Appendix II: Survey Forms
Survey of Community Development Departments

This brief, confidential survey solicits your opinion—as a spokesperson for your agency—of the service being provided by the U.S. Department of Housing and Urban Development, HUD. The questions can be answered 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 agency will be identified in reporting the survey findings. The survey is being conducted by the Urban Institute, an independent and non-partisan research organization, and administered by Aspen Systems Corporation. They will report the results to HUD in aggregate form only.

Please complete the questionnaire by January 12, 2001 and return it in the enclosed envelope. If you need assistance, you can telephone the Aspen Survey Operations Center toll-free at 1-800-441-7060.

1. Would you describe the frequency of your agency’s contacts with HUD over the last year as being:

- [ ] Very frequent (GO TO 2)
- [ ] Somewhat frequent (GO TO 2)
- [ ] Not very frequent (GO TO 2)

On behalf of your agency, are you in a position to assess and comment on the performance of HUD’s organization and programs?

- [ ] Yes (CONTINUE)
- [ ] No
- [ ] Don’t know

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

2. During the past year, has your agency had direct contact with:

- [ ] Yes
- [ ] No
- [ ] Don’t Know

- a. HUD personnel in HUD’s Washington D.C. Headquarters office
- b. HUD personnel in one or more of HUD’s field offices
- c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center, a multifamily Hub)
- d. A HUD Community Builder
- e. A contractor working for HUD

3. Thinking separately about the HUD programs with which you currently deal and about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

- a. The HUD programs you currently deal with
- b. The way HUD currently runs those programs

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

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

a. The quality of the information you currently receive from HUD

b. The timeliness of the information you currently receive from HUD

c. The quality of guidance you currently get from HUD

d. The consistency of guidance you currently get from HUD

e. The reasonableness of HUD rules and requirements that apply to your agency

f. The responsiveness of the people with whom you currently deal at HUD

g. The competence of the people with whom you currently deal at HUD

h. The overall quality of service you receive from HUD today

5. Over the last several years, would you say the overall quality of service you receive from HUD is generally getting:

6. 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, does assessments). In your agency's relationship with HUD, would you say HUD is:

7. Here is a list of some changes that have occurred at HUD over the last several years. We're interested in your opinions about the effects of these changes to date.

Would you say that the following have made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

a. Changes in HUD's organizational structure, such as the establishment of new centers and hubs.

b. Changes in HUD functions, such as the establishment of the new Community Builder and Public Trust Officer functions.

C. Changes in HUD staffing, such as the overall reduction in staff, staffing reassignments, and retraining of HUD staff.

d. Changes in HUD's financial management systems, such as the creation of new systems and the consolidation of older ones.
8. HUD's management reforms over the last several years were an attempt to achieve certain objectives. Five of **HUD's reform objectives** are listed below. Please indicate the extent to which you believe each objective has been fully achieved, mostly achieved, partially achieved, or has not been achieved at all?

<table>
<thead>
<tr>
<th>Objective</th>
<th>Fully achieved</th>
<th>Mostly achieved</th>
<th>Partially achieved</th>
<th>Not achieved at all</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. To restore the public trust in HUD.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. To be &quot;the best in the business.&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. To replace a top-down bureaucracy with a new customer-friendly structure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. To instil an ethic of competence and excellence at HUD.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. To replace the emphasis on process with an emphasis on performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Please indicate your level of satisfaction with each of the following as it relates to your agency. Check "Not Applicable" if a situation does not apply to your agency (e.g., if the Consolidation Plan is not relevant to your agency).

How satisfied are you with...?

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
<th>Not applicable/applicable</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The overall <strong>quality of guidance and training</strong> you received in relation to the development of your most recent (three- or five-year) Consolidated Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. The overall <strong>quality of community development training and technical assistance</strong> provided to you over the past year or so</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. The <strong>process and instructions provided for</strong> developing your Consolidated Annual Performance Report (CAPER)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. The overall quality of <strong>HUD's monitoring</strong> of your community development activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. The ability of <strong>HUD field office personnel</strong> to <strong>consistently and reliably interpret regulations</strong> that pertain to your community development grants and programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. The progress <strong>HUD has made in developing</strong> the Integrated Disbursement and Information System (IDIS) or its successor, the Departmental Grants Management System (DGMS) (Consider such things as clarity of instructions, ease of use, usefulness, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. How valuable to you ...?

<table>
<thead>
<tr>
<th>Valuableity</th>
<th>Very valuable</th>
<th>Somewhat valuable</th>
<th>Very valuable</th>
<th>Not applicable/applicable</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Is HUD's Community 2020 planning software</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Are HUD's &quot;Best Practices&quot; efforts and products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. In recent months, how easy or difficult has it been for you to **reach the people** at HUD whom you need to contact? In general, has it been:

<table>
<thead>
<tr>
<th>Difficulty</th>
<th>Very easy</th>
<th>Somewhat easy</th>
<th>Very difficult</th>
<th>How not easy to contact anyone</th>
<th>Don't know</th>
</tr>
</thead>
</table>

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

[ ] Very satisfied  [ ] Somewhat satisfied  [ ] Somewhat dissatisfied  [ ] Very dissatisfied  [ ] Don't know

13. Please indicate the title/position of the person (or persons) who answered these questions:

[ ] Agency Director  [ ] Agency Deputy Director  [ ] Other Agency Senior Official

[ ] Other Agency Employee  [ ] Other:________________________

14. Which HUD field office or offices does your agency interact with on a regular basis?

| Alabama | Alaska | Arizona | Arkansas ( | California |
|_________|_________|_________|_________|
|         |        |        |          |
| Orlando | Tampa  | Georgia | Hawaii |
|         |        |        |        |
| Idaho   | Illinois|        | Chicago |
|         |        |        |        |
| Florida |        |        |        |
| New York|        |        |        |
| Detroit |        |        |        |

We welcome any additional comments you may have about HUD. (PLEASE PRINT.)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Thank You for Completing the HUD Survey of Community Development Departments.

Please return your completed questionnaire by January 12, 2001 to:

HUD SURVEY, 2277 Research Boulevard MS 6Y, Rockville, MD 20850-3166
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY
CALL: 1-800-441-7080 • FAX: 1-301-519-6300
E-MAIL: SURVEY@ASPENSYS.COM
HUD Survey of Fair Housing Assistance Program Agencies

This brief, confidential survey solicits your opinion—as a spokesperson for your agency—of the service being provided by the U.S. Department of Housing and Urban Development, HUD. The questions can be answered 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 agency will be identified in reporting the survey findings. The survey is being conducted by the Urban Institute, an independent and non-partisan research organization, and administered by Aspen Systems Corporation. They will report the results to HUD in aggregate form only.

Please complete the questionnaire by January 12, 2001 and return it in the enclosed envelope. If you need assistance, you can telephone the Aspen Survey Operations Center toll-free at 1-800-441-7080.

1. Would you describe the frequency of your agency's contacts with HUD over the last year as being:

<table>
<thead>
<tr>
<th>Option</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Very frequent (GO TO 2)</td>
<td></td>
</tr>
<tr>
<td>□ Somewhat frequent (GO TO 2)</td>
<td></td>
</tr>
<tr>
<td>□ Not very frequent (GO TO 2)</td>
<td></td>
</tr>
<tr>
<td>□ None at all (→)</td>
<td>On behalf of your agency, are you in a position to assess and comment on the performance of HUD's organization and programs?</td>
</tr>
<tr>
<td>□ Don't know (→)</td>
<td></td>
</tr>
<tr>
<td>□ Yes (CONTINUE)</td>
<td></td>
</tr>
<tr>
<td>□ No</td>
<td>PLEASE FORWARD TO THE APPROPRIATE PERSON, OR RETURN QUESTIONNAIRE IF THERE IS NO SUCH PERSON.</td>
</tr>
<tr>
<td>□ Don't Know</td>
<td></td>
</tr>
</tbody>
</table>

2. During the past year, has your agency had direct contact with:

<table>
<thead>
<tr>
<th>Option</th>
<th>Yes</th>
<th>No</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. HUD personnel in HUD's Washington D.C. Headquarters office</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. HUD personnel in one or more of HUD's field offices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center, a multifamily Hub)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. A HUD Community Builder</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. A contractor working for HUD</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Thinking separately about the HUD programs with which you currently deal and about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

<table>
<thead>
<tr>
<th>Option</th>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
<th>It depends</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The HUD programs you currently deal with</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. The way HUD currently runs those programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. Listed below are several different ways to think about your relationship with HUD. Please consider each separately, and indicate your level of satisfaction or dissatisfaction at the present point in time. Check "Not Applicable" if a situation does not apply to your agency (for example, if you do not currently receive information from HUD).

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

- a. The quality of the information you currently receive from HUD
- b. The timeliness of the information you currently receive from HUD
- c. The quality of guidance you currently get from HUD
- d. The consistency of guidance you currently get from HUD
- e. The reasonableness of HUD rules and requirements that apply to your agency
- f. The responsiveness of the people with whom you currently deal at HUD
- g. The competence of the people with whom you currently deal at HUD
- h. The overall quality of service you receive from HUD today

5. Over the last several years, would you say the overall quality of service you receive from HUD is generally getting:

6. 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, does assessments). In your agency's relationship with HUD, would you say HUD is:

7. Here is a list of some changes that have occurred at HUD over the last several years. We're interested in your opinions about the effects of these changes to date.

Would you say that the following have made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

- a. Changes in HUD’s organizational structure, such as the establishment of new centers and hubs.
- b. Changes in HUD functions, such as the establishment of the new Community Builder and Public Trust Officer functions.
- c. Changes in HUD staffing, such as the overall reduction in staff, staffing reassignments, and retraining of HUD staff.
- d. Changes in HUD’s financial management systems, such as the creation of new systems and the consolidation of older ones.
8. HUD’s management reforms over the last several years were an attempt to achieve certain objectives. Five of **HUD’s reform objectives** are listed below. Please indicate the extent to which you believe each objective has been fully achieved, mostly achieved, partially achieved, or has not been achieved at all?

<table>
<thead>
<tr>
<th>Objective</th>
<th>Fully Achieved</th>
<th>Mostly Achieved</th>
<th>Partially Achieved</th>
<th>Not achieved at all</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. To restore the public trust in HUD.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. To be “the best in the business.”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. To replace a top-down bureaucracy with a new customer-friendly structure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. To instill an ethic of competence and excellence at HUD.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. To replace the emphasis on process with an emphasis on performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Please indicate your level of satisfaction with each of the following as it relates to your agency’s experiences. Check “Not Applicable” if a situation does not apply to your agency (e.g., if you are not aware of any training/assistance provided by HUD or if your agency has not received any grant agreement payments).

How satisfied are you with...?

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Somewhat Dissatisfied</th>
<th>Very Dissatisfied</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The quality of the HUD program training and technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>provided over the past year or so</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. The timeliness of grant agreement payments made to your Agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. HUD’s current capacity to respond to fair housing complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Over the last several years, would you say HUD’s **capacity to respond to fair housing complaints** is generally getting:

<table>
<thead>
<tr>
<th>general trend</th>
<th>Much Better</th>
<th>Somewhat Better</th>
<th>Somewhat Worse</th>
<th>Much Worse</th>
<th>Has not changed very much</th>
<th>Has not worked with HUD before</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

11. More broadly, do you think HUD’s **capacity to enforce fair housing laws** over the last several years has:

<table>
<thead>
<tr>
<th>general trend</th>
<th>Improved substantially</th>
<th>Improved somewhat</th>
<th>Declined somewhat</th>
<th>Declined substantially</th>
<th>Has not worked with HUD before</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

12. How adequate is the **level of technical assistance** currently provided to you by HUD in support of your agency’s responsibility for responding to fair housing complaints? Is it:

<table>
<thead>
<tr>
<th>adequacy</th>
<th>Very Adequate</th>
<th>Somewhat Adequate</th>
<th>Not Very Adequate</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

13. How useful to your agency is HUD’s Internet **Web site devoted to Fair Housing and Equal Opportunity**? Is it:

<table>
<thead>
<tr>
<th>usefulness</th>
<th>Very Useful</th>
<th>Somewhat Useful</th>
<th>Not Very Useful</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

14. To what extent would you say the outreach functions being performed by HUD’s new **Community Builders** have contributed to a heightened awareness of fair housing protections and remedies?

<table>
<thead>
<tr>
<th>contribution</th>
<th>To a great extent</th>
<th>To some extent</th>
<th>Not at all</th>
<th>Negative</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

3
15. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?

[ ] Very satisfied  [ ] Somewhat satisfied  [ ] Somewhat dissatisfied  [ ] Very dissatisfied  [ ] Don't Know

16. Please indicate the title/position of the person (or persons) who answered these questions:

[ ] Agency Director  [ ] Agency Deputy Director  [ ] Other Agency Senior Official

[ ] Other Agency Employee  [ ] Other: __________________________

17. Which HUD field office or offices does your agency interact with on a regular basis?

- Alabama
- Alaska
- Arizona
   - Phoenix
   - Tucson
- Arkansas
- California
   - San Francisco
   - Fresno
   - Los Angeles
   - Sacramento
   - San Diego
   - Santa Ana
- Colorado
- Connecticut
- Delaware
- Florida
   - Miami
   - Jacksonville
- Georgia
- Hawaii
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- New Orleans
- Shreveport
- Maine
- Maryland
- Massachusetts
- Michigan
- Detroit
- Flint
- Grand Rapids
- Minnesota
- Mississippi
- Missouri
- Kansas City
- St. Louis
- Montana
- Nebraska
- Nevada
- Las Vegas
- Reno
- New Hampshire
- New Jersey
- Newark
- Camden
- New Mexico
- New York
- New York City
- Albany
- Buffalo
- Syracuse
- North Carolina
- North Dakota
- Ohio
- Columbus
- Cincinnati
- Cleveland
- Oklahoma
- Oklahoma City
- Tulsa
- Oregon
- Pennsylvania
- Philadelphia
- Pittsburgh
- Puerto Rico/U.S.
- Virgin Islands
- Rhode Island
- South Carolina
- South Dakota
- Tennessee
- Nashville
- Knoxville
- Memphis
- Texas
- Fort Worth
- Dallas
- Houston
- Lubbock
- San Antonio
- Utah
- Vermont
- Virginia
- Washington
- Washington, D.C.
- West Virginia
- Wisconsin
- Wyoming

We welcome any additional comments you may have about HUD. (PLEASE PRINT.)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Thank You for Completing the HUD Survey of FHAP Agencies.

Please return your completed questionnaire by January 12, 2001 to:

HUD SURVEY, 2277 Research Boulevard MS 6Y, Rockville, MD 20850-3166
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY
CALL: 1-800-441-7080 • FAX: 1-301-519-6300
E-MAIL: SURVEY@ASPENSYS.COM

4
HUD Survey of Multifamily Housing Owners

This brief, confidential survey solicits your opinion—as a spokesperson for your business or organization—of the service being provided by the U.S. Department of Housing and Urban Development, HUD. The questions can be answered 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 business or organization will be identified in reporting the survey findings. The survey is being conducted by the Urban Institute, an independent and non-partisan research organization, and administered by Aspen Systems Corporation. They will report the results to HUD in aggregate form only.

Please complete the questionnaire by February 23, 2001 and return it in the enclosed envelope. If you need assistance, you can telephone the Aspen Survey Operations Center toll-free at 1-800-441-7080.

1. Would you describe the frequency of your business or organization contacts with HUD over the last year as being:

- [ ] Very frequent (GO TO 2)
- [ ] Somewhat frequent (GO TO 2)
- [ ] Not very frequent (GO TO 2)
  - None at all
  - Don't know

On behalf of your agency, are you in a position to assess and comment on the performance of HUD’s organization and programs?

- [ ] Yes (CONTINUE)
- [ ] No
- [ ] Don't Know

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

2. During the past year, has your business or organization had direct contact with:

- [ ] a. HUD personnel in HUD’s Washington D.C. Headquarters office
- [ ] b. HUD personnel in one or more of HUD’s field offices
- [ ] c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center, a multifamily Hub)
- [ ] d. A HUD Community Builder
- [ ] e. A contractor working for HUD

3. Thinking separately about the HUD programs with which you currently deal and about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

- [ ] a. The HUD programs you currently deal with
- [ ] b. The way HUD currently runs those programs
4. Listed below are several different ways to think about your relationship with HUD. Please consider each separately, and indicate your level of satisfaction or dissatisfaction at the present point in time. Check “Not Applicable” if a situation does not apply to your agency (for example, if you do not currently receive information from HUD).

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

| a. The quality of the information you currently receive from HUD |
| b. The timeliness of the information you currently receive from HUD |
| c. The quality of guidance you currently get from HUD |
| d. The consistency of guidance you currently get from HUD |
| e. The reasonableness of HUD rules and requirements that apply to your business or organization |
| f. The responsiveness of the people with whom you currently deal at HUD |
| g. The competence of the people with whom you currently deal at HUD |
| h. The overall quality of service you receive from HUD today |

5. Over the last several years, would you say the overall quality of service you receive from HUD is generally getting:

6. 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, does assessments). In your business or organization’s relationship with HUD, would you say HUD is:

7. Here is a list of some changes that have occurred at HUD over the last several years. We’re interested in your opinions about the effects of these changes to date.

Would you say that the following have made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

| a. Changes in HUD’s organizational structure, such as the establishment of new centers and hubs. |
| b. Changes in HUD functions, such as the establishment of the new Community Builder and Public Trust Officer functions. |
| c. Changes in HUD staffing, such as the overall reduction in staff, staffing reassignments, and retraining of HUD staff. |
| d. Changes in HUD’s financial management systems, such as the creation of new systems and the consolidation of older ones. |
8. HUD's management reforms over the last several years were an attempt to achieve certain objectives. Five of HUD's reform objectives are listed below. Please indicate the extent to which you believe each objective has been fully achieved, mostly achieved, partially achieved, or has not been achieved at all?

<table>
<thead>
<tr>
<th>Objective</th>
<th>Fully achieved</th>
<th>Mostly achieved</th>
<th>Partially achieved</th>
<th>Not achieved at all</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. To restore the public trust in HUD.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. To be &quot;the best in the business.&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. To replace a top-down bureaucracy with a new customer-friendly structure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. To instill an ethic of competence and excellence at HUD.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. To replace the emphasis on process with an emphasis on performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Under HUD's new organizational structure, property owners may have to work with several HUD offices, hubs, and centers for various purposes. Are the different functions and responsibilities of these offices, hubs, and centers:

10. In recent months, how easy or difficult has it been for you to reach the people at HUD whom you need to contact? In general, has it been:

11. How satisfied are you with the transition to property inspections by HUD's Real Estate Assessment Center (REAC)? Are you:

12. Once fully implemented, do you expect the physical inspections done by HUD's Real Estate Assessment Center (REAC) will be an improvement over the previous methods used by HUD to inspect housing developments?

13. How satisfied are you with the transition to electronic financial reporting to HUD's Real Estate Assessment Center (REAC)? Are you:

14. Once fully implemented, do you expect the electronic financial reporting to HUD's Real Estate Assessment Center (REAC) to be an improvement over previous methods used by HUD to report financial information?

15. How satisfied are you with the ability of HUD field office personnel—those in the multifamily hubs and program centers—to consistently and reliably interpret policies and regulations that pertain to your properties? Are you:

16. Over the last several years, would you say HUD's capacity to monitor and provide oversight related to your property or properties is generally getting:
17. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD’s overall performance?

[ ] Very satisfied  [ ] Somewhat satisfied  [ ] Somewhat dissatisfied  [ ] Very dissatisfied  [ ] Don’t know

18. How many FHA-insured, HUD-assisted (subsidized), or Section 202/811 properties does your organization own?

[ ] 1 property  [ ] 2-5 properties  [ ] 6-10 properties  [ ] 11-15 properties  [ ] 16-25 properties  [ ] More than 25 properties

19. Approximately how many FHA-insured, HUD-assisted (subsidized), or Section 202/811 units does your organization own?

[ ] 100 units or fewer  [ ] 101-200 units  [ ] 201-300 units  [ ] 301-400 units  [ ] 401-500 units  [ ] 501-1,000 units  [ ] 1,001-2,000 units  [ ] More than 2,000 units

20. Please indicate the title/position of the person (or persons) who answered these questions:

[ ] Owner/CEO/ managing general partner/president/chair/principal/director
[ ] Other company/organization senior official  [ ] Other company/organization employee
[ ] Property manager  [ ] Other: __________________________

21. Which HUD field office or offices does your business or organization interact with on a regular basis?


We welcome any additional comments you may have about HUD. (PLEASE PRINT.)

Thank You for Completing the HUD Survey of Multifamily Housing Owners.

Please return your completed questionnaire by February 23, 2001 to:

HUD SURVEY, 2277 Research Boulevard MS 6Y, Rockville, MD 20850-3166
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY
CALL: 1-800-441-7080 • FAX: 1-301-519-6300
E-MAIL: SURVEY@ASPENSY.COM
HUD Survey of Mayors

This brief, confidential survey solicits your opinion— as a spokesperson for your community— of the service being provided by the U.S. Department of Housing and Urban Development, HUD. The questions can be answered 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 community will be identified in reporting the survey findings. The survey is being conducted by the Urban Institute, an independent and non-partisan research organization, and administered by Aspen Systems Corporation. They will report the results to HUD in aggregate form only.

Please complete the questionnaire by February 16, 2001 and return it in the enclosed envelope. If you need assistance, you can telephone the Aspen Survey Operations Center toll-free at 1-800-441-7080.

1. Would you describe the frequency of your community’s contacts with HUD over the last year as being:

- [ ] Very frequent (GO TO 2)
- [ ] Somewhat frequent (GO TO 2)
- [ ] Not very frequent (GO TO 2)
- [ ] None at all
- [ ] Don’t know

On behalf of your agency, are you in a position to assess and comment on the performance of HUD’s organization and programs?

- [ ] Yes (CONTINUE)
- [ ] No

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

2. During the past year, has your community had direct contact with:

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. HUD personnel in HUD’s Washington D.C. Headquarters office</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>b. HUD personnel in one or more of HUD’s field offices</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center, a multifamily Hub)</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>d. A HUD Community Builder</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>e. A contractor working for HUD</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

3. Thinking separately about the HUD programs with which you currently deal and about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:

<table>
<thead>
<tr>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
<th>If depends</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The HUD programs you currently deal with</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>b. The way HUD currently runs those programs</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>
4. Listed below are several different ways to think about your relationship with HUD.
Please consider each separately, and indicate your level of satisfaction or dissatisfaction at the present point in time. Check "Not Applicable" if a situation does not apply to your community (for example, if you do not currently receive information from HUD).

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

<table>
<thead>
<tr>
<th></th>
<th>Key satisfied</th>
<th>Somewhat satisfied</th>
<th>Somewhat dissatisfied</th>
<th>Key dissatisfied</th>
<th>Not applicable</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The <strong>quality</strong> of the <strong>information</strong> you currently receive from HUD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>The <strong>timeliness</strong> of the <strong>information</strong> you currently receive from HUD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>The <strong>quality</strong> of <strong>guidance</strong> you currently get from HUD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>The <strong>consistency</strong> of <strong>guidance</strong> you currently get from HUD</td>
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<tr>
<td>e.</td>
<td>The <strong>reasonableness</strong> of <strong>HUD rules and requirements</strong> that apply to your community</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>f.</td>
<td>The <strong>responsiveness</strong> of the <strong>people</strong> with whom you currently deal at HUD</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g.</td>
<td>The <strong>competence</strong> of the <strong>people</strong> with whom you currently deal at HUD</td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td>h.</td>
<td>The <strong>overall quality of service</strong> you receive from HUD today</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Over the last several years, would you say the **overall quality of service** you receive from HUD is generally getting:

<table>
<thead>
<tr>
<th></th>
<th>Much better</th>
<th>Somewhat better</th>
<th>Somewhat worse</th>
<th>Much worse</th>
<th>Has not changed very much</th>
<th>Much worse</th>
<th>Not applicable</th>
<th>Don't Know</th>
</tr>
</thead>
</table>

6. 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, does assessments). In your community's relationship with HUD, would you say HUD is:

<table>
<thead>
<tr>
<th></th>
<th>Mostly providing support to you</th>
<th>Mostly regulating you</th>
<th>Mostly providing support and regulating you</th>
<th>Mostly not doing either</th>
<th>Mostly not doing either</th>
<th>Don't know</th>
</tr>
</thead>
</table>

7. Here is a list of some **changes that have occurred at HUD** over the last several years. We're interested in your opinions about the effects of these changes to date.

Would you say that the following have made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

<table>
<thead>
<tr>
<th></th>
<th>Much better</th>
<th>Somewhat better</th>
<th>Somewhat worse</th>
<th>Much worse</th>
<th>Not much effect</th>
<th>Not aware of such changes</th>
<th>Don't know</th>
</tr>
</thead>
</table>

a. Changes in HUD's **organizational structure**, such as the establishment of new centers and hubs.

b. Changes in HUD **functions**, such as the establishment of the new Community Builder and Public Trust Officer functions.

c. Changes in HUD **staffing**, such as the overall reduction in staff, staffing reassignments, and retraining of HUD staff.

d. Changes in HUD's **financial management systems**, such as the creation of new systems and the consolidation of older ones.
8. HUD's management reforms over the last several years were an attempt to achieve certain objectives. Five of HUD's reform objectives are listed below. Please indicate the extent to which you believe each objective has been fully achieved, mostly achieved, partially achieved, or has not been achieved at all?

a. To restore the public trust in HUD.

b. To be "the best in the business."

c. To replace a top-down bureaucracy with a new customer-friendly structure.

d. To instill an ethic of competence and excellence at HUD.

e. To replace the emphasis on process with an emphasis on performance.

9. In general, would you describe your community's current relations with HUD as being:

10. Over the last few years, would you say your community's relations with HUD have improved substantially, improved somewhat, worsened somewhat, worsened substantially, or would you say they have not changed very much?

11. Has one or more of HUD's Community Builders been in contact with you or other senior officials of your community within the last year or so?

12. Please indicate your level of agreement with each of the following statements regarding HUD's services or requirements. Check "Not Applicable" if a situation does not apply to your community (e.g., if your community is not subject to comprehensive planning requirements).

a. HUD's Community Builders have helped our office and our community to take better advantage of federal government programs and resources than had been the case prior to the establishment of Community Builders.

b. The addition of HUD's Community Builders has improved HUD's overall service to our office and our community compared to what it had been prior to the establishment of Community Builders.

c. HUD's requirement that we prepare a Consolidated Plan has helped our office and our community to better meet our housing and community development needs than had previously been the case.

d. HUD's Community 2020 mapping software has helped our office and our community to better understand and assess our housing and community development needs than had previously been the case.

e. HUD's Website— including the Elected Officials page— has been useful to our office and our community in keeping abreast of HUD resources, programs, and events?
13. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?

[Blank]

14. Please indicate the title/position of the person (or persons) who answered these questions:

[ ] Mayor or Town Supervisor
[ ] Other Member of Mayor's Immediate Office
[ ] Other: __________________________

[ ] Deputy Mayor/Chief of Staff/Senior Assistant to the Mayor
[ ] Other City/Departmental Senior Official
[ ] Other: __________________________

15. Which HUD field office or offices does your community interact with on a regular basis?

[ ] Alabama
[ ] Alaska
[ ] Arizona
[ ] Arkansas
[ ] California
[ ] Colorado
[ ] Connecticut
[ ] Delaware
[ ] Florida
[ ] Georgia
[ ] Hawaii
[ ] Idaho
[ ] Illinois
[ ] Indiana
[ ] Iowa
[ ] Kansas
[ ] Kentucky
[ ] Louisiana
[ ] Maine
[ ] Maryland
[ ] Massachusetts
[ ] Michigan
[ ] Minnesota
[ ] Mississippi
[ ] Missouri
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[ ] Nevada
[ ] New Hampshire
[ ] New Jersey
[ ] New Mexico
[ ] New York
[ ] New York City
[ ] North Carolina
[ ] North Dakota
[ ] Ohio
[ ] Oklahoma
[ ] Oregon
[ ] Pennsylvania
[ ] Rhode Island
[ ] South Carolina
[ ] South Dakota
[ ] Tennessee
[ ] Texas
[ ] Utah
[ ] Vermont
[ ] Virginia
[ ] Washington
[ ] West Virginia
[ ] Wisconsin
[ ] Wyoming
[ ] Other: __________________________

We welcome any additional comments you may have about HUD. (PLEASE PRINT.)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Thank You for Completing the HUD Survey of Mayors.

Please return your completed questionnaire by February 16, 2001 to:

HUD SURVEY, 2277 Research Boulevard MS 6Y, Rockville, MD 20850-3166
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY
CALL: 1-800-441-7080 • FAX: 1-301-519-6300
E-MAIL: SURVEY@ASPENSYN.COM

4
HUD Survey of Non-Profit Organizations

This brief, confidential survey solicits your opinion—as a spokesperson for your organization—as the service being provided by the U.S. Department of Housing and Urban Development, HUD. The questions can be answered 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. The survey is being conducted by the Urban Institute, an independent and non-partisan research organization, and administered by Aspen Systems Corporation. They will report the results to HUD in aggregate form only.

Please complete the questionnaire by January 12, 2001 and return it in the enclosed envelope. If you need assistance, you can telephone the Aspen Survey Operations Center toll-free at 1-800-441-7080.

1. Would you describe the frequency of your organization's contacts with HUD over the last year as being:
   - [ ] Very frequent (GO TO 2)
   - [ ] Somewhat frequent (GO TO 2)
   - [ ] Not very frequent (GO TO 2)
     - [ ] None at all (continue)
     - [ ] Don't know (continue)
   On behalf of your agency, are you in a position to assess and comment on the performance of HUD's organization and programs?
   - [ ] Yes (CONTINUE)
   - [ ] No
   - [ ] Don't Know
   PLEASE FORWARD TO THE APPROPRIATE PERSON. OR RETURN QUESTIONNAIRE IF THERE IS NO SUCH PERSON.

2. During the past year, has your organization had direct contact with:
   - [ ] Yes
   - [ ] No
   - [ ] Don't Know
   a. HUD personnel in HUD's Washington D.C. Headquarters office
   b. HUD personnel in one or more of HUD's field offices
   c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center, a multifamily Hub)
   d. A HUD Community Builder
   e. A contractor working for HUD

3. Thinking separately about the HUD programs with which you currently deal and about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:
   - [ ] Very satisfied
   - [ ] Somewhat satisfied
   - [ ] Somewhat dissatisfied
   - [ ] Very dissatisfied
   - [ ] If applicable
   - [ ] Don't know
   a. The HUD programs you currently deal with
   b. The way HUD currently runs those programs

Continue
4. Listed below are several different ways to think about your relationship with HUD. Please consider each separately, and indicate your level of satisfaction or dissatisfaction at the present point in time. Check "Not Applicable" if a situation does not apply to your organization (for example, if you do not currently receive information from HUD).

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

- a. The quality of the information you currently receive from HUD
- b. The timeliness of the information you currently receive from HUD
- c. The quality of guidance you currently get from HUD
- d. The consistency of guidance you currently get from HUD
- e. The reasonableness of HUD rules and requirements that apply to your organization
- f. The responsiveness of the people with whom you currently deal at HUD
- g. The competence of the people with whom you currently deal at HUD
- h. The overall quality of service you receive from HUD today

5. Over the last several years, would you say the overall quality of service you receive from HUD is generally getting:

6. 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, does assessments). In your organization's relationship with HUD, would you say HUD is:

7. Here is a list of some changes that have occurred at HUD over the last several years. We're interested in your opinions about the effects of these changes to date.

Would you say that the following have made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

- a. Changes in HUD's organizational structure, such as the establishment of new centers and hubs.
- b. Changes in HUD functions, such as the establishment of the new Community Builder and Public Trust Officer functions.
- c. Changes in HUD staffing, such as the overall reduction in staff, staffing reassignments, and retraining of HUD staff.
- d. Changes in HUD's financial management systems, such as the creation of new systems and the consolidation of older ones.
8. HUD's management reforms over the last several years were an attempt to achieve certain objectives. Five of HUD's reform objectives are listed below. Please indicate the extent to which you believe each objective has been fully achieved, mostly achieved, partially achieved, or has not been achieved at all?

a. To restore the public trust in HUD.
   - [ ] Fully achieved
   - [ ] Mostly achieved
   - [ ] Partially achieved
   - [ ] Not achieved at all
   - [ ] Don't know

b. To be "the best in the business."
   - [ ] Fully achieved
   - [ ] Mostly achieved
   - [ ] Partially achieved
   - [ ] Not achieved at all
   - [ ] Don't know

c. To replace a top-down bureaucracy with a new customer-friendly structure.
   - [ ] Fully achieved
   - [ ] Mostly achieved
   - [ ] Partially achieved
   - [ ] Not achieved at all
   - [ ] Don't know

d. To instill an ethic of competence and excellence at HUD.
   - [ ] Fully achieved
   - [ ] Mostly achieved
   - [ ] Partially achieved
   - [ ] Not achieved at all
   - [ ] Don't know

e. To replace the emphasis on process with an emphasis on performance.
   - [ ] Fully achieved
   - [ ] Mostly achieved
   - [ ] Partially achieved
   - [ ] Not achieved at all
   - [ ] Don't know

9. Has one or more of HUD's Community Builders been in personal contact with you or others in your organization within the last year or so?
   - [ ] Very frequently
   - [ ] Occasionally
   - [ ] At least once
   - [ ] Not at all
   - [ ] Don't know

10. Please indicate your level of agreement with each of the following statements regarding HUD's services or requirements. Check "Not Applicable" if a situation does not apply to your organization (e.g., if your organization does not use the SuperNOFA or is not subject to HUD monitoring).

a. The addition of HUD's Community Builders has improved HUD's overall service to our organization compared to what it had been.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

b. HUD's use of a SuperNOFA over the last several years has improved the way it announces and manages the grants process.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

c. Across the range of our activities, HUD is generally clear about what it expects of our organization in its various relationships with our organization.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

d. In general, HUD has consistent standards of enforcement with respect to our organization's activities.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

e. HUD's accounting requirements are reasonable and appropriate as they pertain to our organization.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

f. HUD's Regional Housing Opportunity Centers (HOCs) have provided good service to our organization.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

g. HUD's organizational changes over the last few years have allowed more direct access than we had before to the person at HUD best able to respond to our needs.
   - [ ] Strongly agree
   - [ ] Agree
   - [ ] Neither agree nor disagree
   - [ ] Disagree
   - [ ] Strongly disagree
   - [ ] Not applicable

11. At present, taking everything into consideration, how satisfied or dissatisfied are you with HUD's overall performance?
   - [ ] Very satisfied
   - [ ] Somewhat satisfied
   - [ ] Neither satisfied nor dissatisfied
   - [ ] Somewhat dissatisfied
   - [ ] Very dissatisfied
   - [ ] Don't know
12. Please indicate the title/position of the person (or persons) who answered these questions:

☐ Organization Director    ☐ Deputy Director    ☐ Other Organization Senior Official
☐ Other Organization Employee    ☐ Other:__________________________

13. Which HUD field office or offices does your organization interact with on a regular basis?

Alabama    ☐    Florida    ☐    New Jersey    ☐    New York    ☐    New Hampshire    ☐
Alaska    ☐    Georgia    ☐    New Jersey    ☐    New York    ☐    New Mexico    ☐
Arizona    ☐    Hawaii    ☐    New Jersey    ☐    New York    ☐    New York City    ☐
Phoenix    ☐    Idaho    ☐    New York    ☐    New York City    ☐    North Carolina    ☐
Tucson    ☐    Illinois    ☐    New York City    ☐    North Dakota    ☐    North Dakota    ☐
Arkansas    ☐    Illinois    ☐    New York City    ☐    North Dakota    ☐    North Dakota    ☐
California    ☐    Indiana    ☐    New York City    ☐    Ohio    ☐    Ohio    ☐
San Francisco    ☐    Iowa    ☐    New York City    ☐    Ohio    ☐    Oklahoma    ☐
Fresno    ☐    Kansas    ☐    New York City    ☐    Ohio    ☐    Oklahoma    ☐
Los Angeles    ☐    Kentucky    ☐    New York City    ☐    Ohio    ☐    Oklahoma City    ☐
Sacramento    ☐    Louisiana    ☐    New York City    ☐    Ohio    ☐    Ontario    ☐
Santa Ana    ☐    Louisiana    ☐    New York City    ☐    Ohio    ☐    Oregon    ☐
Colorado    ☐    New Orleans    ☐    New York City    ☐    Ohio    ☐    Pennsylvania    ☐
Connecticut    ☐    New Orleans    ☐    New York City    ☐    Ohio    ☐    Philadelphia    ☐
Delaware    ☐    New Orleans    ☐    New York City    ☐    Ohio    ☐    Pittsburgh    ☐
Florida    ☐    Newark    ☐    New York City    ☐    Ohio    ☐    Puerto Rico/U.S. Virgin Islands    ☐
Miami    ☐    New York City    ☐    Ohio    ☐    Rhode Island    ☐    South Carolina    ☐
Jacksonville    ☐    New York City    ☐    Ohio    ☐    South Dakota    ☐

We welcome any additional comments you may have about HUD. (PLEASE PRINT.)

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Thank You for Completing the HUD Survey of Non-Profit Organizations.

Please return your completed questionnaire by January 12, 2001 to:

HUD SURVEY, 2277 Research Boulevard MS 6Y, Rockville, MD 20850-3166
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY
CALL: 1-800-441-7080 • FAX: 1-301-519-6300
E-MAIL: SURVEY@ASPENSYSTM
HUD Survey of Public Housing Agencies

This brief, confidential survey solicits your opinion—as a spokesperson for your agency—of the service being provided by the U.S. Department of Housing and Urban Development, HUD. The questions can be answered 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 agency will be identified in reporting the survey findings. The survey is being conducted by the Urban Institute, an independent and non-partisan research organization, and administered by Aspen Systems Corporation. They will report the results to HUD in aggregate form only.

Please complete the questionnaire by January 12, 2001 and return it in the enclosed envelope. If you need assistance, you can telephone the Aspen Survey Operations Center toll-free at 1-800-441-7080.

1. Would you describe the frequency of your agency's contacts with HUD over the last year as being:
   - [ ] Very frequent (GO TO 2)
   - [ ] Somewhat frequent (GO TO 2)
   - [ ] Not very frequent (GO TO 2)
   - [ ] None at all ( )
   - [ ] Don't know ( )

   On behalf of your agency, are you in a position to assess and comment on the performance of HUD's organization and programs?
   - [ ] Yes (CONTINUE)
   - [ ] No
   - [ ] Don't Know

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

2. During the past year, has your agency had direct contact with:
   - [ ] Yes
   - [ ] No
   - [ ] Don't Know
   - a. HUD personnel in HUD's Washington D.C. Headquarters office
   - b. HUD personnel in one or more of HUD's field offices
   - c. HUD personnel in a specialized HUD Center or Hub (such as Real Estate Assessment Center, Section 8 Financial Management Center, Troubled Agency Recovery Center, a multifamily Hub)
   - d. A HUD Community Builder
   - e. A contractor working for HUD

3. Thinking separately about the HUD programs with which you currently deal and about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with:
   - a. The HUD programs you currently deal with
   - b. The way HUD currently runs those programs
4. Listed below are several different ways to think about your relationship with HUD. Please consider each separately, and indicate your level of satisfaction or dissatisfaction at the present point in time. Check “Not Applicable” if a situation does not apply to your agency (for example, if you do not currently receive information from HUD).

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

<table>
<thead>
<tr>
<th></th>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
<th>Not applicable</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The <strong>quality</strong> of the <strong>information</strong> you currently receive from HUD</td>
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<tr>
<td>b. The <strong>timeliness</strong> of the <strong>information</strong> you currently receive from HUD</td>
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<tr>
<td>c. The <strong>quality</strong> of <strong>guidance</strong> you currently get from HUD</td>
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<tr>
<td>d. The <strong>consistency</strong> of <strong>guidance</strong> you currently get from HUD</td>
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<tr>
<td>e. The <strong>reasonableness</strong> of HUD rules and requirements that apply to your agency</td>
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<tr>
<td>f. The <strong>responsiveness</strong> of the <strong>people</strong> with whom you currently deal at HUD</td>
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<tr>
<td>g. The <strong>competence</strong> of the <strong>people</strong> with whom you currently deal at HUD</td>
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<td>h. The <strong>overall quality</strong> of <strong>service</strong> you receive from HUD today</td>
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</tbody>
</table>

5. Over the last several years, would you say the **overall quality of service** you receive from HUD is generally getting:

<table>
<thead>
<tr>
<th></th>
<th>Much better</th>
<th>Somewhat better</th>
<th>Somewhat worse</th>
<th>Much worse</th>
<th>Has not changed very much</th>
<th>Not applicable</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

6. 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, does assessments). In your agency’s relationship with HUD, would you say HUD is:

<table>
<thead>
<tr>
<th></th>
<th>Much better</th>
<th>Somewhat better</th>
<th>Somewhat worse</th>
<th>Much worse</th>
<th>Not much effect</th>
<th>Not aware of any changes</th>
<th>Don’t Know</th>
</tr>
</thead>
</table>

7. Here is a list of some **changes that have occurred at HUD** over the last several years. We’re interested in your opinions about the effects of these changes to date.

Would you say that the following have made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?

<table>
<thead>
<tr>
<th></th>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
<th>Not applicable</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Changes in HUD’s <strong>organizational structure</strong>, such as the establishment of new centers and hubs.</td>
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<tr>
<td>b. Changes in HUD <strong>functions</strong>, such as the establishment of the new Community Builder and Public Trust Officer functions.</td>
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<tr>
<td>c. Changes in HUD <strong>staffing</strong>, such as the overall reduction in staff, staffing reassignments, and retraining of HUD staff.</td>
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<tr>
<td>d. Changes in HUD’s <strong>financial management systems</strong>, such as the creation of new systems and the consolidation of older ones.</td>
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</table>
8. HUD's management reforms over the last several years were an attempt to achieve certain objectives. Five of HUD's reform objectives are listed below. Please indicate the extent to which you believe each objective has been fully achieved, mostly achieved, partially achieved, or has not been achieved at all?

   a. To restore the public trust in HUD.  
   b. To be "the best in the business.”
   c. To replace a top-down bureaucracy with a new customer-friendly structure.
   d. To instill an ethic of competence and excellence at HUD.
   e. To replace the emphasis on process with an emphasis on performance.

9. Once fully implemented, do you expect the following changes to HUD's systems or methods to be an improvement over previous systems/methods used by HUD? Check “Not Applicable” if a situation does not apply to your agency (e.g., if the PHAS does not apply to your agency).

   a. The new Public Housing Assessment System (PHAS) for assessing housing agencies
   b. The physical inspections performed by HUD's Real Estate Assessment Center (REAC)
   c. Electronic financial reporting to HUD's Real Estate Assessment Center (REAC)

10. Would you say that HUD's requirements that you prepare a 5-Year Plan and an Annual Plan (PHA Plans) will generally have a positive or negative impact on the people served by your Housing Agency, or will they have no impact at all?

11. Please indicate your level of satisfaction with each of the following as it relates to your agency. Check "Not Applicable" if a situation does not apply to your agency (e.g., if you have not recently required interpretation of HUD's policies or regulations).

   a. The ability of HUD field office personnel to consistently and reliably interpret policies and regulations that pertain to your agency's grants and programs?
   b. The progress HUD has made in developing the Multifamily Tenant Characteristics System (MTCS)? (Consider such things as its ease of use, usefulness, appropriateness of data collected, etc.)
   c. HUD's current capacity to monitor and provide oversight of your agency's activities

12. Over the last several years, would you say HUD's capacity to monitor and provide oversight of your agency's activities is generally getting:

13. Under HUD's new organizational structure, housing agencies may have to work with several HUD offices and centers for various purposes. Are the different functions and responsibilities of these offices and centers:
14. How valuable to you are HUD’s “Best Practices” efforts and products? Are they:

[Check boxes for responses]

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

[Check boxes for responses]

16. Please indicate the title/position of the person (or persons) who answered these questions:

- [ ] Agency Director
- [ ] Agency Deputy Director
- [ ] Other Agency Employee
- [ ] Other: ____________________________

17. Which HUD field office or offices does your agency interact with on a regular basis?

- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- Florida
- Georgia
- Hawaii
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maine
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Montana
- Nebraska
- Nevada
- New Hampshire
- New Jersey
- New Mexico
- New York
- North Carolina
- North Dakota
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode Island
- South Carolina
- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Washington
- Washington, D.C.
- West Virginia
- Wisconsin
- Wyoming
- Other: ________________

We welcome any additional comments you may have about HUD. (PLEASE PRINT.)

______________________________
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