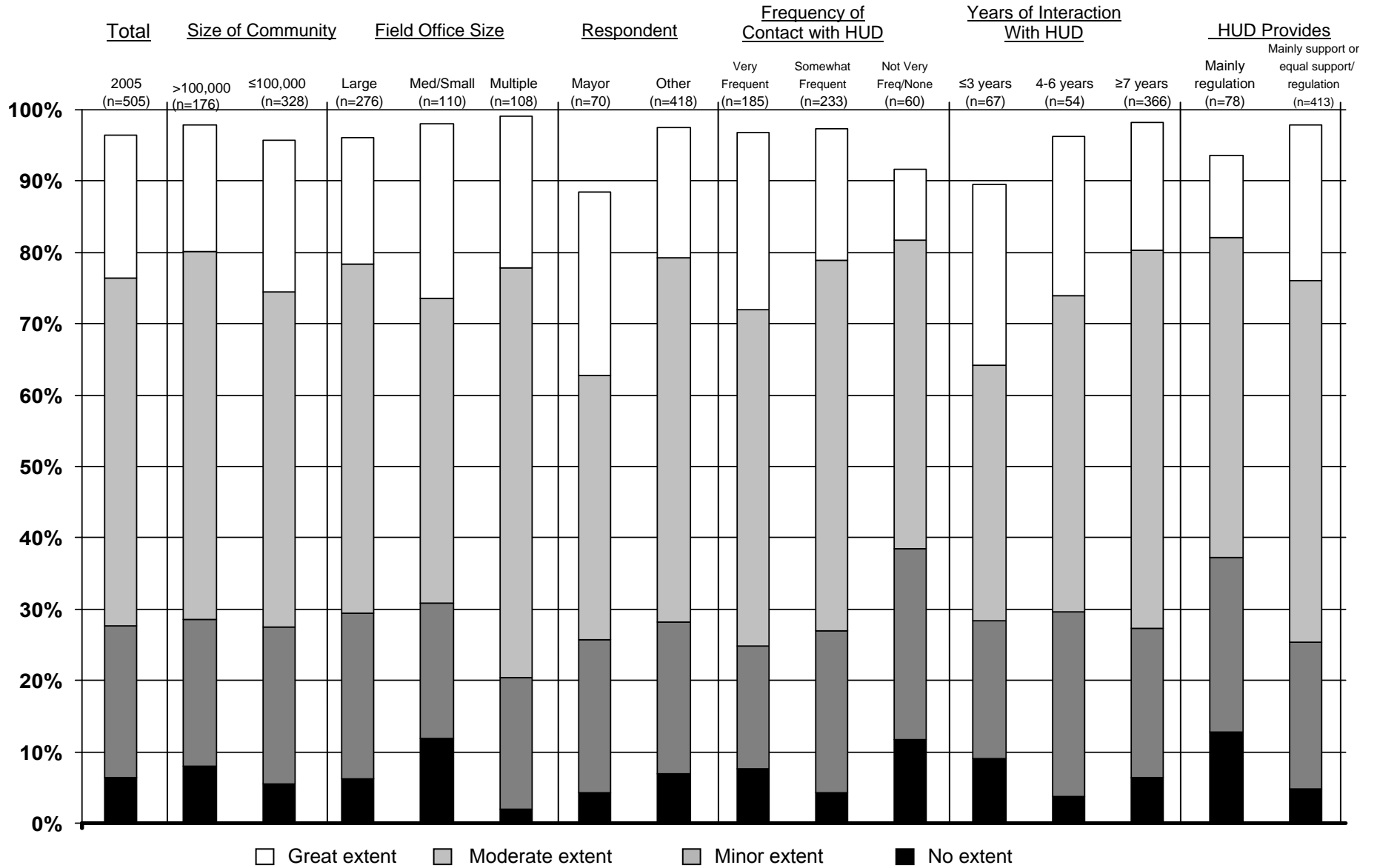
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



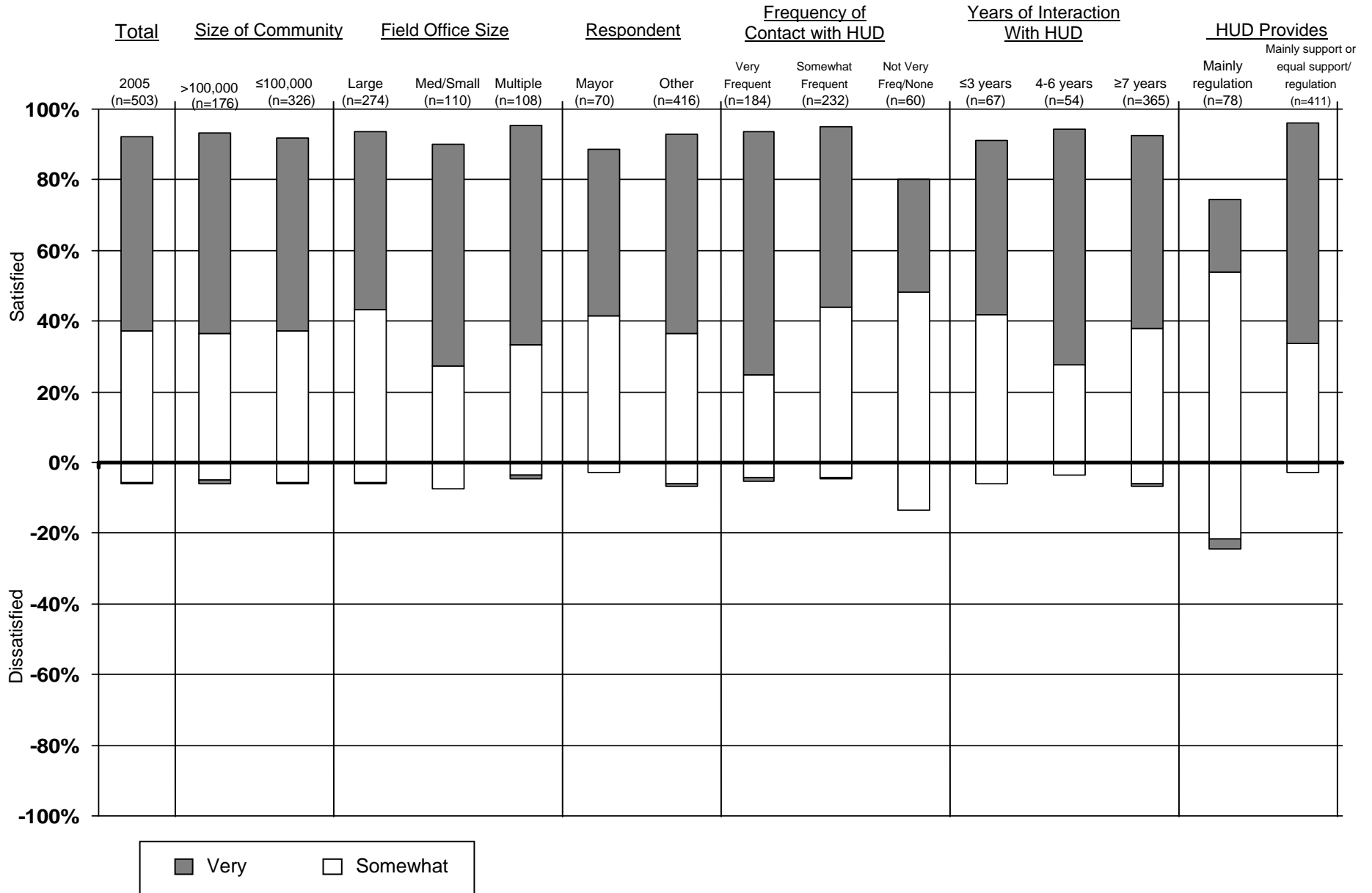
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Mayors and Other Chief Elected Officials

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



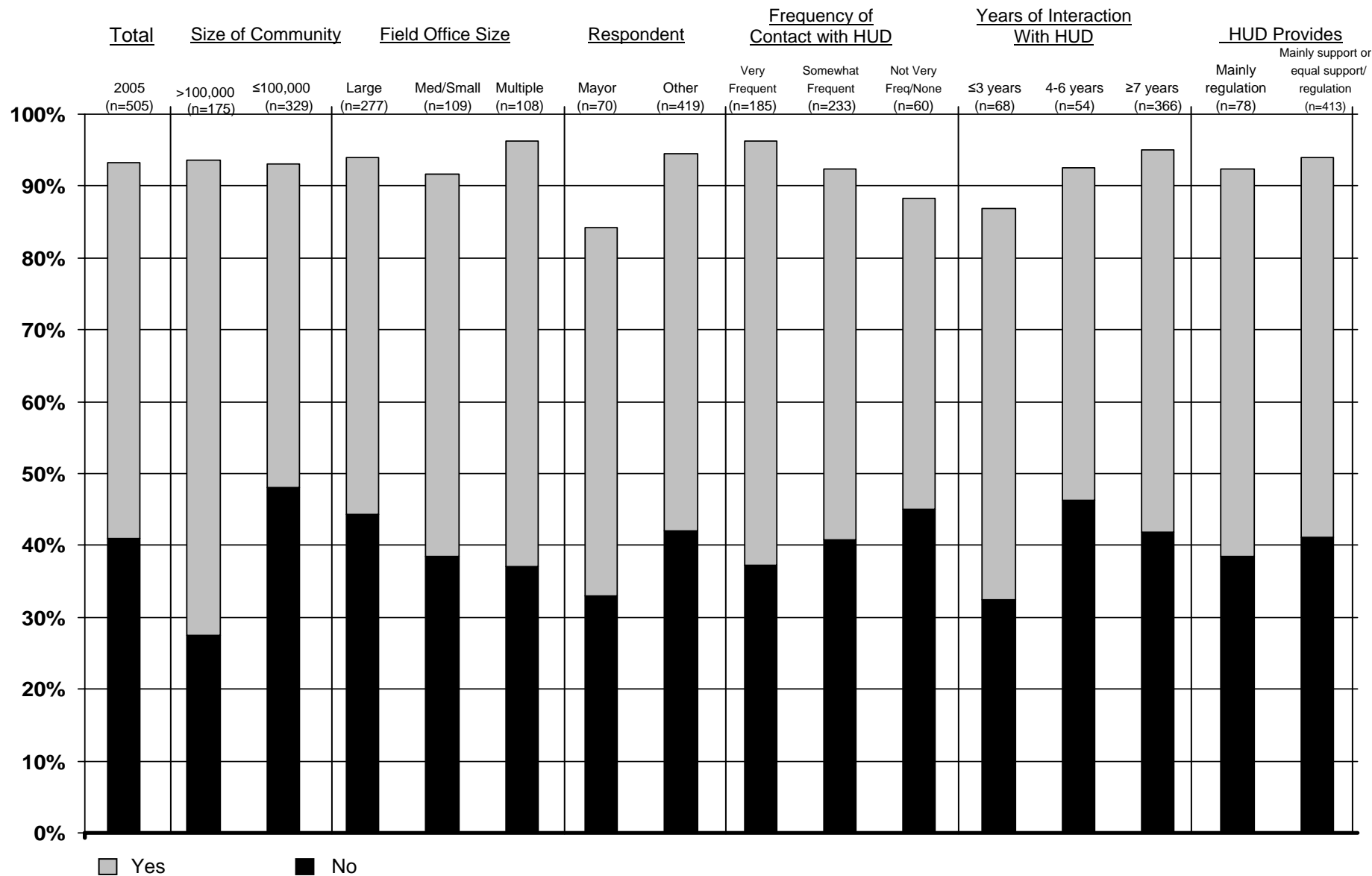
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



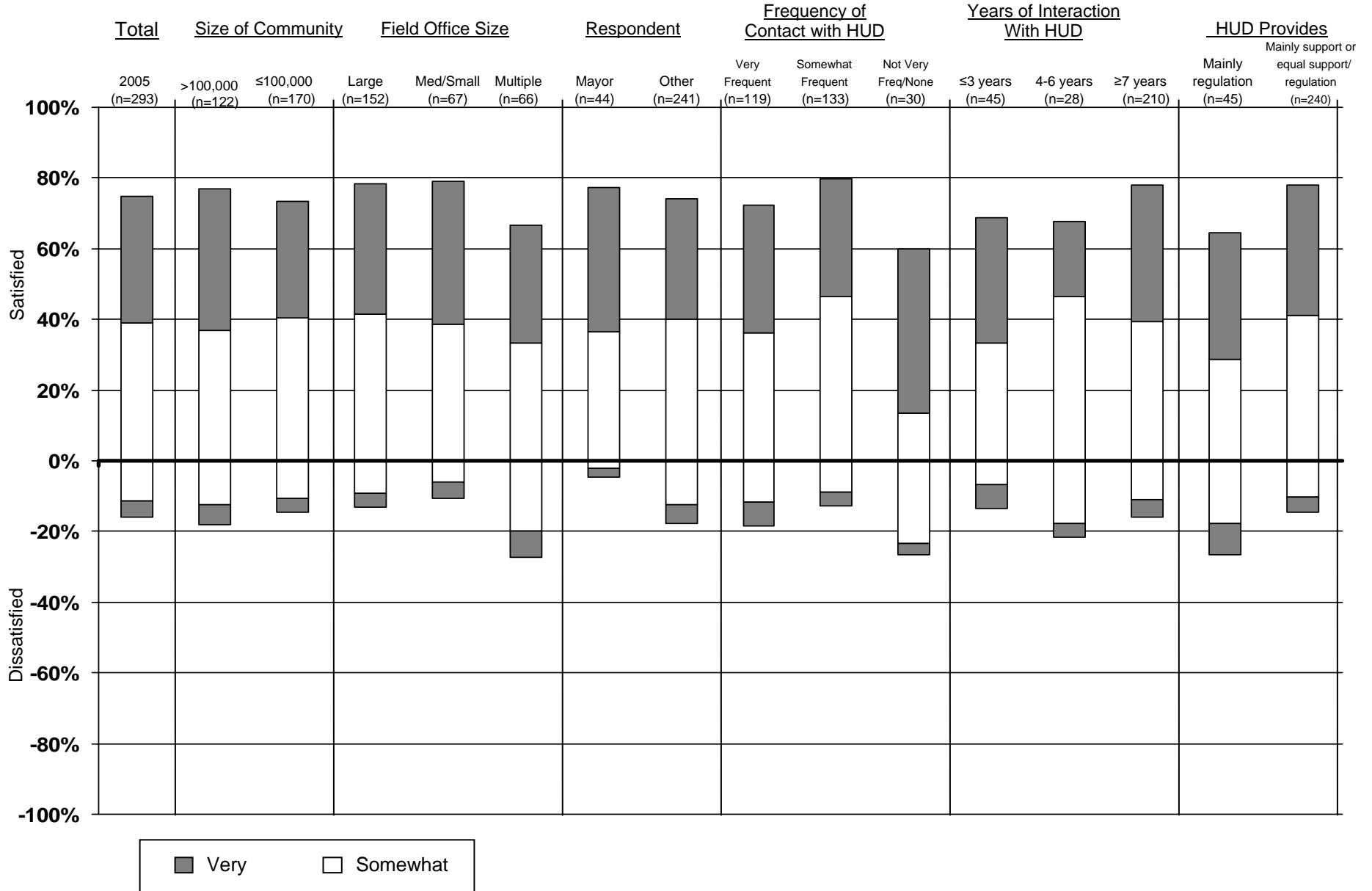
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 16. In the past 12 months, have you or members of your staff dealt directly with an office or person at HUD headquarters in Washington, DC?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



**PART 4. OPEN-ENDED COMMENTS REPORTED
VERBATIM BY CATEGORY**

PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Mayors and Other Chief Elected Officials

Thirty-six percent of respondents (185 of 514) 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 has been and still is very instrumental in the provision of resources and technical assistance for the maintenance and revitalization of our community as we endeavor to maintain a viable and equitable existence for all of our citizens.
The [NAME], [STATE] and its citizens are very appreciative of HUD's programs, specifically the CDBG program. The CDBG program is making significant impacts to our community. Field office [NAME], [STATE] has been very supportive and would like to acknowledge NAME as very competent, consistent and reliable. By utilizing HUD's website, information, and training, staff here at the [NAME] are staying abreast on current information relating to HUD. – [NAME] CDBG Project Planner [CITY], [STATE]
The HUD programs our city participates in are valuable resources to the city, specifically to our low-and moderate-income residents and neighborhoods. We consider that we have a good working relationship w/ our local field office, given the constraints of a regulatory environment and decreasing funding for HUD programs. It is our perspective that HUD administers the programs satisfactorily - as well as can be expected.
The City appreciates [NAME] 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.
Thank you for eliminating the "community builders" and putting those people back into line positions. HUD needs people responding to real community needs, not superfluous, "feel good" projects.
The city appreciates the opportunity to share our thoughts regarding the ongoing positive relationship that has developed over the years with us and HUD. It is important to provide the services as indicated in our Consolidated Plan and subsequent Action Plan. Together, the city and HUD have worked together in a way that proves our commitment to the citizens we serve.
In the past 3 years the most notable changes have been: email updates from [REGION] Director NAME; Faster responses to regulatory inquiries; Assistance from the field office on corrective actions needed to maintain compliance vs. issuing a finding.
The City of [NAME] has been an Entitlement Community for the past 30 years. The CDBG program has allowed the city to foster, maintain, and build on its community-based services, address blighting conditions and maintain decent, safe, and affordable housing.
My contact with HUD has been focused on helping us enforce rental unit occupancy. To this effort they have been outstanding. We might be working with them in the near future ?? to affordable housing and/or development.
Our relationship with HUD has been a good partnership.
We are very pleased with the information, support and service we receive from our [NAME] HUD field office.
We have been satisfied with [NAME] - responsive and provide reliable information and good training. Overall, HUD does an admirable job and its programs are worthwhile.

POSITIVE COMMENTS ABOUT STAFF
The Regional office has helpful, courteous staff members that work with us to solve problems and deter repeat infractions.
Working with the [NAME] office staff has always been productive and effective. Staff is extremely knowledgeable and helpful, professional, easy to contact, and willing to assist.
We have a completely new administration in our City after [DELETED] years, including our Mayor and CDBG Director. Our local field offices have been incredibly supportive and helpful on all levels with the City. They are to be commended. The help and support we have received has been superlative....they have not only made the transition easier for our Mayor and Community Development Director, but have supplied us with tools to expand our services throughout the City.
The HUD personnel in our field office have been very helpful to us in administering our programs. The HUD personnel handling the EDI special grants in Washington (especially NAME) have been extremely helpful.
The [NAME] office has been very helpful. The staff there is knowledgeable and useful. At times they intercede at the [NAME] office so that we get a more prompt response. They also know who to contact and can provide otherwise unattainable information.
HUD staff in our [NAME] office is very knowledgeable and responsive.
The staff of the [NAME] field office, especially [NAME], and [NAME], is simply GREAT. They embody customer service, keep us informed, reply promptly, offer technical assistance and help us do our jobs in a more productive manner. What a breath of fresh air and change of pace - not your typical bureaucrats.
Overall very satisfied with interaction with HUD field office staff.
Our representative is [NAME], [NAME] field office & she has been excellent for the past five years. She should receive some type of an award for distinguished service.
Our HUD representative,[NAME], is by far the best rep I have worked with in my 18 years of working on HUD programs.
[NAME] staff does an excellent job.
The [NAME] field office has been very good to work with. The staff is very professional & has the technical experience to answer our questions. However, the [NAME] office does not have the same level of experience; therefore, all of our contact has been with the [NAME] office.
Our HUD field office has been extremely helpful with problematic issues.
The [NAME] office field staff has been a great asset to the Community Development Department. We have an excellent working relationship with them.
We are very satisfied with our relationship with our field office - They have been supportive and helpful when needed.
[NAME] & [NAME] field office staff is great to work with.
1) Regional office staff tries hard and is generally responsive - [REGION] Office is good.
I applaud the professional staff of the [REGION] [NAME] field office. They have been very helpful in resolving long standing city housing issues w/ an outside city housing agency. My office has very little contact w/ the political appointee of the regional field office
The staff at [REGION] is the best. They are extremely knowledgeable in their respective areas, patient, and understanding and supportive.

