

**NHPN-AFFILIATED NON-PROFIT  
HOUSING ORGANIZATION PARTNERS'  
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**NHPN-AFFILIATED NON-PROFIT  
HOUSING ORGANIZATION PARTNERS'  
SATISFACTION WITH HUD'S PERFORMANCE**

**DATA BINDER**

PREPARED FOR

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

BY

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March 2006

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

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## **PART 1: BACKGROUND**

Improved satisfaction with the U.S. Department of Housing and Urban Development on the part of its key implementation partners—those intermediaries who deliver the Department's programs to its end customers—is a HUD objective intended to enhance agency accountability, service delivery, and customer service.<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: NHPN-Affiliated Non-Profit Housing Organizations. The bar charts in this report give NHPN affiliates' 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 the 82 affiliates of the National Housing Partnerships Network. Of the universe of 82 organizations, 75, or 91 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-two percent of survey respondents were agency directors; 5 percent were deputy directors; 17 percent were other senior agency officials; and 17 percent were other agency employees or held other positions.

**PART 2: SURVEY HIGHLIGHTS**

1. Sixty-four percent of directors of NHPN-affiliated non-profit housing organizations were satisfied with HUD's overall performance in 2005, while 34 percent were dissatisfied.
2. Most NHPN organizations in 2005 worked primarily with HUD's Offices of Housing (69 percent) or CPD (29 percent). Of those dealing primarily with Housing, 67 percent expressed satisfaction with HUD's overall performance; of those dealing primarily with CPD, 61 percent expressed satisfaction.
3. Among the Office of Housing activities in which NHPN organizations are involved, satisfaction levels were highest for homeownership counseling (65 percent) and lowest for property disposition (41 percent). Among CPD activities, satisfaction levels were highest for housing homeownership (68 percent) and lowest for economic development (22 percent). Among the PIH activities, satisfaction levels were highest for development (29 percent) and lowest for housing management (14 percent).
4. On some topics, comparisons are possible between 2001 and 2005. In general, these show no statistically significant changes in non-profit housing organization directors' satisfaction with HUD over this time period.
5. Satisfaction levels of NHPN directors 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.
6. Slightly over 70 percent of NHPN organization directors were satisfied with the competence of the people with whom they dealt at HUD and the extent to which such persons had the knowledge, skills and ability to do their work; 77 percent were satisfied with the responsiveness of the people with whom they dealt.
7. Three of every five NHPN organization directors were dissatisfied with: (a) the timeliness of decision making by HUD (such as requests for waivers, rulings and approvals)---58 percent expressed dissatisfaction; (b) the clarity of HUD rules and requirements (how easy they are to understand)---60 percent expressed dissatisfaction; and (c) the time commitment required to comply with HUD reporting requirements (such as TRACS or REAC)---65 percent expressed dissatisfaction.
8. Dissatisfaction levels approached or exceeded 40 percent with respect to: (a) how HUD runs the programs with which NHPN organizations deal; (b) the quality of guidance received from HUD; and (c) the consistency of guidance.



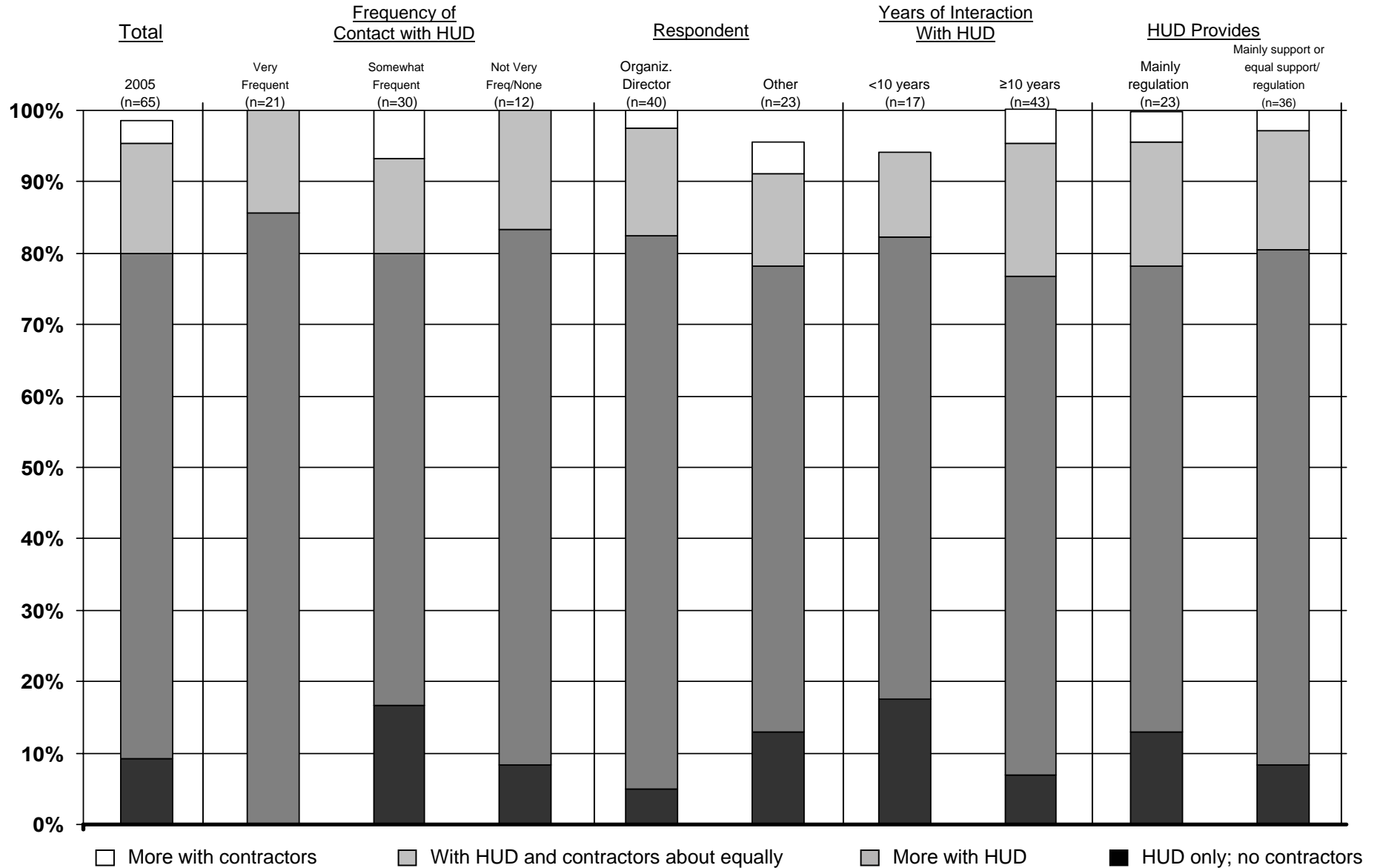


**PART 3: BAR CHARTS OF EACH SURVEY QUESTION**

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

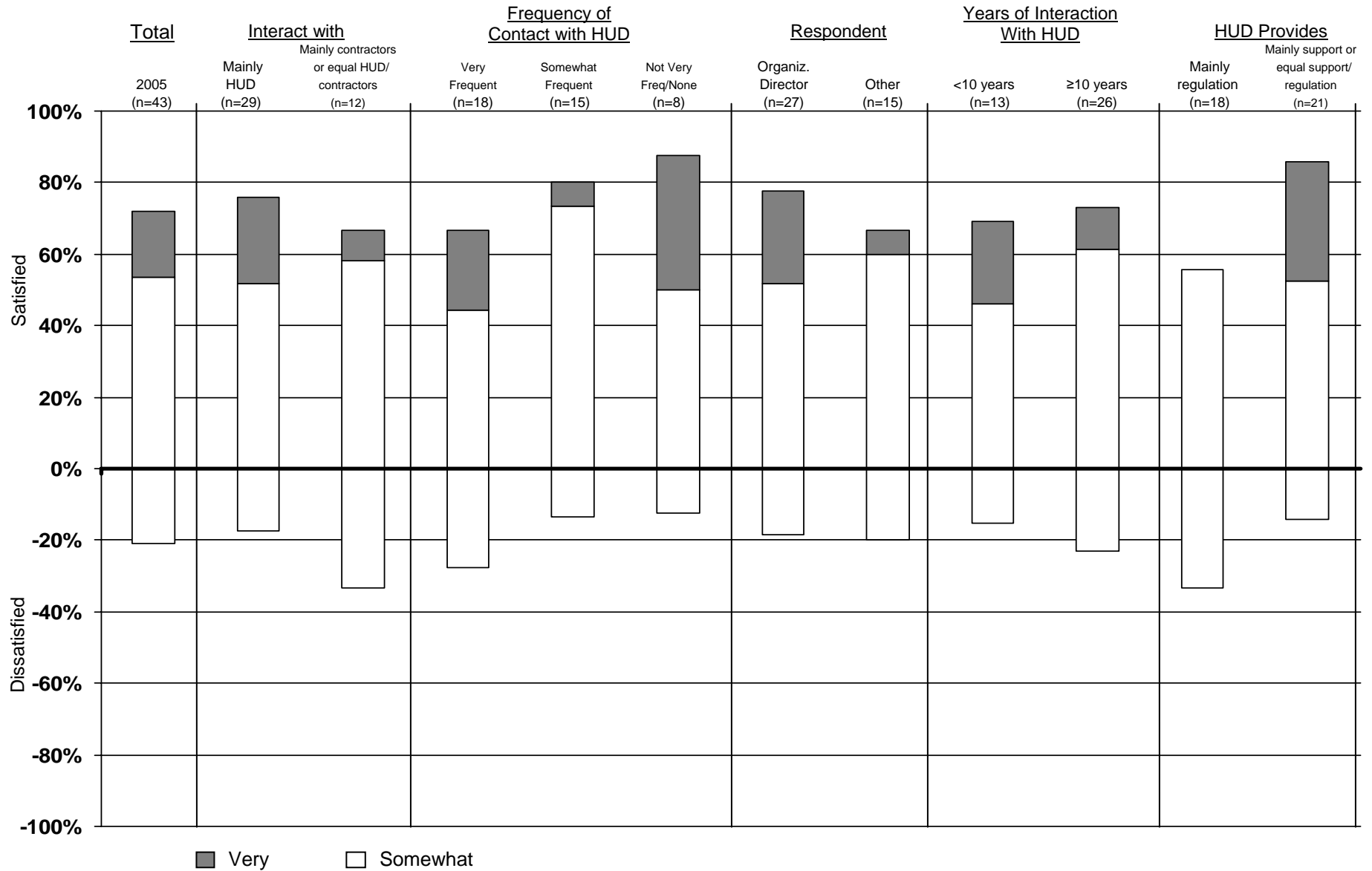
### *Non-Profit Housing Organization Partners*

**Question 3.** During the past twelve months, when you interacted with HUD, were your dealings more with HUD, or were they more with HUD's contractors/third-party contractors?



**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Non-Profit Housing Organization Partners*

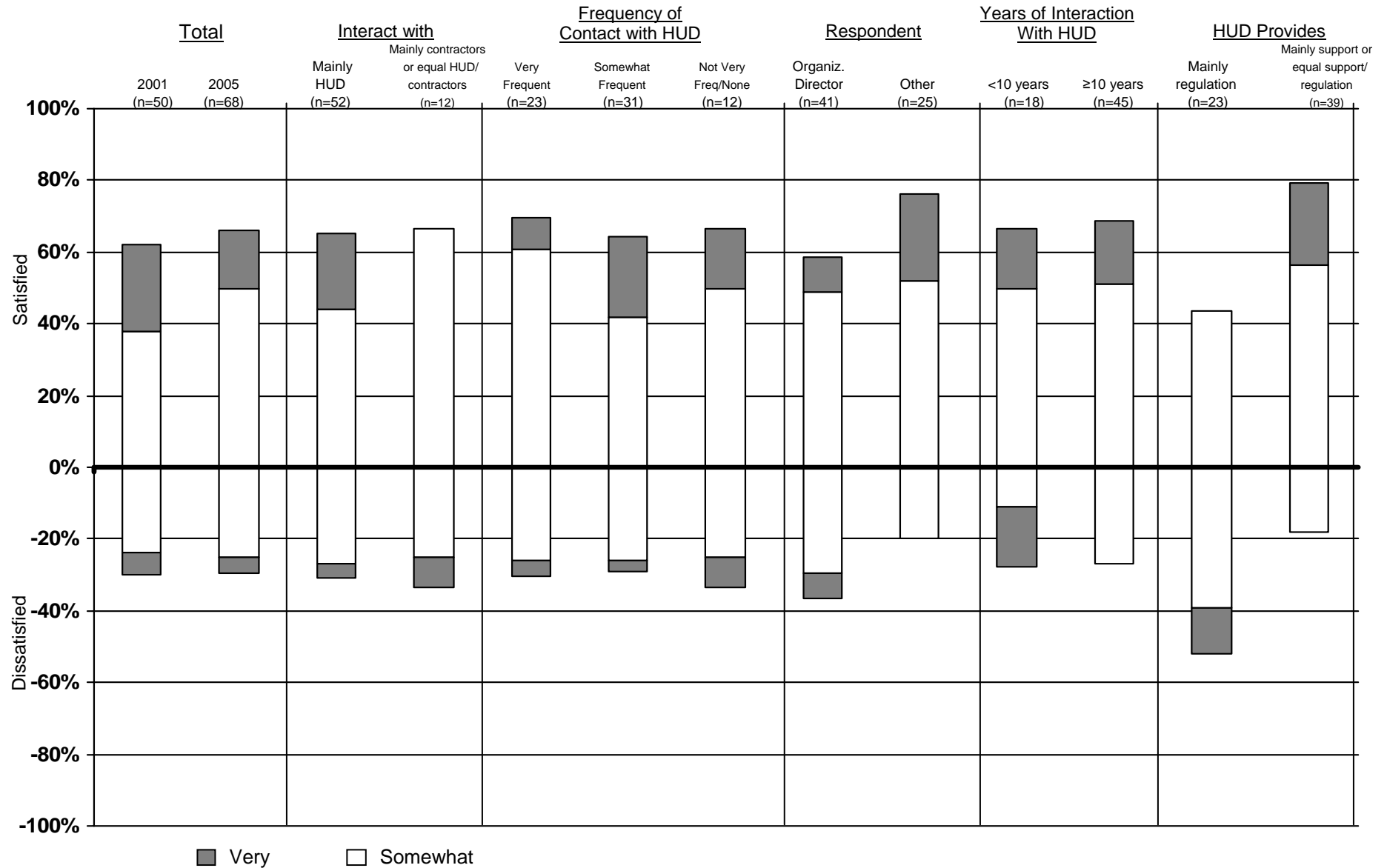
**Question 4.** Overall, taking everything into consideration, how satisfied or dissatisfied are you with the service provided by HUD's contractors/third-party contractors?



This chart excludes the 24 organizations that said they do not deal with HUD's contractors.

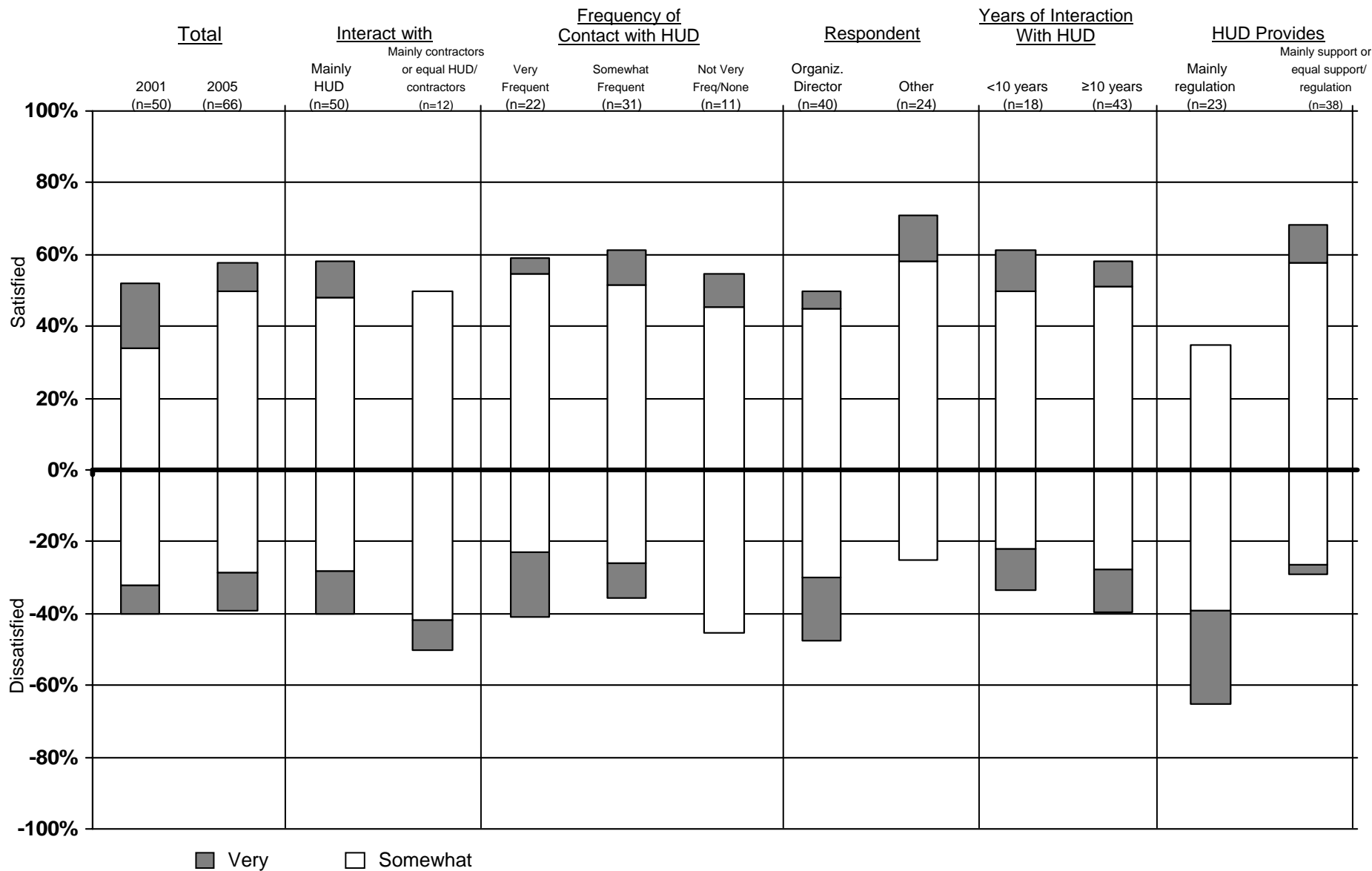
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Non-Profit Housing Organization Partners*

**Question 6a.** 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**  
*Non-Profit Housing Organization Partners*

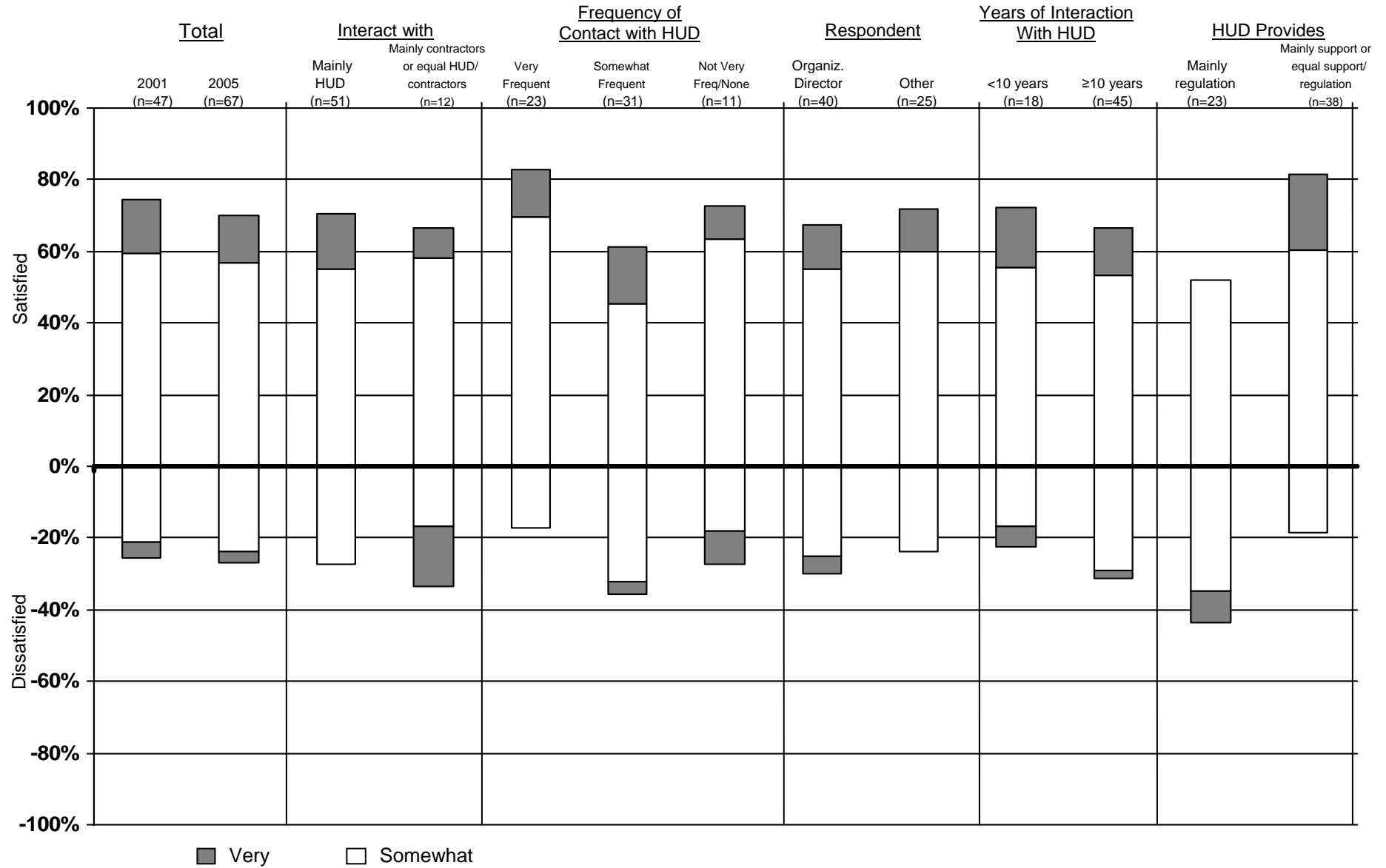
**Question 6b.** Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

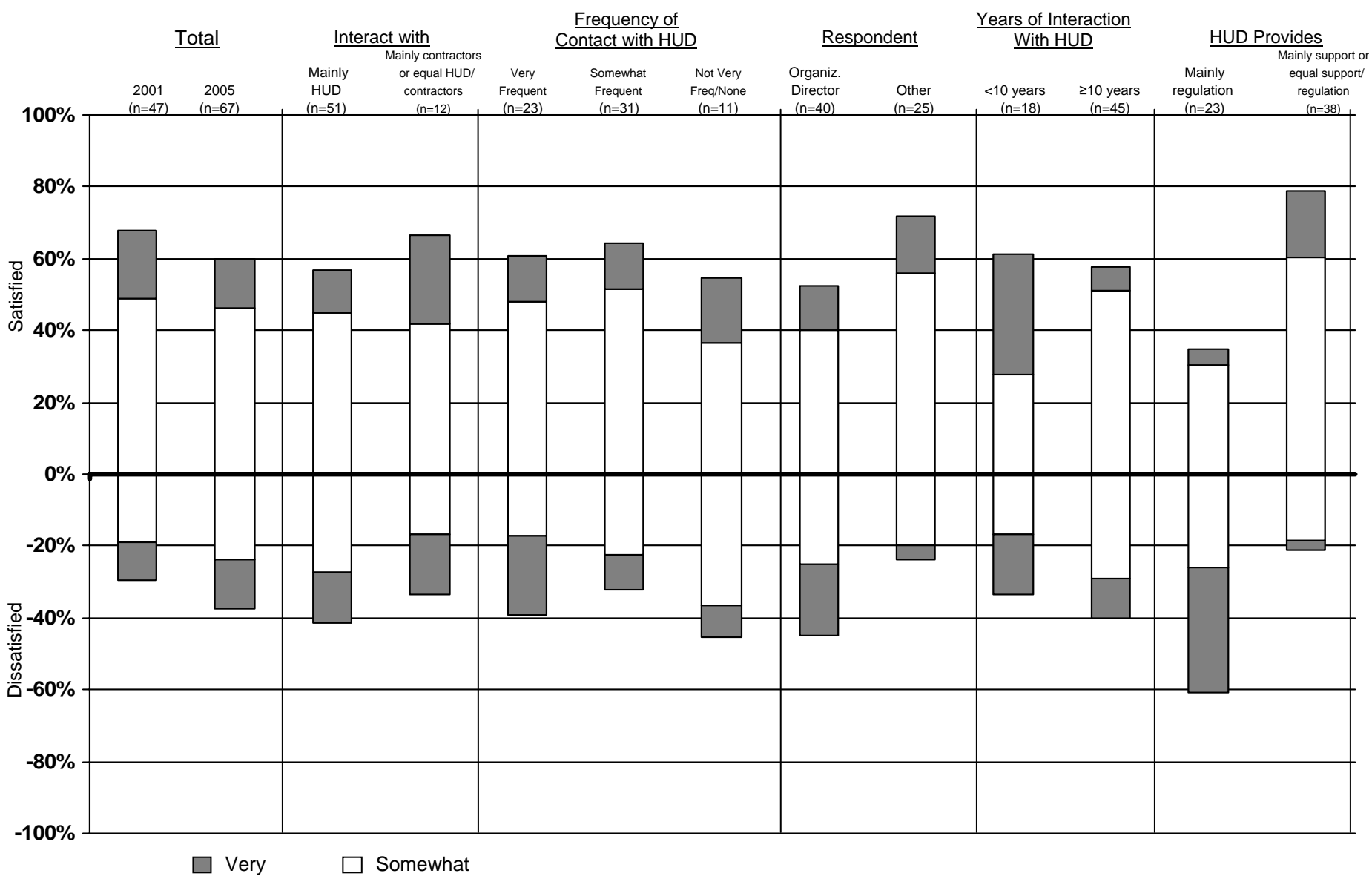
### *Non-Profit Housing Organization Partners*

**Question 7a.** 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  
 Non-Profit Housing Organization Partners

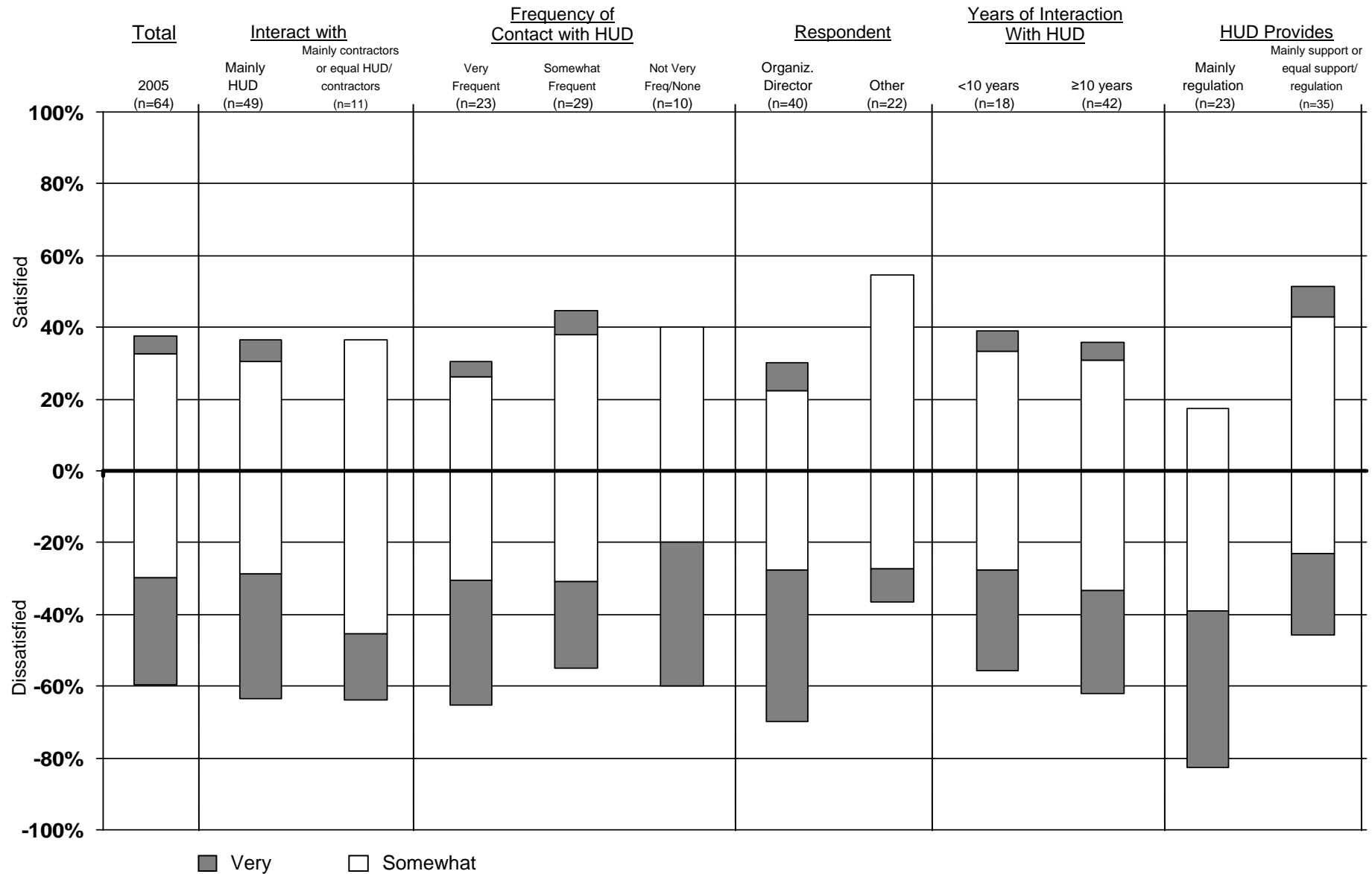
**Question 7b.** How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Non-Profit Housing Organization Partners*

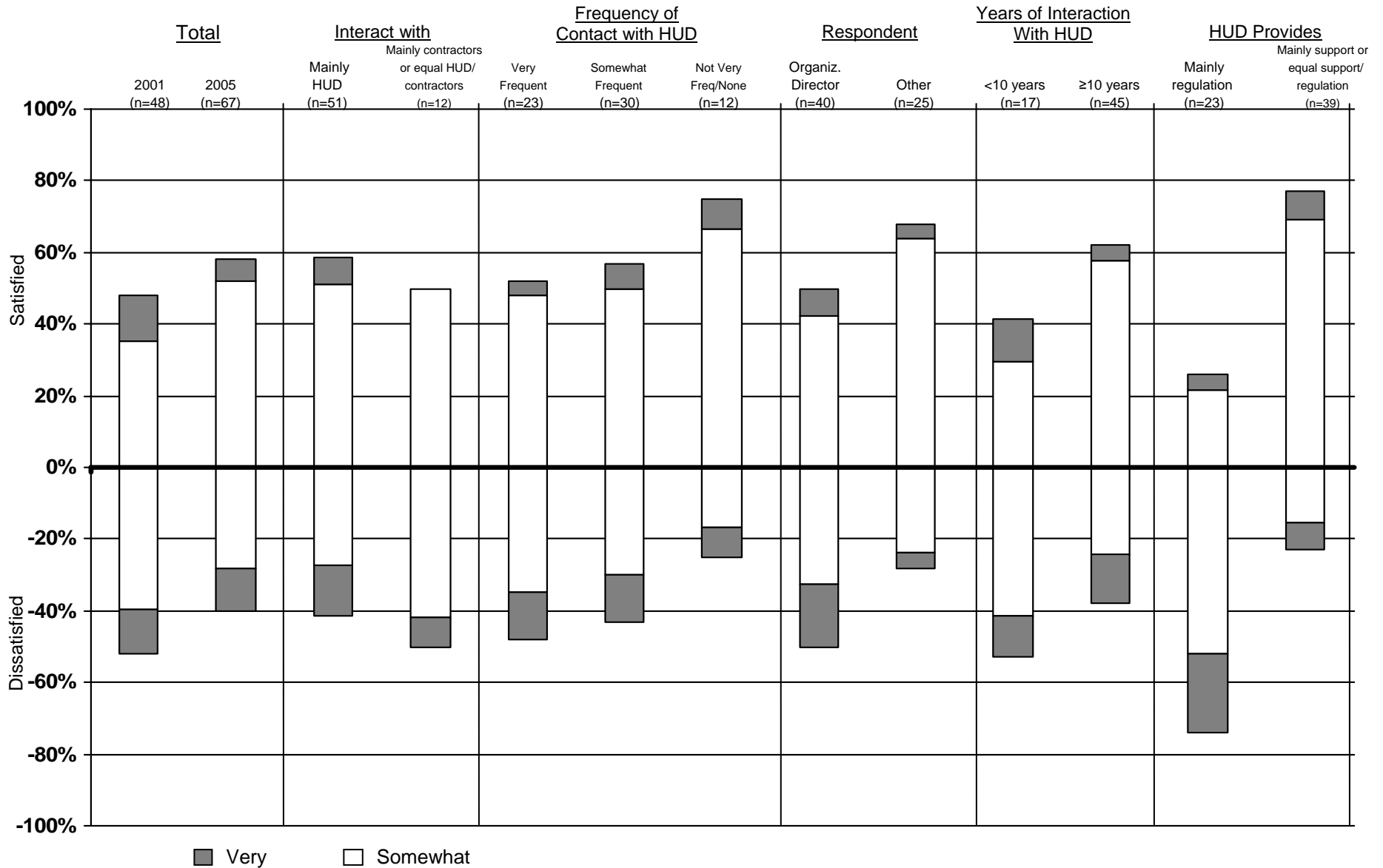
**Question 7c.** How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals)?





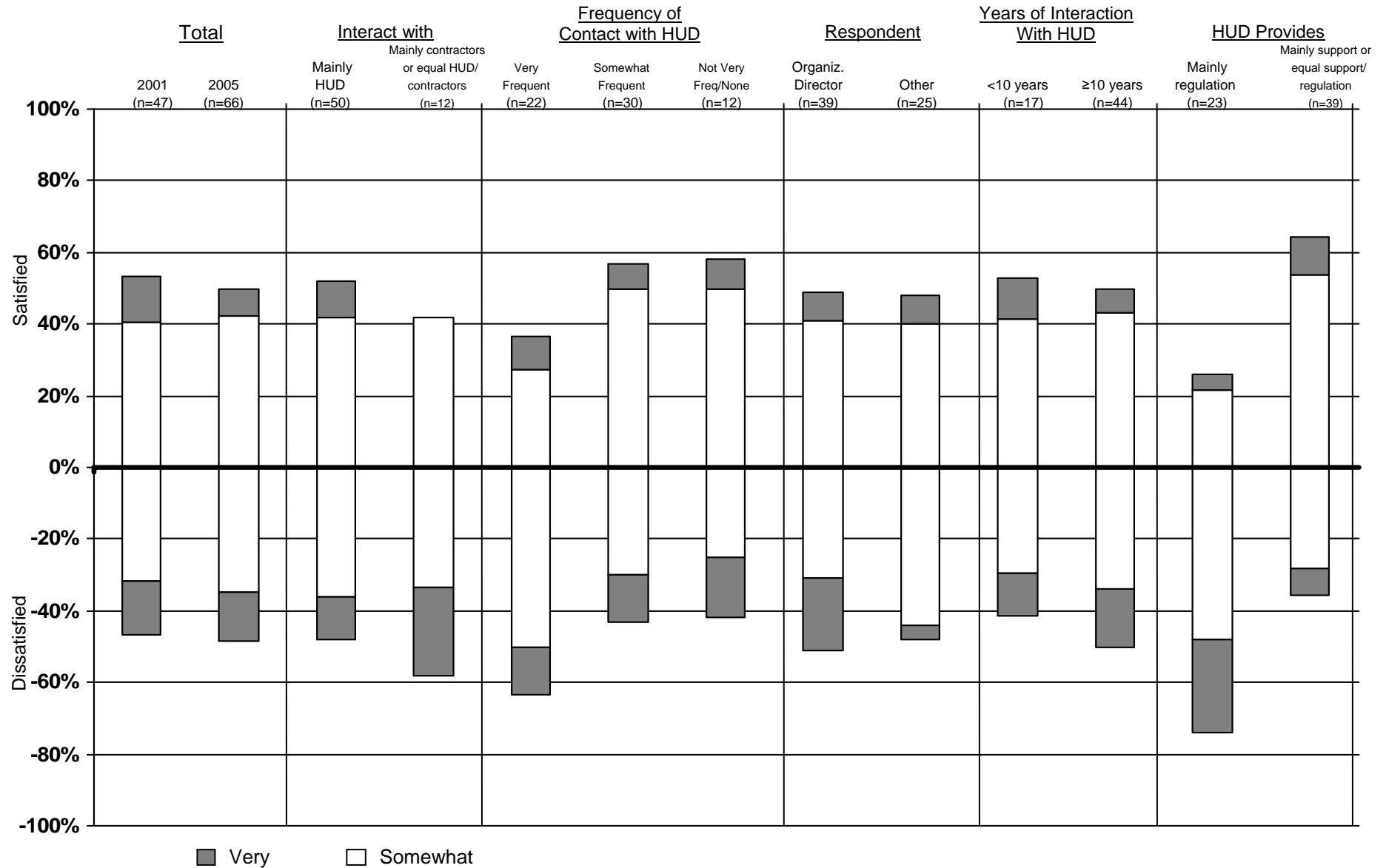
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Non-Profit Housing Organization Partners

**Question 7d.** How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



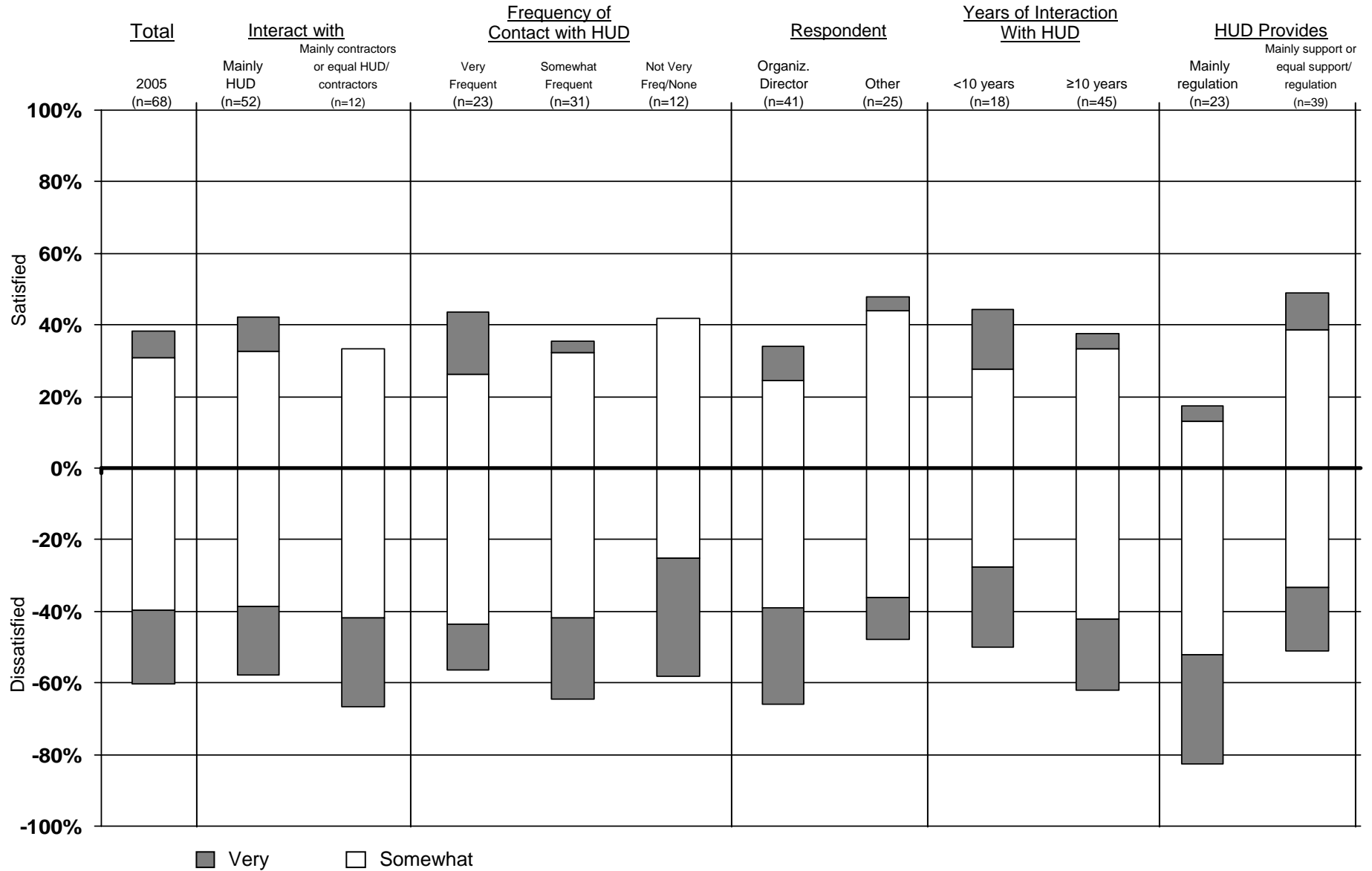
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Non-Profit Housing Organization Partners*

**Question 7e.** How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?



**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Non-Profit Housing Organization Partners*

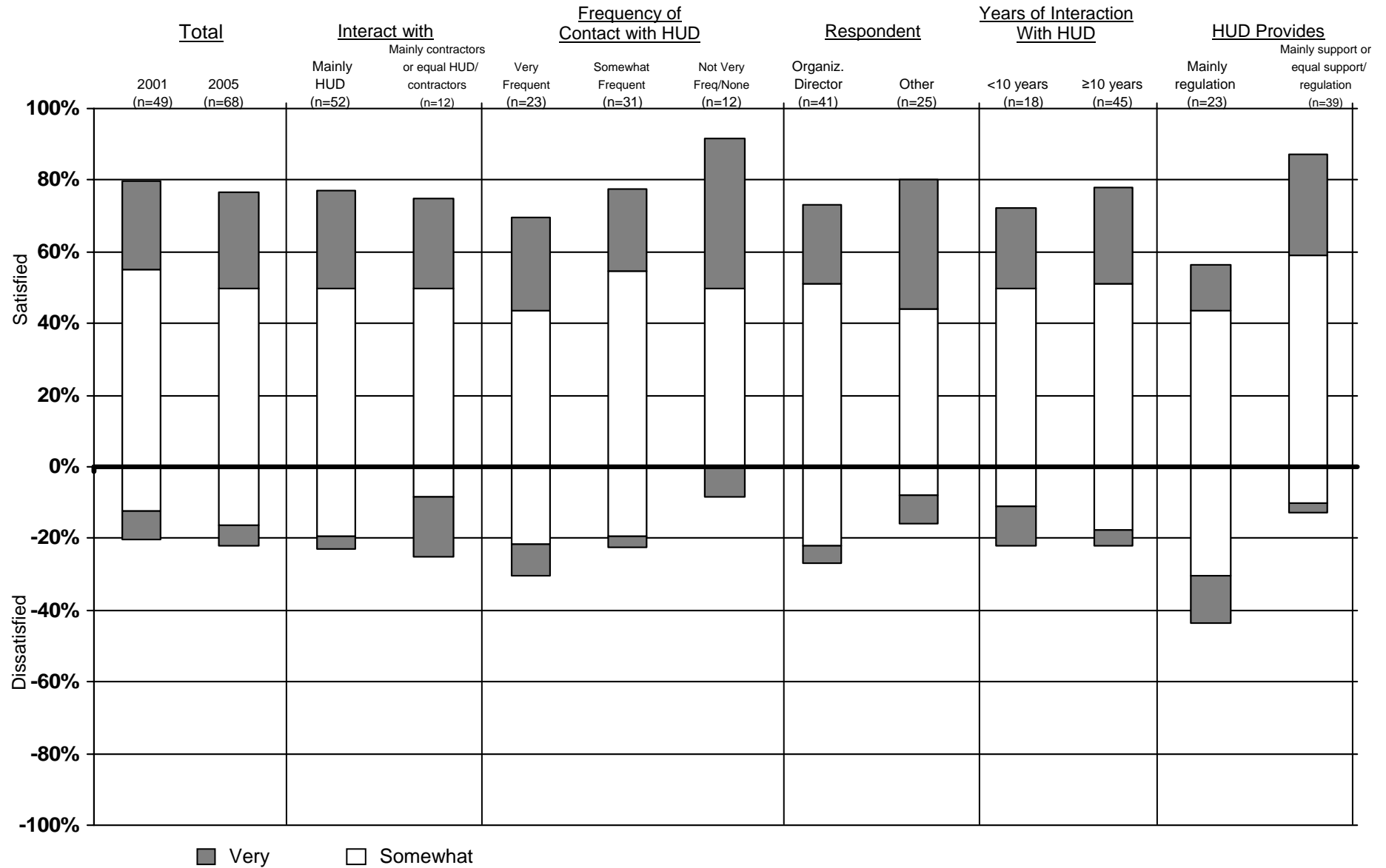
**Question 7f.** How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

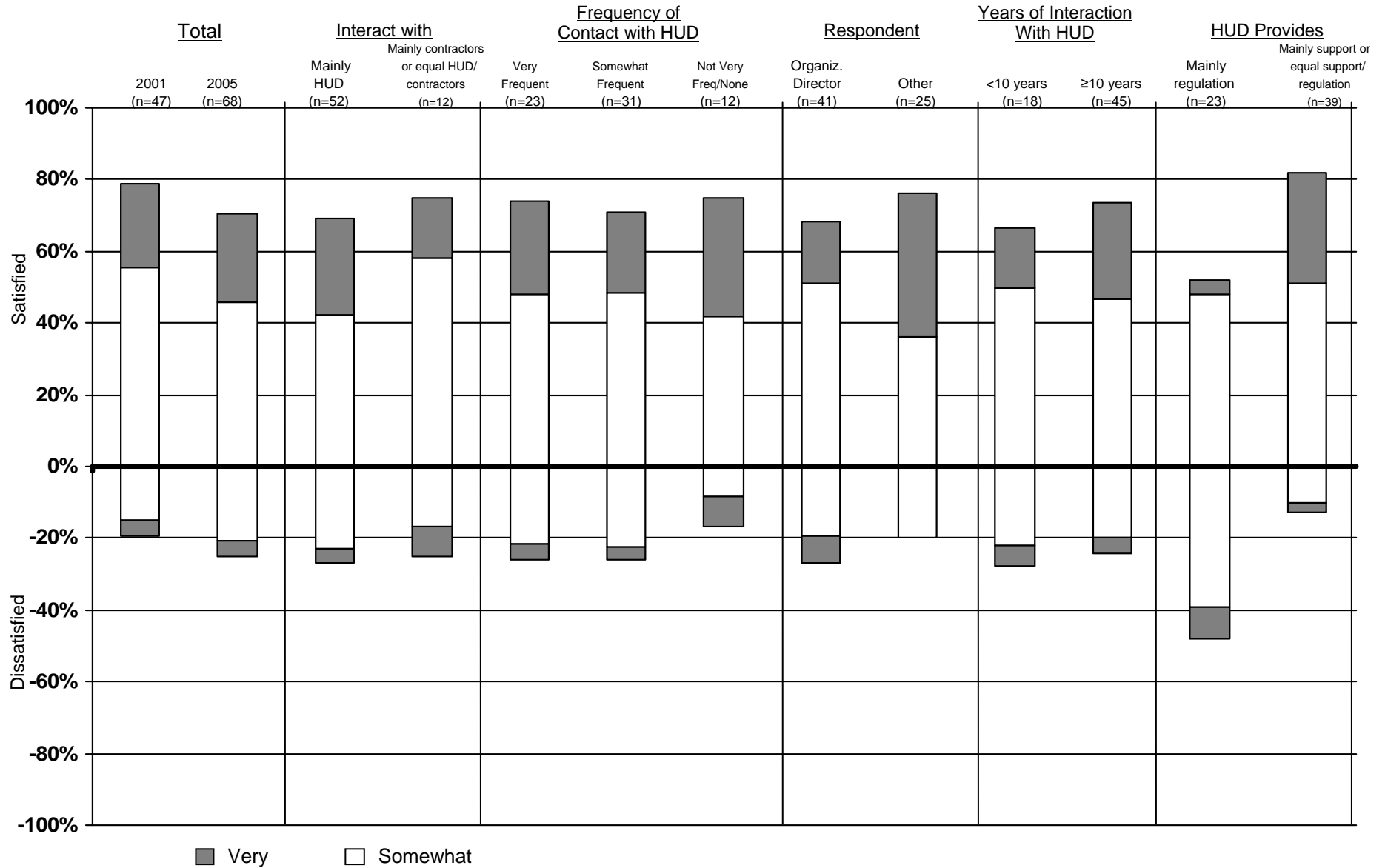
### *Non-Profit Housing Organization Partners*

**Question 7g.** 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  
 Non-Profit Housing Organization Partners

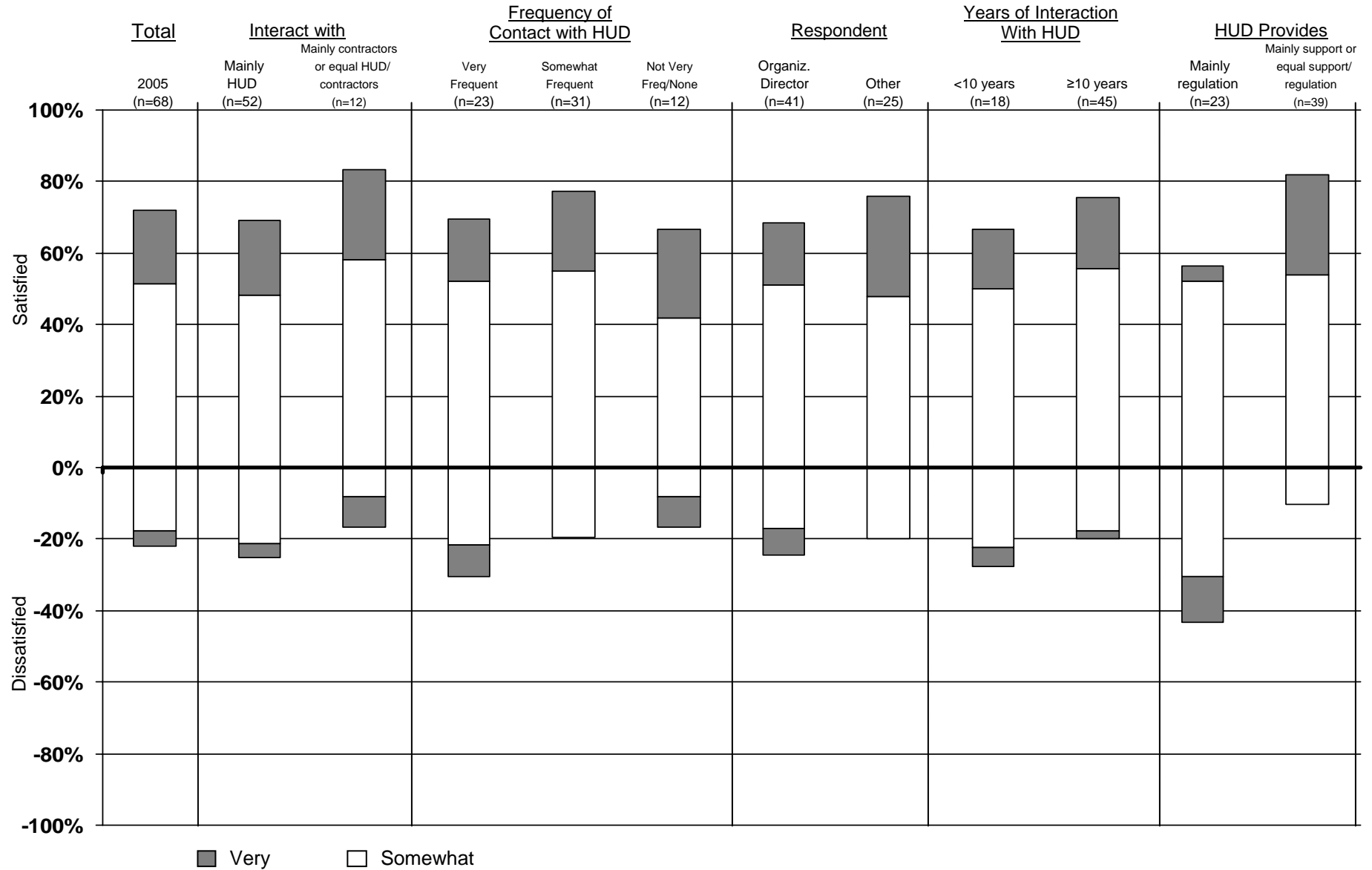
**Question 7h.** How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

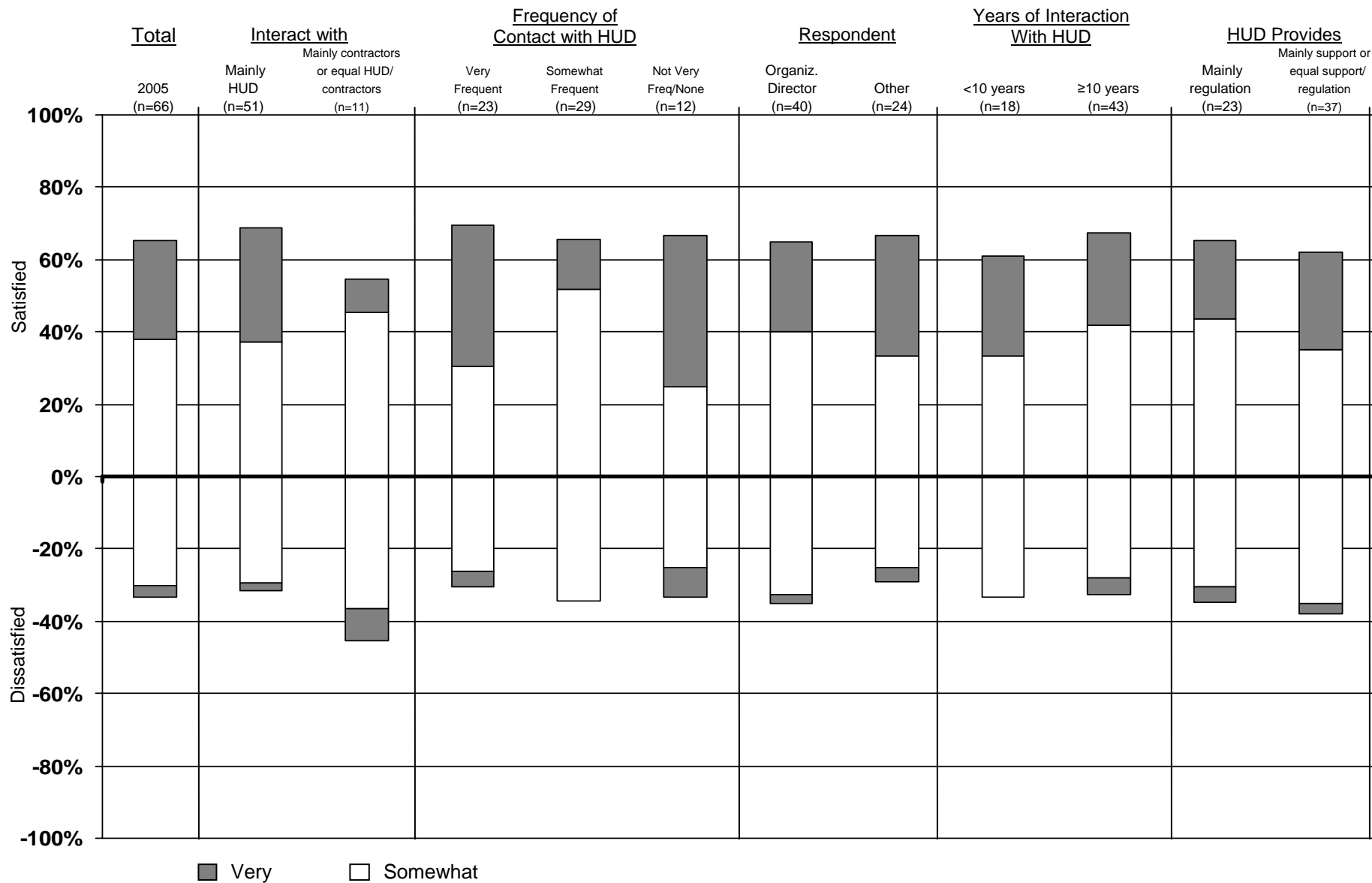
### *Non-Profit Housing Organization Partners*

**Question 7i.** 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?



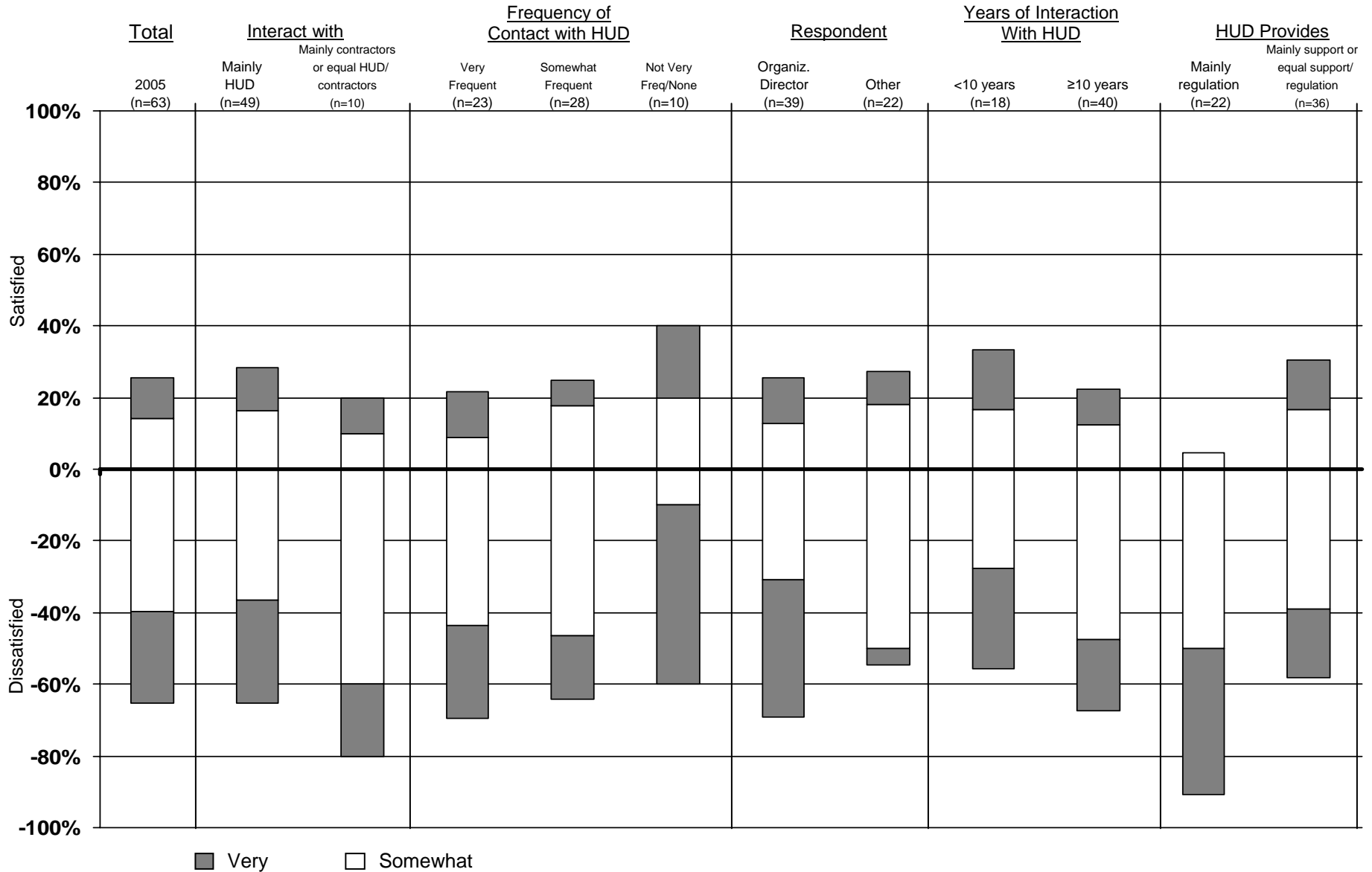
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Non-Profit Housing Organization Partners*

**Question 7j.** 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  
*Non-Profit Housing Organization Partners*

**Question 7k.** How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?

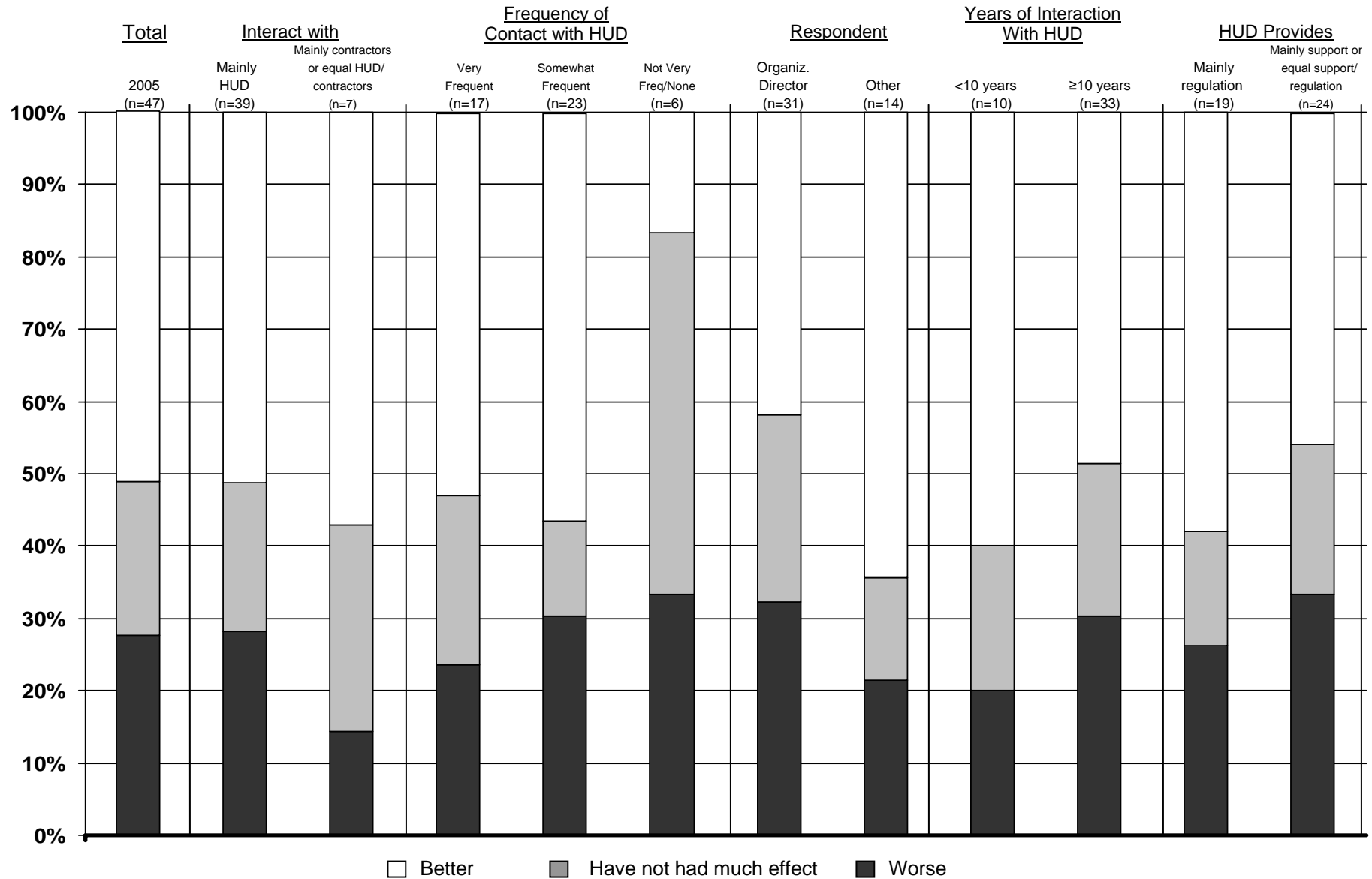




# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Non-Profit Housing Organization Partners

**Question 8.** 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?

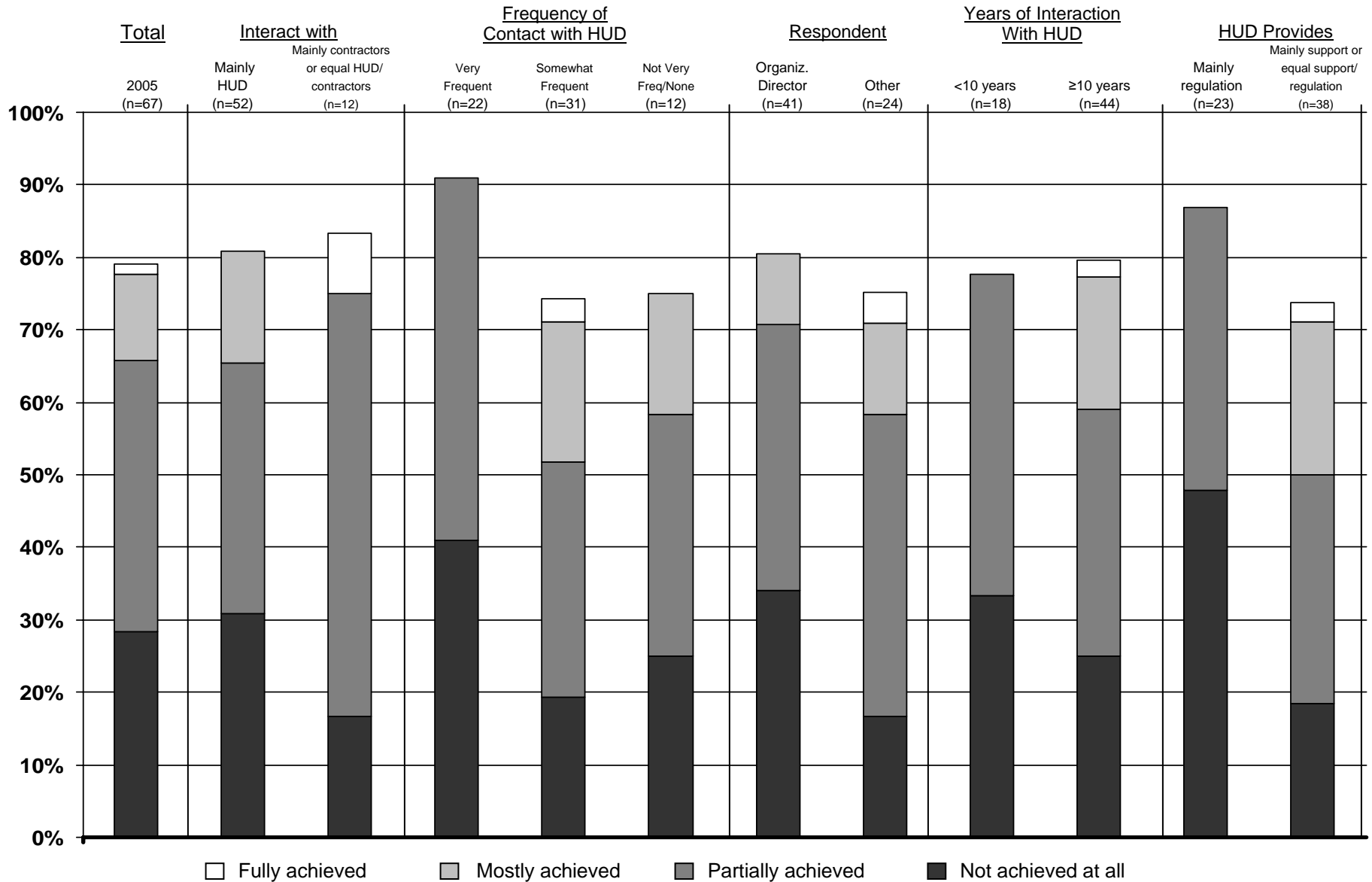


This chart excludes 27 respondents who answered don't know or not applicable or skipped the question.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Non-Profit Housing Organization Partners*

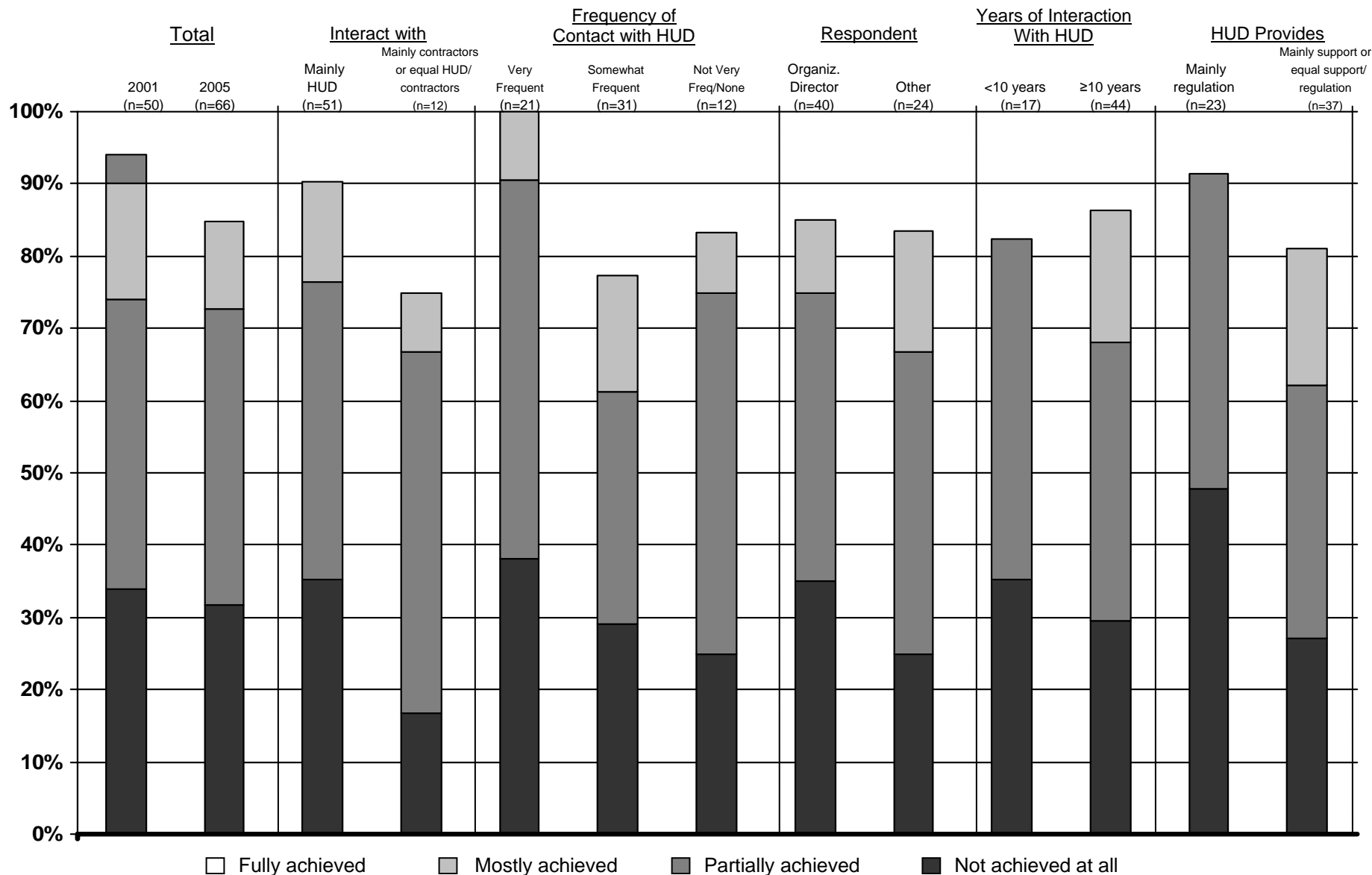
**Question 9a.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To be market-based, actively promoting competition rather than stifling innovation.



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Non-Profit Housing Organization Partners

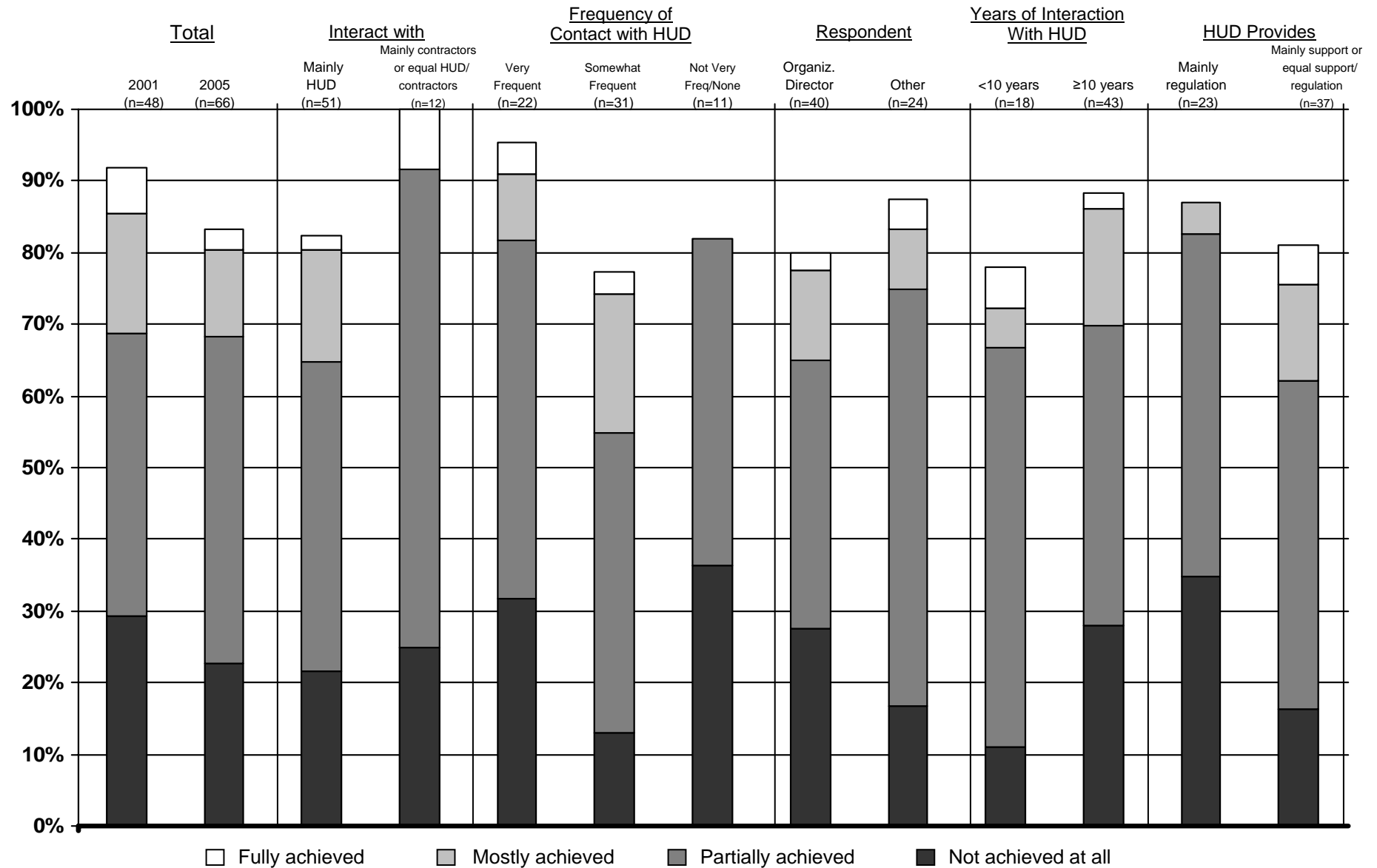
**Question 9b.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

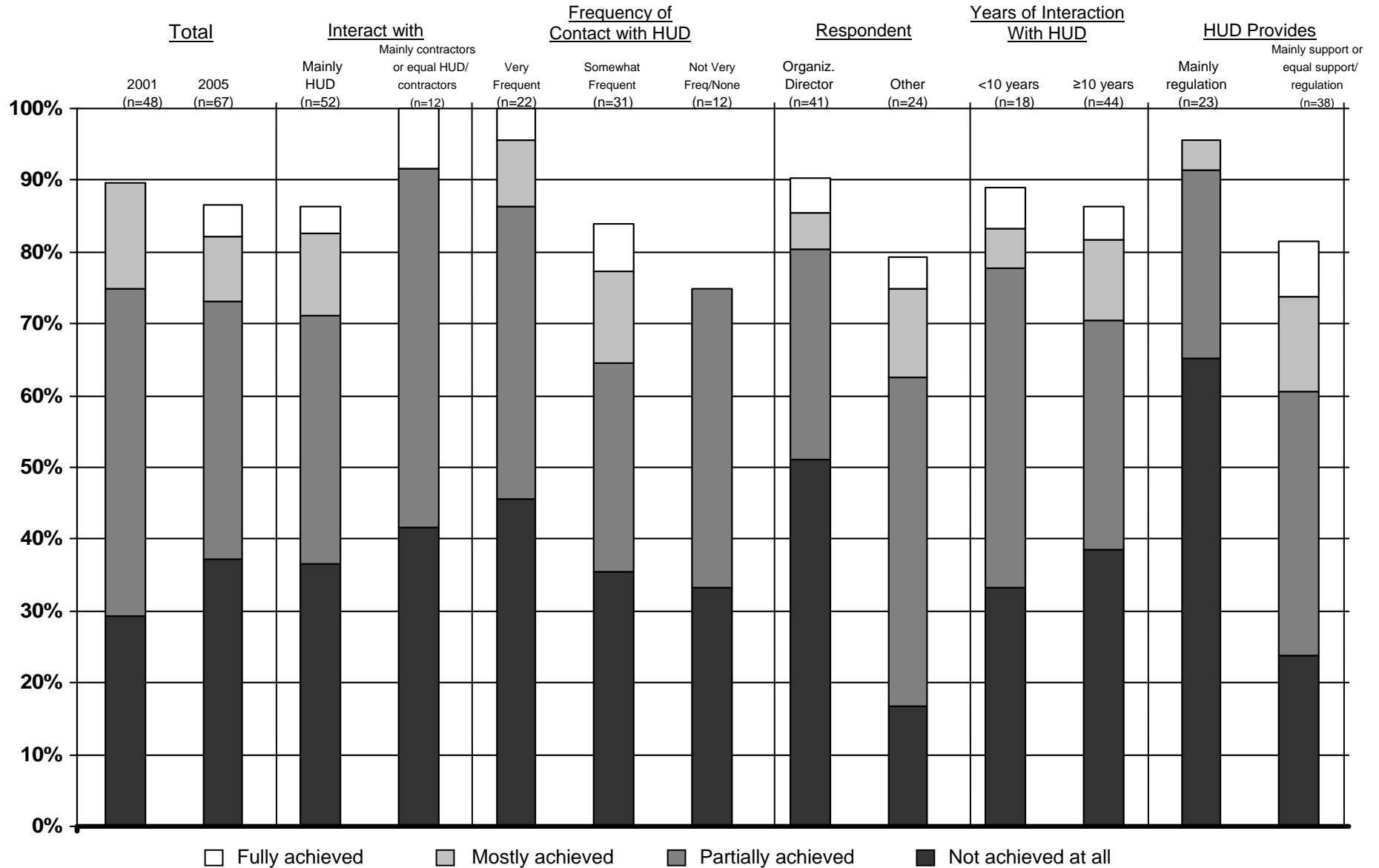
### *Non-Profit Housing Organization Partners*

**Question 9c.** 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.



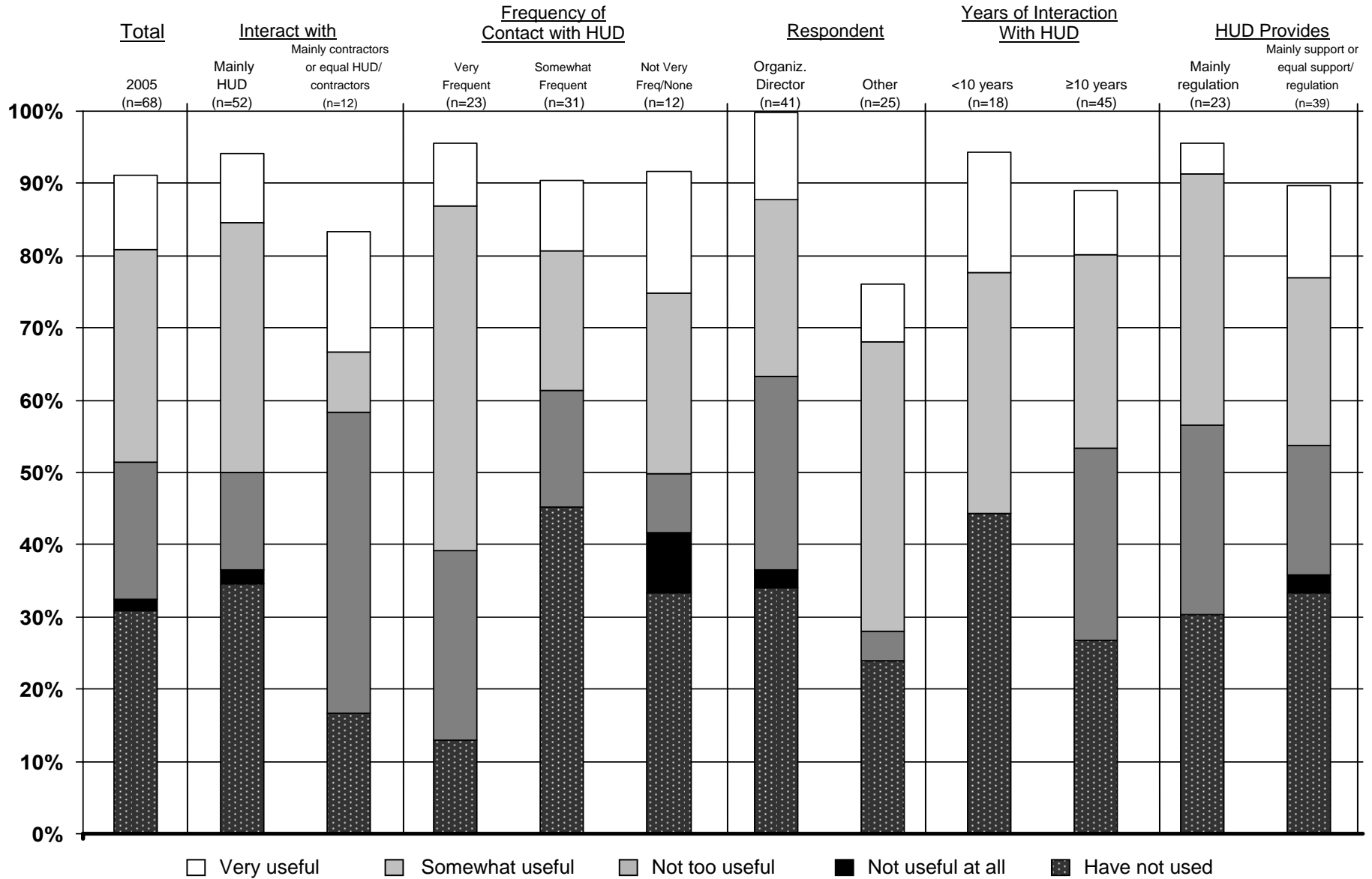
**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Non-Profit Housing Organization Partners*

**Question 9d.** 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.



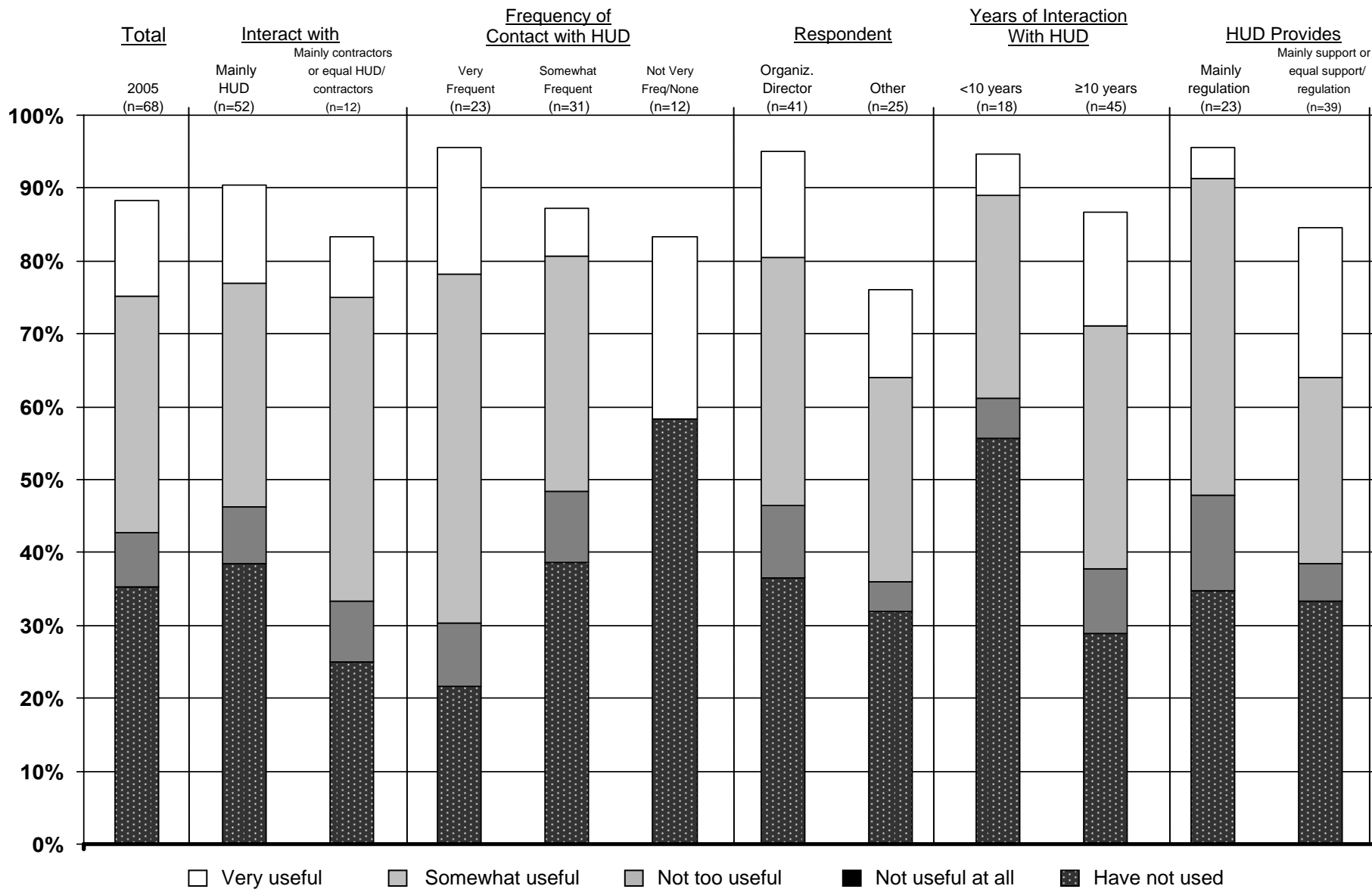
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE Non-Profit Housing Organization Partners

**Question 10a.** How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



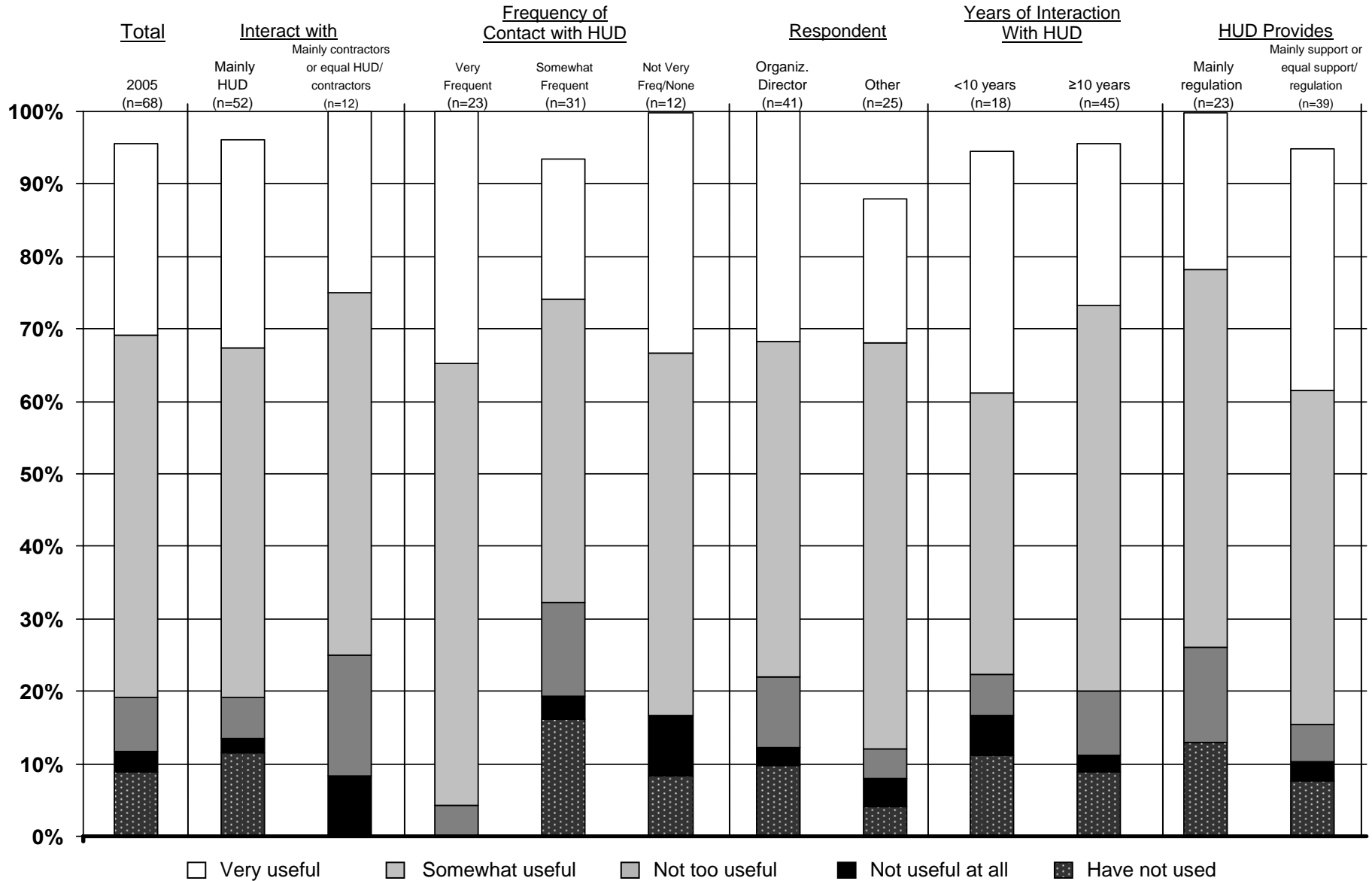
**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Non-Profit Housing Organization Partners*

**Question 10b.** 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  
*Non-Profit Housing Organization Partners*

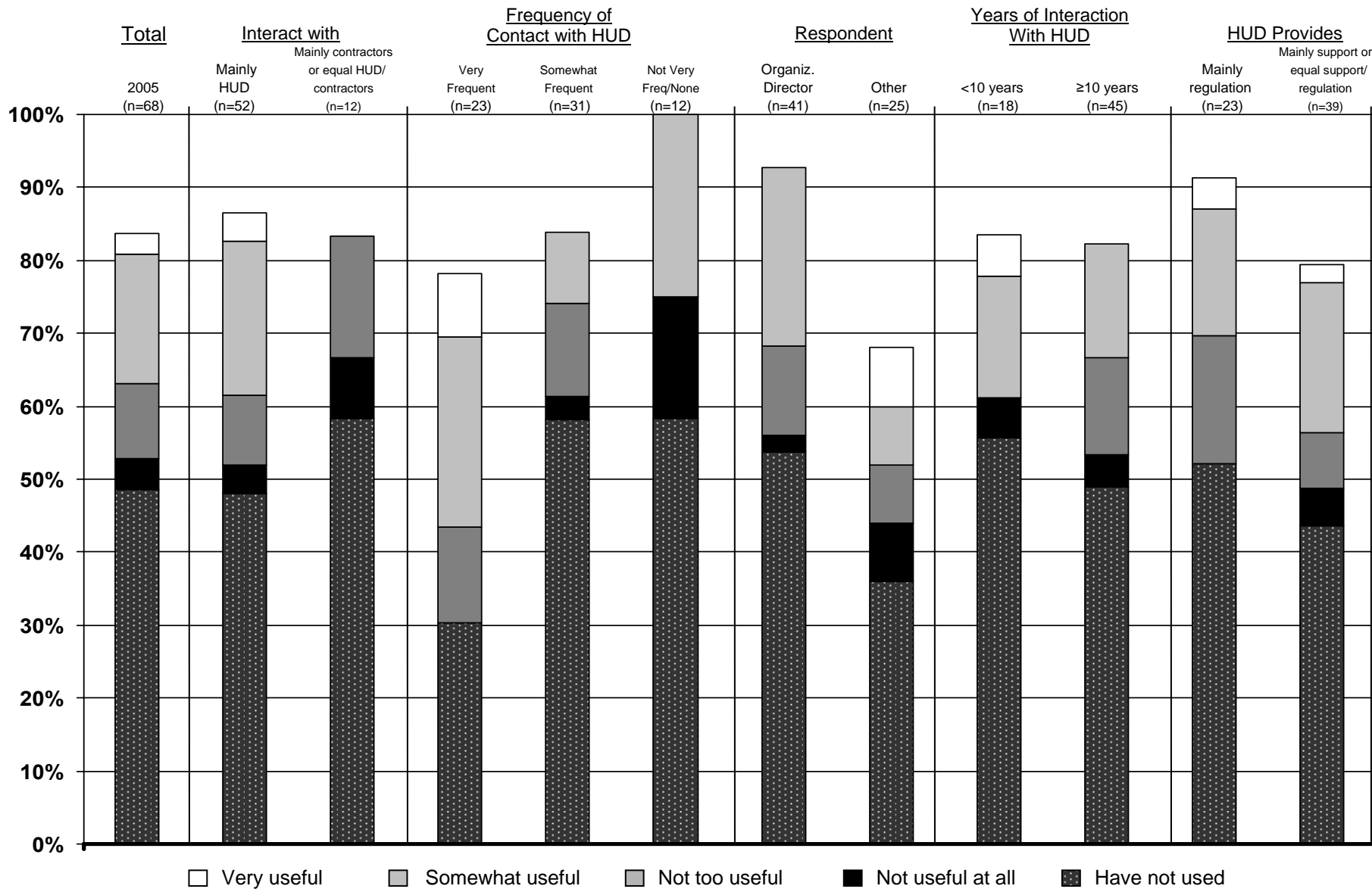
**Question 10c.** How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?





**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Non-Profit Housing Organization Partners*

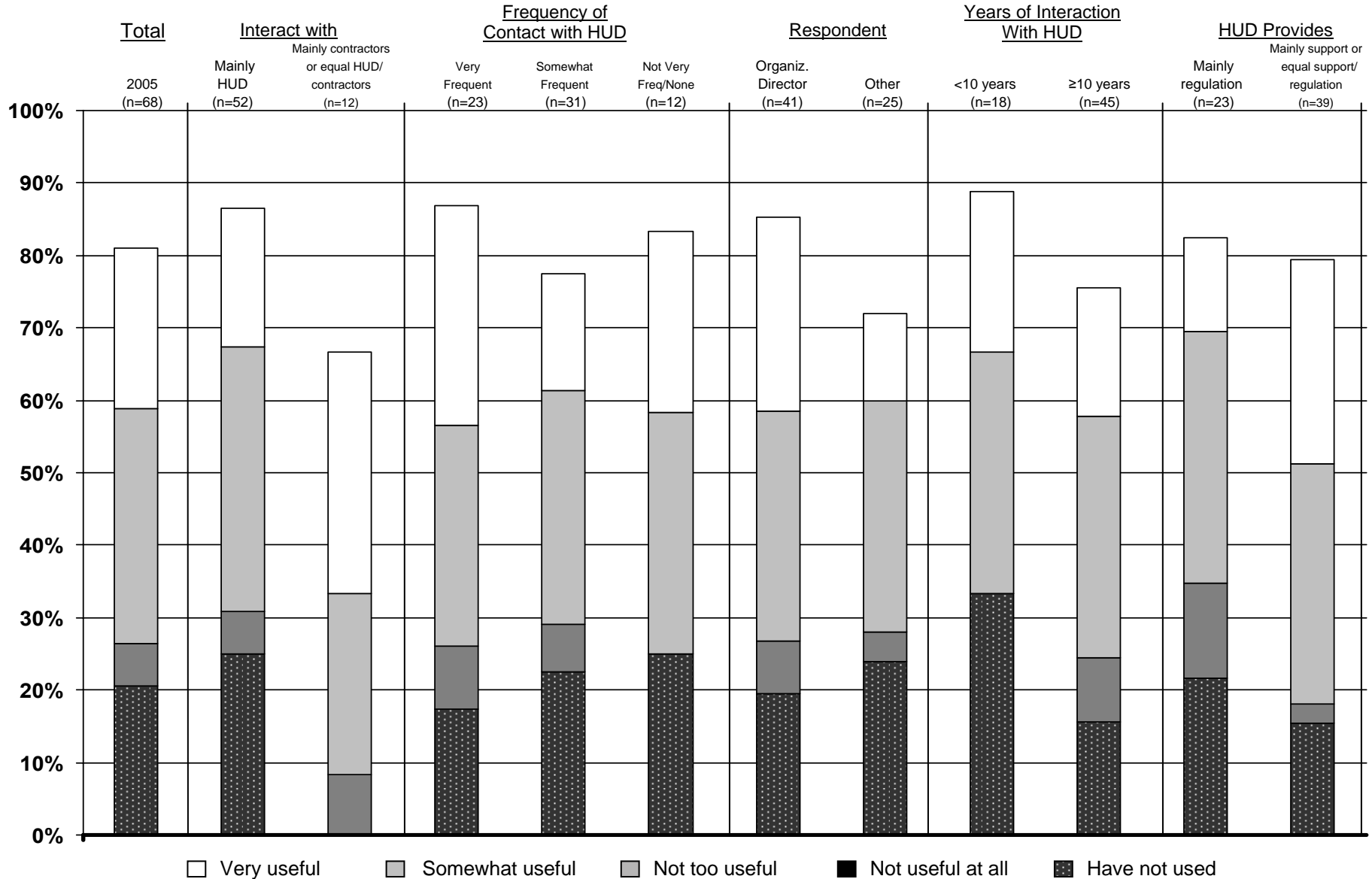
**Question 10d.** How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

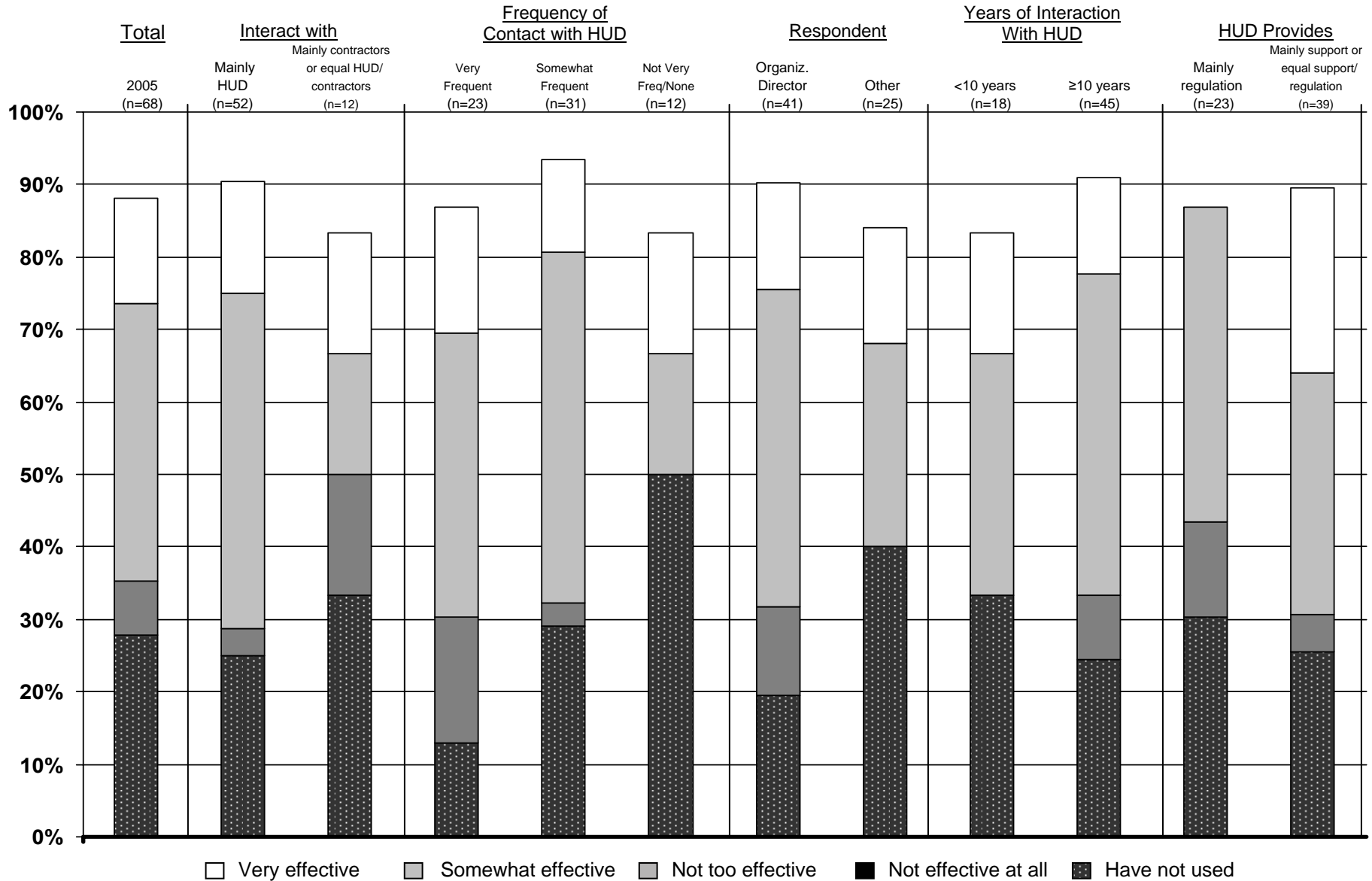
### *Non-Profit Housing Organization Partners*

**Question 10e.** 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**  
*Non-Profit Housing Organization Partners*

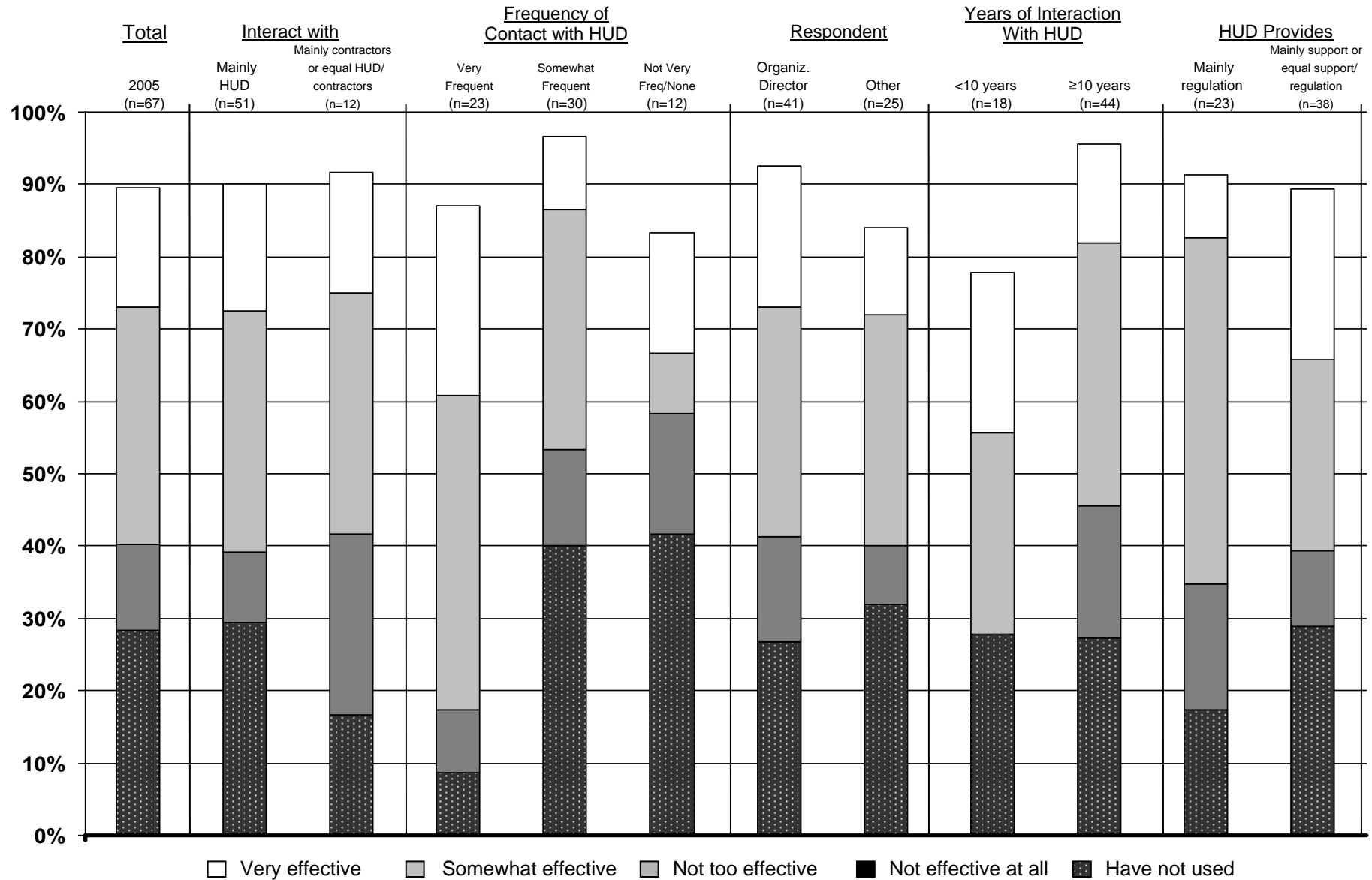
**Question 11a.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

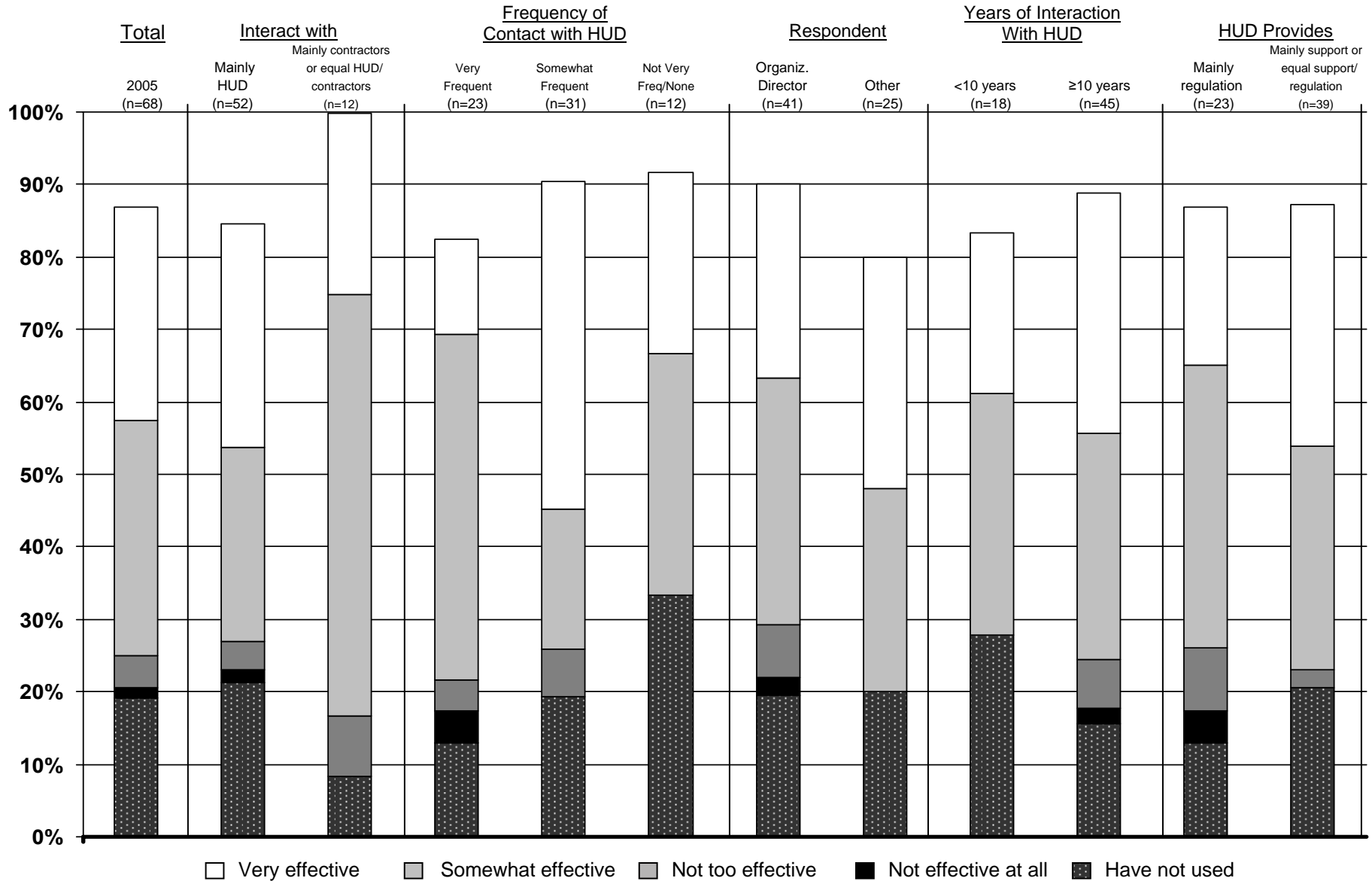
### *Non-Profit Housing Organization Partners*

**Question 11b.** 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**  
*Non-Profit Housing Organization Partners*

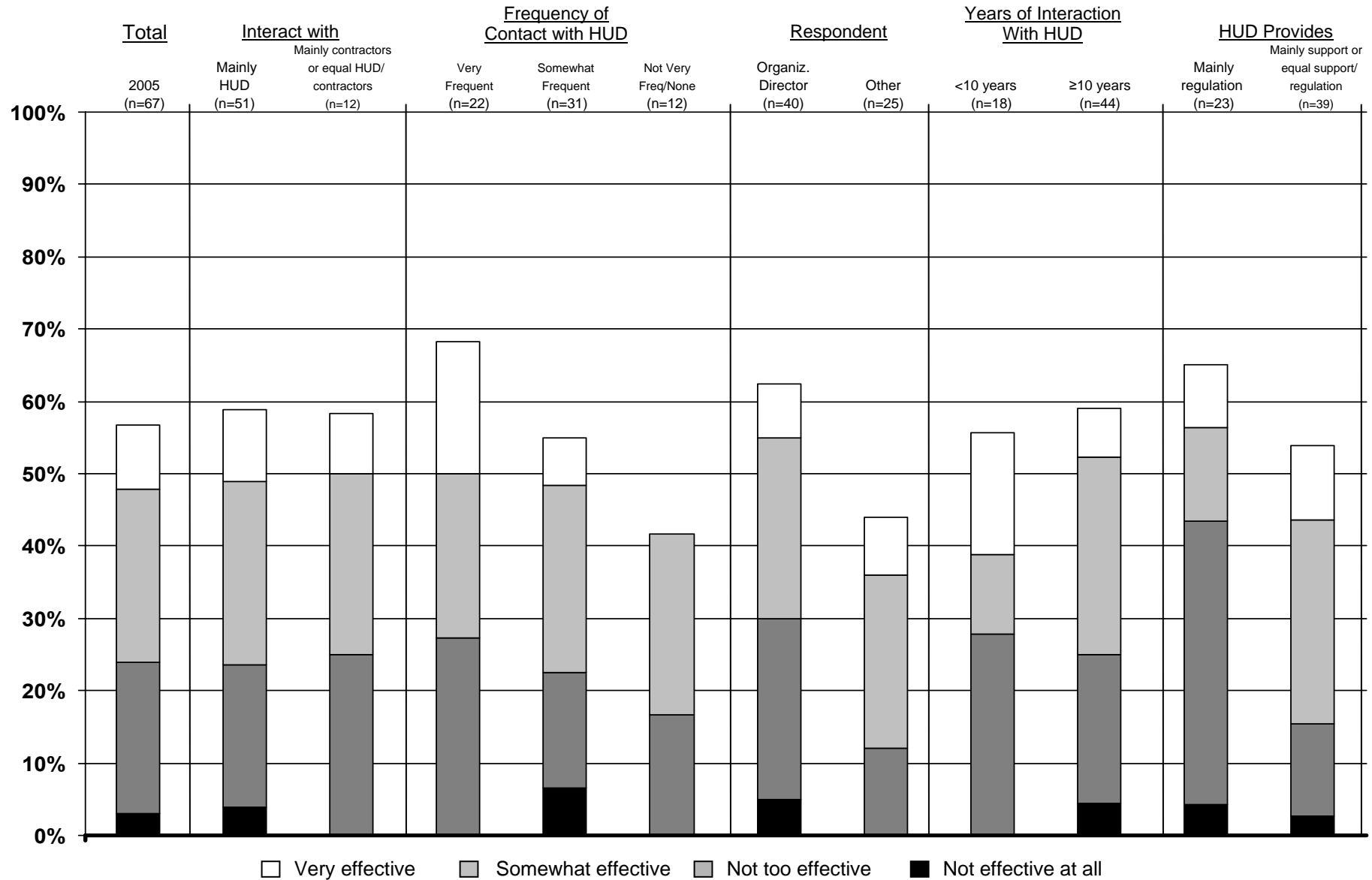
**Question 11c.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD e-mail has been as a tool for HUD to convey important information to you, such as notices and guidance?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

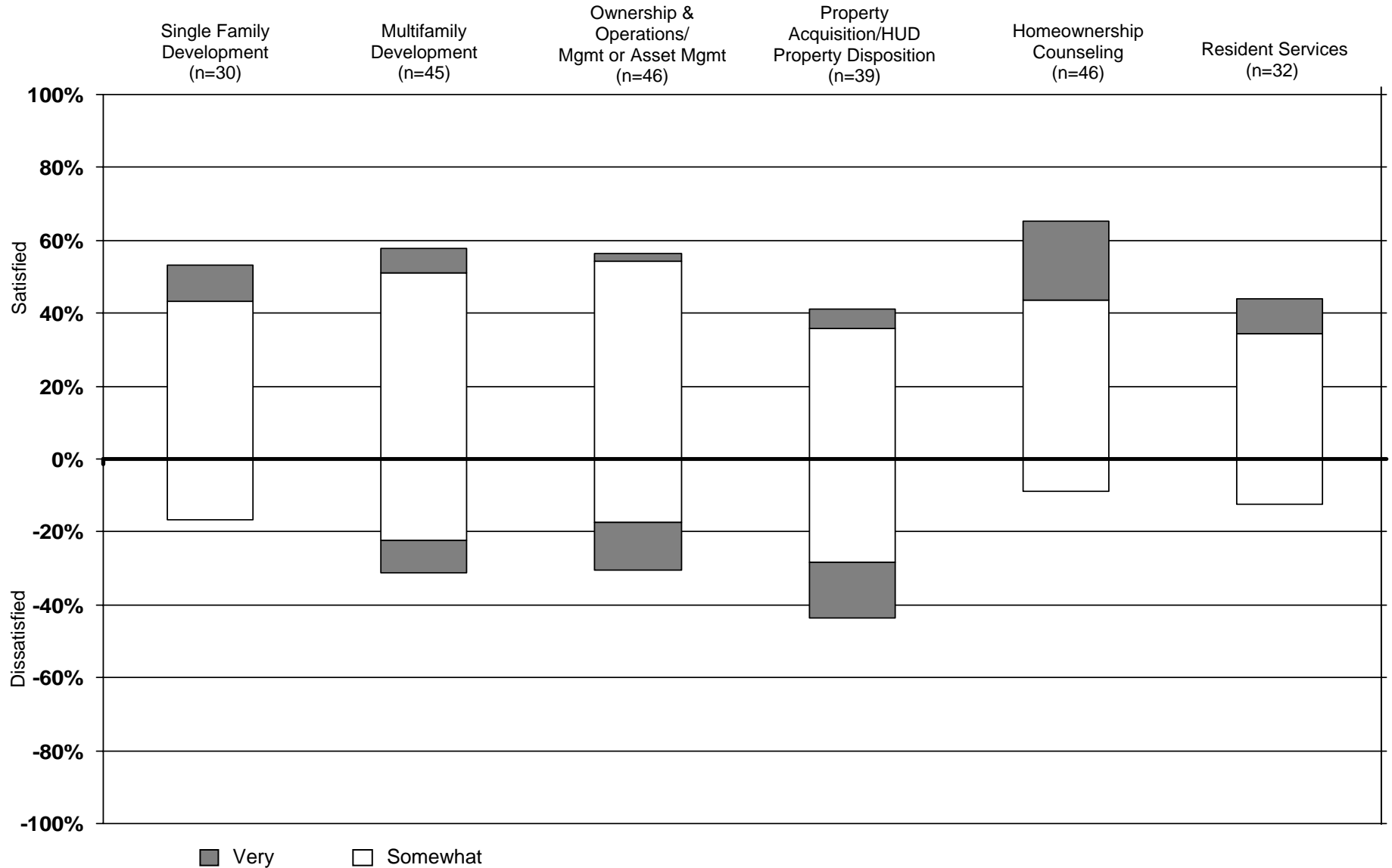
### *Non-Profit Housing Organization Partners*

**Question 12.** 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**  
*Non-Profit Housing Organization Partners*

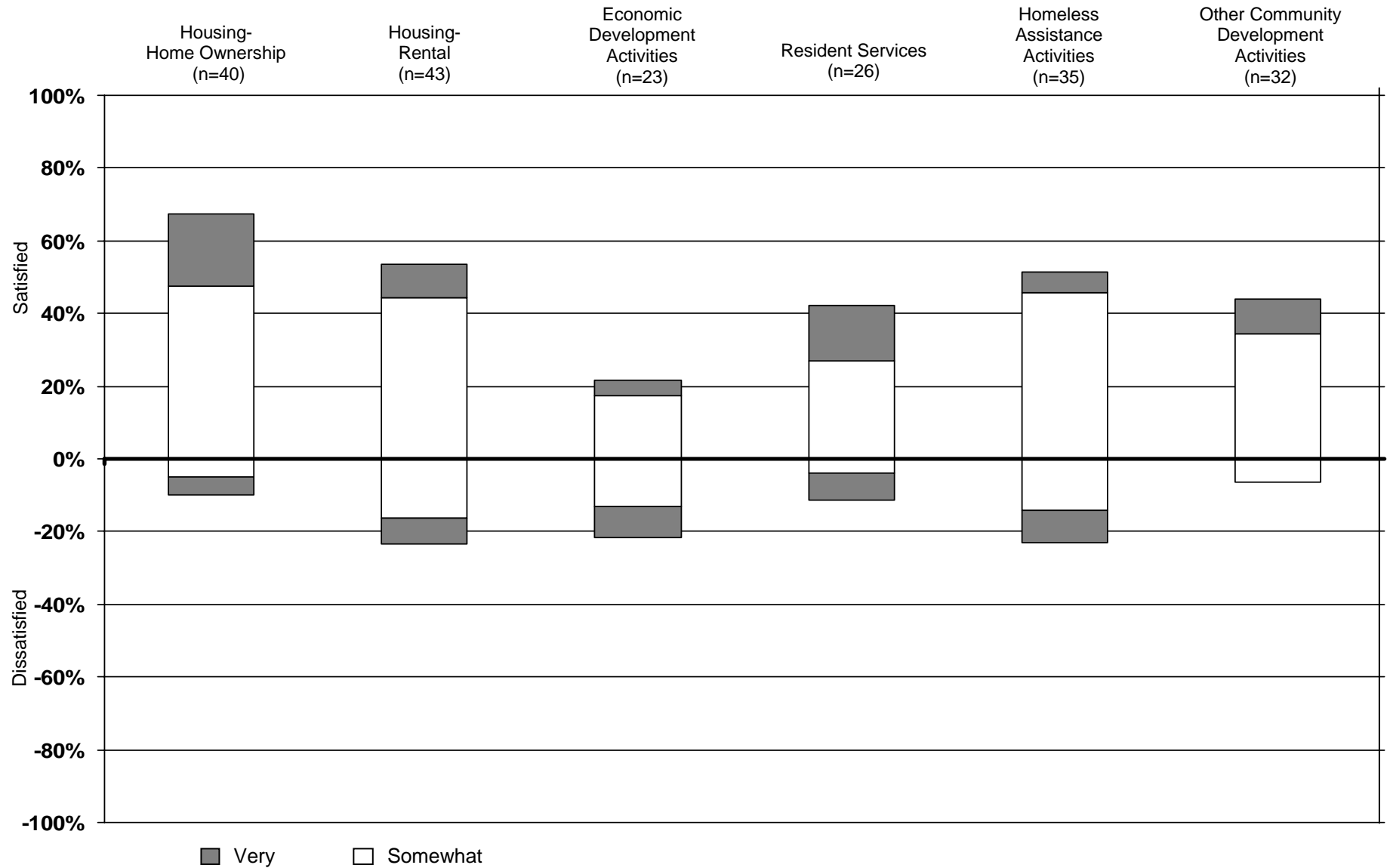
**Question 13a-f.** Overall, how satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the programs of HUD's Housing/FHA Office?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Non-Profit Housing Organization Partners*

**Question 13g-I.** Overall, how satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the programs of HUD's Community Planning and Development Office (CPD)?

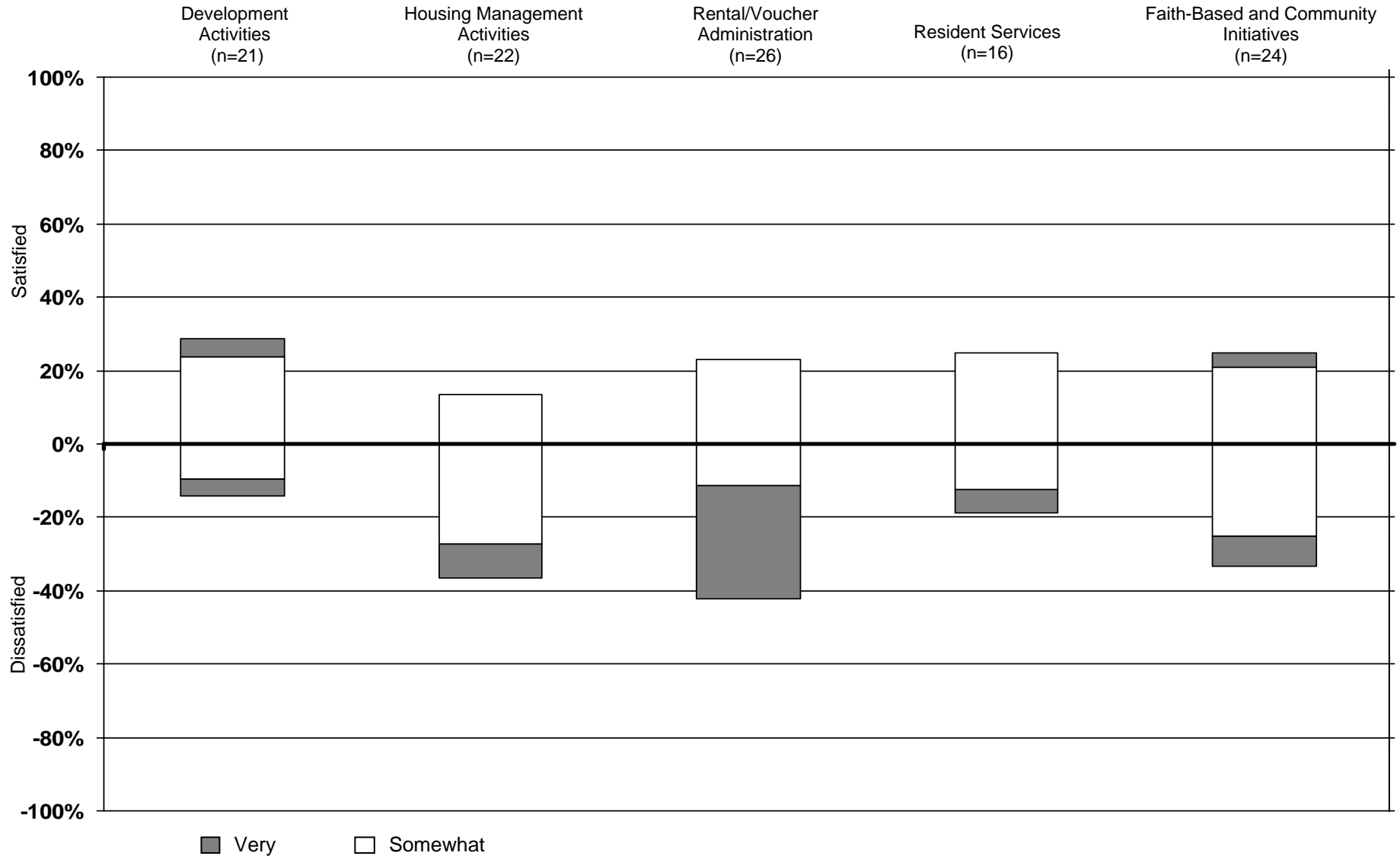




# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

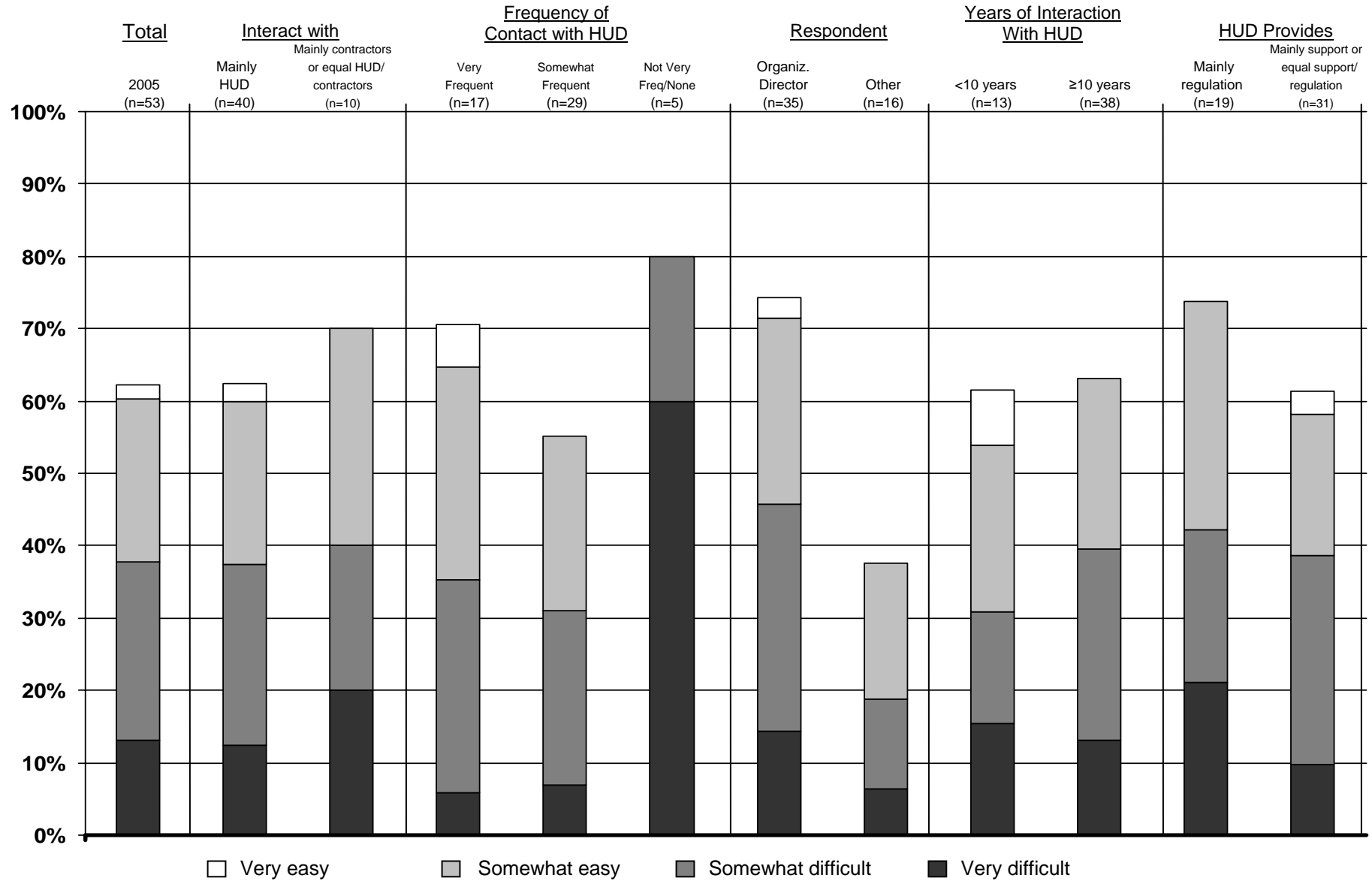
## Non-Profit Housing Organization Partners

**Question 13m-q.** Overall, how satisfied or dissatisfied are you with HUD's performance as it supports or regulates your organization's activities in the programs of HUD's Public and Indian Housing Office (PIH) or other offices?



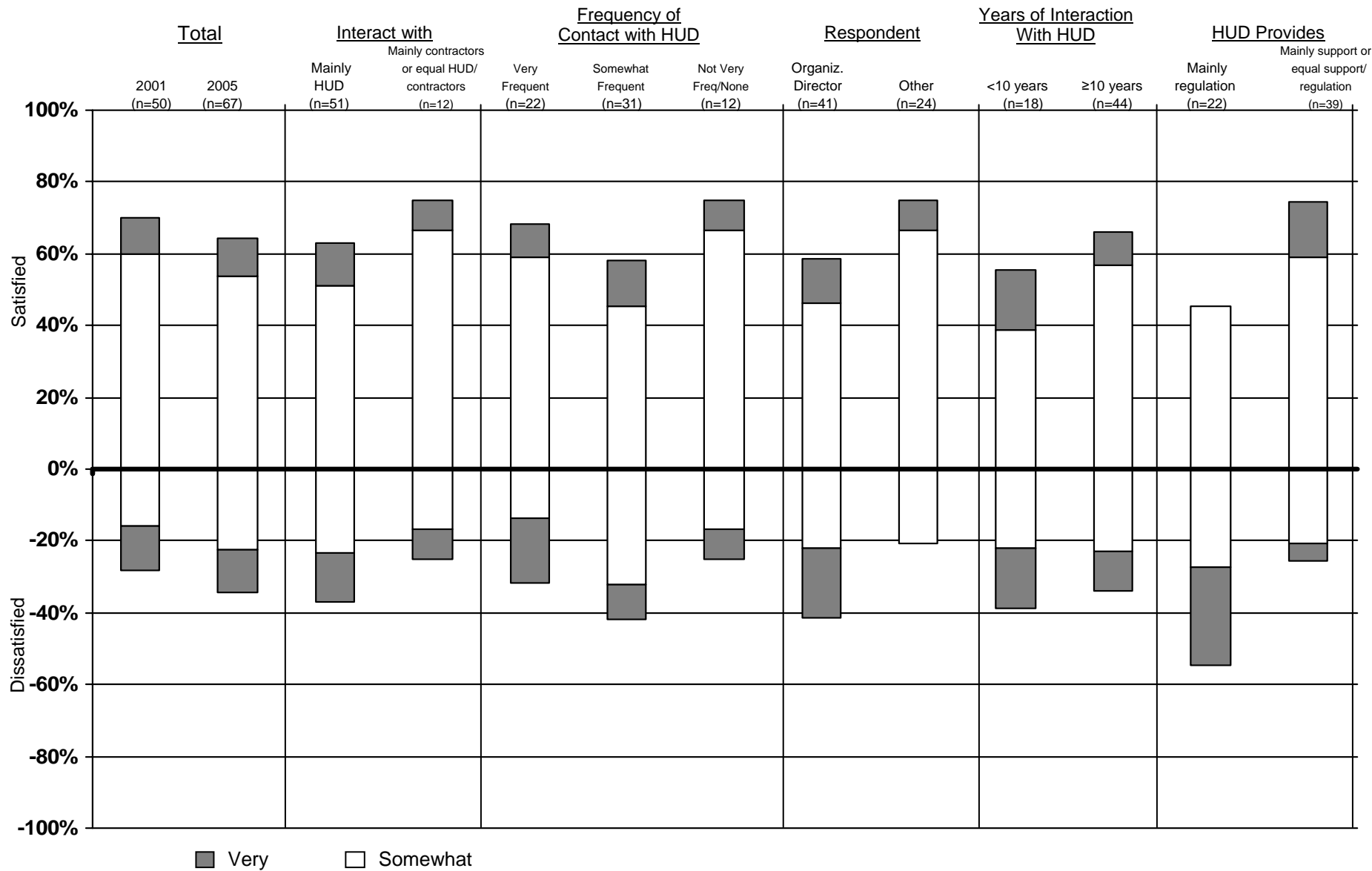
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Non-Profit Housing Organization Partners*

**Question 14.** In general, is the Real Estate Assessment Center's (REAC's) electronic system for submission of financial statements easy or difficult to use?

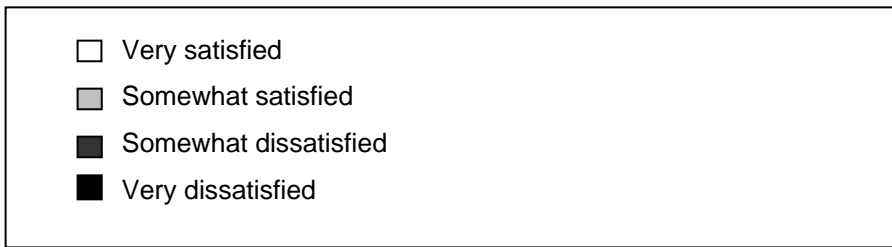
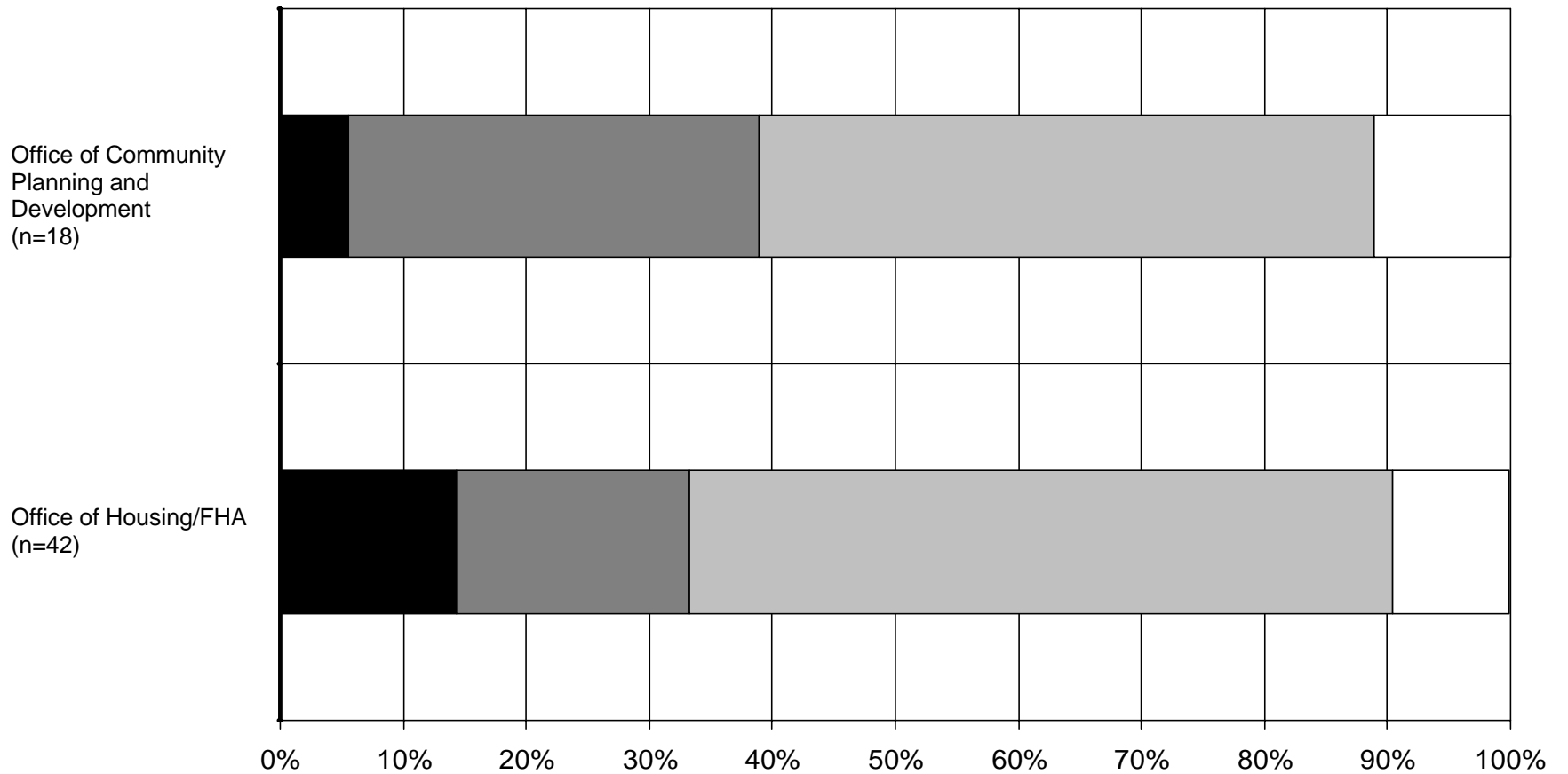


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Non-Profit Housing Organization Partners

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



Overall satisfaction (Q16), shown by the HUD office/program with which the agency reported having the most involvement.



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

PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Non-Profit Housing Organization Partners*

Forty-three percent of respondents (32 of 75) took the opportunity to provide comments about HUD, in their own words. The comments have been edited to remove proper nouns and other identifying information or references to other persons.

MISCELLANEOUS POSITIVE COMMENT ABOUT HUD
HUD is very supportive and employees are wonderful.
Good ?? of responsiveness from [NAME], poorer from DC.
[NAME] is very satisfied with the level of service that the staff from the HUD office in [NAME] delivers.
Our direct dealings with HUD involve a [DELETED] grant. I have been OK.
[NAME] & [NAME] are extremely fortunate to have the staff working for HUD's objectives. [NAME] has provided leadership on many important projects they work extremely hard to go the extra mile in providing information - answering request and just be there for individuals and organizations to use. They deserve a special thank you.
[NAME] is a HUD ACA organization. We work with the following individuals at HUD, and are delighted with their creativity, energy & commitment: [NAME], [NAME], [NAME], [NAME]
The [NAME] office is the best.
There have been noticeable improvements at the local [NAME] office.
Local offices like [NAME] have terrific people - they should be empowered with decision-making authority to deal with local issues effectively
System changes at HUD are noticeable and positive. [NAME], [NAME] and [NAME] all have very capable, responsive and knowledgeable staff.
The professional staffs in the [NAME] office have in fact been very helpful.
Our field office staffs are very helpful and communicative. I have gotten quick response from [NAME] office. Submitting the grants electronically was challenging but once the bugs get ironed out I think it will be more efficient.
1. [NAME] staff in [NAME] have been great 2. Multifamily housing staff in [NAME] - Very Good
In my experience the quality of information and level of cooperation has been highest from staff in our local office ([NAME]), [DELETED] ([NAME]) and [NAME]

<b>MISCELLANEOUS NEGATIVE COMMENT ABOUT HUD</b>
<p>In general I have found HUD Project Managers to be helpful and responsive. In the past they were one point of contact through whom you could most of your questions answered. With the decentralization of HUD and oversight being placed in the hands of multiple Contract Administrators or various REAC Inspectors, there is less consistency, more people to talk to in order to get an answer to a question; and, when you do it will vary from Region to Region, Office to Office or even Project/ Contract Administrator to Project/ Contract Administrator. Clear, consistent directions across all regions and offices would be helpful. If there was a problem with top down beauracracy in the past, it has now filtered down to the many decentralization offices of Contract Administrators and other departments.</p>
<p>The monitoring and selection of the title companies for the HUD Discount Homes Program has been very poor. [DELETED] (Contractors for [NAME]) is slow, unresponsive, and irresponsible. In the past 3 months, they have [DELETED], which resulted in more than [DELETED] in damages paid for by our agency and ultimately the moderate-income homebuyer. It has proven impossible to get them to answer the phone much less address these very serious issues. I am appalled by their lack of responsibility and customer service. Their non-performance has had significant impacts on our agency's efficiency and profitability. Your representative in the area, they are an embarrassment.</p>
<p>3. Asset and Management staff weak            4. HUD rules are confusing- many are simply awful</p>
<p>Generally non responsive to provide direction or support. Focused on paper process rather than end product.</p>
<p>However, there needs to be systematic changes to policy &amp; regulations. Everyone follows policies that are antiquated simply because "it has always been done that way." There must be a method to why we do some of the time wasting and ineffective paperwork! Workflow organizations are being requested to do.</p>
<p>The only issues that concerned [NAME] is when duties formerly assigned to the [NAME] office were switched to [NAME]. [NAME] personnel are not as familiar with the area and it takes them longer to respond.</p>
<p>Could learn a lot by how Federal Home Loan Book, Fannie Mae operate their housing programs. ?? Poorly by comparison.</p>
<p>HUD's line staff (those responsible for closings and reviewing reports and most important, processing construction draw requests) are critically important to the success of our projects and programs. Some are great, some are weak... long delays, excessive enforcement of regs (beyond any reasonable standard), and ultimately, a total disregard for our agency's cash flow and the need to conduct business in a timely manner. HUD needs to achieve the dual goals of operational efficiency and regulatory compliance. The weaker employees appear to hide behind "regulatory compliance" to mask their own inefficiency.</p>
<p>The changes to the 2530 reporting are horrible. There is absolutely no help from the "help center" regarding electronic filing. It is do bad that large tax credit investors are reducing their investments in equity funds below the 25% of a fund so they don't have to file 2530's. The removal of "best of my knowledge" language from the electronic form will prohibit investment.</p>

[DELETED].

I state the above by way of establishing my familiarity with, and success at, writing responsive funding applications for HUD programs. This year was the first that HUD required housing applications to be filed electronically. It was difficult and frustrating experience that easily doubled the time required producing a responsive application.

In past years, I could obtain a copy of the HUD application and all necessary forms soon after the NOFA was published, thereby allowing me to begin working with client sponsors immediately. The new online system required that specific software (the Pure Edge Viewer) be downloaded before being able to access forms and guidelines. The sponsor's DUNS number had to be in put prior to being able to access forms (a very time-consuming process unto itself). A multi-day process was required, simply to acquire authorization from the online system as the housing consultant who would file a clients' application. It was an extremely labor intensive, frustrating process. There were numerous times when the system would not accept information that was actually correct. Passwords would work one day, but not the next. HUD advertises a help line that one could call. However, it took several days for the help line to return calls.

The system was not designed to have all the required forms accessible at one online site. The number of hours logged in obtaining authorization to file an application, then attempting to round up all the necessary forms, was discouraging in the extreme. And that was all before attempting to actually file the application. Throughout the process, there were continuous glitches in the online system that made it more difficult. The local HUD office staff tried to be helpful, but many times they simply had no idea how to overcome a technical problem.

My most serious worry about the online system of filing applications is that it will effectively prelude many worthy applicants from filing. Unless an organization has access to some very highly skilled IT staff, the chances of becoming mired down in the process is very likely. As a consultant, the process was so burdensome because it required so much of my time being spent wrestling with the online process, rather than with focusing on the details of the application itself. All of this is very likely to result in fewer applications being submitted, less affordable housing being developed, and ultimately, the inaccurate illusion by HUD in communicating with Congress, that interest in the program is low and funds should therefore be reduced in future years.

I do wish the subject of filing HUD applications online, had been included in the HUD survey.

I received your second request to fill out your survey form about HUD. I have not been able to fill out the form because it does not seem to apply to our organization. We are the largest non profit housing developer in the [NAME] region, but it would be hard to comment on how well HUD is serving our needs since most of the good HUD program have been cut and no one in our organization can recall when someone from HUD last visited our organization. I think it might have been more than ten years ago. Since we are a faith based organization, you might think that we would be working with the new faith based department. But, we have never heard from them and know little more than what we read in the national press. I have no idea why they exist. Let's be truthful here. Until we have a Congress and White House that cares about housing, we will not be able to restore HUD to the time when it was more relevant to our nation's housing needs.

It has been very difficult to contact HUD representative/contractor at [DELETED] to obtain information regarding the exam that is needed for certification for Home Equity Conversion Mortgage/Reverse Mortgage. We have never been able to contact or get any information from the representative that we have been referred to. We have also attended training for which we were told that would not necessarily prepare us for the exam. Each time training has been announced, we were informed the training would not prepare us for the exam. We are still seeking information regarding the exam process.



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Non-Profit Housing Organization Partners*

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Local office staffs are very professional & try to be helpful; however, they are not empowered to assist us -- & often learn about national office policy from us -- which we only learn by going to industry conferences where HUD officials are on panels. Recently, it seems that HUD is making Section 8 impossible to run so PHAs will want reform. Decisions take too long & policies/regs are often irrational (e.g. need for waivers for PBAs when which we've been waiting for nearly 4 years allow & ?? discretion. Also--No communication between HUD depts E. G. Multifamily had state dept. translate HUD forms for S8 into many languages. PIH is requiring every PHA to do it independently in every language. Legal documents that could be improperly translated.

Over the past [DELETED] yrs. I have had the experience of working with HUD [NAME] /[NAME] /[NAME] offices. I long for the days when in the 70's & early 80's when we had Sect. 8 const./Sub. rehab programs that worked so well. The [NAME]. office has always been terrific to work with for they had a "can do" attitude. HUD now is certainly not the HUD of old which got things done. Of course it would help if they had \$.

Relative competence at senior levels; very sharp drop-off in middle mgt.

Some families are not able to sustain homeownership for a variety of reasons beyond their control. HUD should put more funding into helping families keep their homes in instances of death, illness, divorce or loss of employment. HUD should require all lenders to refer delinquent homeowners within the first 30 days to a housing counseling agency. HUD should increase the payment to nonprofit counseling agencies for counseling services provided.

Stop talking about ending homelessness in 10 years, if you are not going to fund it. Permanent supportive housing works, so dramatically increase funding support Section 8, don't dismantle it.

The new financial reporting system has increased our audit costs dramatically and is cumbersome to use. There is insufficient program flexibility to address issues before, they become costly and result in the most unfavorable outcome, especially in changing market conditions. Front line employees tend to be too bureaucratic and are rarely innovative.

There seems to be no sense of urgency. Every person is waiting for their retirement date. Egos are big or it's the highway. Nobody seems to care about deadlines. Govt. employees go to HUD to retire. Check out the average age in HUD vs. anywhere else.

The REAC inspections are useless and have no bearing on the quality or habitability of properties, with the occasional exception of some life/safety issues. HUD is a bureaucratic regulatory nightmare for employees and customers; inhibiting proper outcomes as well as making efficient and effective solutions difficult to achieve

The [NAME] office is the worst.

Alphonso Jackson is the worst HUD secretary in years.

The [NAME] -HUD office is of no use. It has created more problems in the community than be of any help. The office carries a tremendous amount of miscommunication. Wrongful information and gets involved in local politics. The [NAME] -HUD office handles all programs for the [NAME], [NAME], [NAME], [NAME] areas. It would be best for the [NAME] -HUD office closed. It serves no purpose.

A predominance of staff has been at HUD many years and is having difficulty adapting to the new philosophies. There also are significant differences among field offices.

Please consider my answer as a response to the Federal HUD Office destructive directives toward the Federal Voucher Program. It is clear that the political appointees of this administration are attempting to undermine the only viable program for low-income families in the country. There has been too much time spent on the 'faith based' talk and too little time on identifying the best solutions for a growing disparity between the rich and poor, particularly as it applies to, housing. But too often the decisions are made (or not made) in [NAME]. A case in point is the continued confusion over the rules for project based subsidies (a part of the Federal Voucher Program). We have a long history with [DELETED], the contractor for the oversight of the Federal Voucher Program in [CITY]. Our complaint has more to do with the change in federal policy than it has to do with execution of that policy. Although, I remember a time when decisions were made in the regional and area offices by trusted and competent administrators. I guess I'm getting old. HUD is sponsoring an initiative to create ten year plans to end homelessness. It is a good idea to envision solving the problem. Where will the money come from to help the currently homeless families and individuals pay for that housing? This seems like one more attempt to talk a problem to death rather than identify a real solution.

**TIMELINESS**

Audit & reporting requirements are slow and very labor intensive. Single family staff and HOC program managers try to make things work but they cannot keep the reporting requirements under control.

(1) Follow-up on promised information slow. (2) Agency Bureau does not allow local decision making- therefore hard to process information needed to move a housing related issue.

Can HUD do anything about how long (60 days or more) it takes [NAME], [NAME], [NAME], and [NAME] Housing Authorities to process voucher holders. We have to hold units open 60 + days just to [??] equally house voucher holders. We can not afford to continue to do this. It should not be acceptable that it takes 60 days to approve and process a voucher holder!

Other dealings (Sec 8, HUD counseling housing development) are generally thru intermediaries but these have been very problematic. HUD has taken months & months to rule on simple waiver requests (Sec 8 project based) & the HUD staff don't seem to know the programs, are afraid to make decisions & often seem to try to block things.

**MISCELLANEOUS**

There really seems to be a vast difference between housing/FHA and Homeownership and MF/Homeless. Our comments in some areas are a blend of the two.

Eligibility for non profits to participate in property disposition program very cumbersome, esp. for nonprofits that do not use [DELETED] financing. Need to streamline.

## **APPENDIX: SURVEY QUESTIONNAIRE**



# HUD Survey of Non-Profit Organizations

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

Your responses will remain strictly confidential. Neither you nor your organization will be identified in reporting the survey findings to HUD or anyone else. The survey is being conducted by Silber & Associates, an independent and non-partisan research organization.

Please complete the questionnaire this week and return it in the enclosed envelope. If you need assistance, please telephone Silber & Associates toll-free at 1-888-SILBER-1 (888-745-2371) or e-mail support@silberandassociates.com.

1. How **frequent** have your **organization’s contacts** been **with HUD** during the past twelve months?

Very frequent (PLEASE GO TO Question 2)  
 Somewhat frequent (PLEASE GO TO Question 2)  
 Not very frequent (PLEASE GO TO Question 2)  
 None at all → **On behalf of your organization, are you in a position to assess and comment on the performance of HUD’s organization and programs?**  
 Don’t know →

Yes (CONTINUE)  
 No →  
 Don’t Know →

PLEASE FORWARD TO APPROPRIATE PERSON, OR RETURN QUESTIONNAIRE IF THERE IS NO SUCH PERSON

2. During the past twelve months has your <b>organization</b> had <b>contact</b> with:	Yes	No	Don’t Know
a. HUD personnel in HUD’s Washington DC Headquarters office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD personnel in one or more of HUD’s field offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Multifamily Property Disposition Center)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. A contractor working for HUD (such as a Section 8 Performance Based Contract Administrator)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. During the past twelve months, when you interacted with HUD, were your dealings **more with HUD**, or were they **more with HUD’s contractors/third-party contractors**?  
Check “Did not deal with HUD’s contractors” if that applies.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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More with HUD    More with HUD’s contractors    Interacted with HUD & HUD’s contractors about equally    Did not deal with HUD’s contractors    Don’t know

4. Overall, taking everything into consideration, how satisfied or dissatisfied are you with the service provided by **HUD’s contractors/third-party contractors**?  
Check “Did not deal with HUD’s contractors” if that applies.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Very satisfied    Somewhat satisfied    Somewhat dissatisfied    Very dissatisfied    Did not deal with HUD’s contractors    Don’t know

*Please answer the remainder of the questionnaire based on your experience with HUD, including its contractors/third-party contractors.*

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

- Mainly providing support to you
- Mainly regulating you
- About equally providing support and regulating you
- Neither/something other
- Don't know

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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6. 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:

- Very satisfied
- Somewhat satisfied
- Somewhat dissatisfied
- Very dissatisfied
- It depends
- Don't know

a. The HUD programs you currently deal with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The way HUD currently runs those programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Listed below are several different ways to think about **your relationship with HUD**. For each item, indicate your level of satisfaction or dissatisfaction at the present point in time. *Check "Not Applicable" if the situation does not apply to your agency (for example, if you do not currently receive information from HUD).*

- Very satisfied
- Somewhat satisfied
- Somewhat dissatisfied
- Very dissatisfied
- Not applicable
- Don't know

How satisfied or dissatisfied are you, in general, with...?

a. The <b>quality</b> of the <b>information</b> you currently receive from HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The <b>timeliness</b> of the <b>information</b> you currently receive from HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The <b>timeliness of decision-making by HUD</b> (such as requests for waivers, rulings, and approvals)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The <b>quality</b> of <b>guidance</b> you currently get from HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The <b>consistency</b> of <b>guidance</b> you currently get from HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The <b>clarity of HUD rules and requirements</b> that apply to your agency; in other words, how easy they are to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The <b>responsiveness</b> of the <b>people</b> with whom you currently deal at HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The <b>competence</b> of the <b>people</b> with whom you currently deal at HUD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. The extent to which <b>HUD employees</b> have the <b>knowledge, skills, and ability</b> to do their work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Your ability to <b>reach</b> the <b>people at HUD</b> whom you need to contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. The <b>time commitment</b> required to <b>comply</b> with HUD <b>reporting</b> requirements (e.g., Tenant Rental Assistance Certification System [TRACS] or HUD's Real Estate Assessment Center [REAC])	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. 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?

- Much better
- Somewhat better
- Somewhat worse
- Much worse
- Not had much effect
- Not aware of such changes/Not applicable
- Don't know

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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9. Some observers believe that improvement of the **management** and **performance** of federal government agencies rests on the achievement of several **objectives**, like those listed below. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe each such objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all.

- Fully achieved
- Mostly achieved
- Partially achieved
- Not achieved at all
- Don't know

a. To be market-based, actively <b>promoting competition</b> rather than stifling innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. To replace a top-down bureaucracy with a <b>customer-friendly</b> structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. To instill an <b>ethic of competence and excellence</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. To replace an emphasis on process with an <b>emphasis on performance</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. HUD provides **training and technical assistance** through different methods. For each method listed below, please indicate how useful or not useful you've found it. Check "Have not used" if you haven't used the method for HUD training or technical assistance.

	Very useful	Somewhat useful	Not too useful	Not useful at all	Have not used	Don't know
a. HUD-sponsored <b>conferences/satellite broadcasts</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD-sponsored <b>training programs</b> conducted by <b>contractors</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD's <b>Webpage</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. HUD's <b>Webcast training</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. HUD participation in <b>panel discussions</b> and <b>training sessions</b> set up by <b>non-HUD groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

12. 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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Overall, how satisfied or dissatisfied are you with HUD's **performance** as it **supports** or **regulates** your **organization's activities in the following areas**? Check "Not Applicable" if your organization does not engage in a particular activity in conjunction with HUD's programs.

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Not applicable	Don't know
<b>PROGRAMS OF HUD'S HOUSING/FHA OFFICE:</b>						
a. Single-family development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Multifamily development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ownership and operations/management or asset management activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Property acquisition/HUD property disposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Homeownership counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Resident services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMS OF HUD'S COMMUNITY PLANNING AND DEVELOPMENT OFFICE (CPD):</b>						
g. Housing - homeownership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Housing - rental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Economic development activities like business development or job creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Resident services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Homeless assistance activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Other community development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMS OF HUD'S PUBLIC AND INDIAN HOUSING OFFICE (PIH):</b>						
m. Development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Housing management activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Rental/voucher administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Resident services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OTHER</b>						
q. Faith-based and community initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



