

**PUBLIC HOUSING AGENCY PARTNERS'  
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**PUBLIC HOUSING AGENCY 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

**Martin D. Abravanel**  
The Urban Institute

**Bohne G. Silber**  
Silber and Associates

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.

# Table of Contents

<b>PART 1: Background and Description of the Sample .....</b>	<b>5</b>
<b>PART 2: Survey Results Highlights .....</b>	<b>7</b>
<b>PART 3: Bar Charts of Responses to Each Survey Question.....</b>	<b>9</b>
• Respondents' verbatim comments on the quality of their relationship with HUD .....	40
<b>PART 4: Open-Ended Comments Reported Verbatim by Category.....</b>	<b>67</b>
• Miscellaneous Positive Comment About HUD .....	68
• Miscellaneous Negative Comment About HUD .....	68
• Disconnect Between PHAs and Washington; Need to Decentralize; Too Much Regulation; Other Negative Comments About HUD Central, HQ, and Washington .....	73
• HUD Staff (Positive and Negative Comments).....	76
• Need for Training.....	78
• REAC .....	79
• Communication .....	80
• Dissatisfaction with Electronic Systems .....	80
• Funding Concerns .....	81
• Miscellaneous.....	82
<b>Appendix: Survey Questionnaire .....</b>	<b>85</b>

## **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: Public Housing Agency (PHA) directors. PHAs are public entities created by local levels of government, through state-enabling legislation, to implement HUD's public housing and Housing Choice Voucher programs. The bar charts in this report show PHA directors' responses to each survey question and are reported for the group as a whole and subgroups of interest. A copy of the survey questionnaire is in the appendix.

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

---

<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.

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.** To assure the inclusion of a reasonable size sub-sample of large communities, the 50 largest agencies were selected with certainty, and 450 others that own and manage 100 or more units of conventional public housing were selected on an equal-probability basis. Sample weights were applied during data analysis so that the full sample would appropriately represent the universe of all PHAs that own or manage more than 100 units.

Based on an initial sample of 500 agencies, 408, or 82 percent, participated in the survey. The survey questionnaire emphasized the need for the director to respond to the survey or a knowledgeable person capable of responding on the director's behalf. Ninety-two percent of survey respondents were Public Housing Agency directors; 3 percent were deputy directors; 2 percent were other senior agency officials; and 2 percent were other agency employees.

**PART 2: SURVEY HIGHLIGHTS**

1. Almost two-thirds (65 percent) of PHA directors were satisfied with HUD's overall performance in 2005. This is a statistically significant improvement over 2001, when 44 percent were satisfied with HUD overall.
2. An increase in satisfaction since 2001 exists for a number of specific survey topics, including satisfaction with: (a) the way HUD runs programs, (b) HUD staff, (c) information received from HUD, and (d) guidance received from HUD.
3. In general, satisfaction levels tend to be greater for PHA directors who: (a) said they primarily received support or a combination of support and regulation from HUD, as opposed to those who said they primarily were being regulated; (b) direct smaller PHAs; and (c) had interacted with HUD for fewer years. Unlike other HUD partner groups, the longer PHA directors had interacted with the Department, the less likely they were to be satisfied with HUD.
4. A large majority (95 percent) of PHA directors characterized their relationship with HUD as good, splitting fairly evenly between those saying *very good* and *good*. Almost one-half (49 percent) said relations between their agencies and HUD had gotten better over the last several years, while 13 percent said they had gotten worse and 35 percent said relations had not changed.
5. Dissatisfaction levels were very high (about 40 percent) with respect to: (a) HUD's capacity to collect and make available tenant data and reports in the PIC system, (b) the timeliness of financial information received from HUD; (c) the quality of technical assistance and guidance received from PIC and REAC regarding electronic transmission of information to HUD; and (d) PHAS. Almost 60 percent of PHA directors were dissatisfied with physical inspections performed by REAC.
6. Although over 30 percent of PHA directors said the functions and responsibilities of HUD's different offices, hubs, and centers were *very* or *somewhat* unclear, this represents a considerable improvement over 2001—when nearly 60 percent reported confusion.
7. More than one-half of directors of large PHAs said HUD's public communications, such as to Congress and the media, about public housing agencies generally made it harder for them to accomplish their objectives.

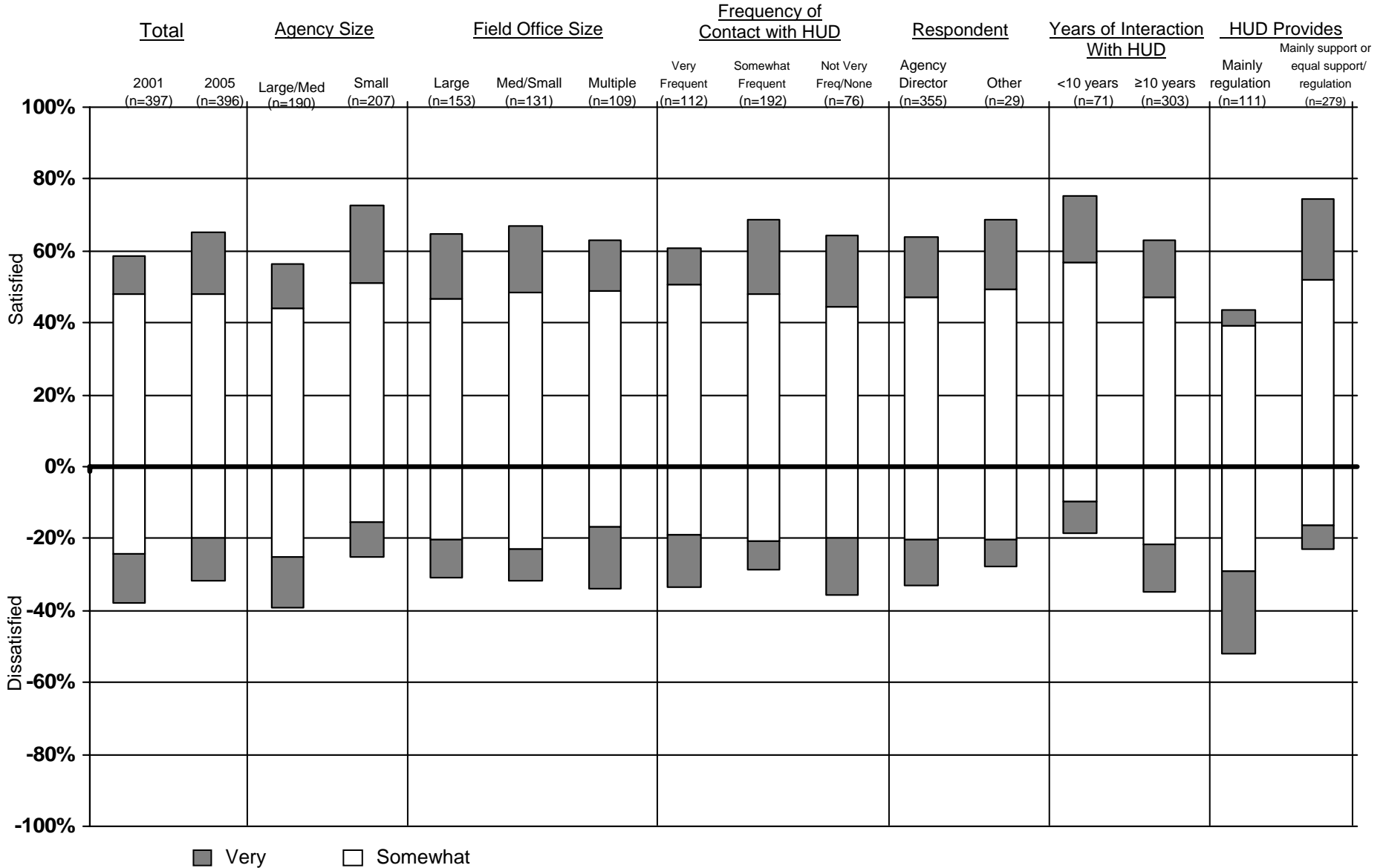




**PART 3: BAR CHARTS OF EACH SURVEY QUESTION**

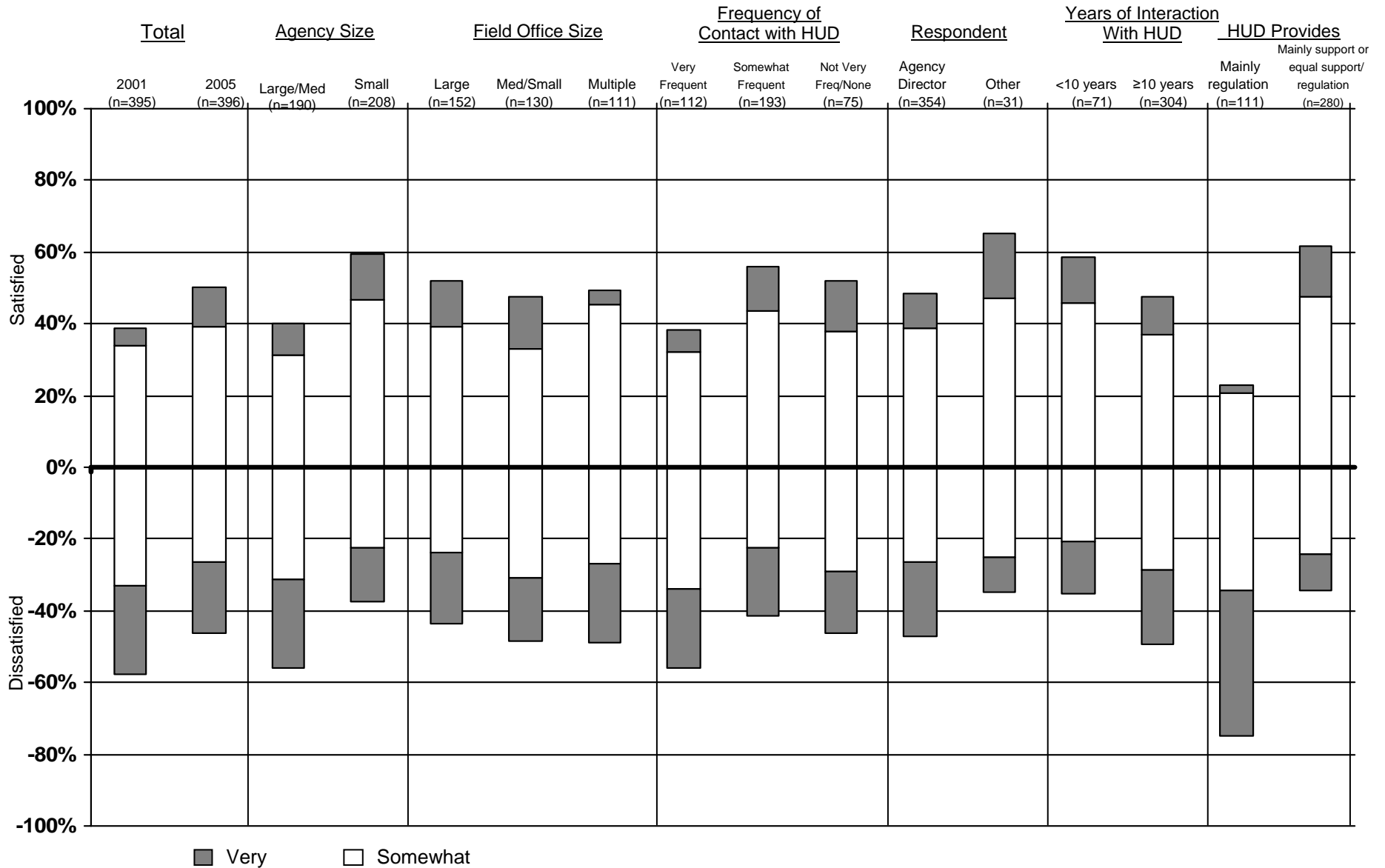
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Public Housing Agency Partners*

**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?



**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Public Housing Agency Partners*

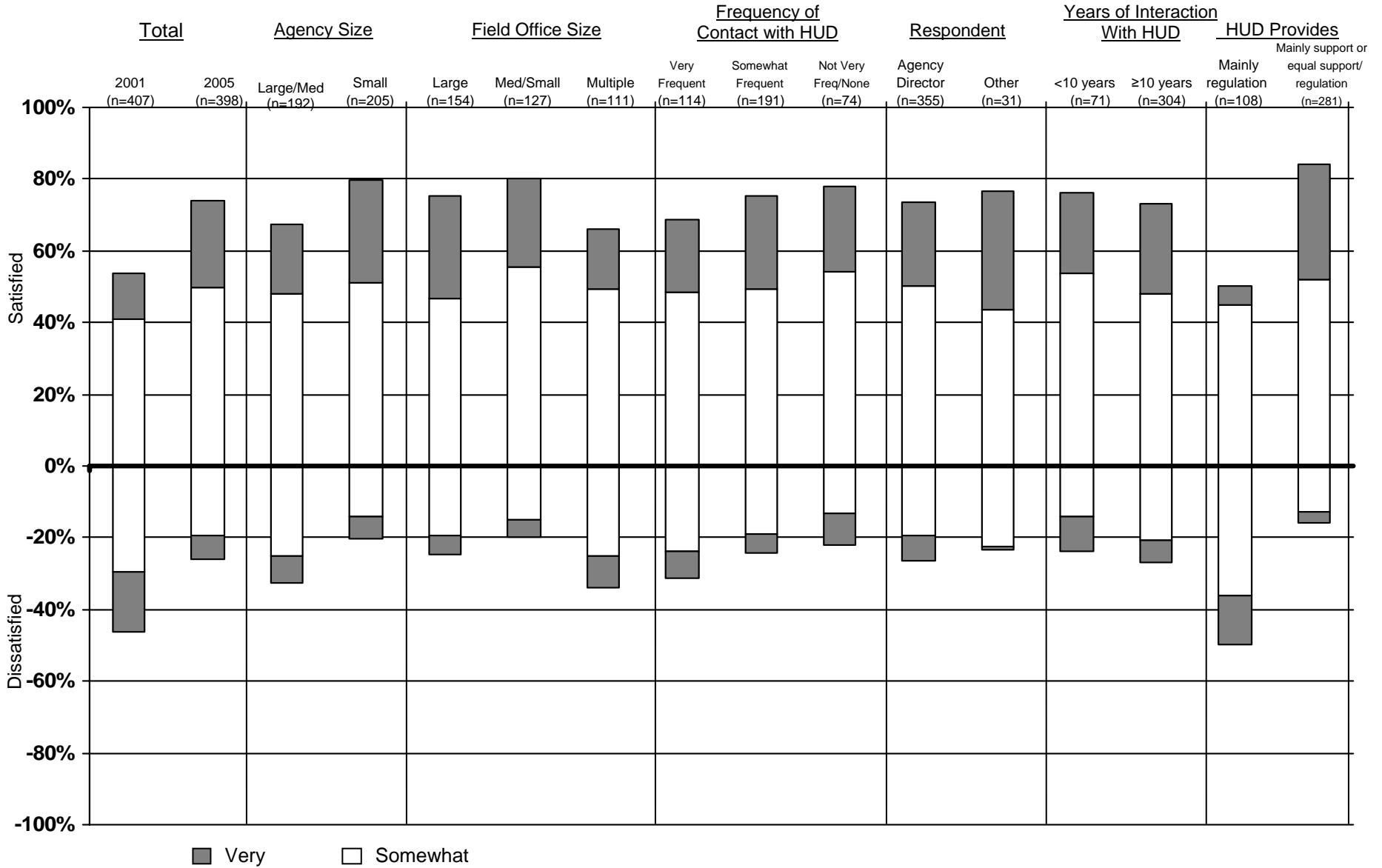
**Question 4b.** Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the way HUD currently runs those programs?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

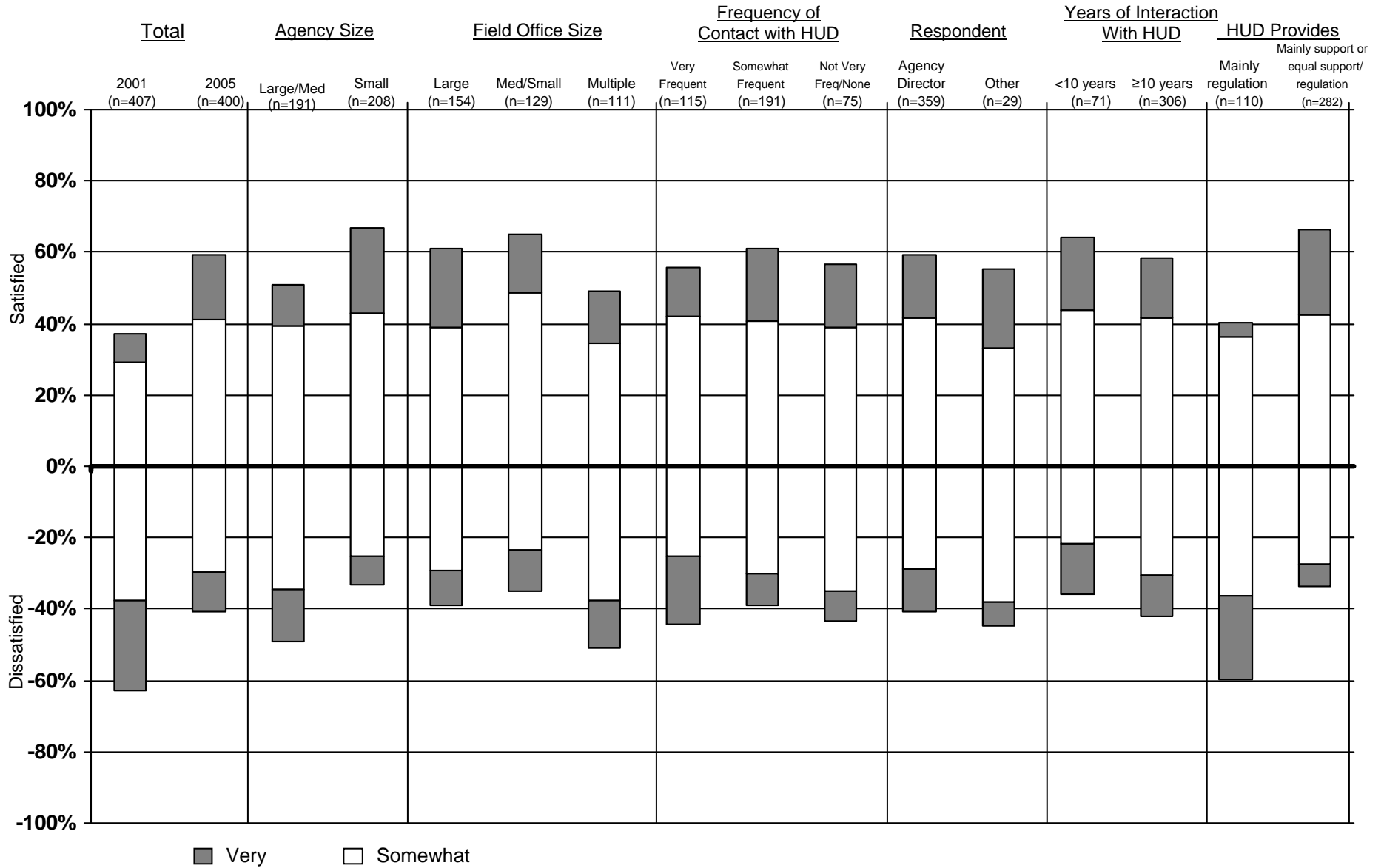
### *Public Housing Agency Partners*

**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**  
*Public Housing Agency Partners*

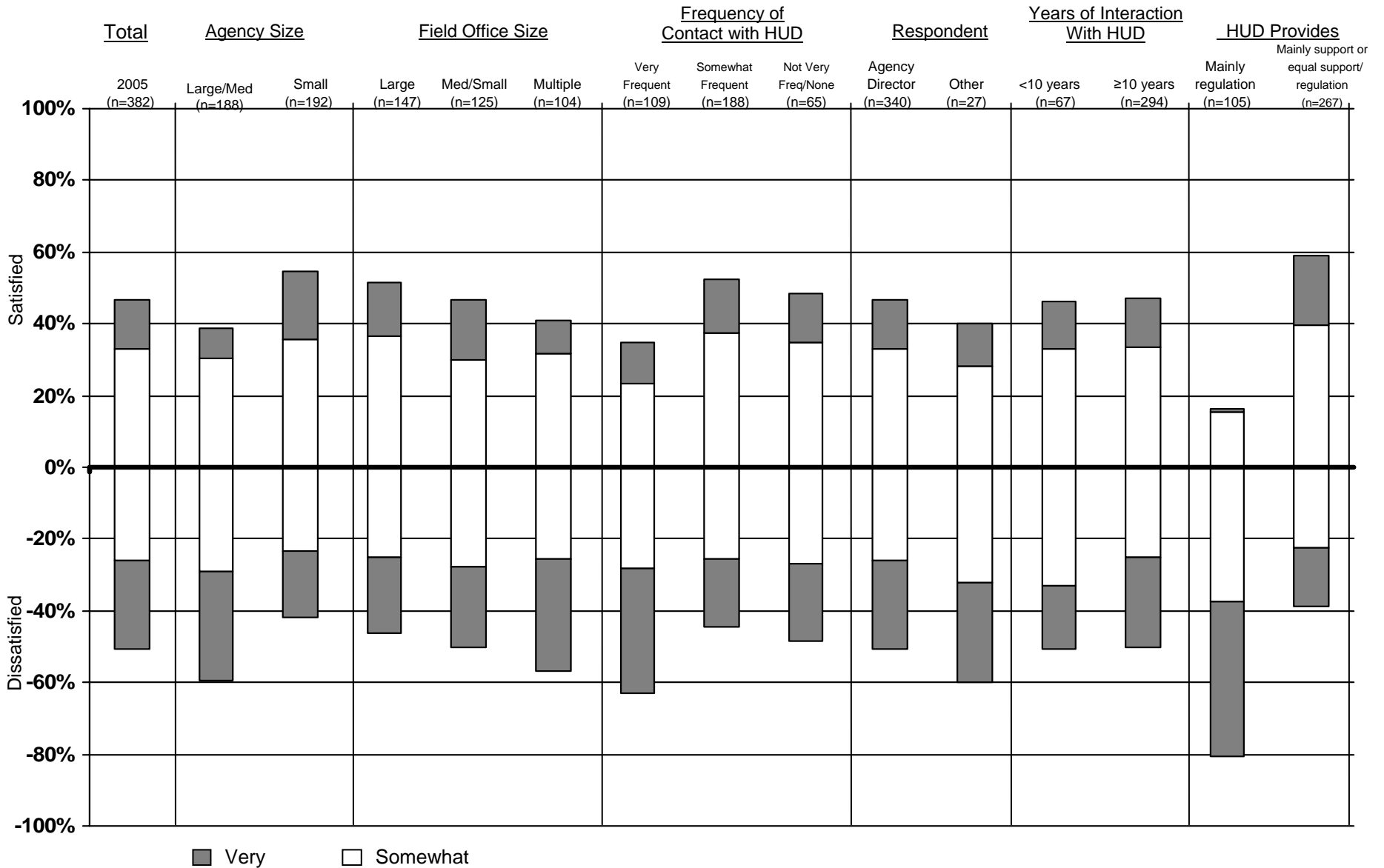
**Question 5b.** How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

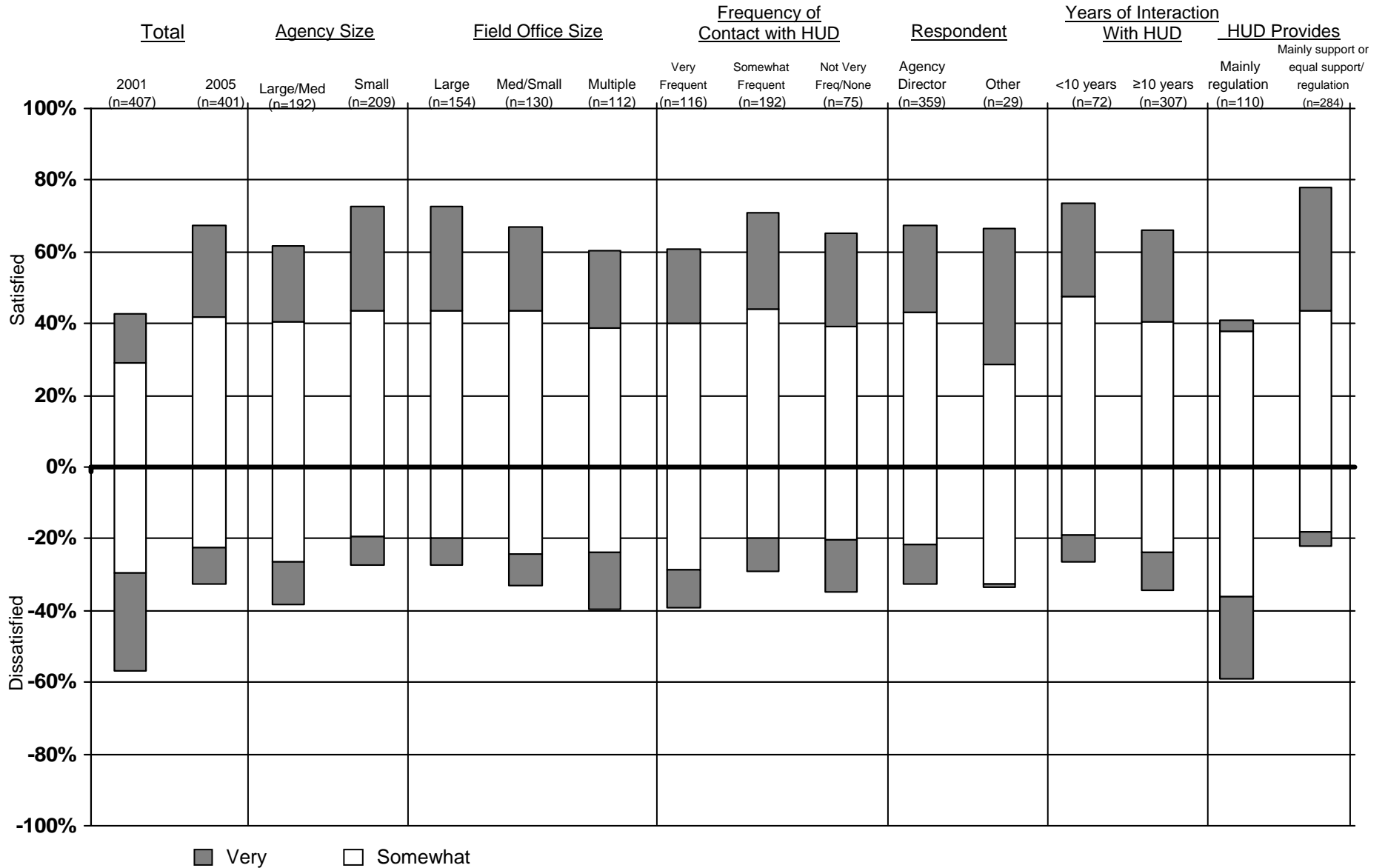
### *Public Housing Agency Partners*

**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  
Public Housing Agency Partners

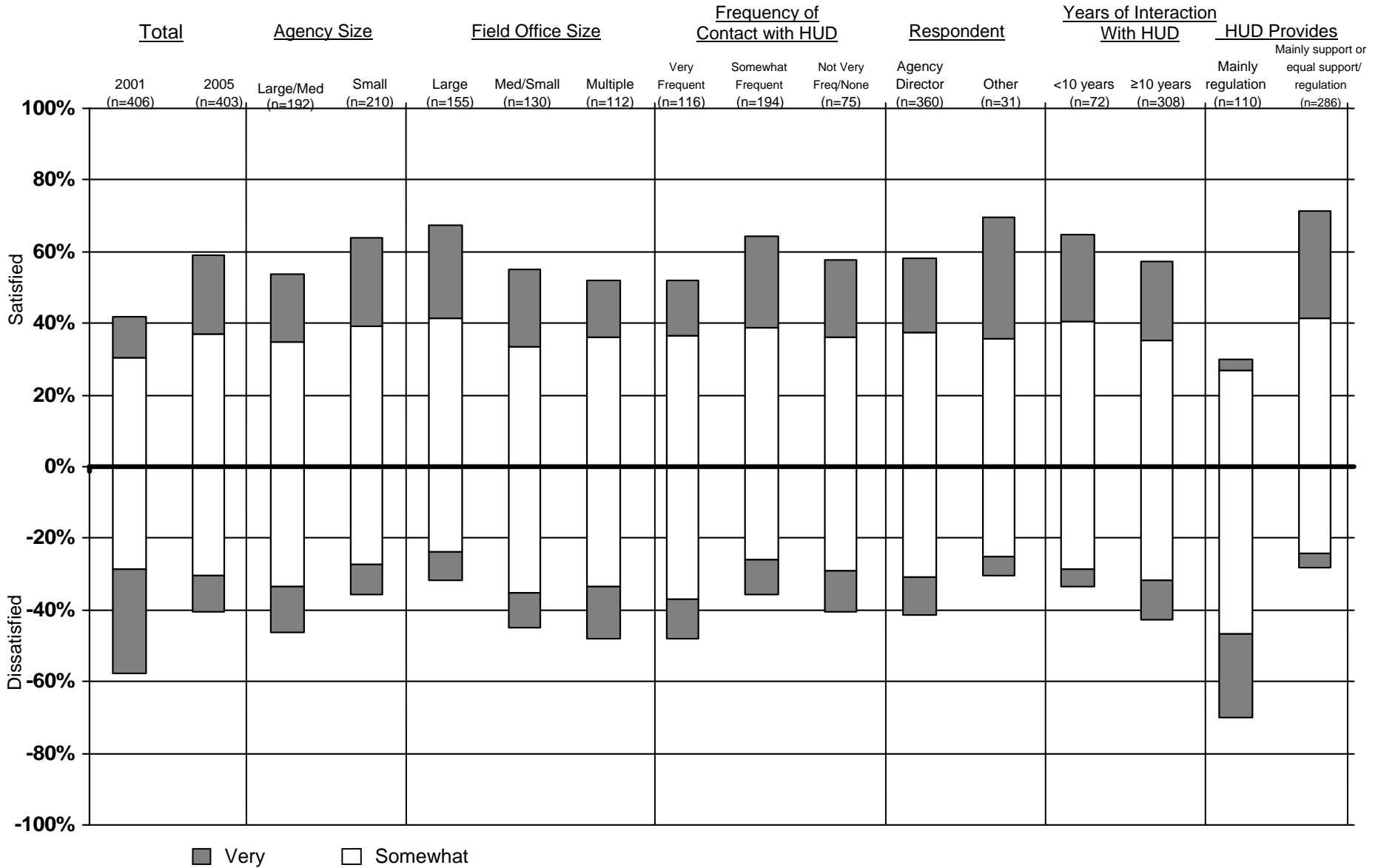
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Public Housing Agency Partners*

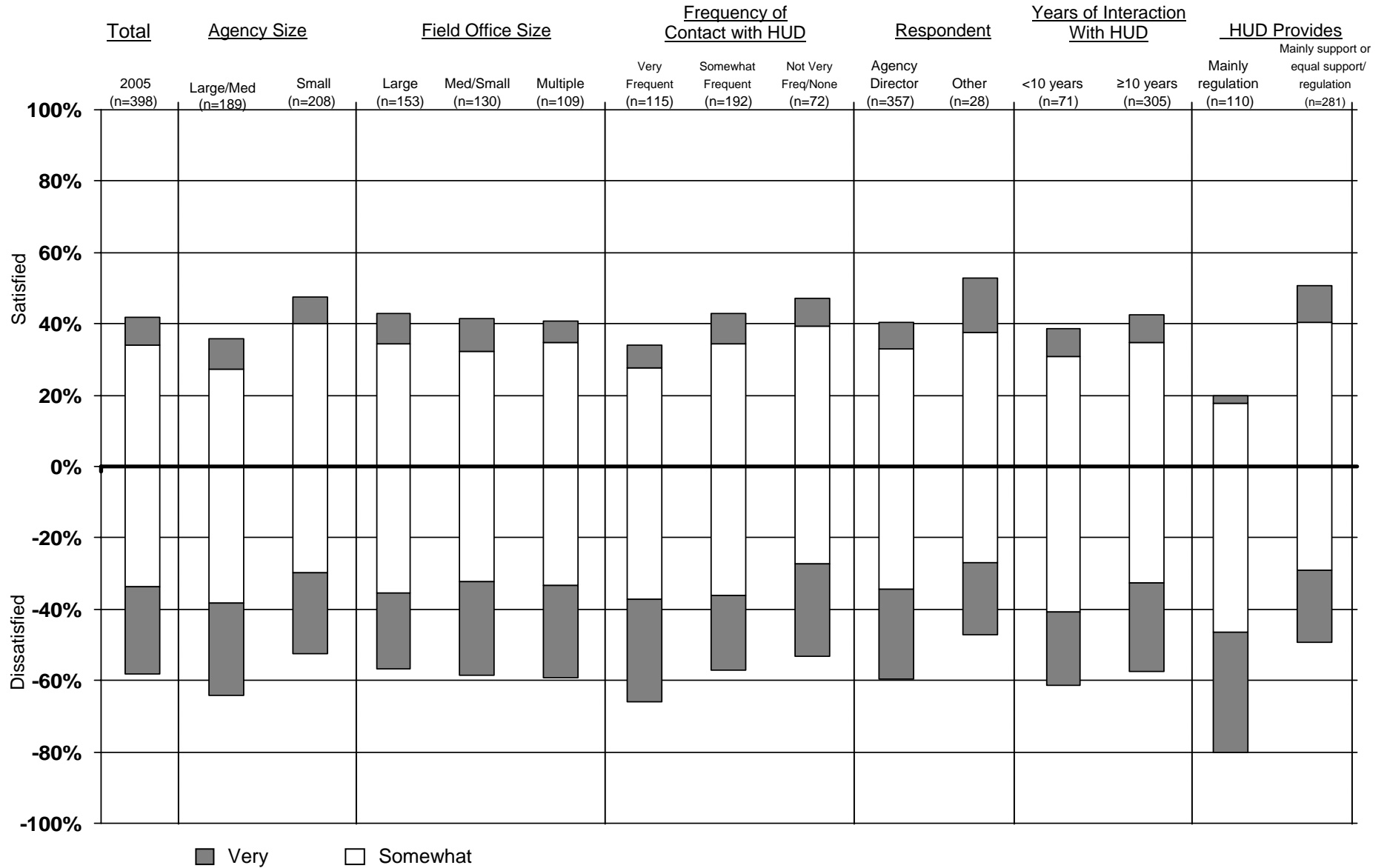
**Question 5e.** How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?





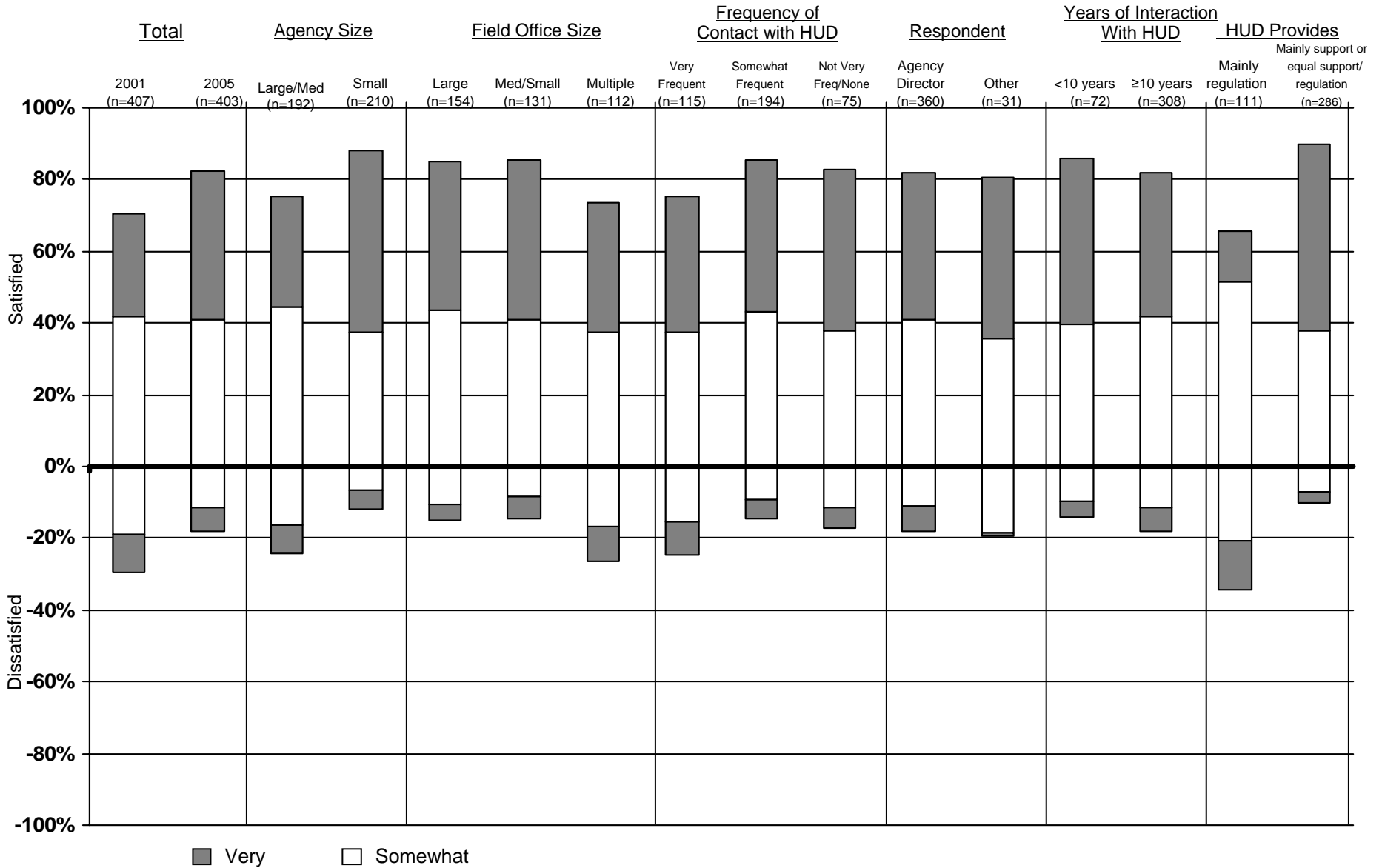
**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Public Housing Agency Partners*

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



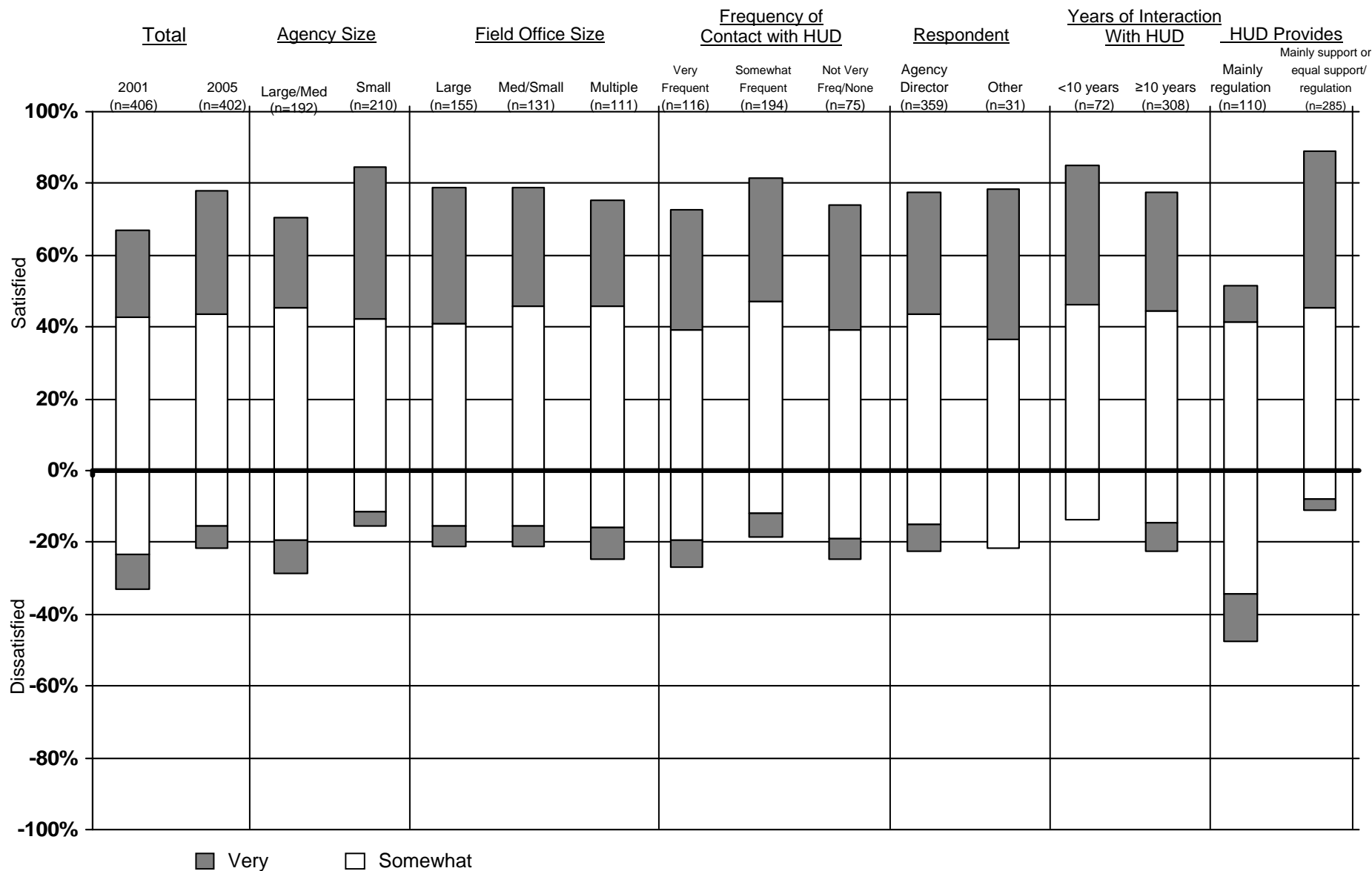
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Public Housing Agency Partners*

**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**  
*Public Housing Agency Partners*

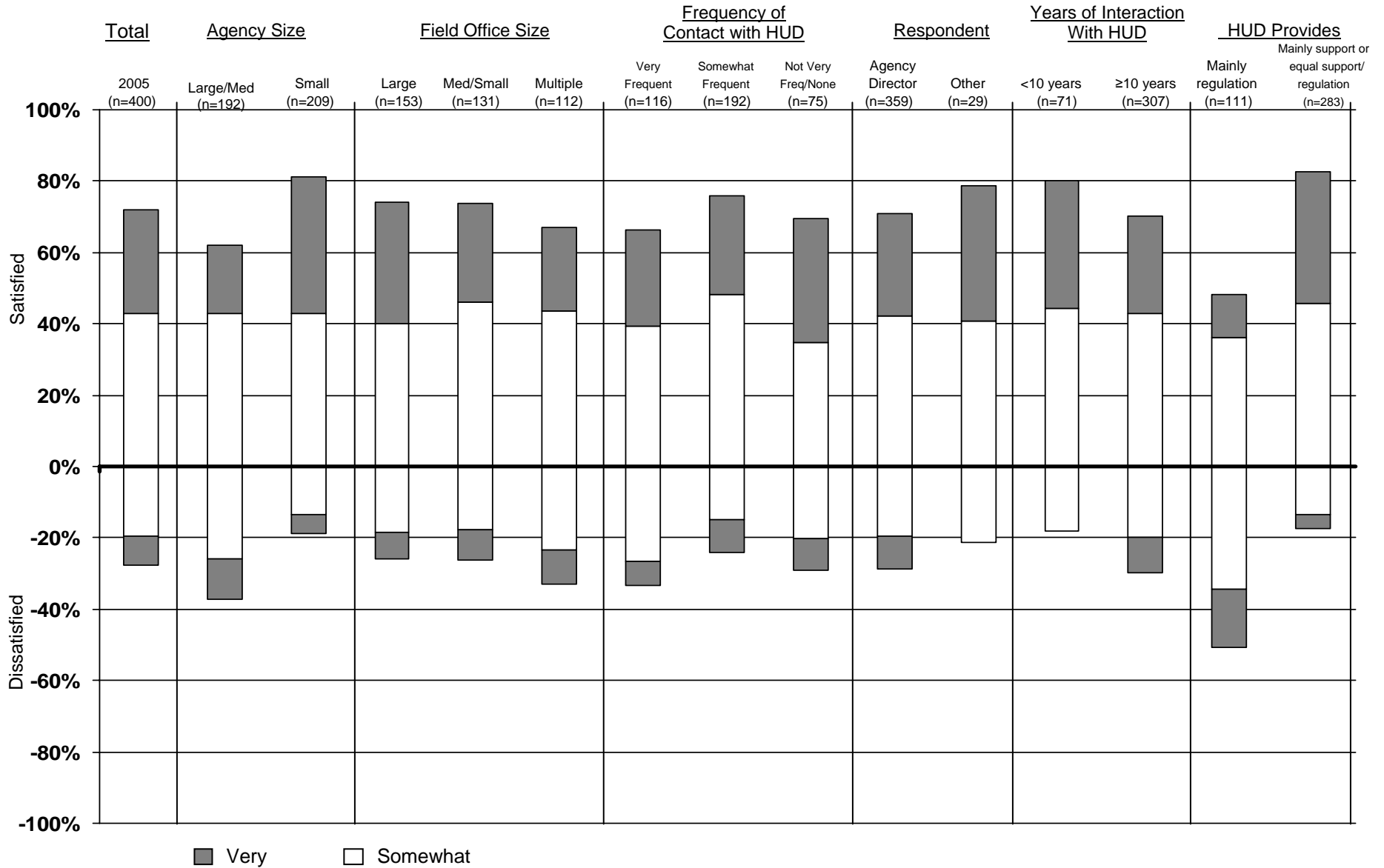
**Question 5h.** How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

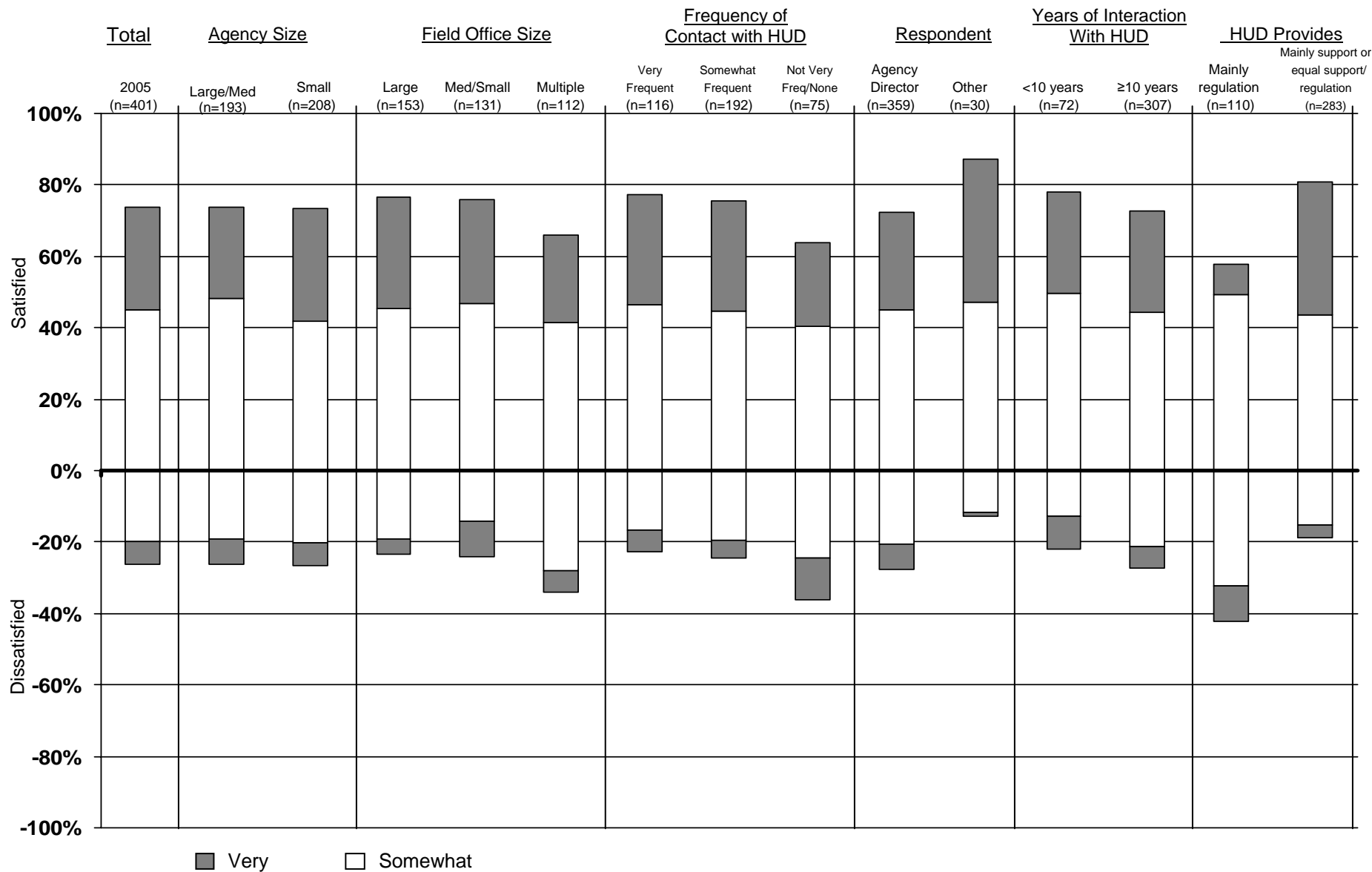
### *Public Housing Agency Partners*

**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?



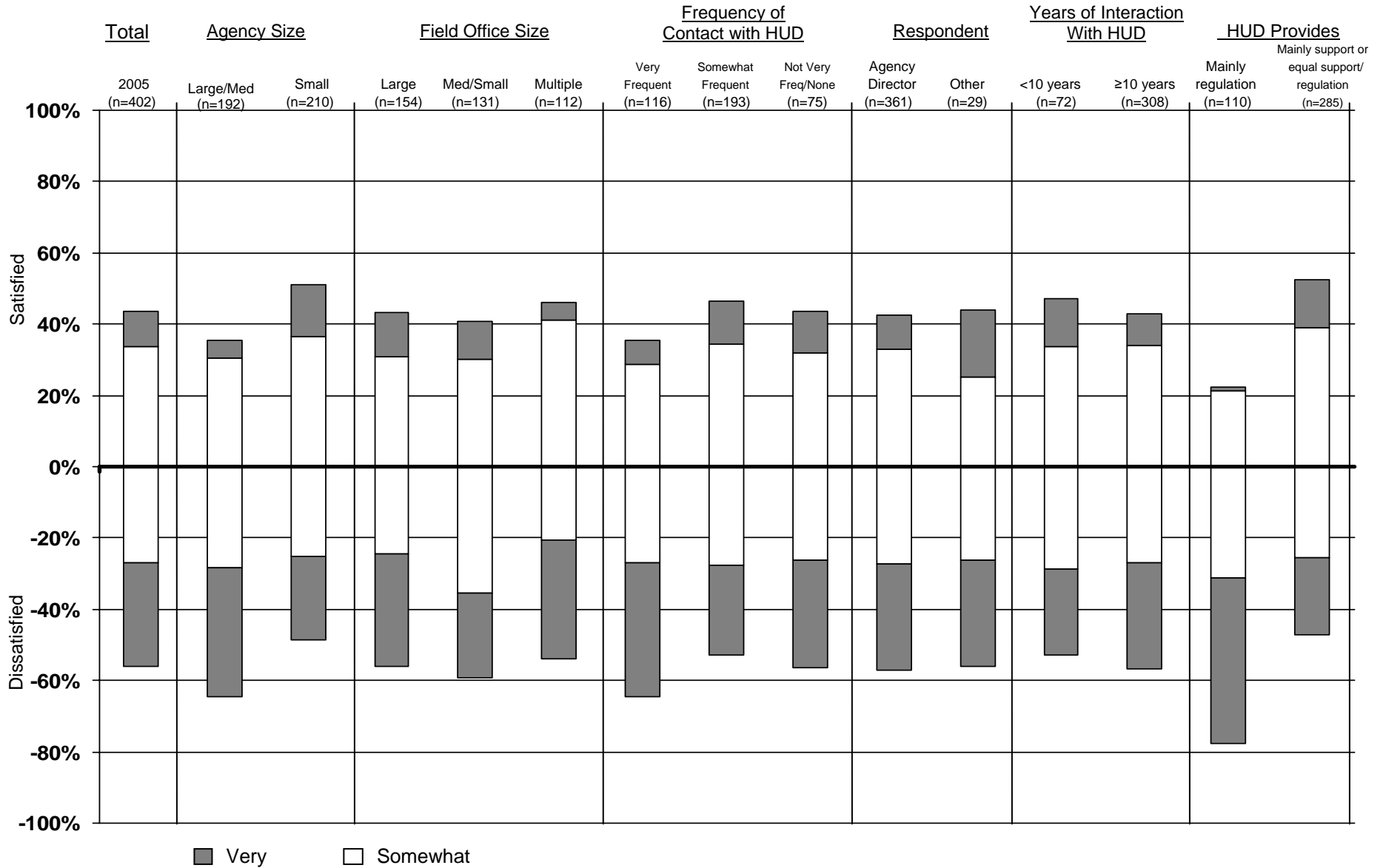
**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Public Housing Agency Partners*

**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 *Public Housing Agency Partners*

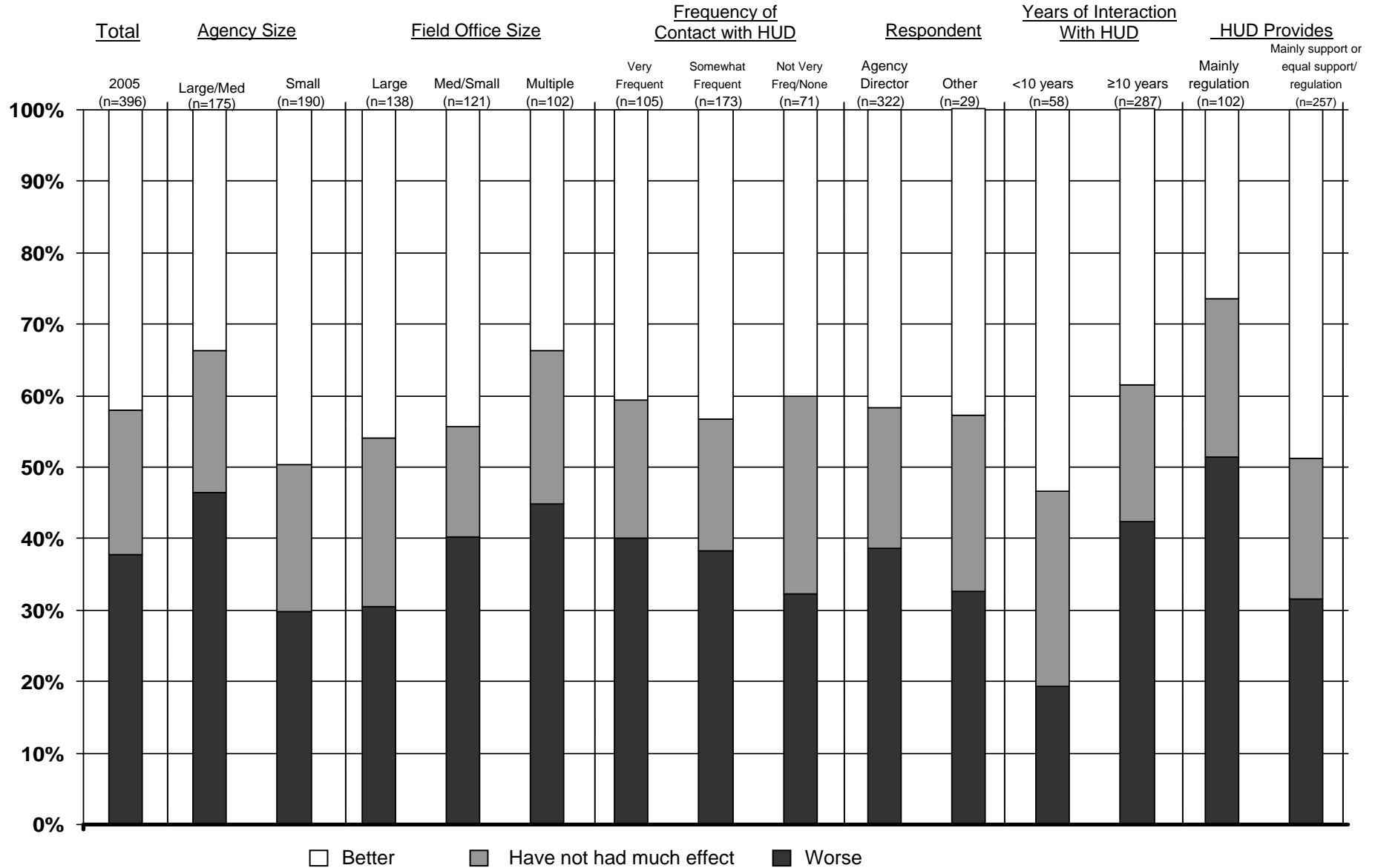
**Question 5k.** How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Public Housing Agency Partners

**Question 6a.** 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?

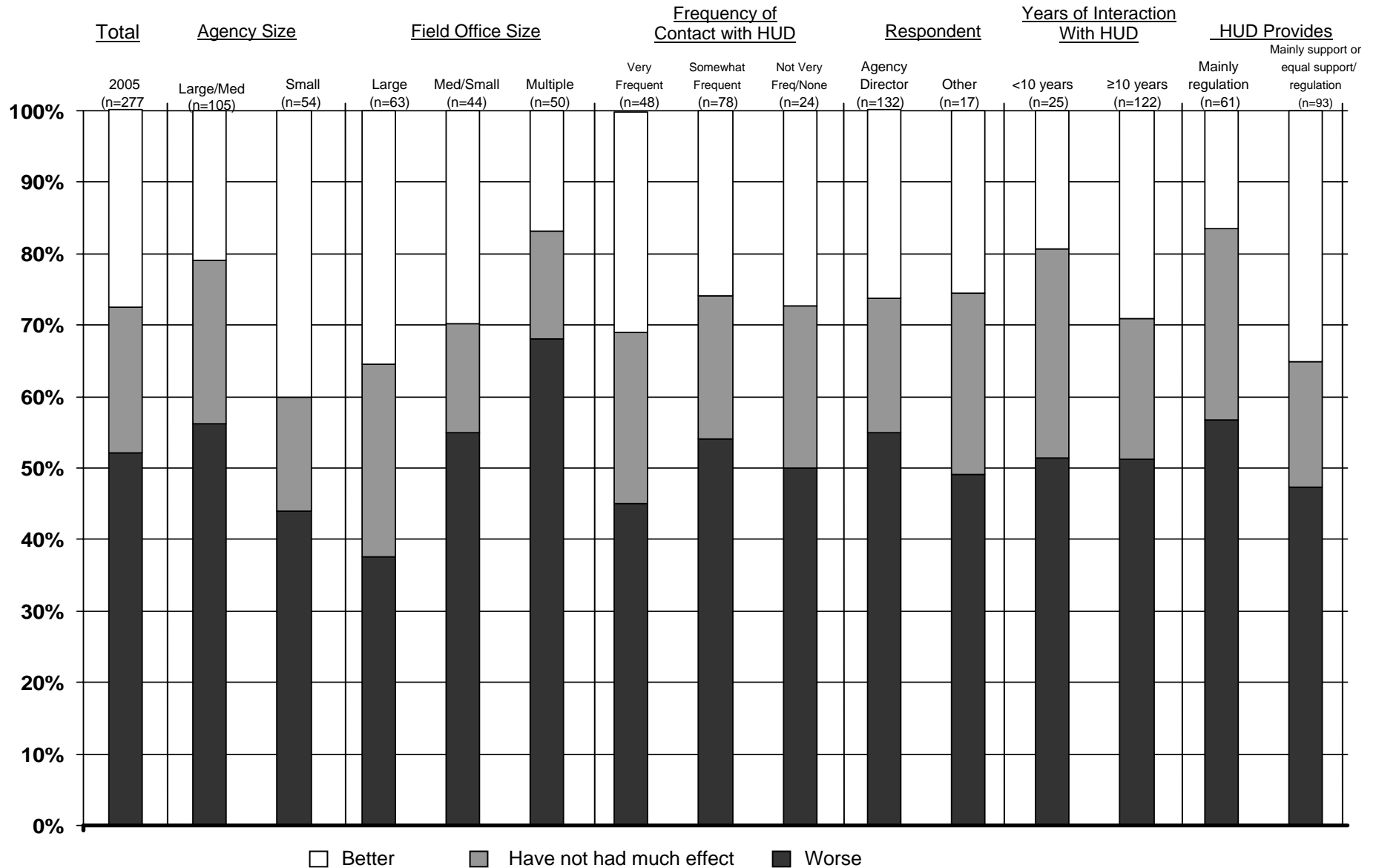


This chart excludes 40 respondents who answered don't know or not applicable or skipped the question.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Public Housing Agency Partners*

**Question 6b.** Over the past several years HUD has made some changes to project-based Section 8 program monitoring through outsourcing to a third-party entity. In general, have these changes made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

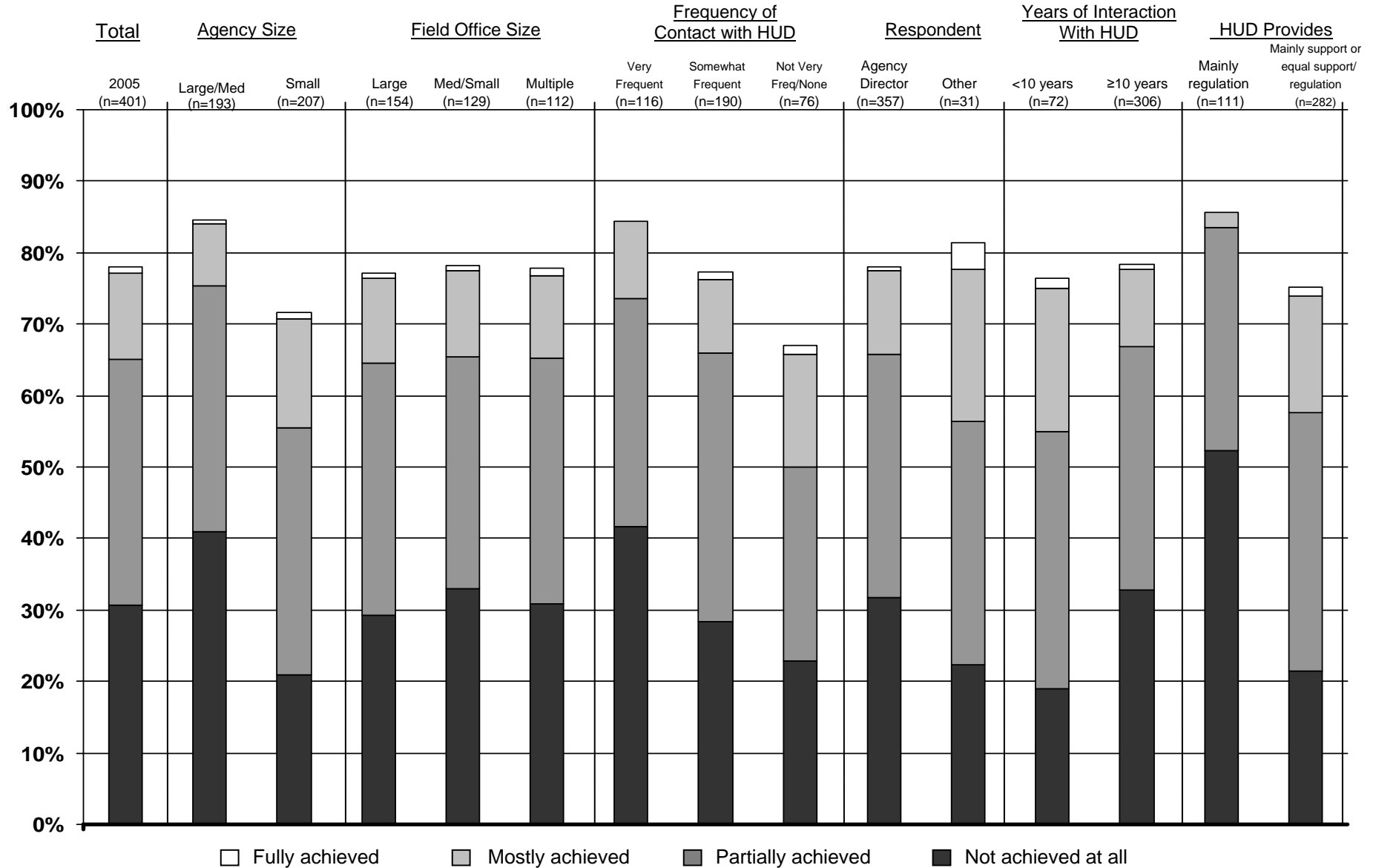


This chart excludes 40 respondents who answered don't know or not applicable or skipped the question.



**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Public Housing Agency Partners*

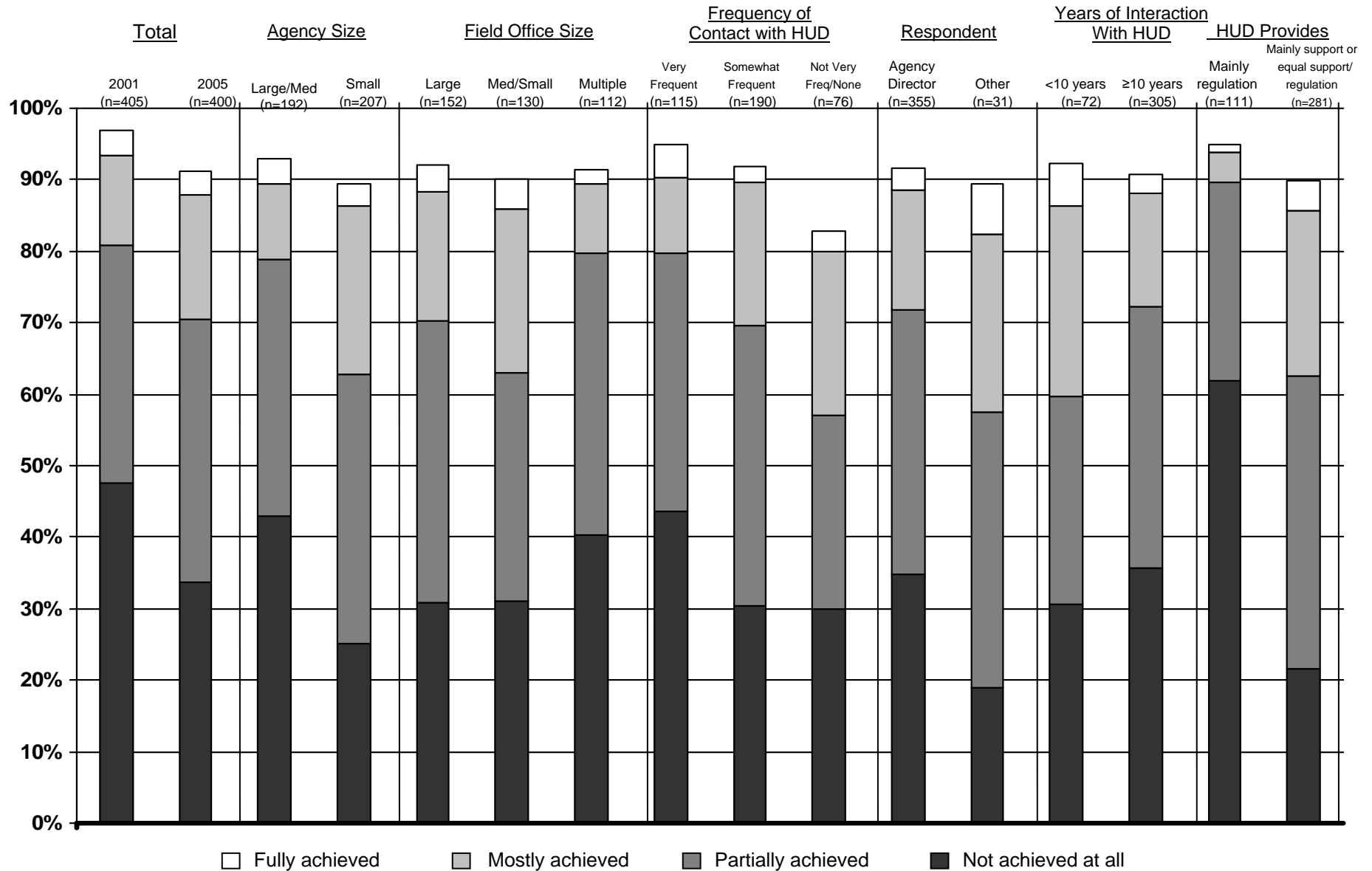
**Question 7a.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To be market-based, actively promoting competition rather than stifling innovation.



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Public Housing Agency Partners*

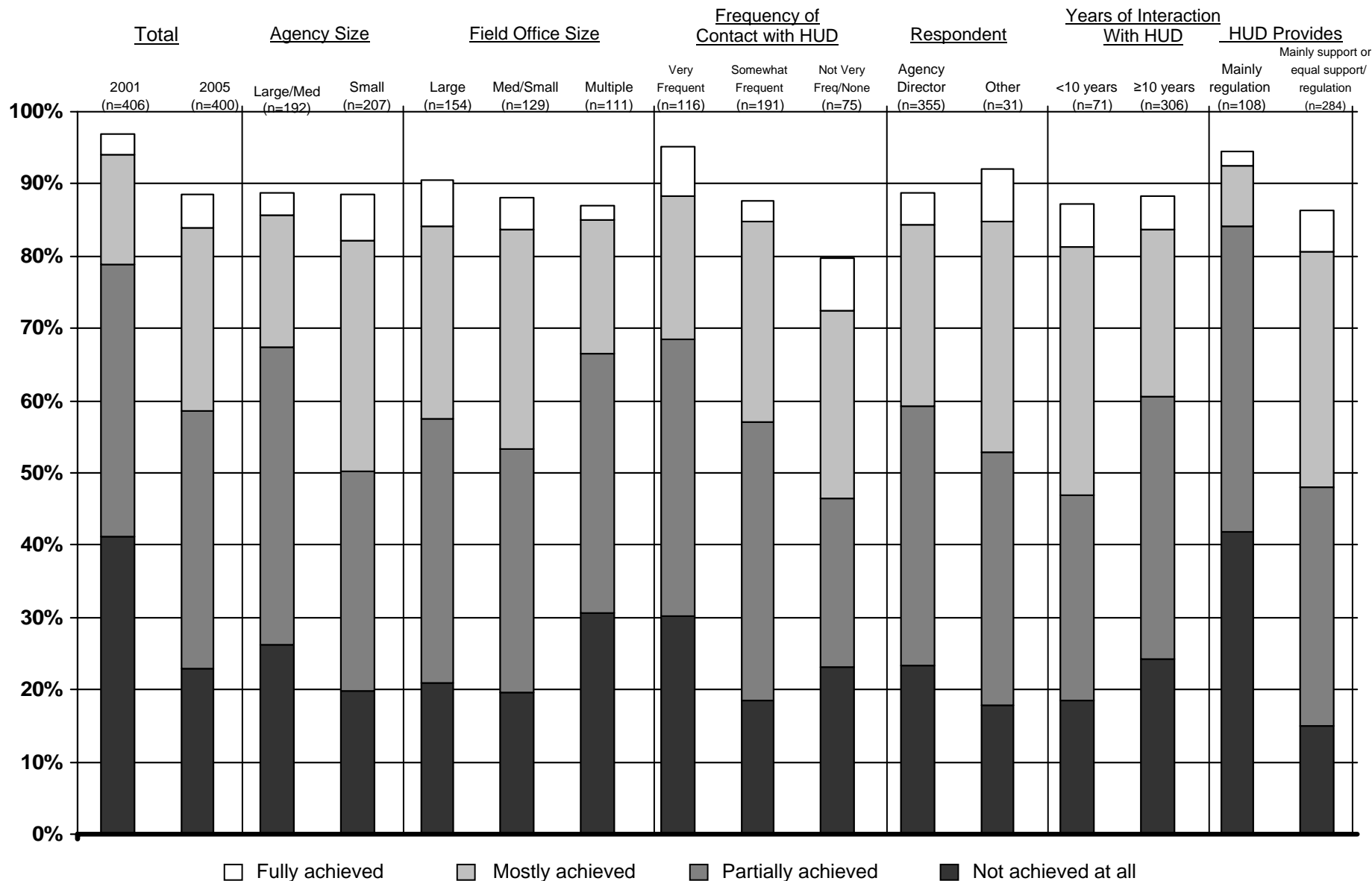
**Question 7b.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

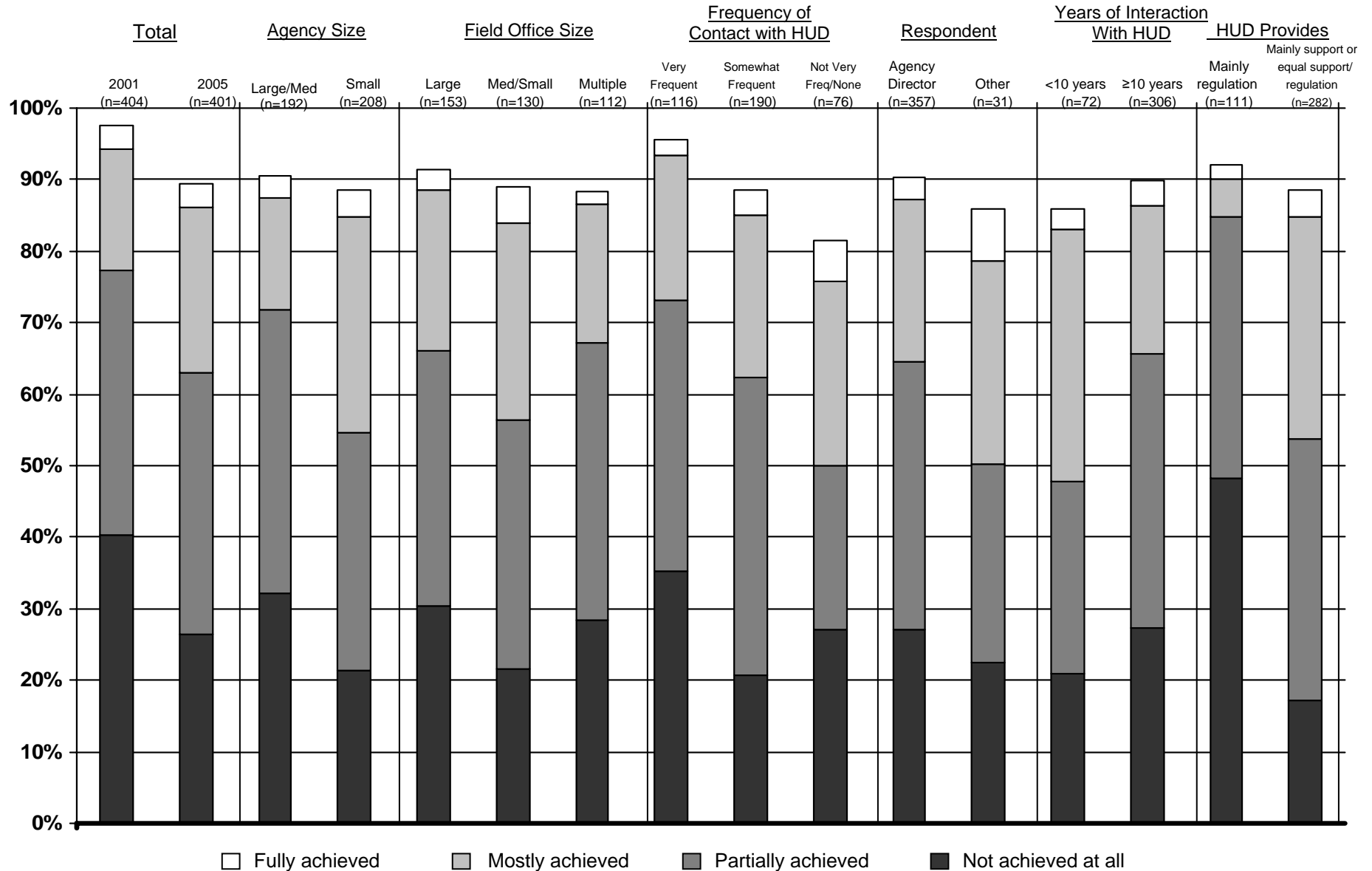
## Public Housing Agency Partners

**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.



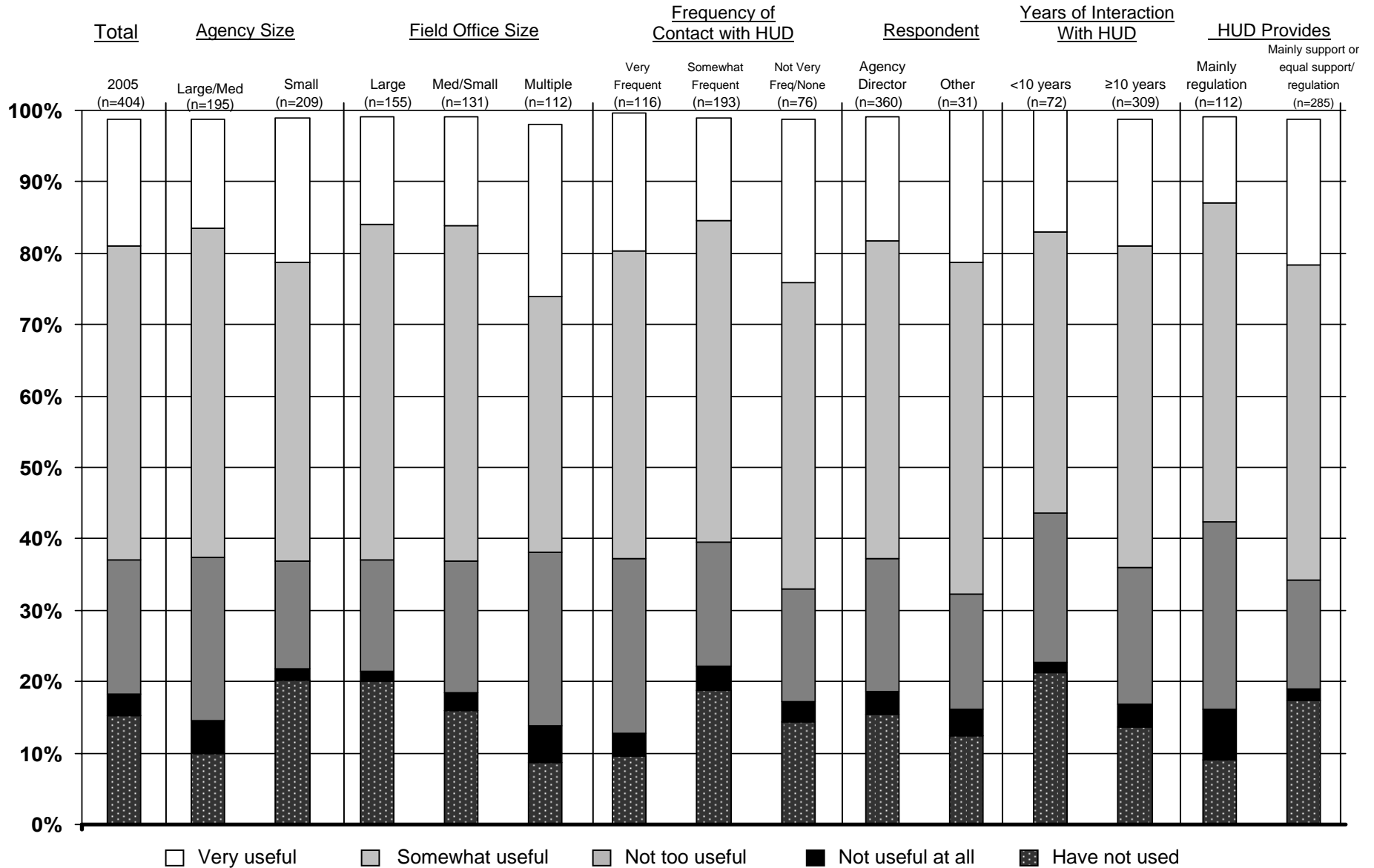
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Public Housing Agency Partners*

**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**  
*Public Housing Agency Partners*

**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

### *Public Housing Agency Partners*

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

