

**MULTIFAMILY HOUSING PARTNERS'  
SATISFACTION WITH HUD'S PERFORMANCE**

2005 DATA BINDER

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

**MULTIFAMILY HOUSING 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

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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 multifamily housing owners. Survey respondents owned properties of one of three types: Sections 202 and 811 housing (Section 202 provides housing with supportive services for elderly and handicapped persons; Section 811 provides housing with supportive services for persons with disabilities); HUD-insured housing (multifamily properties whose mortgages are insured by HUD, where neither rental assistance nor mortgage interest subsidies are provided); or HUD-assisted housing (multifamily properties that are either insured under a HUD mortgage insurance program involving mortgage interest subsidies or that are

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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.

provided with some form of HUD rental assistance). Each group is reported separately in this document.

The survey questionnaire, a copy of which is in the appendix, was the same for all three groups.

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, interpretation of results, and comparisons between 2001 and 2005 results.

**The survey sample.** Drawing from a list provided by HUD's Office of Policy Development and Research, multifamily housing owners were aggregated into groups by the type of property they owned and then randomly sampled from within each group with equal probability. The survey questionnaire was sent to 1,200 property owners: 400 owners of Sections 202 or 811 properties, 400 HUD-insured property owners, and 400 HUD-assisted property owners. In addition, 50 owners of multiple types of properties were also sampled so that the full sample, appropriately weighted to compensate for disproportionate sampling, would represent all multifamily owners with which HUD deals.

The following table shows the response rate for each of the groups.

	Sample Size	Respondents
Section 202/811	400	265 (66%)
HUD-Insured	400	237 (59%)
HUD-Assisted	400	247 (62%)
Multiple Types	50	28 (56%)

The property lists from which the samples were drawn contained many records with inaccurate or incomplete information. If the response rate is adjusted to account for these records, the response rate averages 72 percent across groups.

The survey questionnaire emphasized the need for the owner to respond to the survey. If the owner could not respond, however, it was requested that answers be provided by a knowledgeable person capable of responding on behalf of the owner. Forty-five percent of survey respondents were owners, CEOs, managing general partners, presidents, chairpersons, principals, or directors; 19 percent were other company or organization senior officials; 8 percent were other company or organization employees; 24 percent were property managers; and 4 percent were other representatives of the ownership entity.

**PART 2: SURVEY HIGHLIGHTS**

1. In 2005, 76 percent of Section 202/811 owners, 64 percent of HUD-Assisted owners, and 62 percent of HUD-Insured owners expressed satisfaction with HUD's overall performance. There are no statistically significant differences in overall satisfaction between 2001 and 2005.
2. Seventy percent of Section 202/811 owners were satisfied with the way HUD runs the programs with which they dealt, down from 78 percent who expressed satisfaction in 2001.
3. In general, HUD-Assisted and HUD-Insured owners were somewhat more dissatisfied across the board than Section 202/811 owners.
4. Satisfaction levels tend to be higher for multifamily owners 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.
5. HUD-Insured owners were less satisfied in 2005 with the timeliness of information received from HUD than they were in 2001 (68 percent were satisfied in 2001 compared to 58 percent in 2005). In contrast, Section 202/811 and HUD-Assisted owners' satisfaction improved, albeit modestly.
6. HUD-Insured and HUD-Assisted owners were more likely to be dissatisfied with the consistency of guidance they received from HUD in 2005 than they were in 2001.
7. For many but not all evaluation topics, HUD-Insured and Section 202/811 owners who dealt with a single, medium/small-sized HUD field office were somewhat more satisfied across the board than those who dealt with either a single large office or multiple field offices. Such differences existed, though they were less consistent, for HUD-Assisted owners too.
8. Over one-half of HUD-Insured and HUD-Assisted owners, and close to or more than two-fifths of Section 202/811 owners, were dissatisfied with: (a) the timeliness of decision-making by HUD (such as requests for waivers, rulings and approvals); (b) the clarity of rules and requirements that applied to them (how easy they are to understand); and (c) the time commitment required to comply with HUD reporting requirements (such as TRACS and REAC).
9. Owners of multifamily properties who dealt mainly with HUD contractors were somewhat more likely to be satisfied with HUD's capacity to monitor them and provide oversight related to their properties than those who mainly dealt directly with HUD.

10. Close to or more than three out of ten HUD-Insured and HUD-Assisted owners were dissatisfied with the responsiveness or competence of the people at HUD with whom they dealt, as well as with the knowledge, skills and ability of HUD personnel.
  
11. E-mail is not an effective method of communicating with many HUD-Insured owners; nearly one-half either said they do not use e-mail or described it as not too effective or not effective at all. Similarly, 60 percent of HUD-Insured owners, 54 percent of Section 202/811 owners, and 44 percent of HUD-Assisted owners did not consider HUD listserves to be an effective communication tool.

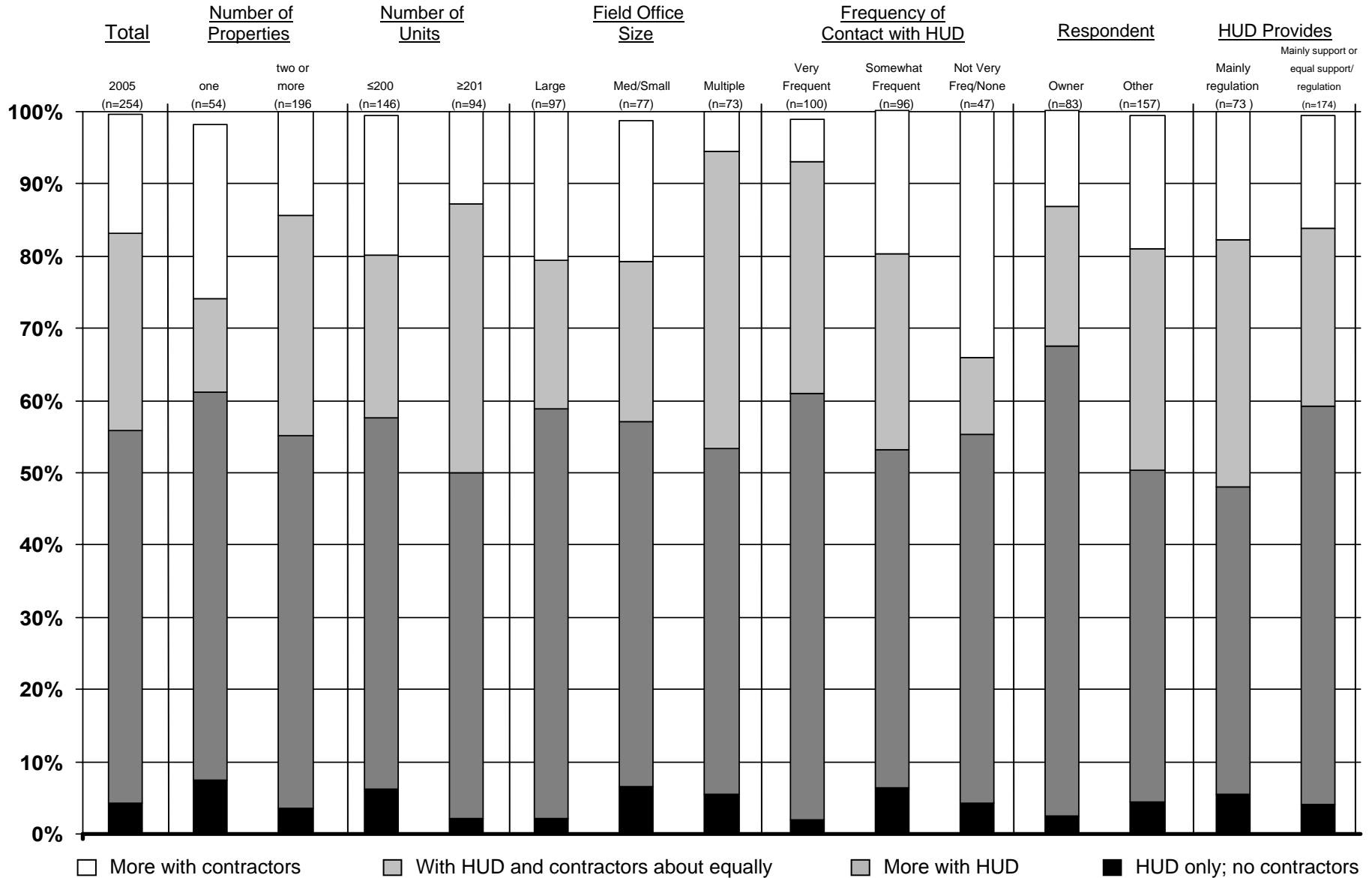
**SECTION 202/811 MULTIFAMILY HOUSING PARTNERS**



**PART 3: SECTION 202/811 PARTNERS**  
**BAR CHARTS OF EACH SURVEY QUESTION**

PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

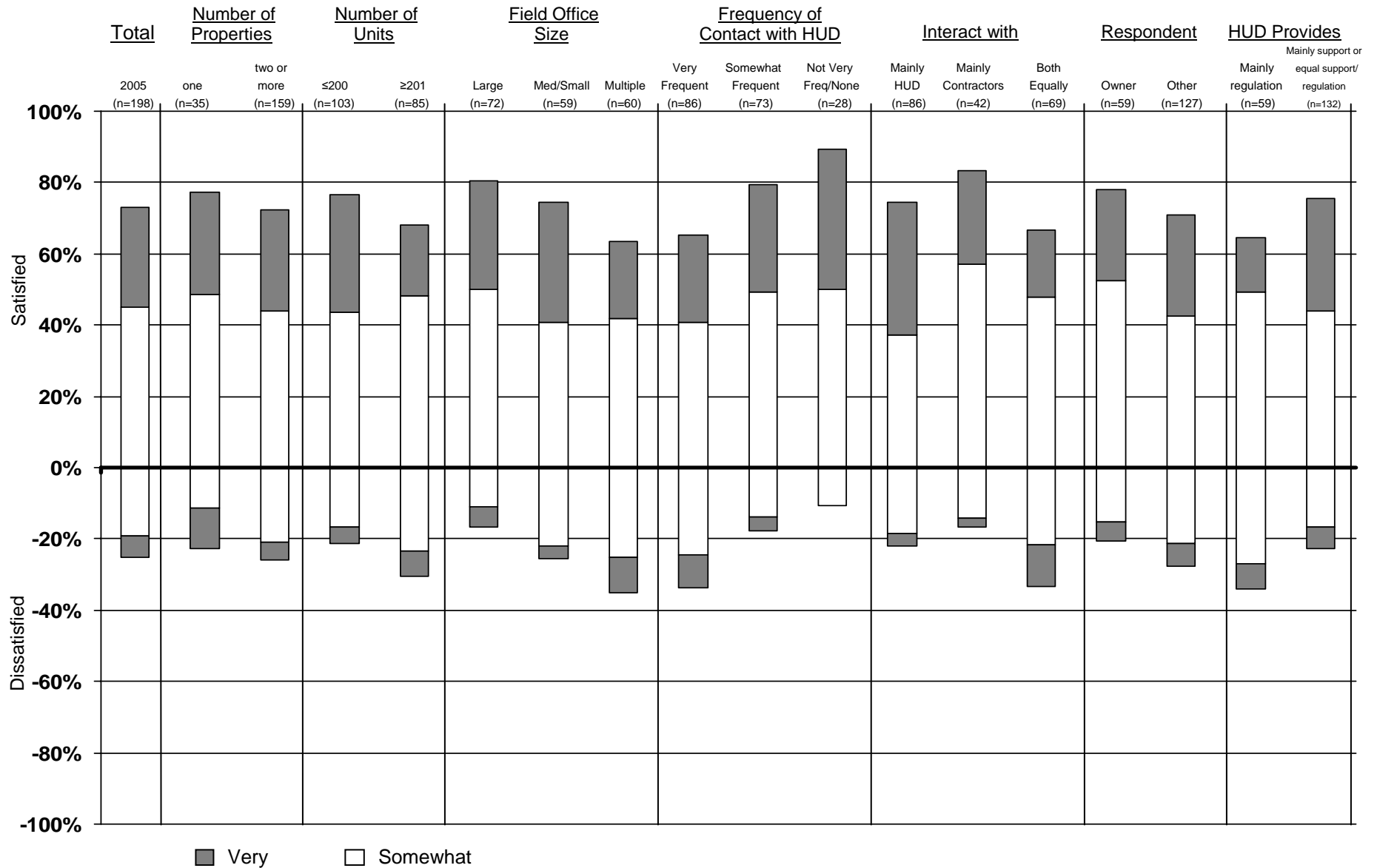
**Question 3.** During the past twelve months, when you interacted with HUD, were your dealings more with HUD, or were they more with HUD's contractors/third-party contractors?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

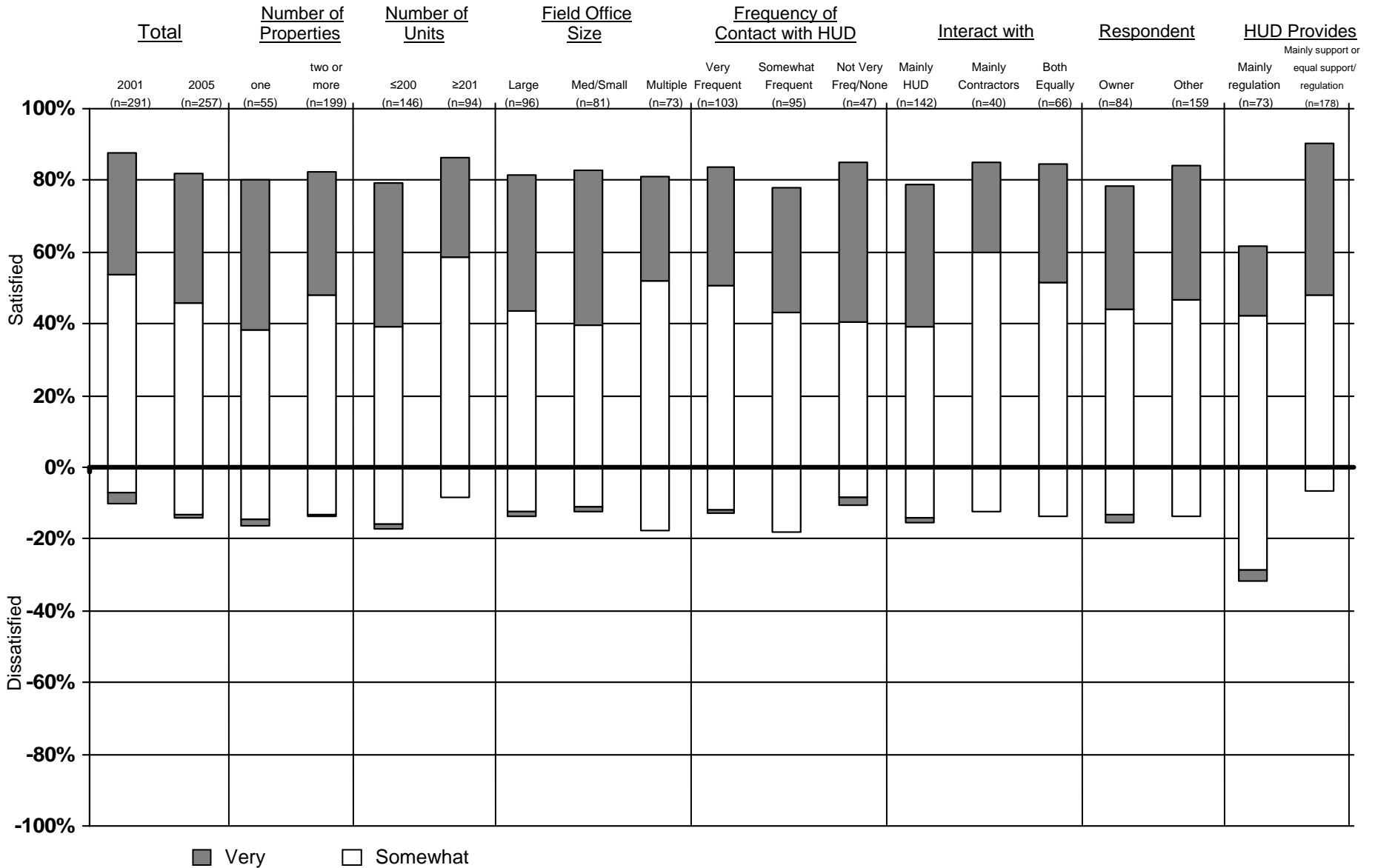
**Question 4.** Overall, taking everything into consideration, how satisfied or dissatisfied are you with the service provided by HUD's contractors/third-party contractors?



This chart excludes the 58 organizations that said they do not deal with HUD's contractors.

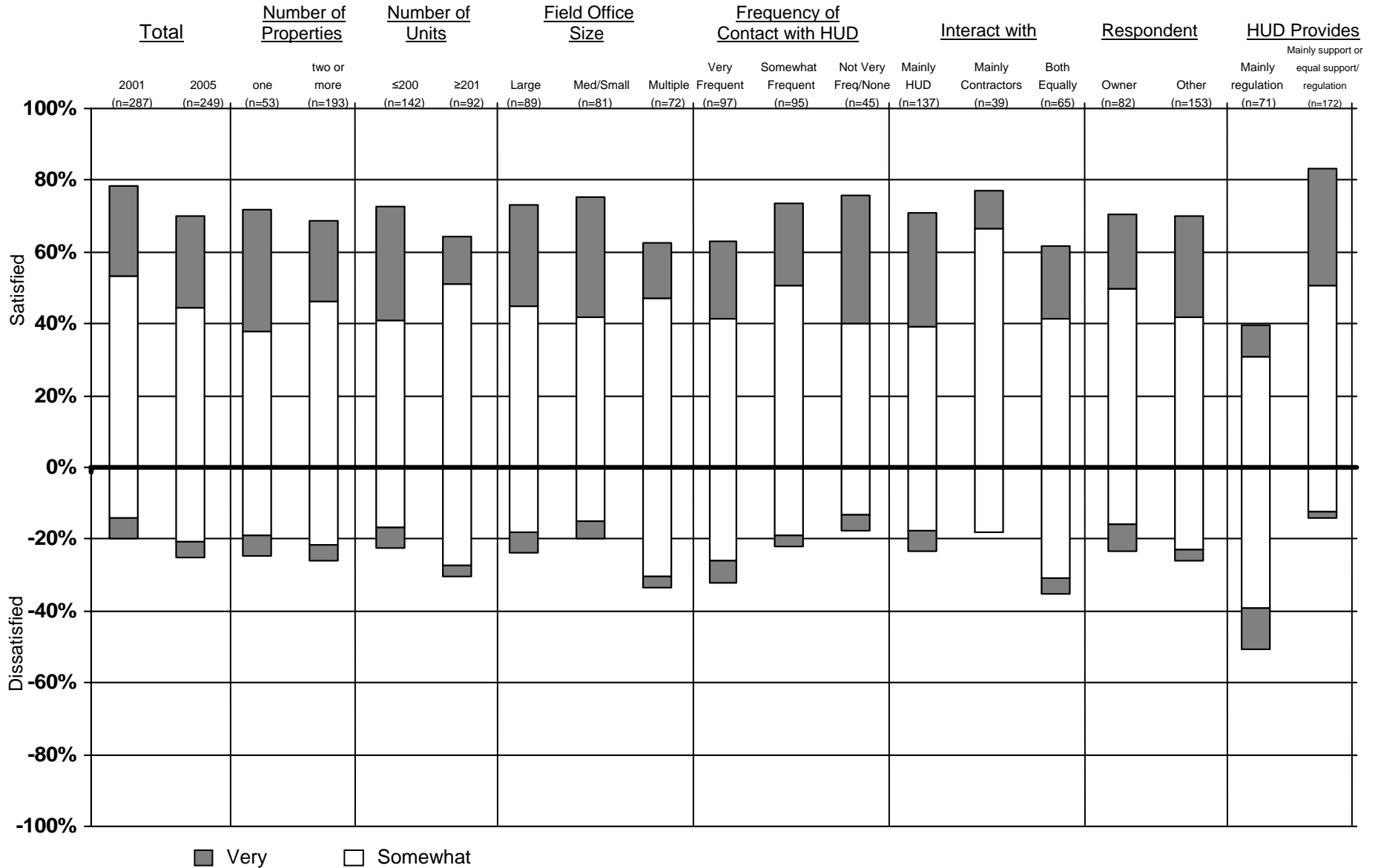
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

**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?

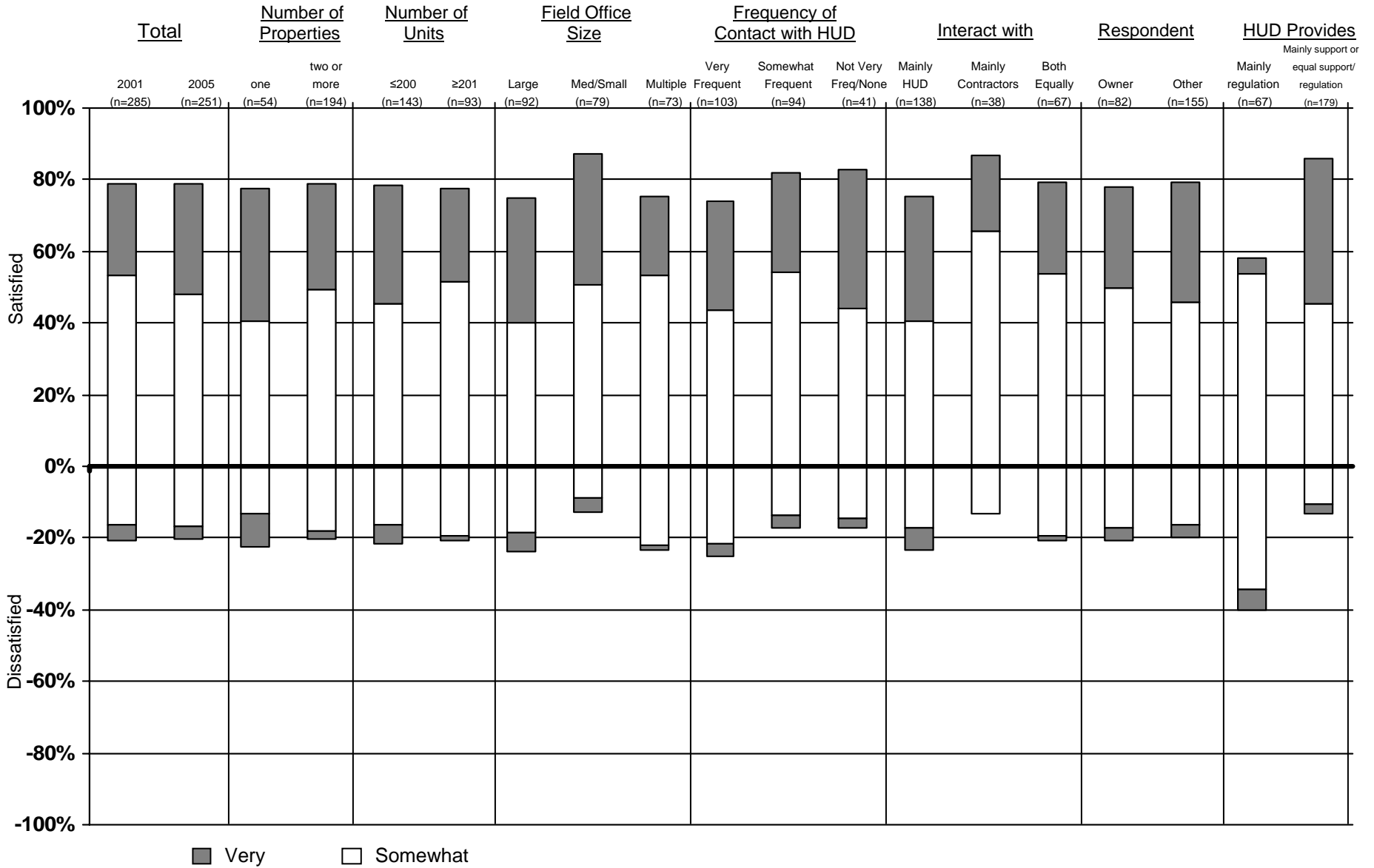


**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Multifamily Housing Partners*

**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?

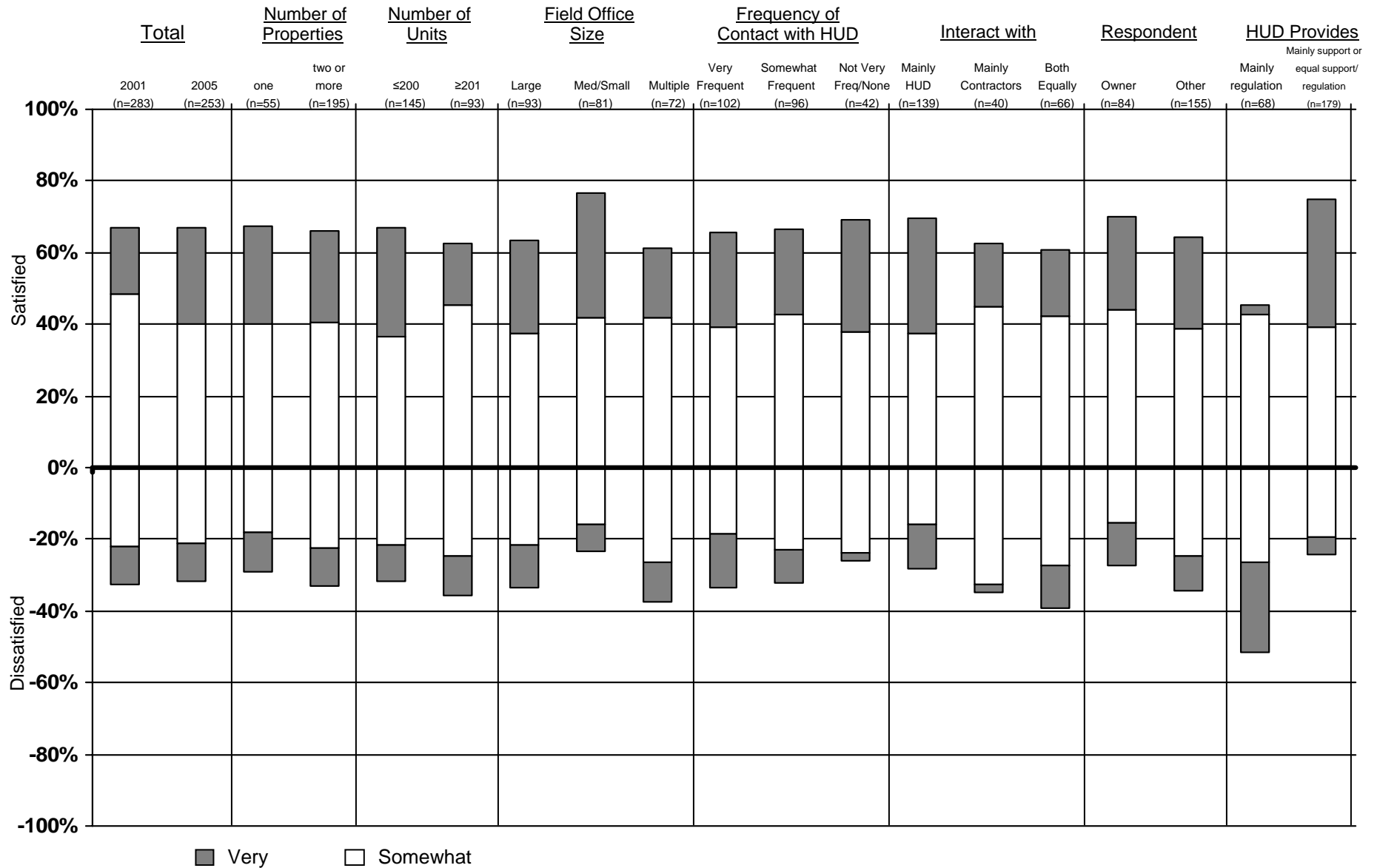


**Question 7a.** How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?



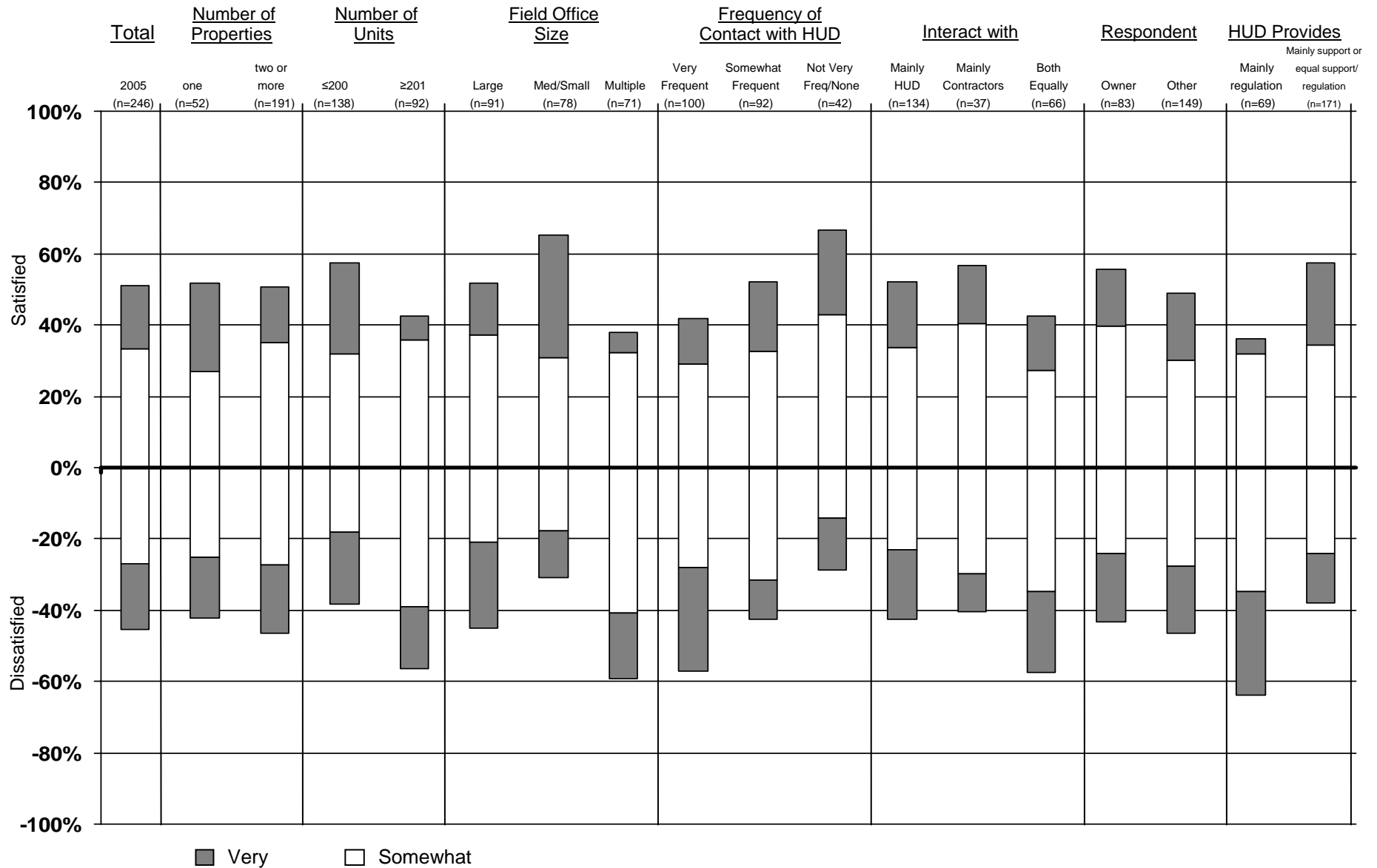
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**Question 7b.** How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



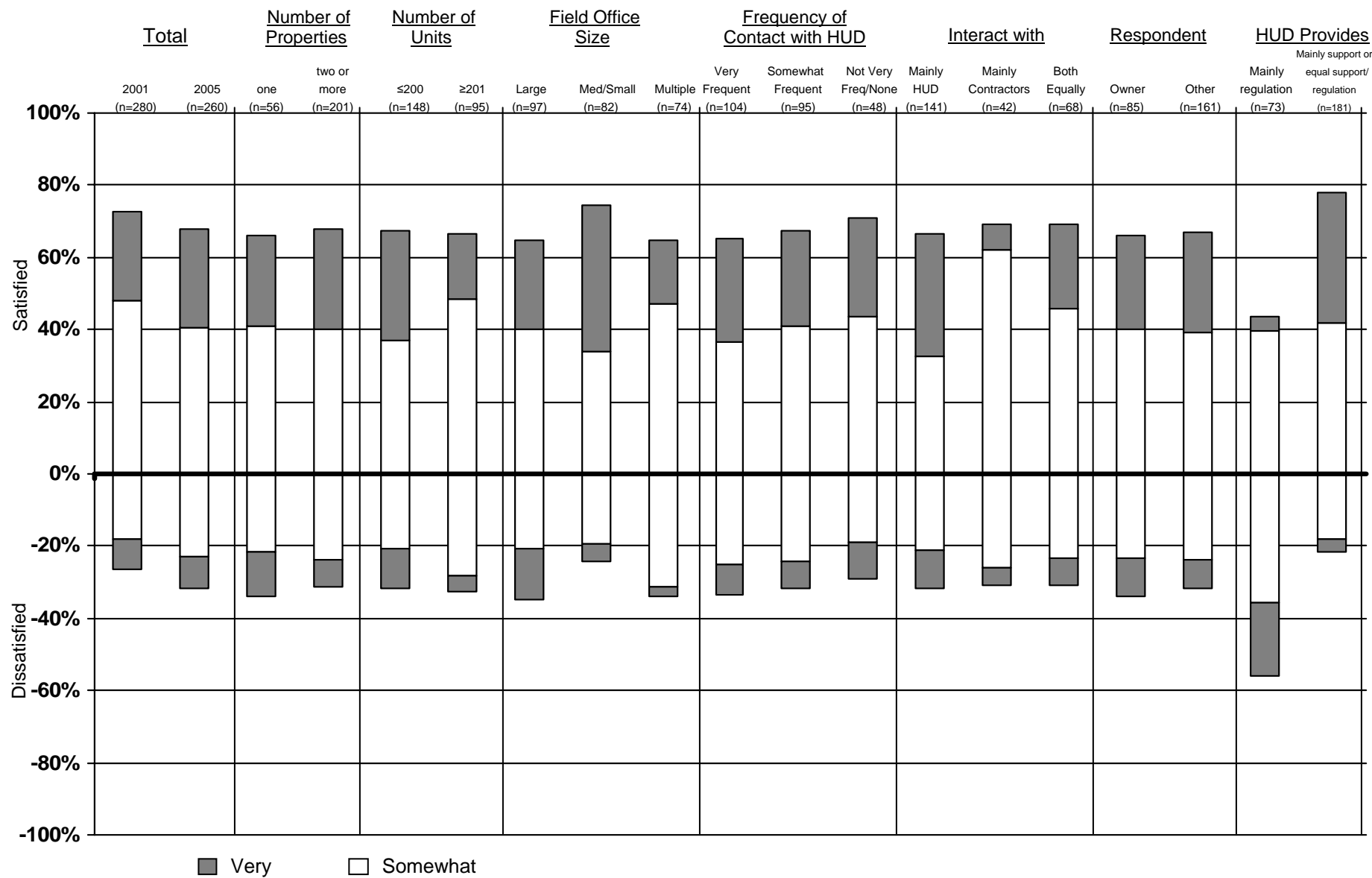
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Multifamily Housing Partners*

**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)?



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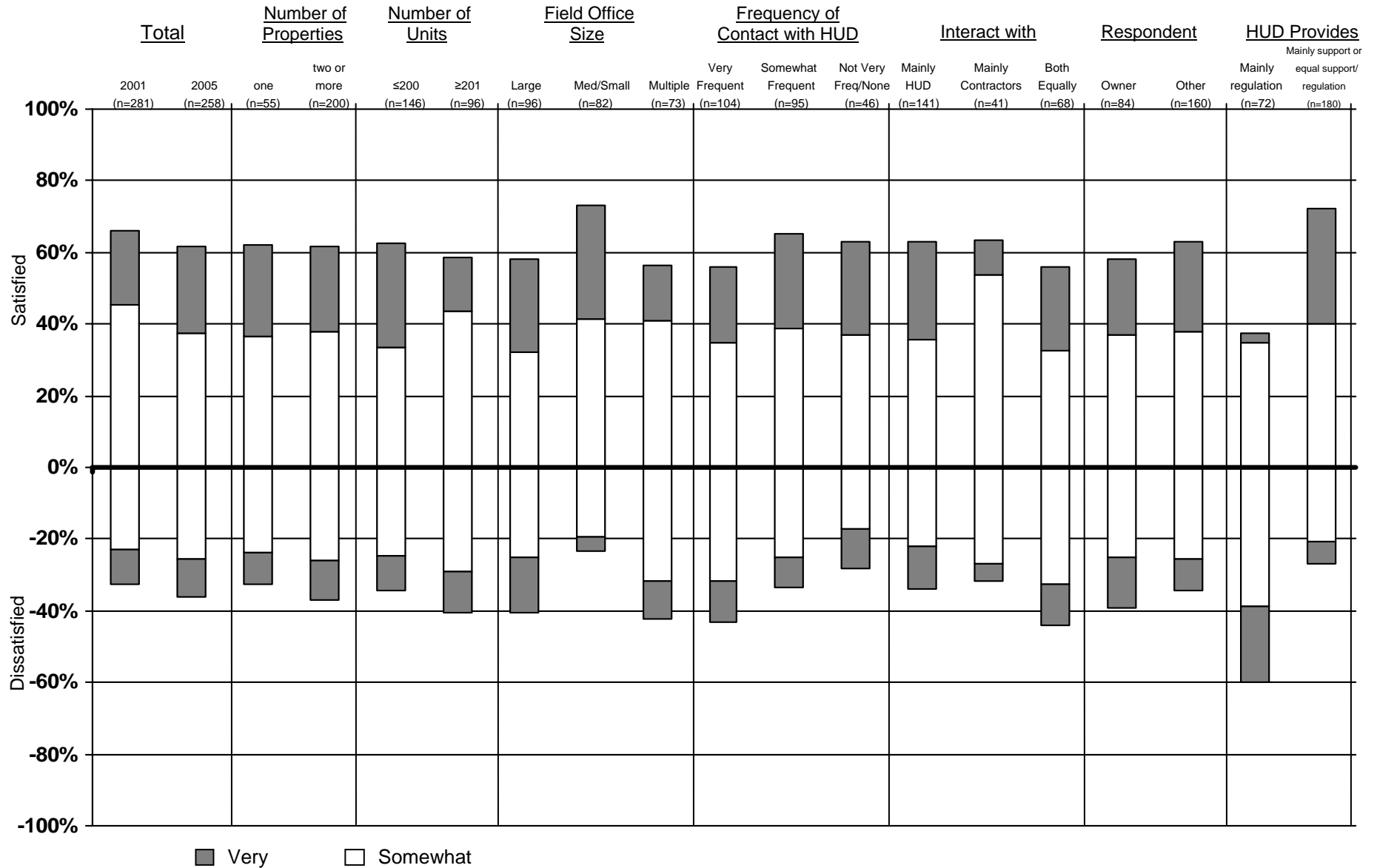
Question 7d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

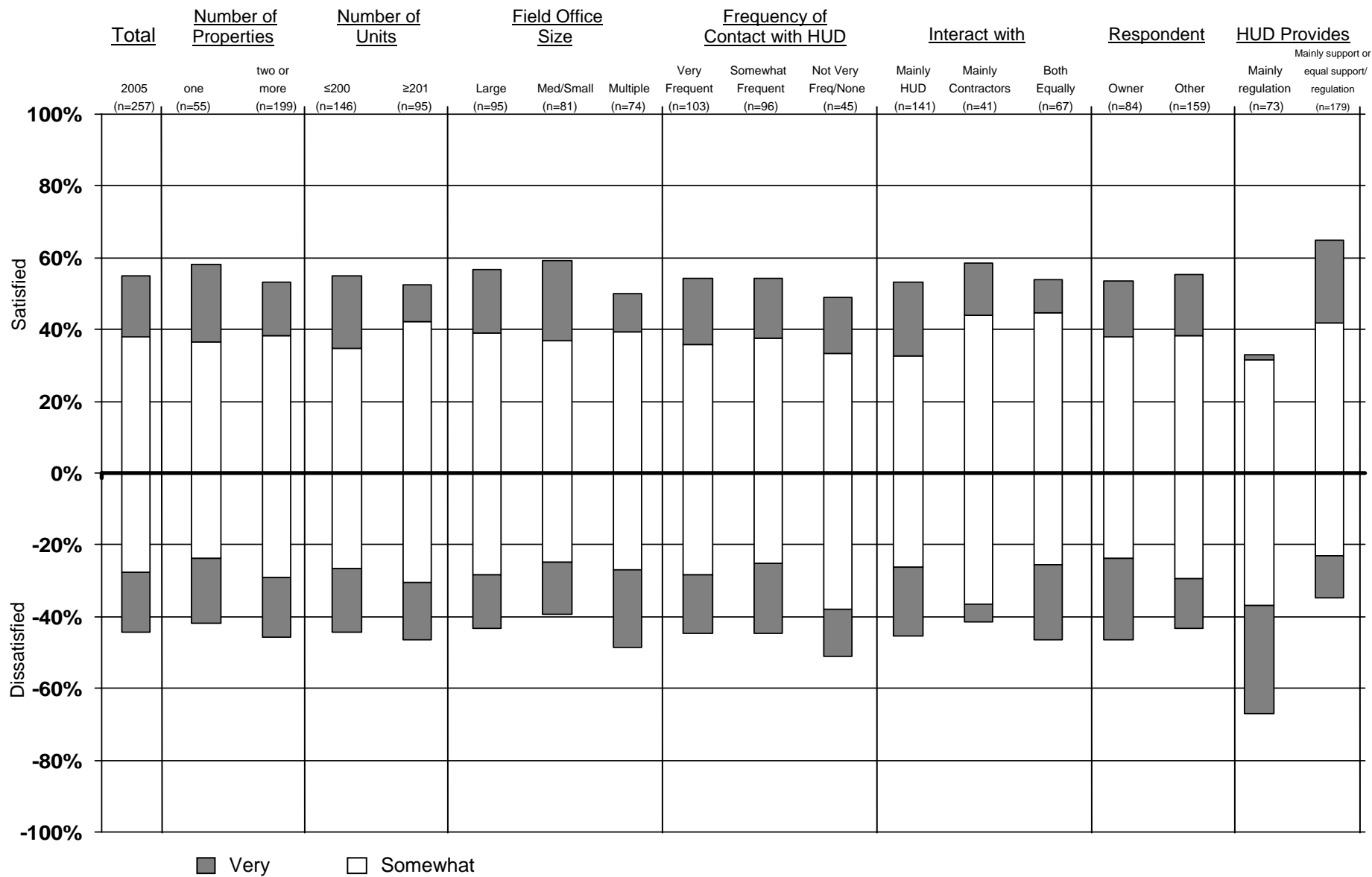
### *Multifamily Housing Partners*

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



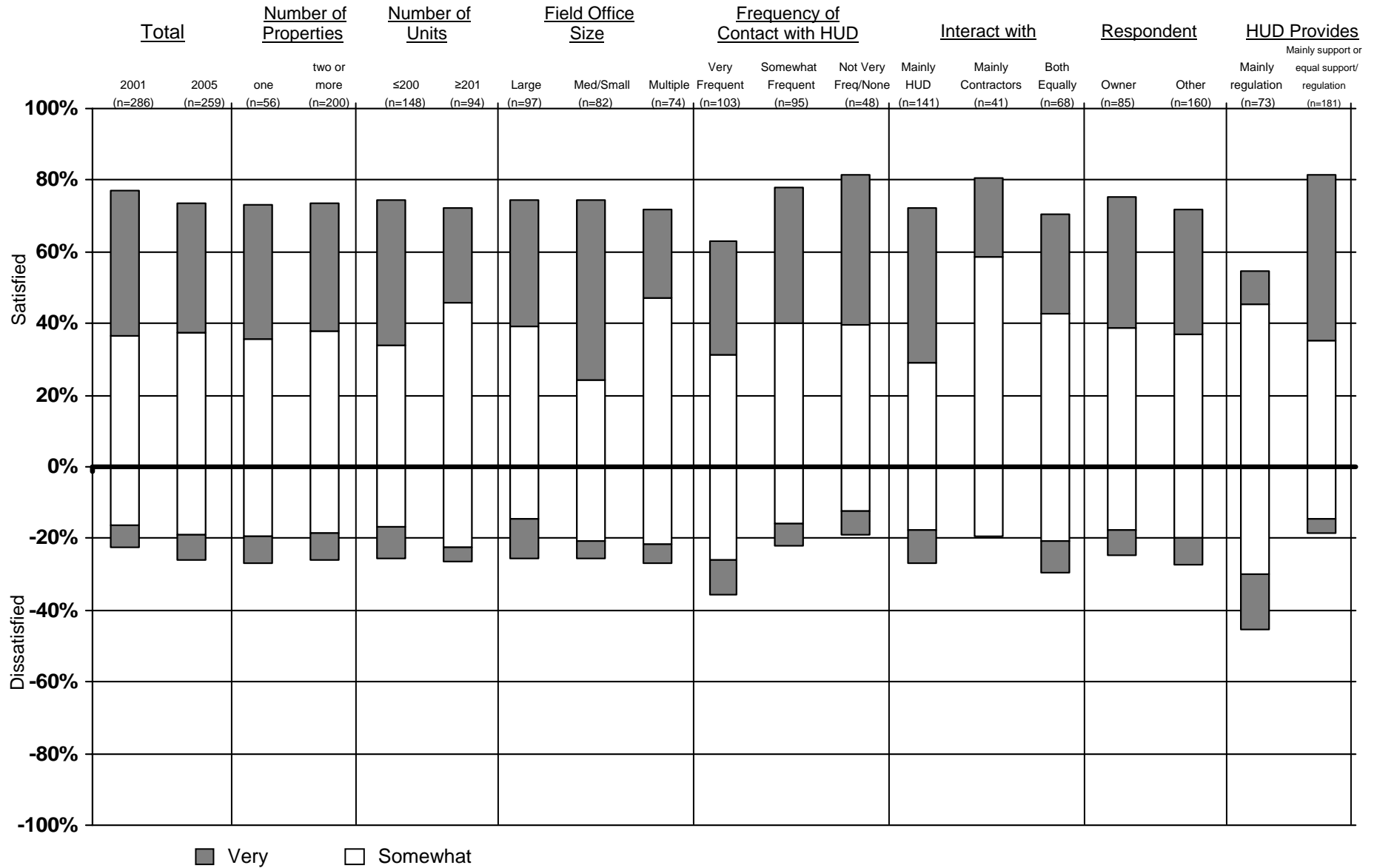
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*Multifamily Housing Partners*

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



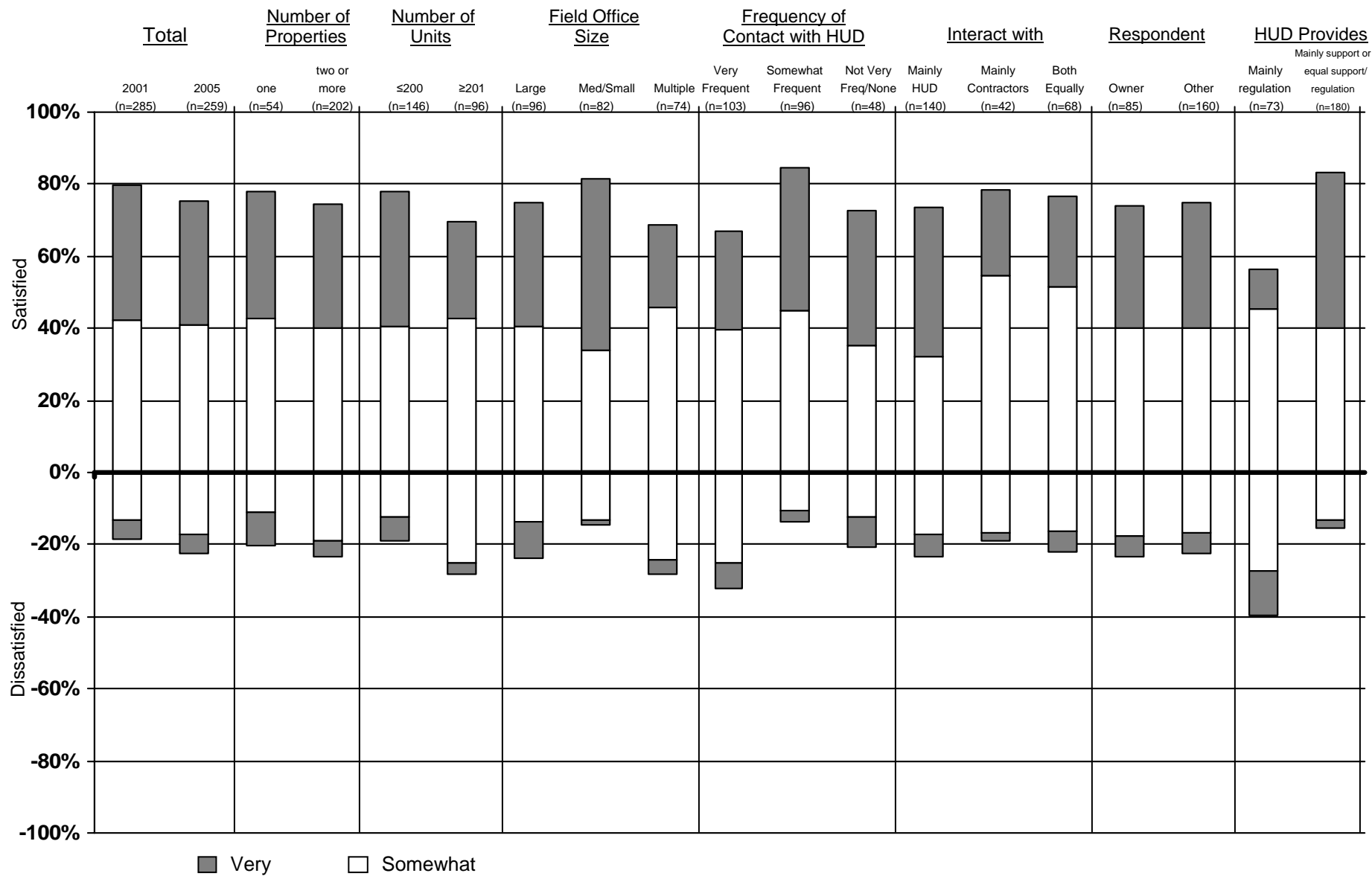
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Multifamily Housing Partners*

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



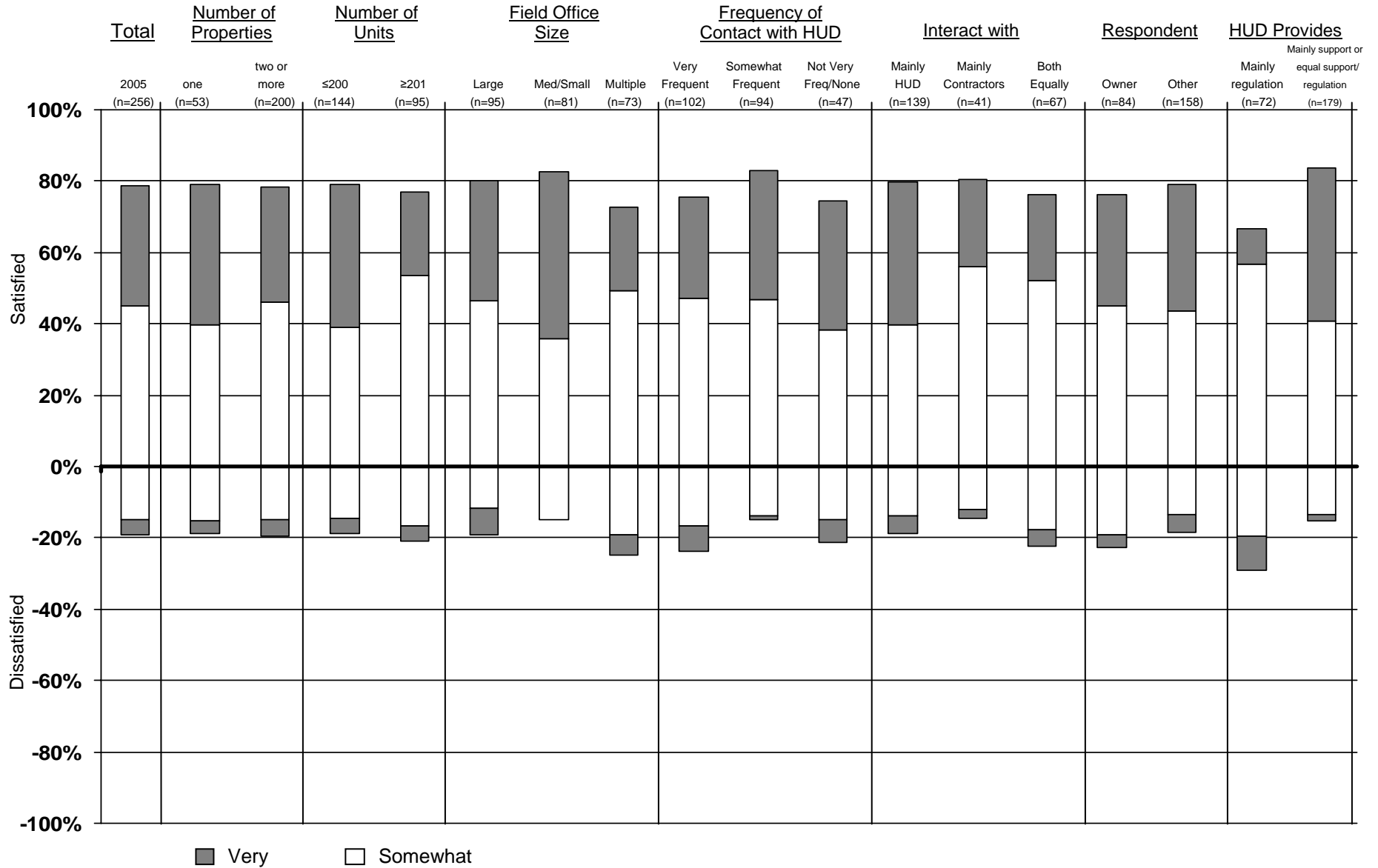
**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Multifamily Housing Partners*

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



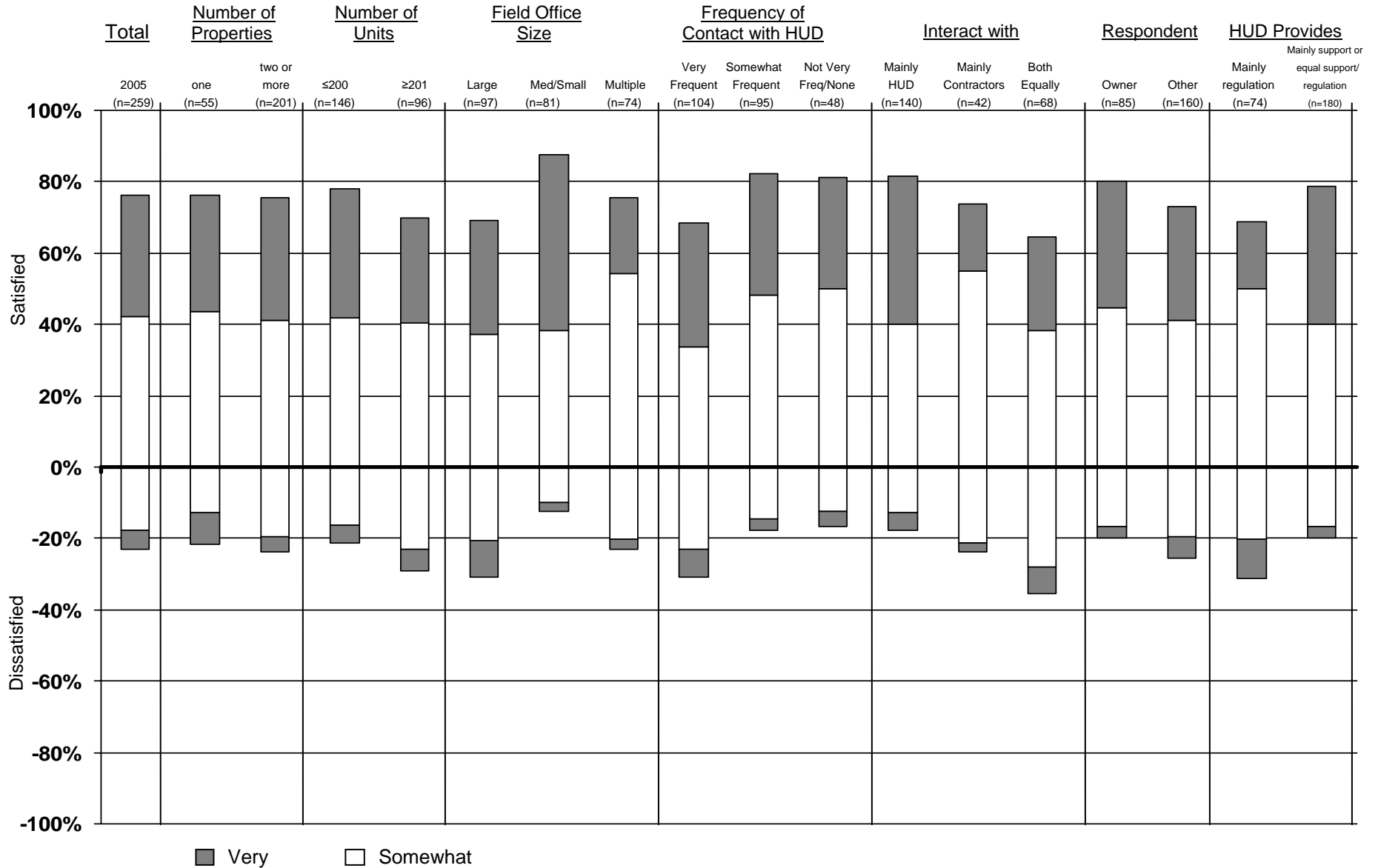
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
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**Question 7i.** How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?



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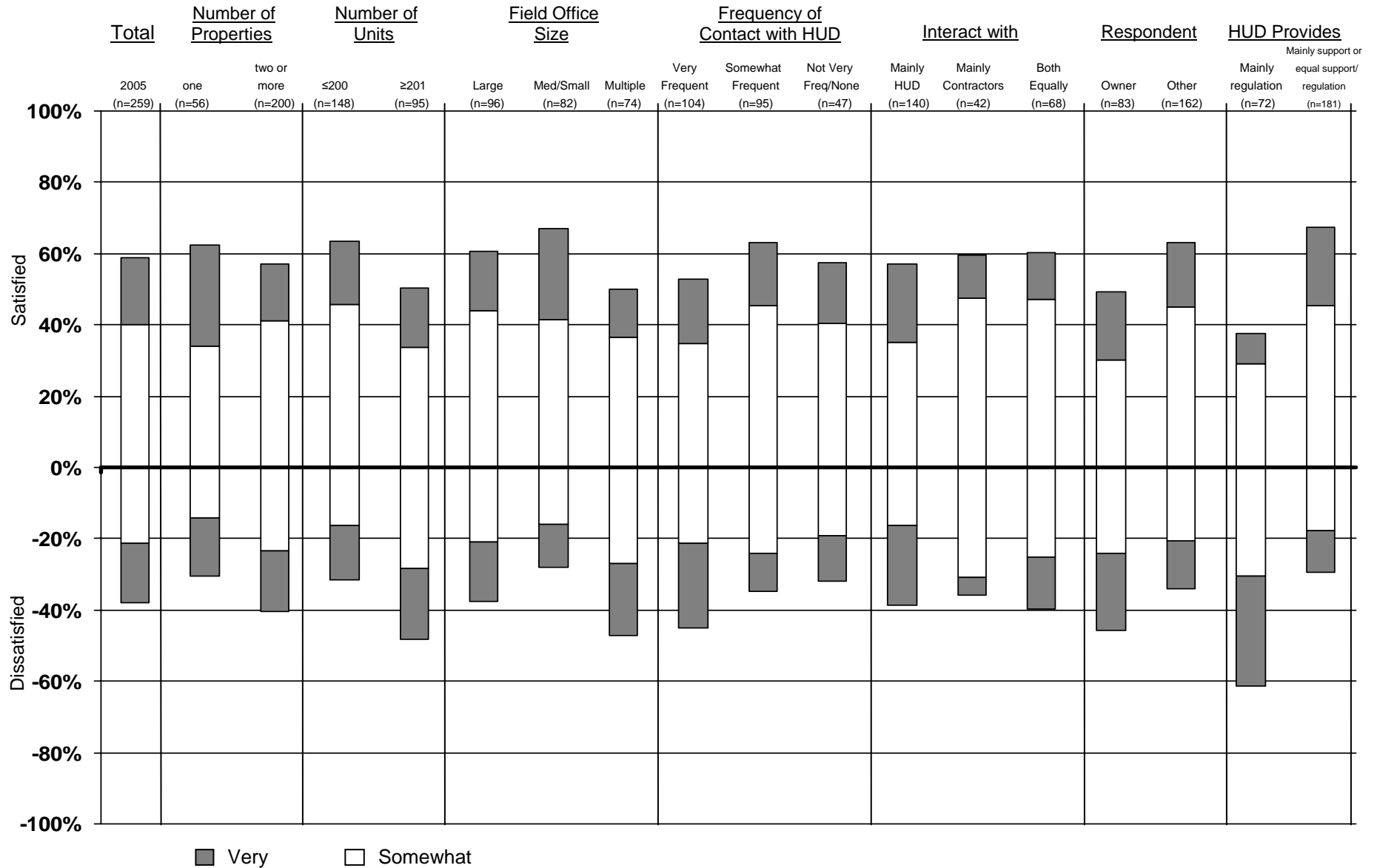
**Question 7j.** How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

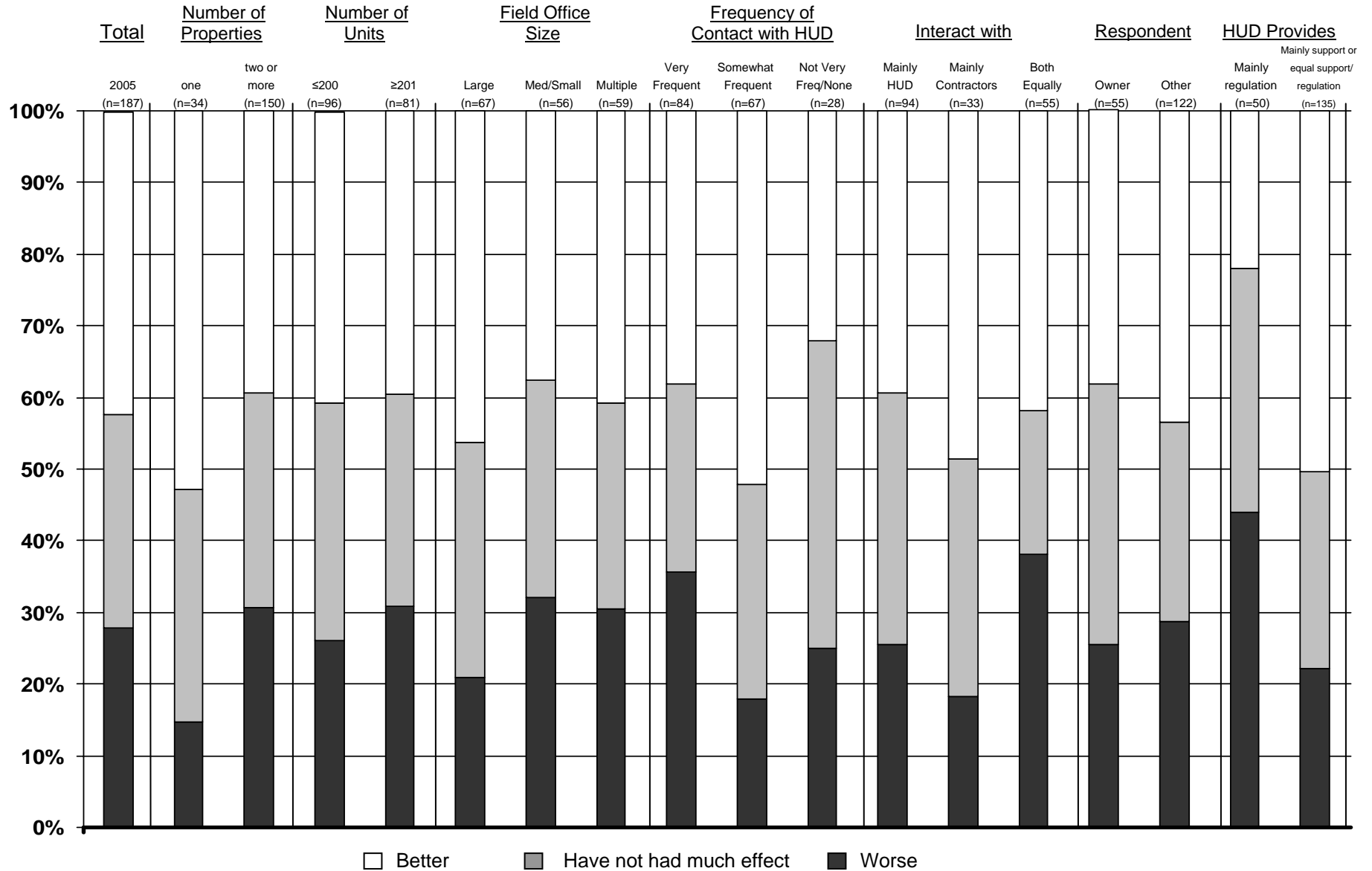
**Question 7k.** How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

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**Question 8a.** 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?

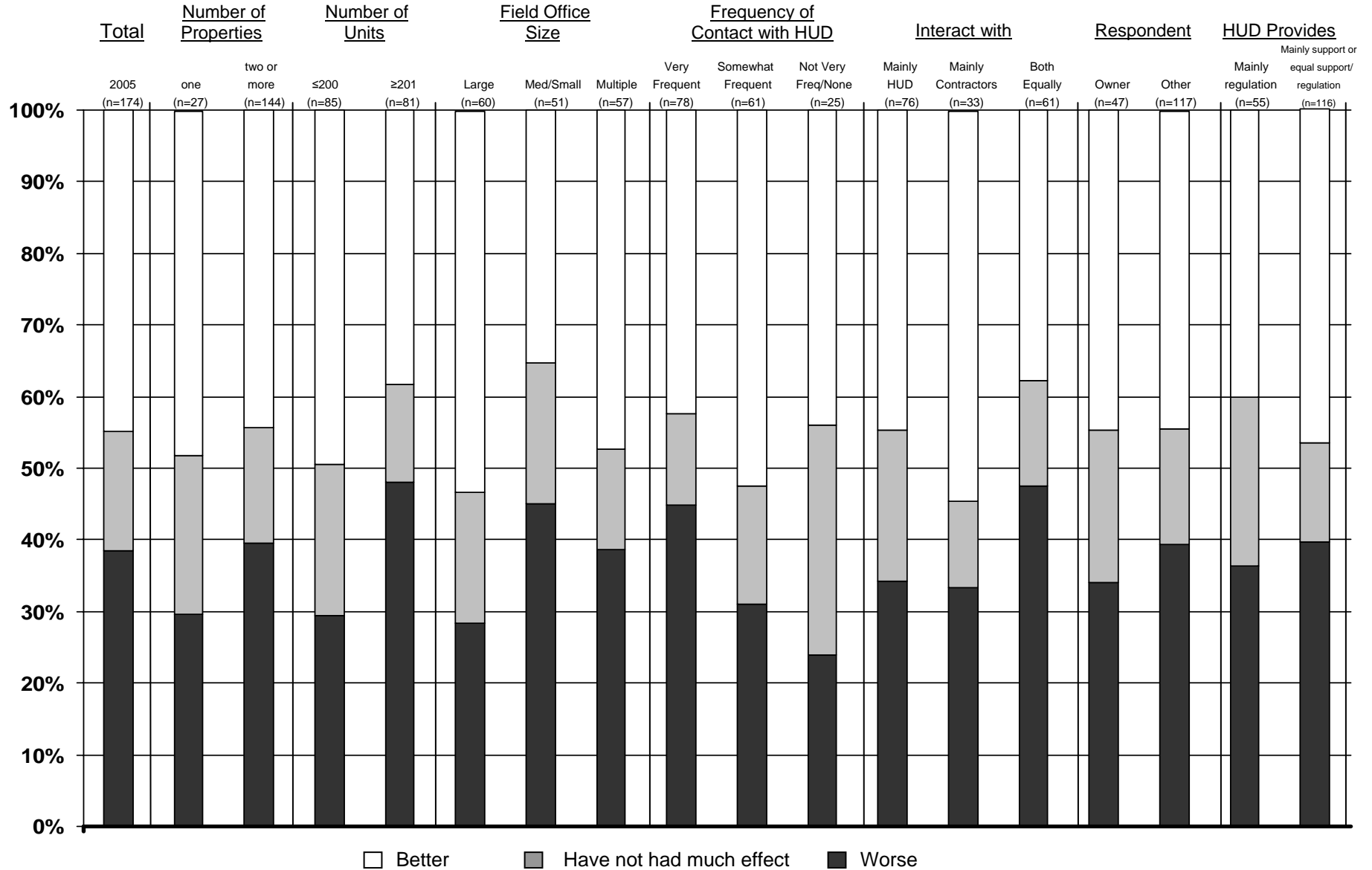


This chart excludes 78 respondents who answered don't know or not applicable or skipped the question.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

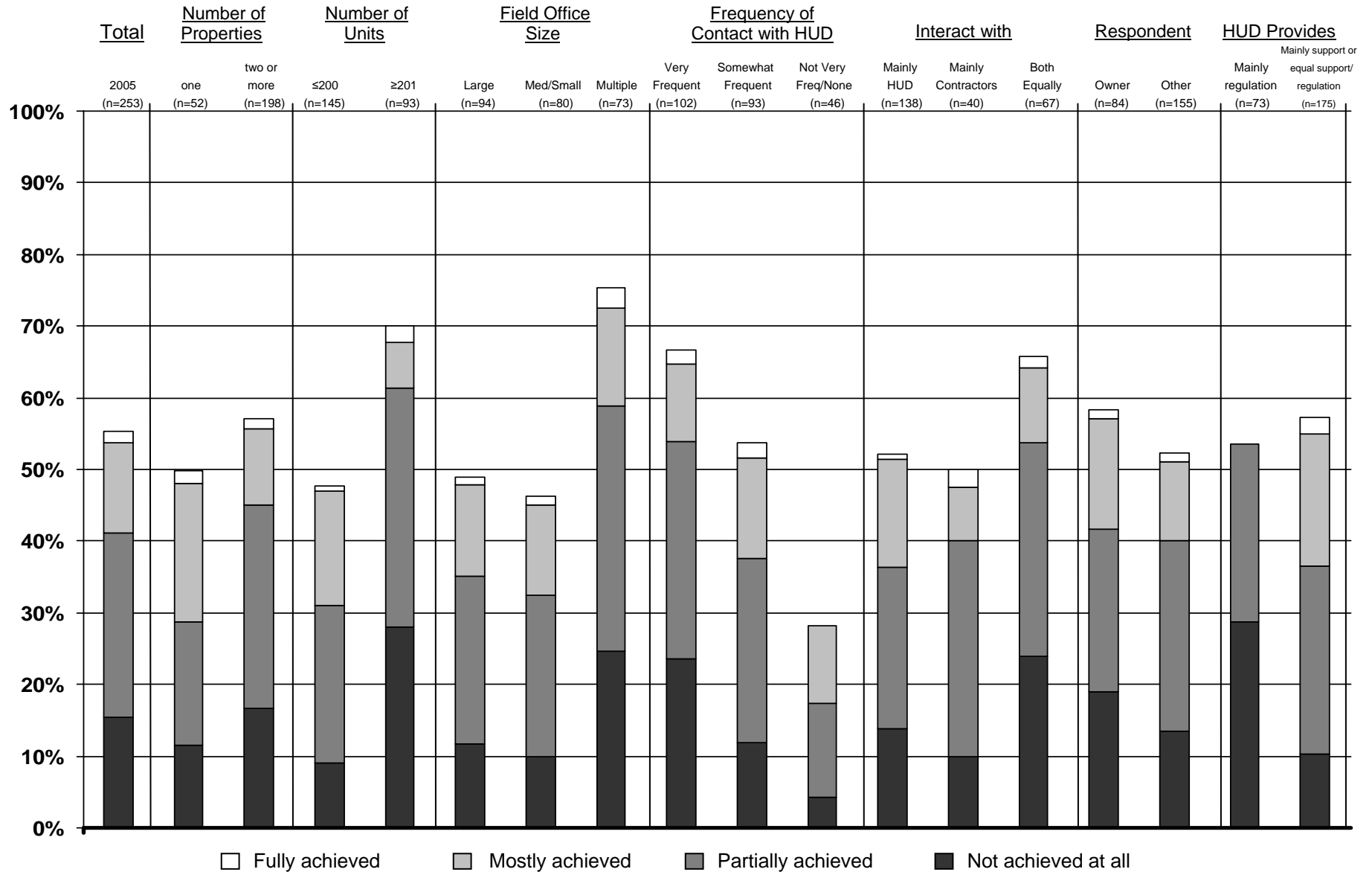
**Question 8b.** Over the past several years HUD has made some changes to project-based Section 8 program monitoring through outsourcing to a third-party entity (such as a Performance Based Contract Administrator). In general, have these changes made HUD much better, somewhat better, somewhat worse,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



This chart excludes 91 respondents who answered don't know or not applicable or skipped the question.

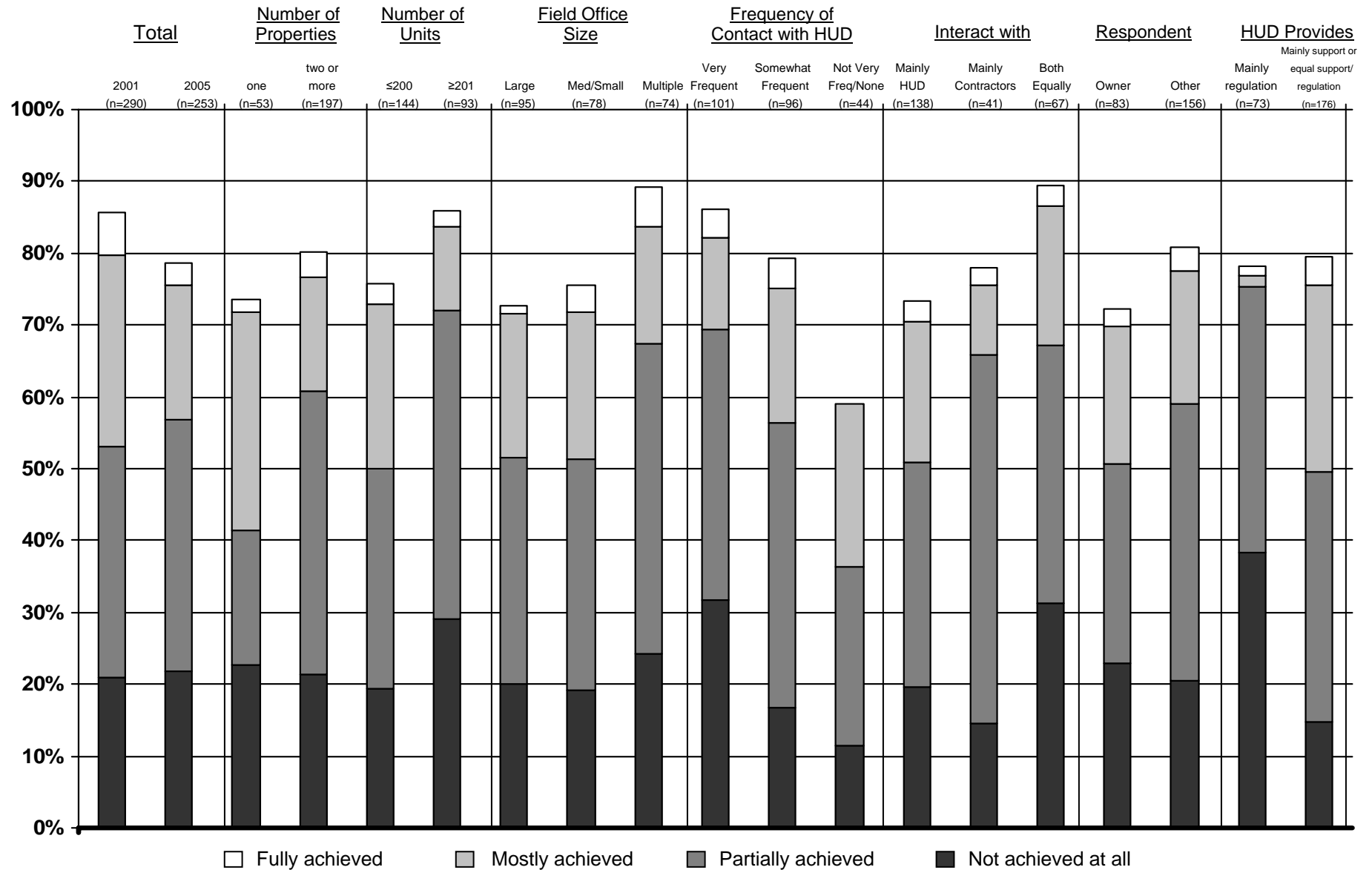
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**Question 9a.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To be market-based, actively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



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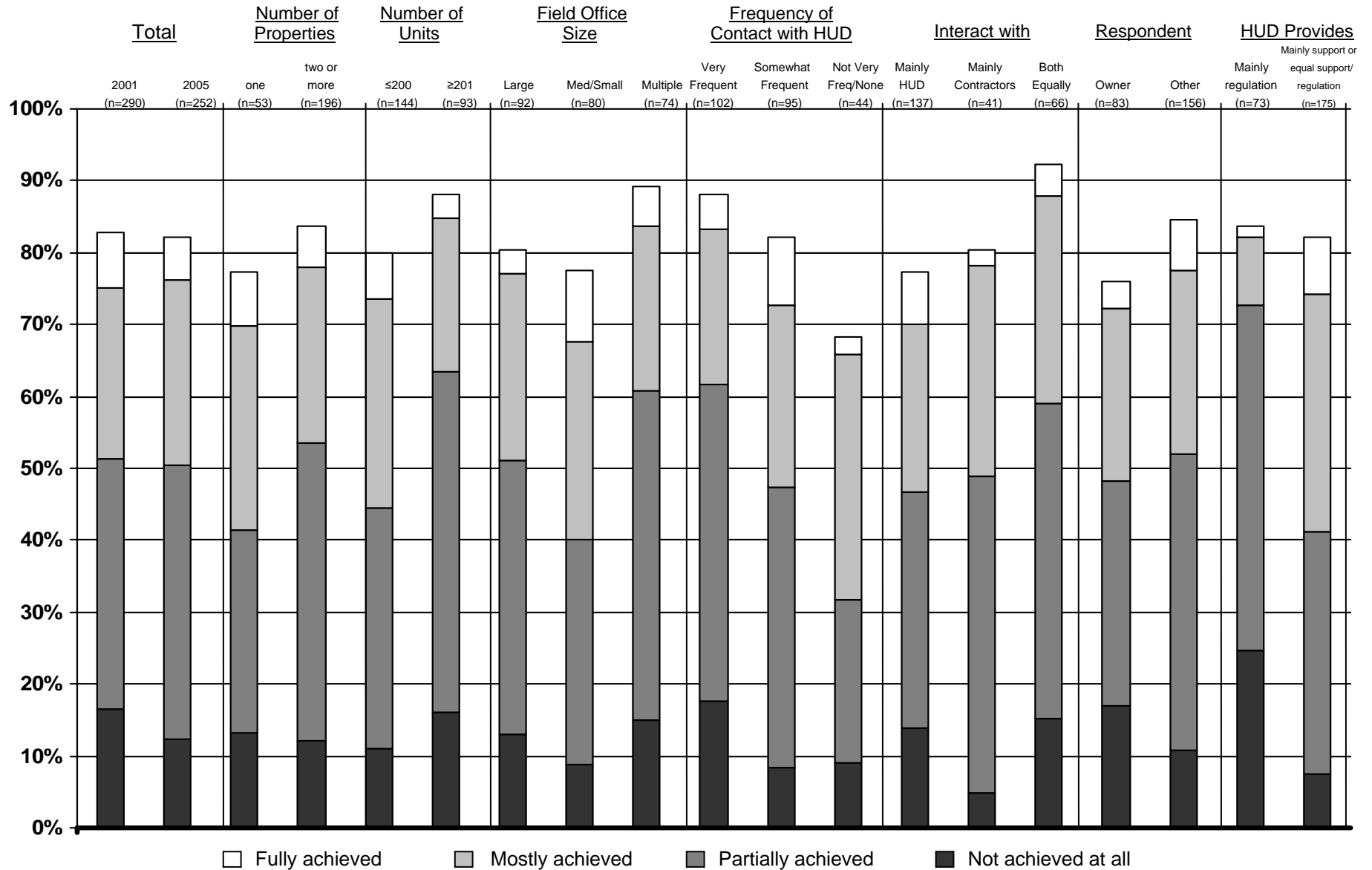
**Question 9b.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

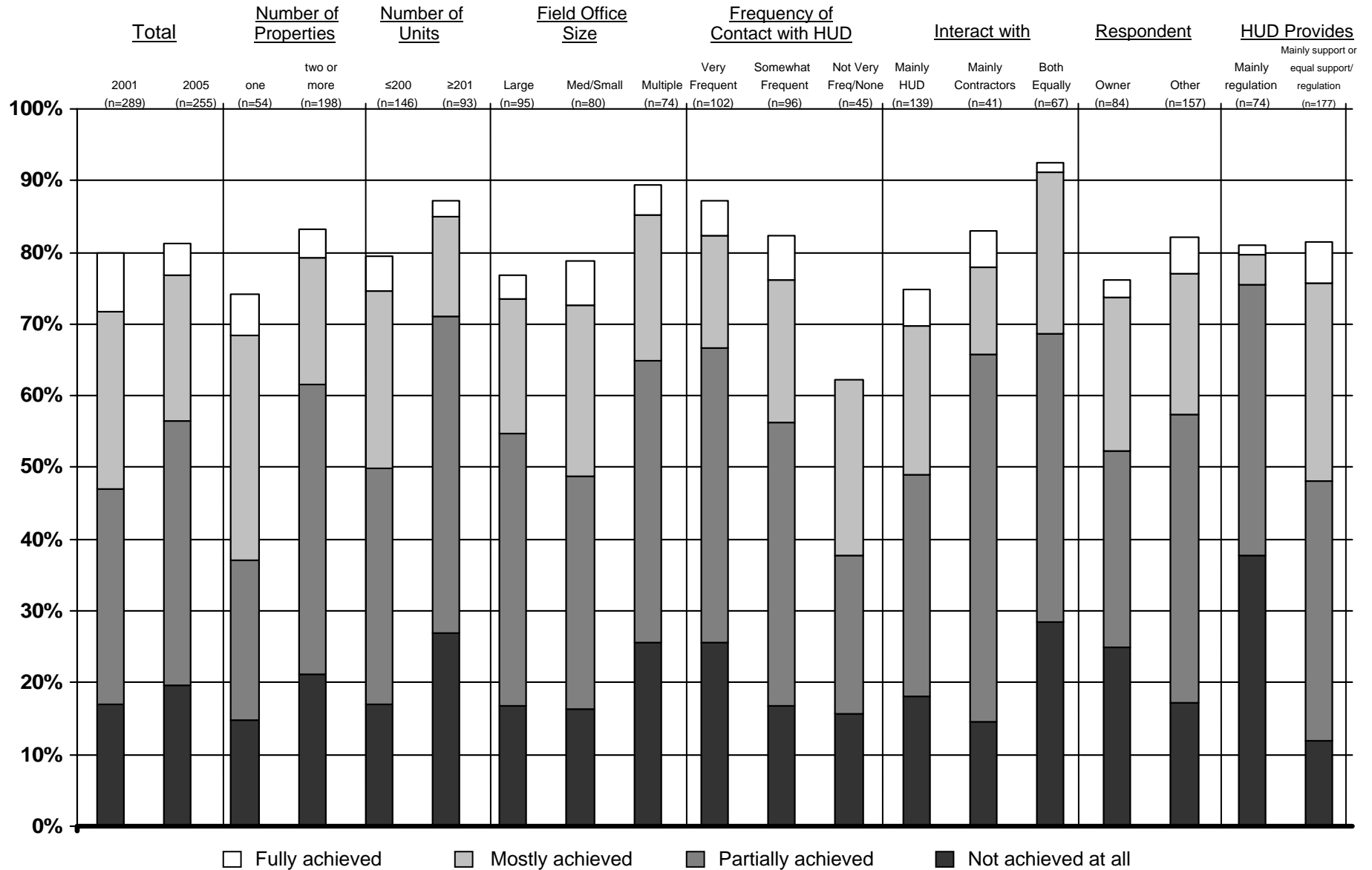
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**Question 9c.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To instill an ethic of competence and excellence.



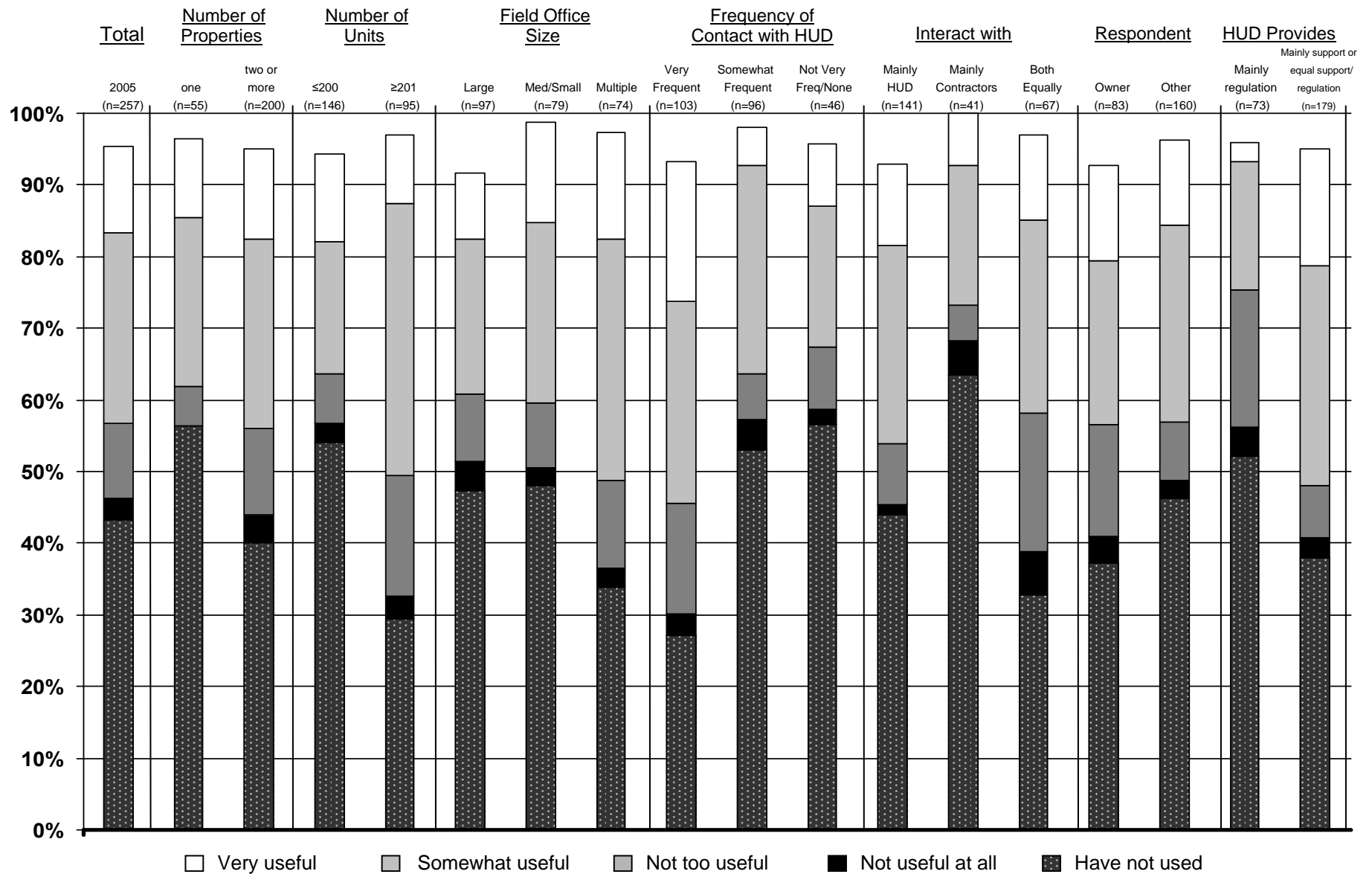
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**Question 9d.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace an emphasis on process with an emphasis on performance.



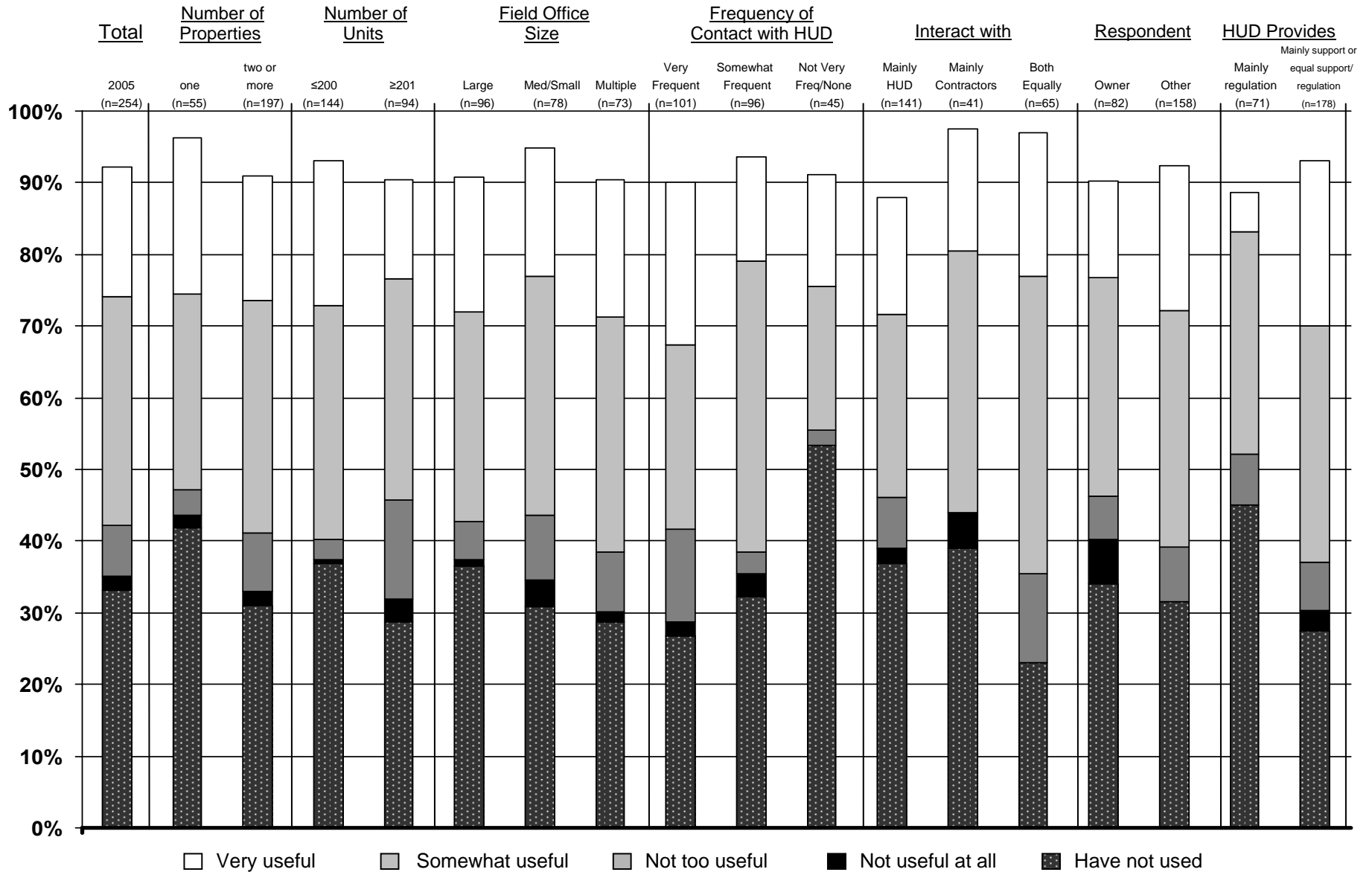
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

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



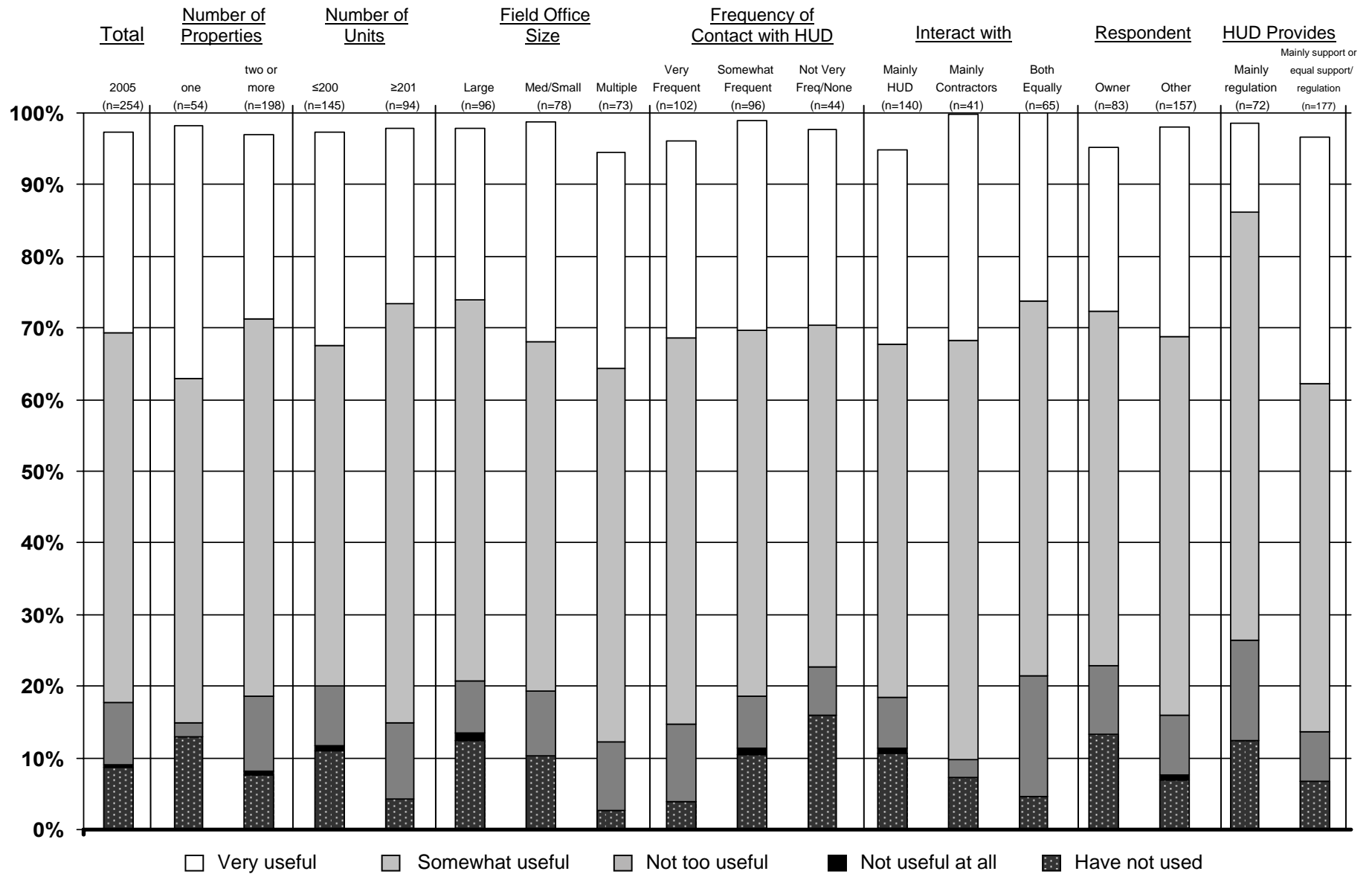
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**Question 10b.** How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored training programs conducted by contractors?

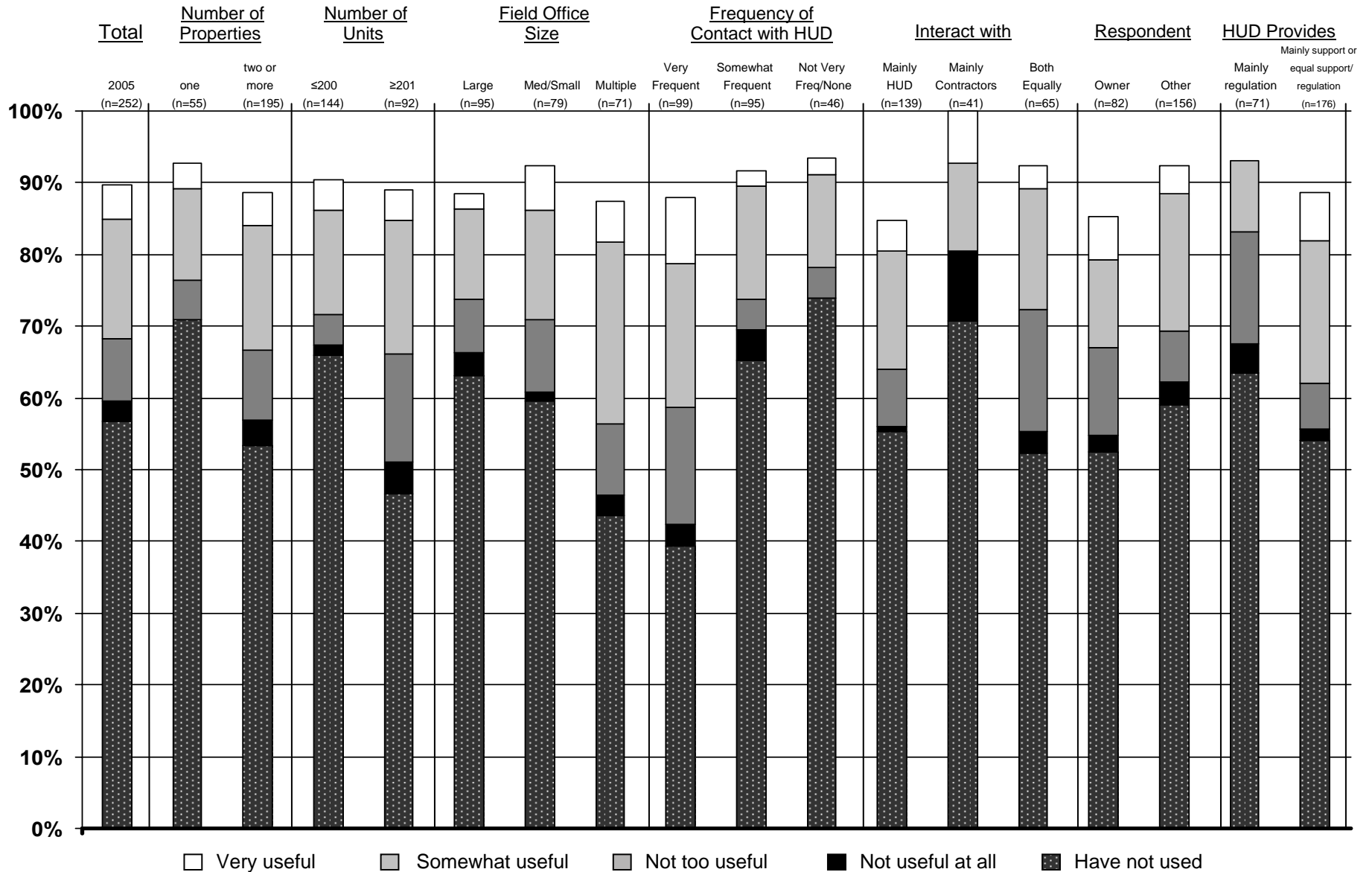


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
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**Question 10c.** How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?



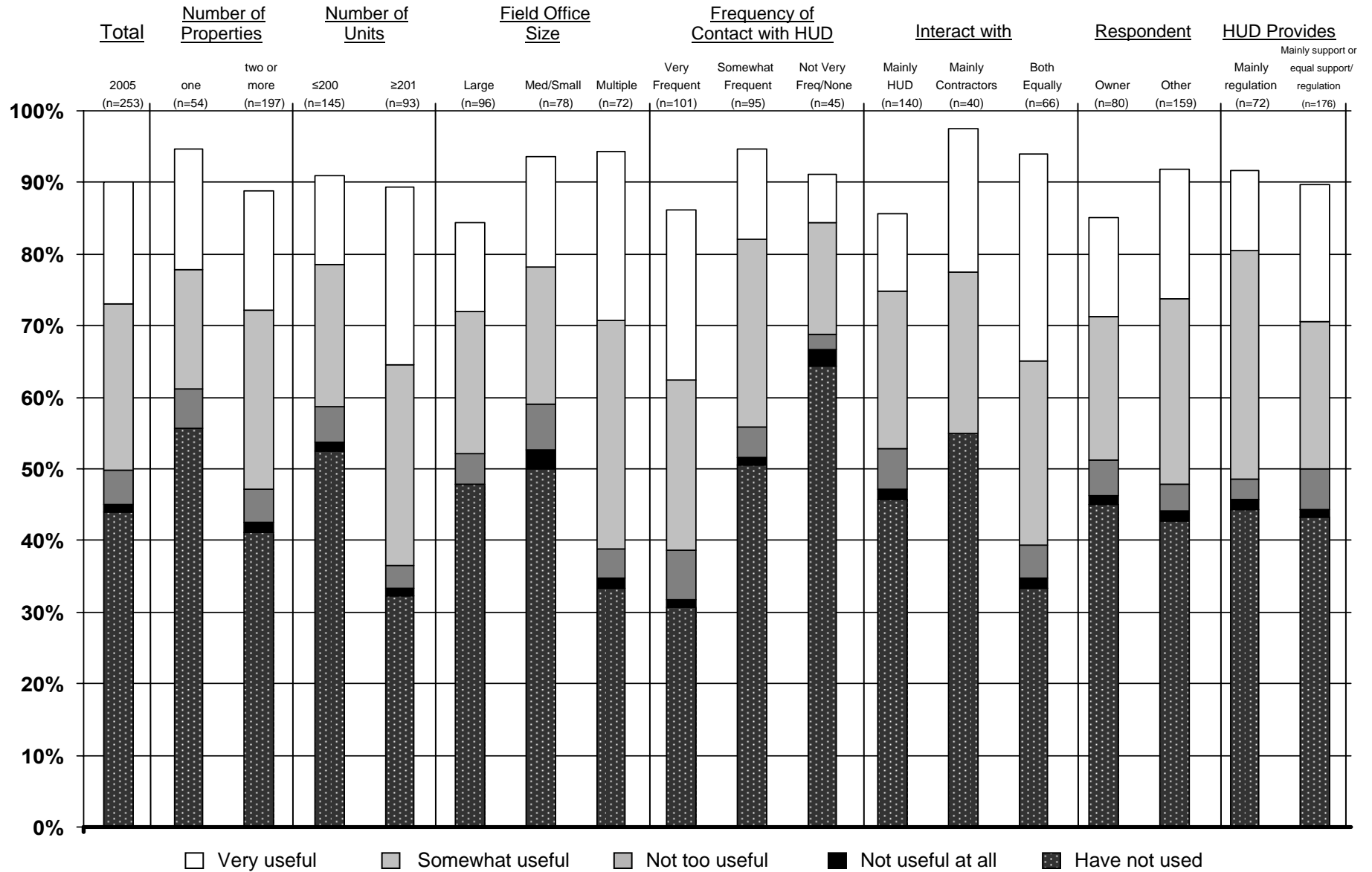
**Question 10d.** How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

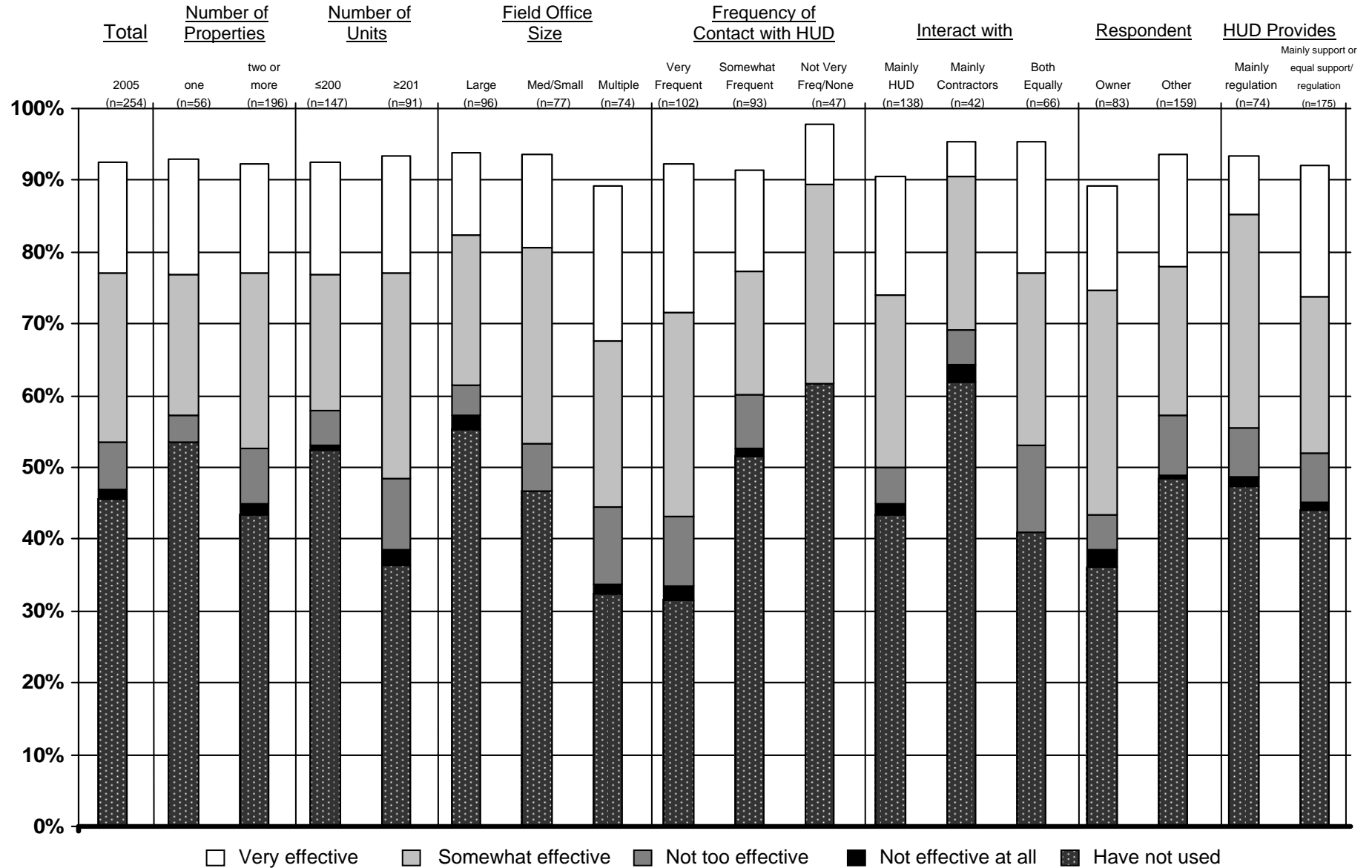
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**Question 10e.** How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



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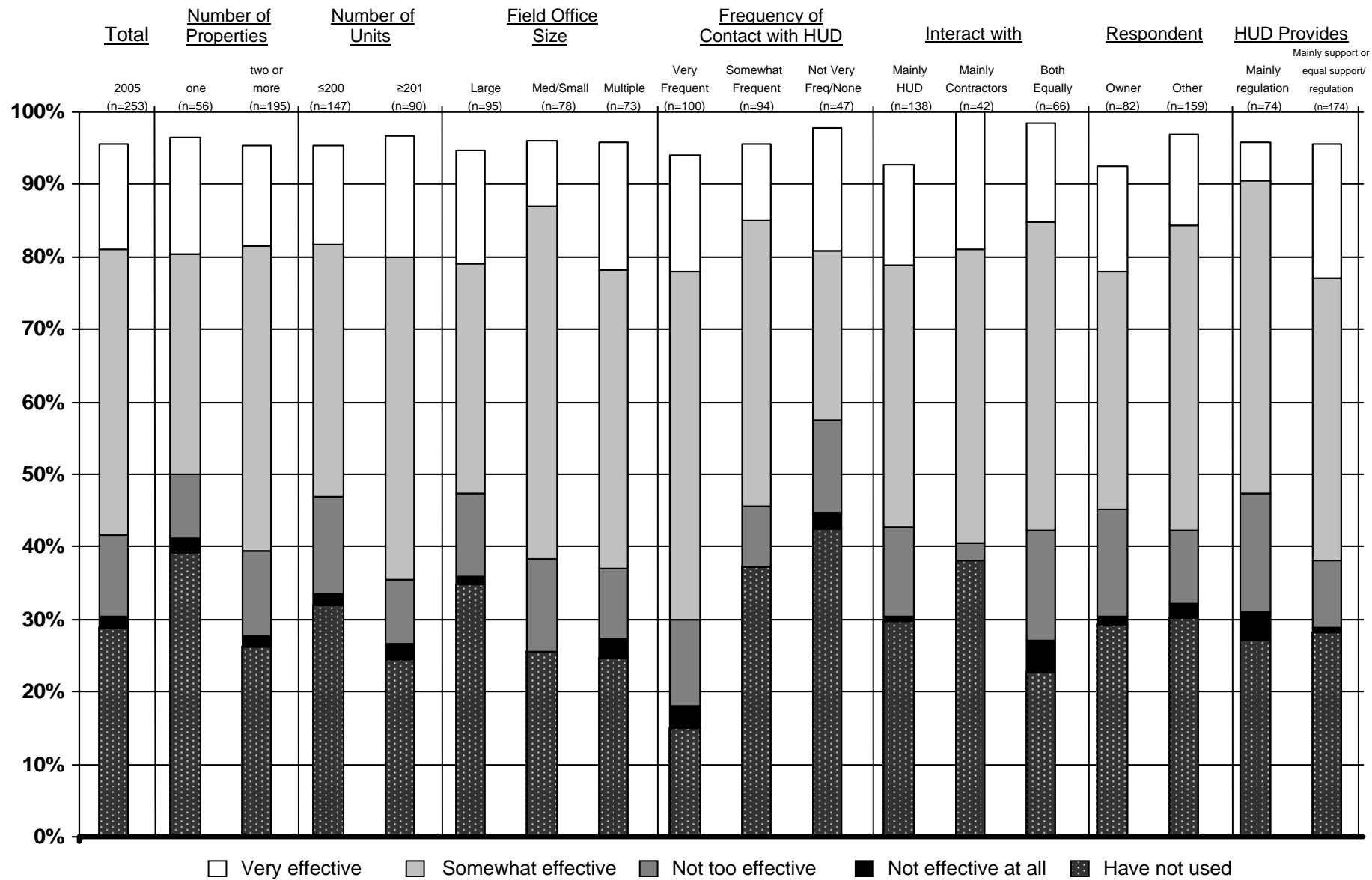
**Question 11a.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

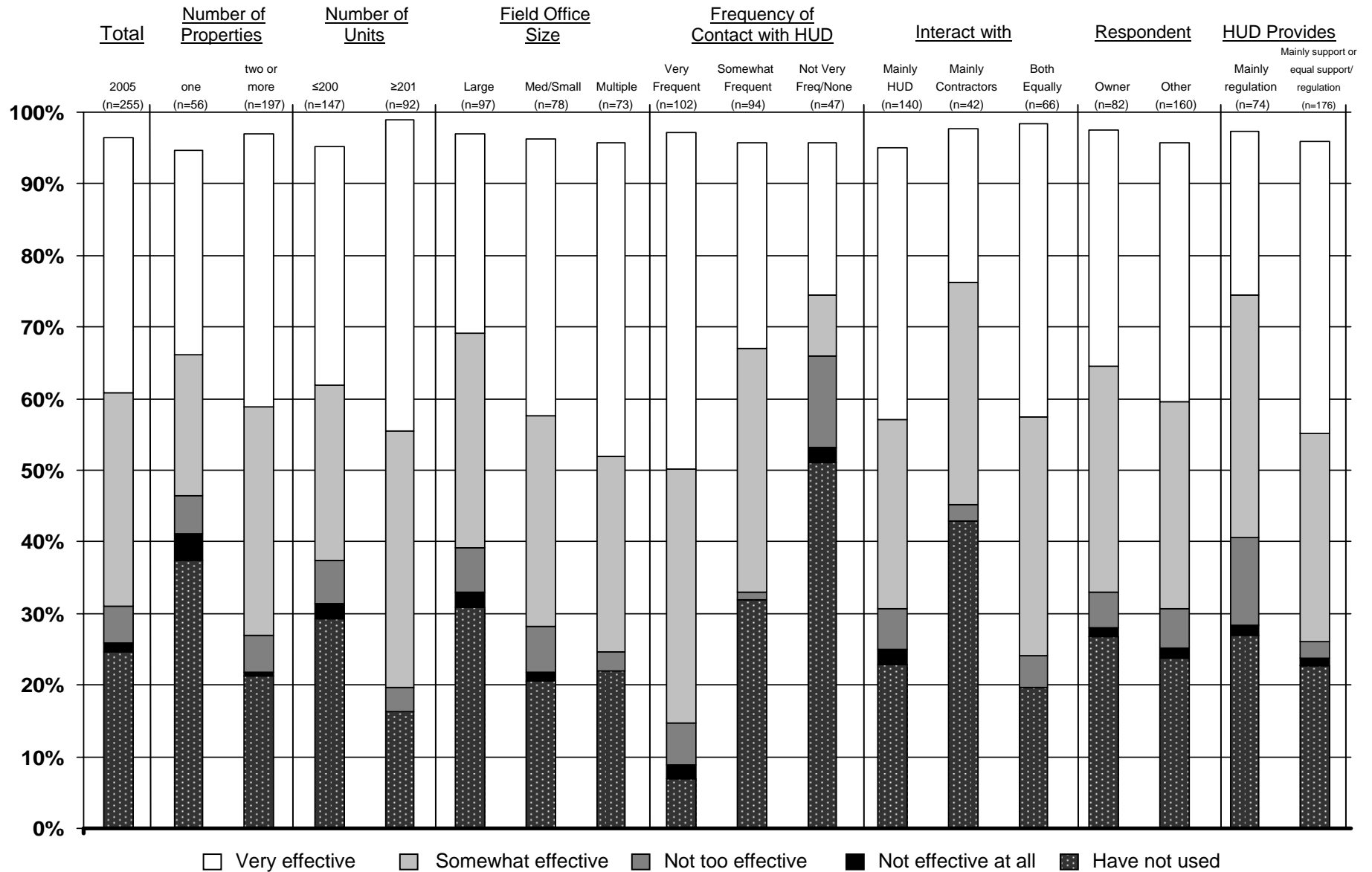
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**Question 11b.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



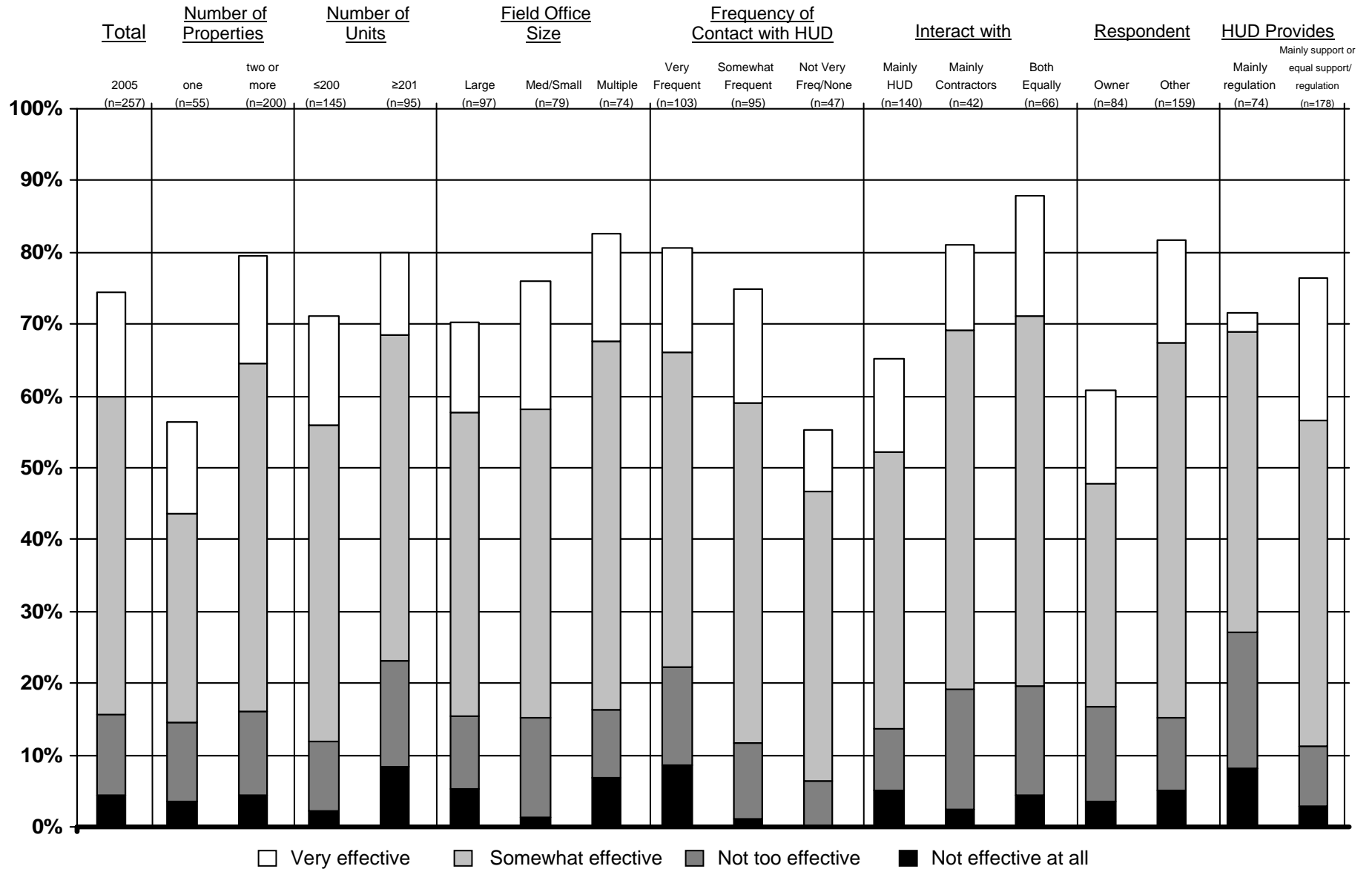
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Multifamily Housing Partners*

**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?



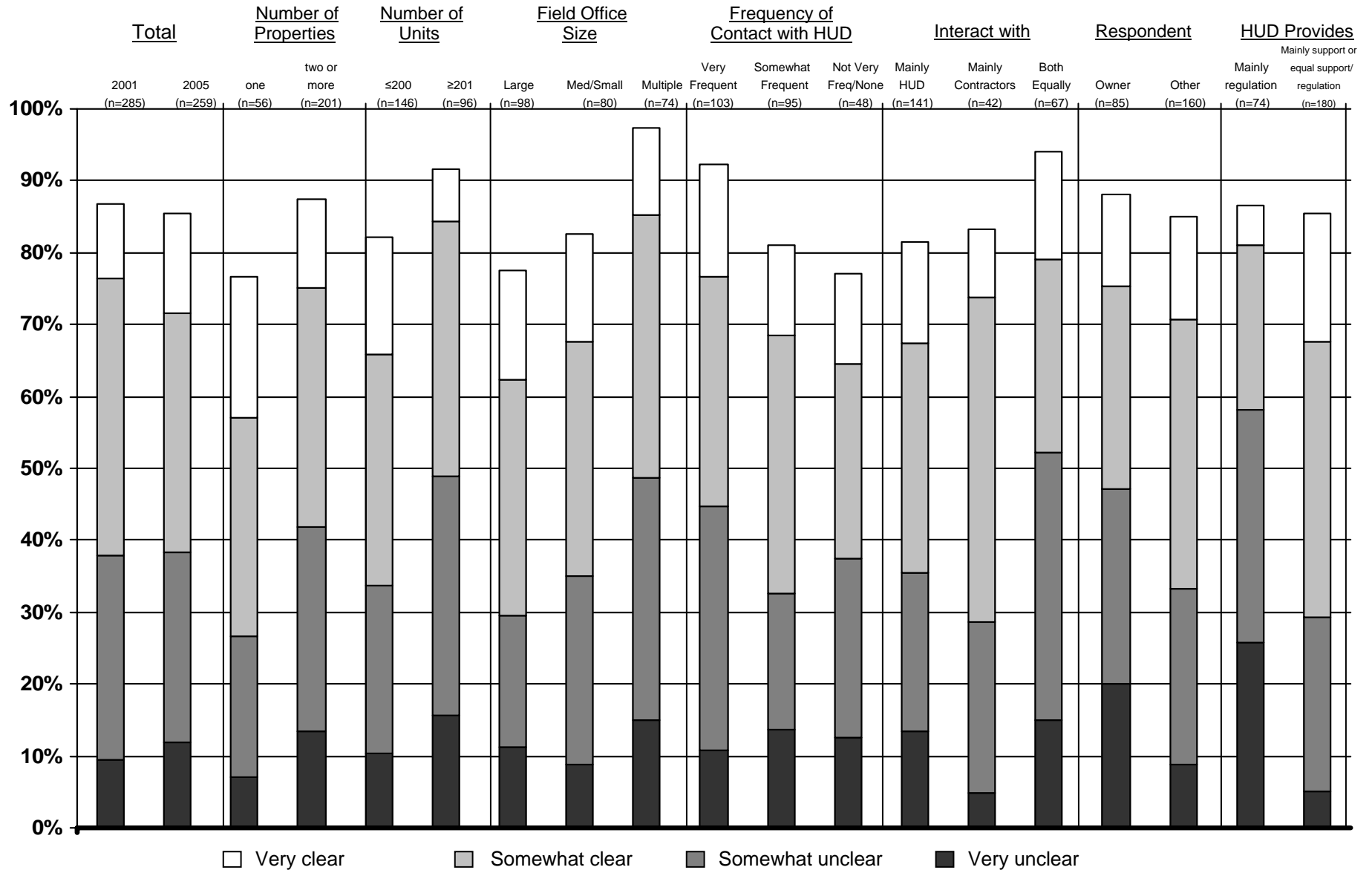
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**Question 12.** In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



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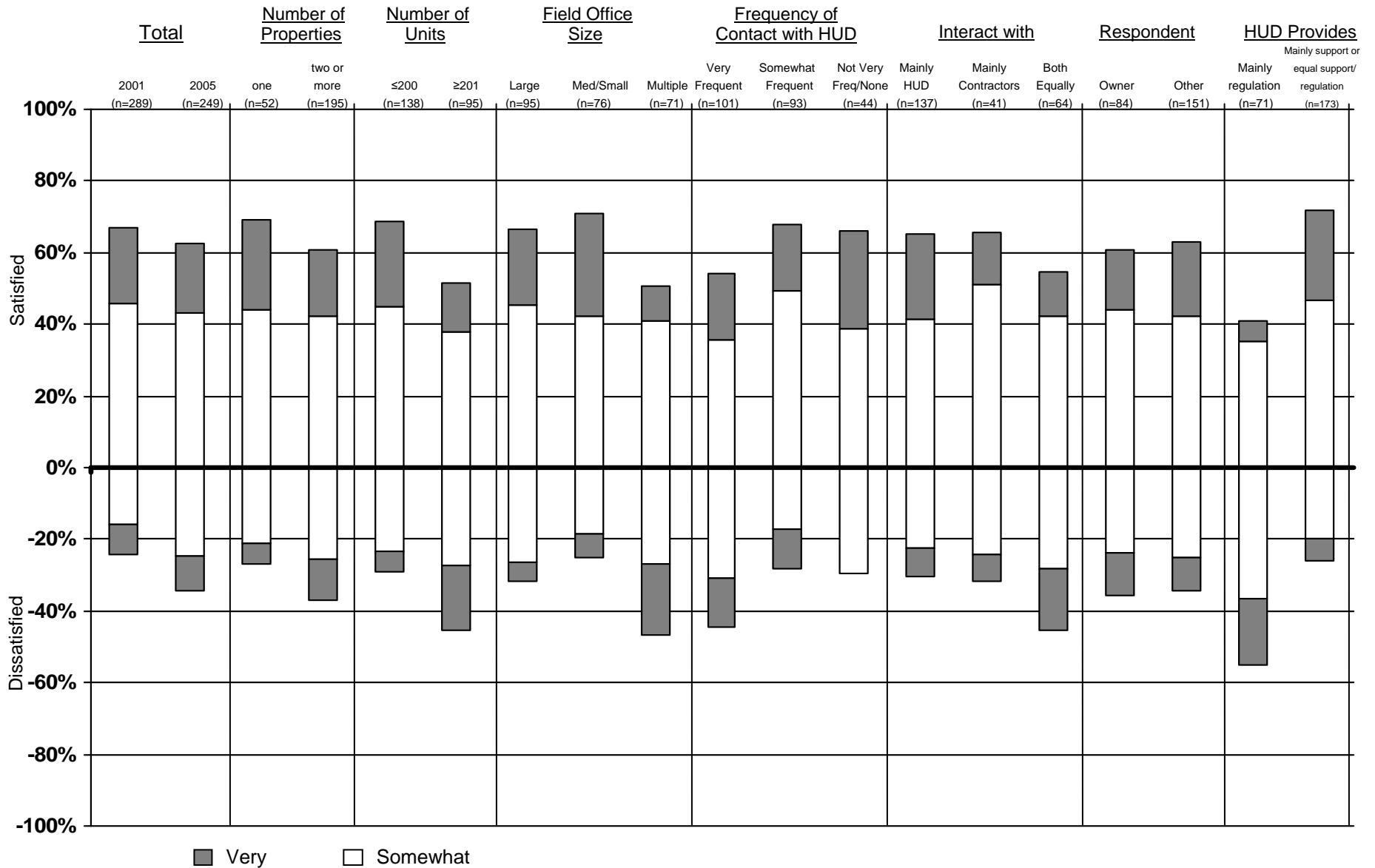
**Question 13.** Under HUD's current organizational structure, property owners may work with several HUD offices, hubs and centers for various purposes. How clear or unclear are the different functions and responsibilities of these offices, hubs, centers, and performance-based contractor administrators (PBCAs)?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

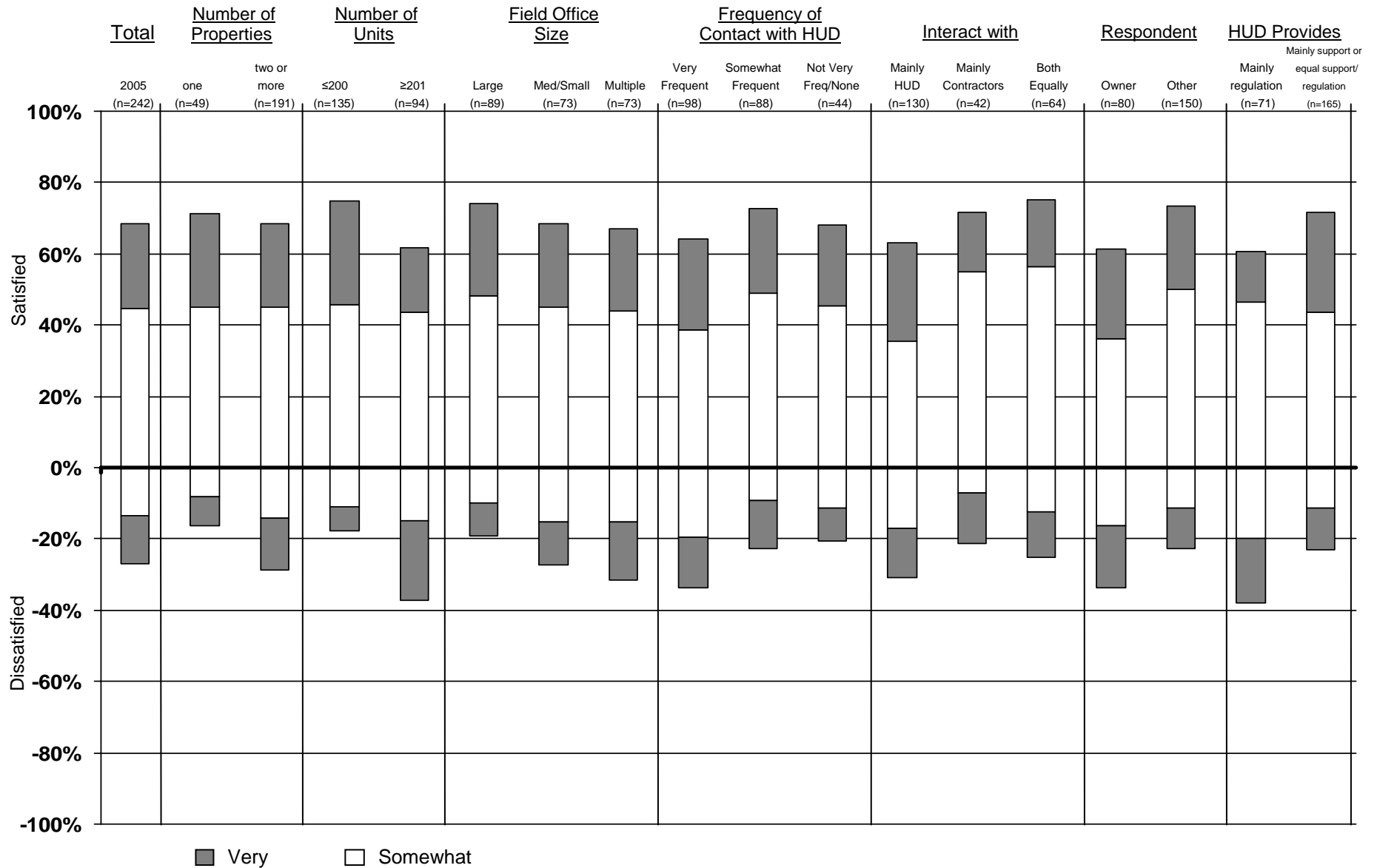
**Question 14a.** How satisfied or dissatisfied are you with the ability of HUD field office personnel—those in the multifamily hubs and program centers, and contractors working on behalf of HUD (such as PBCAs)—to consistently interpret policies and regulations that pertain to your properties?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

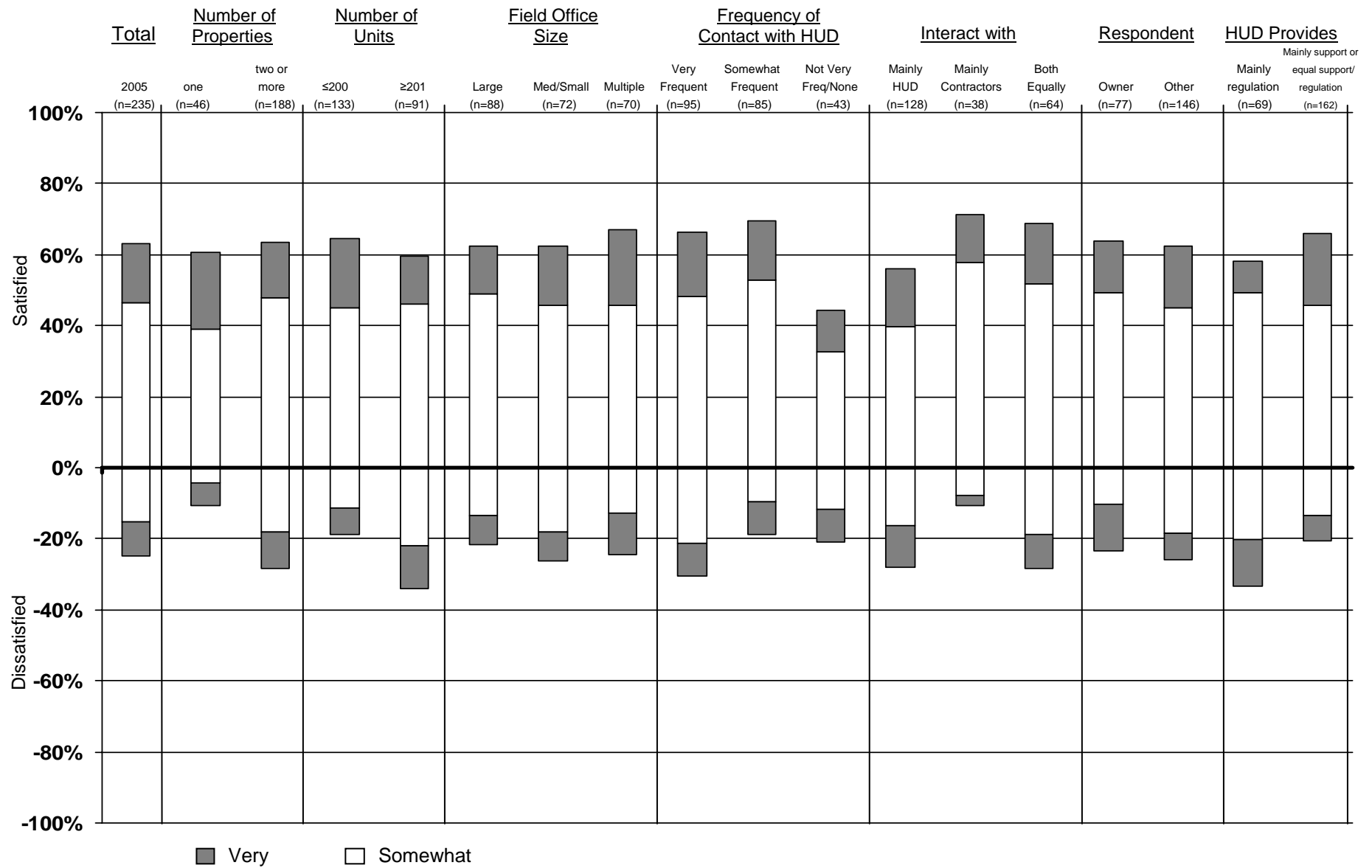
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**Question 14b.** How satisfied or dissatisfied are you with the physical inspections by HUD's Real Estate Assessment Center (REAC)?

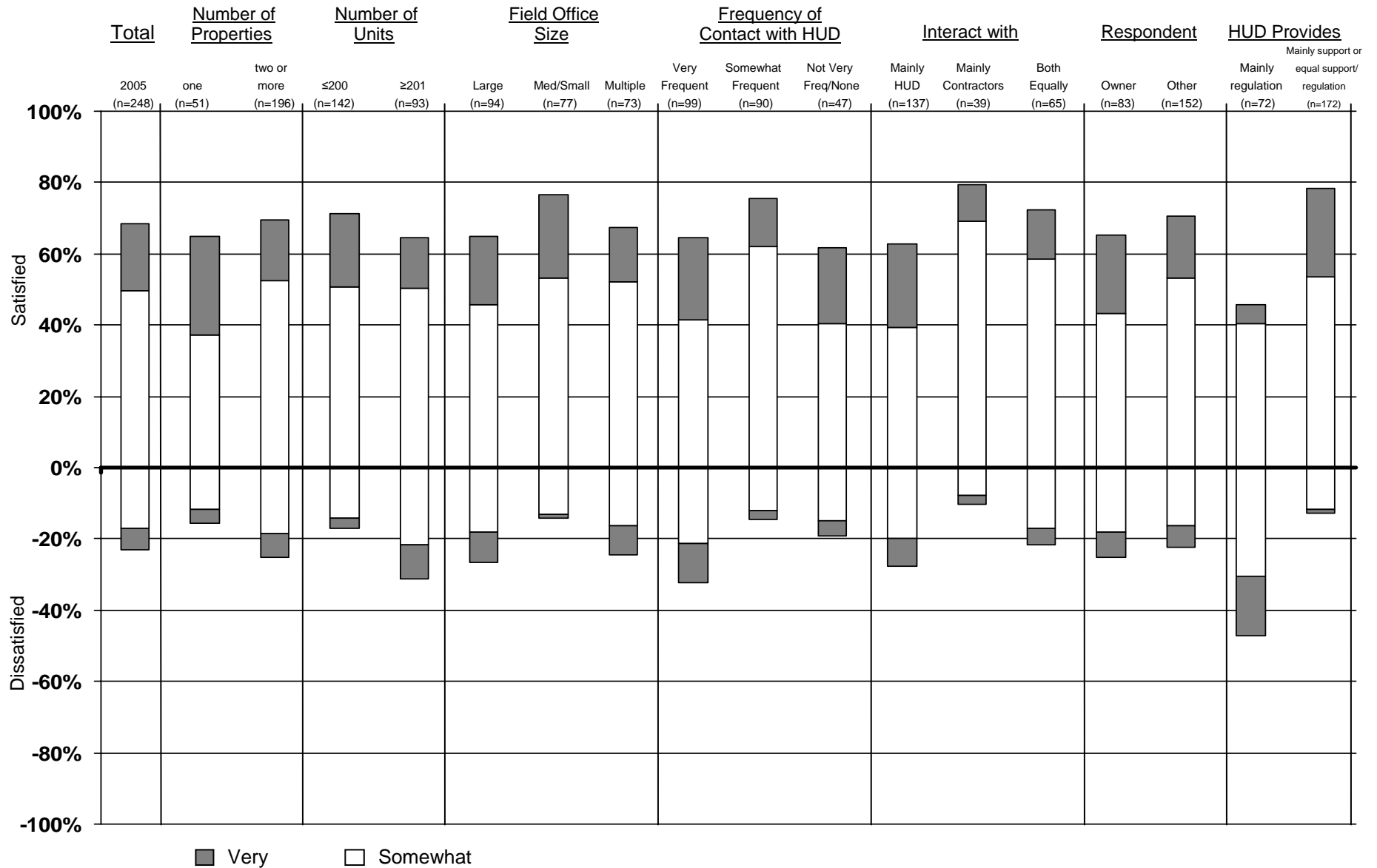


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
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Question 14c. How satisfied or dissatisfied are you with electronic financial reporting to REAC?

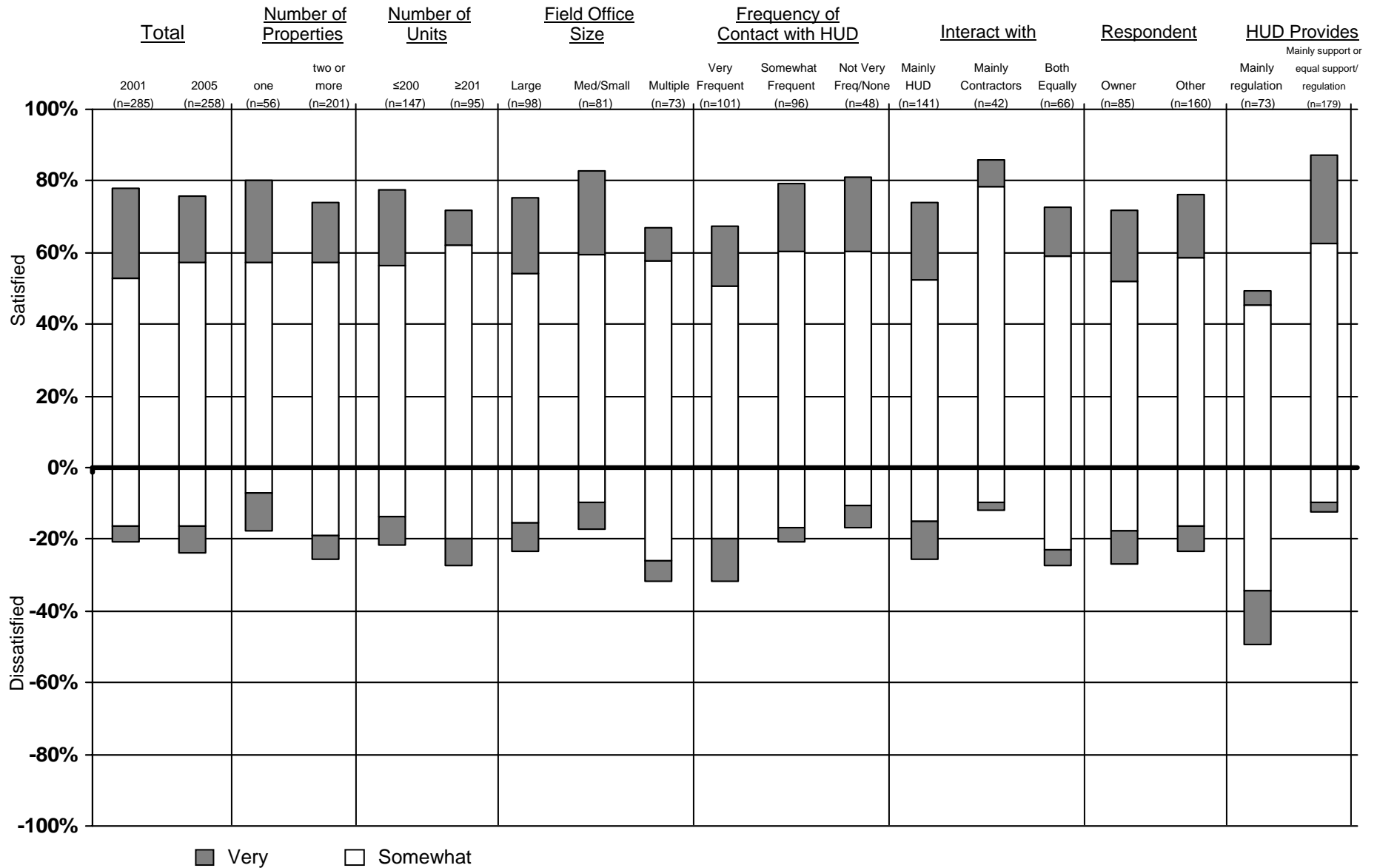


**Question 14d.** How satisfied or dissatisfied are you with HUD's capacity to monitor and provide oversight related to your property or properties?



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





**PART 4: SECTION 202/811 PARTNERS**  
**OPEN-ENDED COMMENTS REPORTED VERBATIM BY CATEGORY**

Thirty-seven percent of respondents (99 of 265) took the opportunity to provide comments about HUD, in their own words. The comments have been edited to remove proper nouns and other identifying information or references to other persons.

MISCELLANEOUS POSITIVE COMMENTS ABOUT HUD
We are satisfied with the following issues: HUDs move to higher efficiency and less waste.
I am mostly satisfied with HUD.
I must say that during the [DELETED] years I have dealt with HUD, there has been a big improvement the last 4-5 years in the response I have experienced with HUD.
However, to give HUD their dues, once you know who you are calling they have served me well.
I have found "HUD" to be fair but firm and that is the only way they can operate. Our board is very satisfied with the dealings we have had with them. Thank you. [NAME] President [NAME] Housing. P.S. - Sorry for being late, was away.
Our experience with HUD has been very positive in the development of properties. The continuing monitoring of properties comes across generally as ?? we are the lesser part of the partnership - in other words, the monitoring properties need to develop a serving mode, not a kind of pushing "rules" that ?? to be ??
Our program is very unusual as we provide residential and support services to adults with mental retardation! The [NAME] HUD office has been a tremendous help and has a thorough understanding of our unique situation. Dealing directly with HUD has been extremely efficient.
Keep up the good work; America needs your compassionate energy...
Although [NAME] has only one 202 facility we also operate a second transitional housing facility for homeless children and their parents. This second facility receives HUD Supportive Housing Program money. [NAME] is extremely pleased with its working relationship w/ HUD for both programs.

MISCELLANEOUS NEGATIVE COMMENTS ABOUT HUD
The PBCA, however, has consistently been difficult to work with particularly regarding MOR's. At times the contract specialists seem arbitrary and capricious and there is a marked lack of consistency. We would love to be able to close out our MOR's in a timely fashion, but more often than not it takes several months to satisfy the PBCA. It would be helpful if their communications were more specific. For example, our [DELETED]. We rectified that issue, but it took multiple rejections before the PBCA decided to finally tell us exactly what in particular was needed. Unbelievably frustrating and a huge waste of our time!!

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<p>We needed help and we were struggling. We needed updates. We received no help. They foreclosed us and wouldn't sell without stipulations. Sold for little or nothing when auctioned. If they had given help, the place would have been kept open and they could've made money. We needed a [DELETED] and were given no help. [DELETED] wanted to buy, but HUD wouldn't sell it to them because [DELETED] wanted Assisted Living. The new owner is not keeping up w/his duties anymore. There is no manager now &amp; no support.</p>
<p>This is a business with 2 housing units and 1 [DELETED]. They have 3 board of directors when there only needs to be 1. In talking with the contact at the field office the only explanation for the requirement for 3 boards is that HUD demands it. In my opinion there should only be 1. Having to have 3 makes 2 very ineffective boards that are a waste of time and that do not even communicate. Only 1 board is effective of the 3. HUD sends many requests for forms without sending the form or making it clear what it is that is being requested. It should be common practice to first send the form(s) and then the many requests.</p>
<p>In general we do not deal with HUD except with our [NAME] property. We have a PBCA and I can't say they have been that positive. It seems ironic to me to have [NAME] monitoring out properties when they have problems monitoring their own.</p>
<p>It seems that HUD often focuses on the little things and current situation rather than the big picture and/or the future needs of the property. Further it seems like there could easily be a better "Teamwork" approach between HUD and the Owners/ Managers.</p>
<p>We tend to find ourselves the exception to most HUD rules, yet we constantly have to reprove this to the [NAME] Field office. We find for the most part that HUD is not really set up to deal with our kind of organization, and the constant need to apply for waivers and exceptions is both time-wasting and inefficient.</p>
<p>1. The transition with AHI has been a bit confusing regarding HUD policies and procedures.</p>
<p>I would like HUD to be less hands-on with less government intervention.</p>
<p>I have worked and been interactive with HUD for [DELETED] years. It continues to amaze me how more difficult year after year it is to work with varying offices.</p>
<p>If HUD is suppose to be an agency that works with organization to provide housing I would hate to work with some one who doesn't have that objective. Procedures need to be changed.</p>
<p>Too many rules and regulations that are thrown on projects. I just wonder how really new people know about HUD to effectively stay in compliance. We are drowning in paperwork then before you know more rules and mandates are passed down. There are always threats of cutting off your subsidy, but then if the govern didn't do this I can see how management could not care about meeting compliance. I feel the bureaucracy within HUD is too large; each department has numerous people I don't feel comfortable calling because I feel I am a bother. However, my project manager I have returns my phone calls (and I like that). We have all gotten away from that personal touch (automated voice mails). Feels too impersonal. When I ask TRACS people to call me they take too long. By the time they return my phone call, I have forgotten why I've called, I don't have the paperwork in front of me, and I feel flustered. I think there is a big division between HUD and property managers.</p>
<p>We have had bad relations with fee inspectors on HUD 811 projects.</p>
<p>By and large, we have had little contact with HUD. Most information is provided by our management agent-[DELETED]. Our one big complaint results from the fact that HUD no longer funds construction of ICF group home. We operate a [DESCRIPTION DELETED]. Our [DELETED] ICF homes were built with HUD funds, so we were very shocked &amp; disappointed to learn that HUD would not consider an application to replace the existing facility.</p>

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POSITIVE COMMENTS ABOUT HUD STAFF
I would like to make special mention about some of the HUD staff in [NAME] who are providing services above and beyond their work. They are always willing to lend a helping hand in working to get things resolved and completed. Acknowledgement must be given to [NAME], [NAME] and [NAME]. I have also started working with [NAME] and he is starting to be another person who delivers. Please give them special recognition for doing a great job - they are the ones who are giving HUD a good rating. (Please correct my title - from Mr. to Mrs. for future correspondence.)
My interaction with the [NAME] has been great. They are very informed & helpful.
The younger generation of employees appears to be very efficient -and bolder in making job decisions - and that's a good thing. Old timers were a bit more hesitant for fear of making a mistake which could be costly to the tax payer and possibly affect their retirement in good standing. All in all, I am very pleased with our relationship and our cooperative dealings with the Dept of Housing & Urban Development.
Working with the [NAME] HUD office has been great. They are very friendly, professional, and helpful. When dealing with [STATE] Housing Corporation we often get conflicting information.
Both our properties are the "Old 202's" and we haven't had many changes in all these years. Our project manager in the [NAME] office is great to work with and always willing to help.
Our organization has found HUD (particularly the [NAME] Multifamily HUB) to be reasonably accommodating and helpful, especially with waivers and requests.
HUD is a partner in efforts to supply housing to seniors of lesser incomes. The majority of the HUD personnel that I deal with are dedicated to the greater goal of making life better for this population. I appreciate what they do and also the constraints they have to deal with.
Found that [NAME] office staff is very helpful in Management and Development; They are competent and understanding; They communicate well with us.
We were satisfied with the original administrator, we do not know how the contractor will work or help - [NAME] personnel has always been helpful-- We were pleased with them before the most recent changes
[NAME] contract administrator does a very good job in responding.
HUD employees have always provided help when needed, dating back 12 years I've only had one or 2 unpleasant experiences with HUD employees. [NAME], [NAME], and [NAME] are the HUD people I have had direct contact with. They are all so helpful & have always supported me. Even though I've been a property manager for [DELETED] years I'm learning something new everyday. [NAME] reps. have helped me streamline my work and the 1 on 1 accessibility to a contract administrator has been so great. I've had lots more work to do, but it's all positive and I appreciate the care and support from [NAME].
The [NAME] staff [NAME], [NAME], & others in multifamily are wonderful to work with. If all government administrators could be so supportive!
The agent who runs the local HUD programs in this area & to whom we pay to run our rental to seniors does an extraordinary job of performance. This agent's name is [NAME] and our board is extremely satisfied in all phases of [NAME] performance. [NAME ADDRESS STATE ZIP]
HUD development staff are helpful and customer friendly. Property management staff appears to be overworked.
I believe the majority of the operators/managing agents maintain high standards of performance.
HUD personnel's willingness to be more customer friendly. Respect that we typically feel when communicating with HUD personnel.

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I have found my asset manager, [NAME], to be one of the finest HUD employees in over 10 years of dealings with HUD. I would like her to be commended for her fair dealings, responsiveness and clear instructions.
The people in the [NAME] office do a good job based on the things that they can do.
The local HUD personnel are generally cooperative and are competent as to interpreting the myriad of rules & regulations associated with the various HUD programs.
Our organization mostly deals with [NAME] from the [NAME] office. [NAME] is fantastic, quick to respond to requests and questions. He is a real asset to HUD.
I have a good professional relationship with my HUD contact in the [NAME], [STATE], office. We have one project handled by a contract administrator. Questions are answered quickly when I need assistance or have a problem. They do all they can to help me.
This agency has always appreciated the patience, professionalism, and overall kindness of the HUD staff. There has never been a situation or problem that the HUD staff has not gone above and beyond their duties to help us resolve. They consistently do an exceptional job.
My calls have been returned by HUD personnel and they have gone out of their way to be of assistance. I can tell they are trying harder to be "there" for us when we need the help. Thanks for your survey!
Overall, we are very satisfied with the quality and timeliness of information and interaction that we have with the HUD field offices ([NAME], [STATE] and [NAME], [STATE]). Our experience has proven that the HUD employees we deal with in these offices to be knowledgeable and attentive to our needs and requests.
I am very pleased with my HUD person in [NAME].
We have a very good relationship w/our field office in [NAME]. Personnel come out 2x a year or more to help w/training. That is very satisfying.
I appreciate the assistance provided to us by NAME office.
Our local office in [NAME] provides outstanding service.
1. The staff is exceptional as it applies to knowledge and desire to "serve". 2. We appreciate that our project manager "answers his telephone". We know that the answering machine is on "only" during his lunch period. This rare for government employees.
Local [NAME] staff is great.
I appreciate the hard work of the staff at the [NAME] HUD office. They do an excellent job.
The [NAME] field office is the best in the country. The people are knowledgeable, friendly and respond to any problem or question I have very quickly. HUD should be proud to have such a great group of employees.
I have enjoyed a pleasant relationship with all of the HUD technicians in the [NAME] office and have found them to be caring and professional. We belong to a national organization of [DELETED] properties. Some of region's officer [??] are different than others but I have found all of them to be caring and concerned about the welfare of the sponsors and the tenants.
The HUD representative has been great, in the field office. However it is my understanding that she is the only one in [NAME] and she has too much to handle. She does not even have a secretary. One person can not take care of the job effectively.
Some HUD offices are more supportive and timely than others. The [NAME] HUB is great to work with and [DELETED] are very supportive and helpful.
[NAME] has been very helpful and responsive

[NAME] at the [NAME], [STATE] Field Office is excellent to work with.

**NEGATIVE COMMENTS ABOUT HUD STAFF**

My experience with the contract administrator in [NAME] has not been as pleasant. The people are helpful when we call for information, but each year we have had different personnel do our annual inspection, and each year they seem to undo what the previous personnel have had us do. Some of them don't seem to have a clear idea on how to properly implement the certifications & receipts.

The [NAME] office has always been helpful. While the personnel at [NAME] office have been pleasant and, apparently knowledgeable, I don't feel we get much clarity, or responsiveness. Maybe it is just the nature of the federal government.

Appalling inefficiency by an arrogant staff

We feel the [NAME] staff is very competent in trying to resolve issues; however, too much now has to be sent to HUD in D.C. for decisions especially on older projects on financial matters; the [STATE]. State PCBA, [NAME] STATE, is without competent financial staff & their decisions on budgeting is very negatively effective the subsidized projects; they have no concept of HUD missions.

very incompetent Assist Manager (prior to her retirement) not willing to take responsibility for the errors staff makes, punitive monitoring for disagreeing w/policy or procedure are good.

We have lost a lot of good quality personnel from HUD over the past several years. You can't replace those persons.

[NAME] is not working -too pedantic in their requests.

Please eliminate use of [NAME]. They are inconsistent with information we received from HUD-[NAME]. We find ourselves needing to challenge their decisions regularly.

Field office staff at times argumentative, rude, hard to reach, slow to respond.

HUD 202 staff is not as helpful.

The main dissatisfaction we have experienced is that the HUD personnel we have to deal with are arrogant & argumentative. In short, suffice it to say we call them "The HUD Nazis!"

Staff competence is low in [NAME], High in [NAME], [NAME] and [NAME]. Staff in asset mgt. in [NAME] is adversarial. [NAME] development staff is supportive. Third party contractors in [STATE] are competent. Third party contractors in [NAME] are incompetent.

**INCONSISTENCY**

The local PBCA has not been very consistent with scores on management inspections. Additionally, a couple of findings were factually inaccurate but refused review because overall score was satisfactory. Since our on-site managers are rewarded based upon mgt. review scores, it has caused some problems. The attitudes of the PBCA have not been as good as it was 2 - 3 years ago. I think it relates to the immediate supervisor's attitude.

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For a federal program there is not a lot of consistency. Project managers are either overwhelmed or under trained. Interaction between HUD departments Development, Project Management is also lacking, causing for cost over runs as well as poorly constructed buildings added to a much needed housing stock.
We are dissatisfied with the following issues: The inconsistency by which HUD makes decisions or interprets regulations. The rigid application of EMAD market information regarding 202 PRAC application (development) review.
There needs to be more consistency between field offices
There seems to be little consistency in policy management and interpretation between HUD offices, and even officials within our office.
Often times HUD staff refuses to deal with wi's. CA's are re-interpreting regulatory and statutory requirements, totally missing or misunderstanding legislative intent. (Example: The 202 program was intended to house the elderly and handicapped now referred to as disabled) The program was never intended to house non-elderly disabled in "any" apartment, the "qualified" disabled applicants were to occupy "handicapped, accessible units." CA's & HUD staff fails to recognize their delay in processing HAP contracts and r&r requests, creates a tremendous cash flow problem for properties.
Two areas of major dissatisfaction: Consistency. Both HUD & CA being asked for information documental [??] that has no handbook basis.

### TRAINING

3. No outside training for TRACS in [NAME], support is minimal.
I find HUD to be a very complicated program - would like to see more training available on the basics. Section 8, HUD mortgage, TASS, etc. - Not sure who to call when I have a question or problem - (HUD Field Office, Contract Administrator, REAC, etc). It seems when I do have a question one refers me to the other - can never get a straight answer.
More management training & conf. needed.
Meetings, conferences and training are expensive and often do not address the special needs of small projects.

### TIMELINESS

They don't respond to emails timely. They interpret regulations incorrectly. They pick and choose which regulation to follow. They are generally unresponsive to needs of sponsors/owners/developers. They are a burden and a poor business partner. Seem to be mainly employees of regulatory geeks and administrators.
Time wasted due to lack of training for HUD/Staff. Timeliness - much paperwork to HUD is not processed in a timely manner. EX: Documents sent 11/04 for HUD signature not returned.
The local HUD office has been slow to process & answer questions. I think due to staff reactions.

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<p>I can't tell you how annoying it is to have a project held up because important documents are sitting on someone's desk &amp; not being addressed - then HUD blames me for the delay! The [NAME] multifamily HUB embodies all the negative stereotypes of government bureaucracy. [NAME], [NAME] &amp; [NAME] are the lone exceptions to the norm in that office. They are professional &amp; competent. [NAME] is especially lax in his follow up &amp; tried to cover up his laziness with lies. [NAME] is truly scary &amp; disturbing, not to mention unorganized, incompetent &amp; unprepared.</p>
<p>Refinance process takes too long and information needed is redundant- reduce amount of paperwork</p>
<p>Consolidation of offices, staff layoff, and not replacing exiting employees has put a strain on existing services. There are long delays in processing requests for use at HUD controlled accounts and rent increases.</p>
<p>HUD's dissemination of information to the multifamily housing industry would be more timely and better clarified if they themselves received more timely direction from Washington, D.C. National (AAUSA) and state organizations supporting multifamily housing facilities usually have the information before the HUD field offices do.</p>
<p>There appears to be a double standard when it comes to times in which work needs to be completed. Owners and managing agents are required to complete their submissions in the times specified in the regulations. At the same time HUD and their contractors take as much time as they need to complete their work.</p>
<p>HUD requires owners to submit requests for annual Section 8 Contract Renewals and rent increases using Automatic Adjustment Factors (AAF) 120 days in advance of the contract renewal date; however, HUD has no requirements as to when they are to respond. The last two years that we submitted for a rent increase using the AAF, we never as much as received verification from the Contract Administrator or HUD that the submission was received. Some 90 days after the written request was submitted (30 days prior to the expiration of the contract) we had no written response from the Contract Administrator or from HUD concerning the status of the submission. When the contact person at the Contract Administrator was contacted by phone, she stated that HUD was waiting for funds to be available. We were never given anything in writing about the funds being delayed and had no written response from the Contract Administrator or HUD until the Contract was renewed about 30 days after the contract had expired and about 150 days after the request was submitted. 1. Since HUD requires owners to make written requests for Section 8 Contract Renewals and AAF rent increases well in advance (120 days) of the expiration date of the Section 8 Contract, HUD should be required to give a written response (approval or denial) in a timely manner (no later than 30 days before expiration of the present contract). 2. Since HUD eventually finds the funds to renew these contracts, they should find a way to make the funds available in a more timely manner.</p>
<p>On the other hand, we are less than satisfied with the service provided by [STATE] Housing Finance Agency. Although that agency is adamant about the timelines that we have to meet for them, our experience is that they are less concerned about the timeliness of their own performance. Case in point: Vacancy claims that we submit regularly take more than a month to process and in one case six months. We believe this is in part caused by various agency employees requiring documentation that varies from employee to employee and is not uniform. We enjoy and appreciate the relationship that we have with the [STATE] Housing Finance Authority, [STATE] Housing Authority, and [STATE] Housing Authority, but have found the nature of [STATE] Housing to be much more difficult to deal with. To use a series of questions from your questionnaire on page 2 (attached), we are providing what our response would have been to these questions if they were only directed to our experience with [STATE] Housing. We absolutely believe that their emphasis is on process, not on performance.</p>
<p>The [NAME] HUD office takes too long to process certain issues.</p>
<p>The response from the HUD field office has been very slow and I have had to call several times just to get funds released from our Reserve for Replacement Account. Since we are in the [NAME] [DELETED], I do not understand why we have to call the [NAME] office to talk to our [NAME] representative.</p>

The major problem we have is the long delays we experience in project development - especially in closings & when we need legal review.

**REAC AND CONTRACTORS**

2. A few REAC inspectors do not seem reasonable.

The contractor we work with (the [STATE]) has been absolutely invaluable, both in terms of assistance and instruction. We have much more confidence in our own ability, thanks to their guidance. We have been seeking accounting assistance for the REAC system for years, but can find no one who can answer our questions. We do not need technical assistance, but that's all we are ever offered.

REAC seems to be more on top of issues than the HUD field office.

The REAC inspections are "objective" to the point of being absurd. We have had critical deficiencies called at a project for an open electrical panel - when the area was flagged and an electrician was standing in front of the panel working on it!

There needs to be a system whereby rulings on [DELETED] may be appealed more effectively. There also needs to be a more user friendly system of appeals regarding REAC inspections, where the inspector is clearly not functioning in a proper manner.

Most of our dissatisfaction lies with the total subjectivity employed within the REAC inspection process.

There are more controls & accountability on property owners through REAC.

REAC filing lacks flexibility (for example, if we submit an owner certified and then submit an audited filing, it would be nice not to have to retype all the information). - There is a lack of consistent interpretation of regulations amongst HUD contract administrators and 3rd party contractors. - We manage [DELETED] contracts and we have [DELETED] different contract managers. It would be nice to have one- The use of outside contractors leads to a loss of project history.

We are very unhappy with HUD choice to have [NAME] administer contracts-[NAME] is inconsistent; interprets the HUD handbook in their own special way one day and different the next. HUD was much easier to work with. We would prefer HUD administer all contracts.

Hap contract renewals continue to be problematic; because of delays created in having to deal with PBCA's & HUD. REAC inspectors should have sufficient latitude to apply "common sense."

Compliance sub-contractor is too nitpicking on very minor items, ?? up staff time, etc. Physical inspector not bad but nitpicks

90% of all dissatisfaction is with [DELETED], the sect. 8 contract administrators, particularly with their finance & budget personnel and process; their systems breed too many mistakes which HUD [NAME] must correct time & time again; their inaccuracies and lack of realization of project expenses have caused many projects to build liabilities which cause havoc with the prior sound funding & understanding HUD [NAME] staff achieved

The contractor providers, [DELETED], have been inconsistent in the interpretation of HUD rules and regulations; group will come down and say something about a property which I then carried over to my other HUD properties, only to have a different group come down and contradict what the first group had said to do.

REAC Inspectors continue to be inconsistent. Points are lost for occurrences outside the management/owner control, ie points lost for resident having bed in front of window.

It is hard to see how hiring outside contractors is saving HUD money to complete tasks that HUD staff have been able to complete if correctly staffed. Performance based contractors at times seem to come off as an unfriendly staff not there to insure compliance but to discourage a positive working relationship.

Firstly I appreciate the opportunity to submit my comments and to answer the questionnaire regarding HUD. I have several comments that I would like to share with you.

REAC Inspections: The REAC inspection scoring system is flawed. The scores do not adequately reflect the true condition of the property. And as a result a property in very good condition can be labeled troubled and receive a score below 60. We had several properties that received large deductions (16 + points) of points for "missing locks" on electrical boxes which are located behind locked doors, light timer boxes which were not locked, safety issues regarding the residents' belongings, smoke detectors that were tampered with by residents. In these cases the items requiring correction are fixed immediately, but the property is still referred to the enforcement center and the owner/manager has to face administrative sanctions and undue administrative burden to clear the property. Further, this seems like a waste of resources that should be used for truly troubled properties.

Additionally, properties that have encountered insurance incidents or under renovations may receive large deductions because of the repairs in progress. For example, one of our properties received 13 point deduction for roof damage which was caused by insurance incident. The roof replacement could not take place because it was the middle of winter. The roof was properly protected and no leaks were occurring.

I understand that REAC inspection is a "snap shot" of the property on that given day, but the problem with this mentality is that on any given day, the property can experience emergencies or have repairs and scheduled replacements in progress...this is called "maintenance", and a property should not be cited because the REAC inspection occurred on the same day as an item needing to be repaired. The reality is that things break, and when the owners are addressing the broken item, they should not be cited for it.

When a property falls below 60, the referral to the Enforcement Center creates undo administrative burden. Further, the [NAME] HUD offices placed red flags on the Previous Participation immediately after a REAC inspection without giving the Owner the opportunity to appeal first or complete the repairs.

The concept of the standardized inspection is OK, but the scoring needs to be adjusted to eliminate an unfair assessment of the property.

Contract Administrators: It seems like there exists a disconnect between the HUD project manager and the property, in part because the HUD project Manager no longer visits the section 8 properties. The contract administrators have created a gulf between HUD and the properties and have added another layer of bureaucracy. Although they are usually though auditing, they often interpret regulations incorrectly and tend to nit pick about minor things instead of focusing on the true issues. Further, there appears to be a lack of expertise for many of the employees at the contract administrator's office and a high turn over of staff.

2530 Red Flags: The process for implementing a red flag on an Owners' Previous Participation needs to be clearer. When can HUD place a red flag? It seems that each HUD office can arbitrarily place a red flag on the 2530 and it can take several months to resolve. In the meantime the owner is barred from other developments. Further, red flag should be issued only after non-action, not while an owner is working toward resolution.

REAC inspections - long, long delays in scheduling re-inspections are extremely excessive

Their follow up to management reviews REAC's, e-mails, contract renewals are minimal at best.

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This is in contrast to Section 8 administrators [STATE] PBCA who have no technical or fiscal experience at project management or finance. They don't communicate. Director & [STATE] officials are not helpful & just mouth excuses. They will bankrupt many formally viable projects.

When I have called REAC and asked to get help on secure connections, they act like I should be savvy on their terminology and computer lingo. They need to realize that we are not all computer graduates.

The Red Flag REAC Rules need total overhaul. Red flags should be given only when agencies refuse to respond or when major safety issues put tenants in jeopardy.

Needed to appeal a REAC score - could not find any information - [NAME] office contact finally told me it was called a [DELETED]. Once I had that terminology - I found the info I needed. If my [NAME] contact had not given me it; I would never have found it. PBCA - there is always some new form they want in tenant file -or some form that has always been there that now needs to have a signature. Always some new pet peeve. It would be nice to get positive feedback when your property has good REAC scores and is a good property.

Quicker response from the contractor to our response. Example: 10 months for a rent increase. In today's market we need quicker responses.

There needs to be more consistency between PBCA's

### **ELECTRONIC TRANSMISSIONS AND COMMUNICATION**

Need to do away with DOS based program - hard to work with, expensive to deal with software vendors (CAMS II)

The filing of electronic needs to progress. We need to get out of the DOS environment and move to a more friendly & reliable Windows base.

Electronic financial reporting is extremely frustrating. Despite "successful" transmissions, we continue to get delinquency notices for most of our property audits. These problems tend to be virtually impossible to fix.

I have been working with HUD officials in Sec. 202/8, 811/8, 221(d)(3) etc. housing development for [DELETED] years. Since the advent of electronic messaging e-mail fax etc. we have been able to expedite the processing of applications and solving problems as they arise much quicker and with greater clarity.

As a managing agent of approximately [DELETED] multifamily, [DELETED] in the [NAME] area, most of our HUD interface is with the [NAME] HUD office. Most of our dissatisfaction lies with the electronic transmission of monthly data which initiates the Section 8 remittances

In the past 3 yrs I have observed many improvements in HUD processing. TRACS is operating much smoother - resulting in quicker pmts! There are more controls & accountability on property owners through TRACS Budget-Based Rent Increases. This is a good thing and better use of tax dollars. A lot of the HUD notices are now posted on the HUD website US mailing which requires mgrs to review website regularly can be time consuming. HUD secure connection is a big improvement for feedback/processing info for REAC & TRACS. The 40-pg document clarifying 4350.3 chgs was extremely helpful.

I have been responsible for developing HUD housing for seniors. I am very pleased with the electronic and web site interactions and information. I am not quite so enamored with the web cast information sessions. I would think HUD would have a much higher level of taping capabilities and would select presenters who are trained in presenting and not just reading the materials, since we can certainly do those ourselves. More visuals and more enthusiastic and captivating speakers would assist in the retention and attention from the viewers. Thank you for the opportunity to share this information. [NAME], [CITY], [STATE]

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HUD CLIPS is not user friendly and has a poor search engine. Also when trying to download regs, have the complete reg in a pdf. format rather than chapter by chapter.
Their website is not always user friendly for people who are not as "computer literate" as some people are.
I have found the HUD webpage to be at times difficult to navigate.
Electronic grant submission was a disaster and should be abandoned. Red flags are given for minor infractions. It is disruptive & serves no purpose.
I do not care for the downsizing and having to deal with Washington via electronic methods. We will lose the personal contact.
Website FAQ's from HUD are not authoritative.

<b>FUNDING ISSUES</b>
This has been the most discouraging year yet. The focus is on minutia instead of the larger concerns, no \$ for them to visit portfolio, no chance to see why funds are needed. Budget process is being completed by HUD staff not trained.
1. Our frustration and disappointment with HUD comes mainly from our annual budget requests. Despite what we believe to be thoroughly documented/supported requests, HUD consistently gives us minimal rent increases (and- on one property- no increases) each year. Maybe a class on what HUD looks to when making rent increases would help us to understand why we get such low increases. Also, understanding the process of comparison with other "similar" properties would help... We are consistently told that our expenses are higher that other properties "similar" to ours. It has been difficult to find out where these other properties are and what condition they are in. 2. More money for the rehabilitation of older properties is desperately needed.
We are dissatisfied with the following issues: 1-HUD's ability to quickly respond to rent increase requests (202 PRAC) 2-The amount of funding that the [NAME] office has for 202 PRAC development.
The HUD structure is not friendly to small non-profit organizations providing affordable housing. The bureaucratic paperwork, regulations & procedures require extensive costs toward training or consultants. Small programs are at a disadvantage in that they must comply with all the requirements of much larger projects, yet receive very little (based on percentage of overall budget) to achieve results
We have been working for [DELETED] years to get a loan approved and have not been able to get that accomplished. No one seems to know exactly what is really needed and we have not been able to find anyone who does know exactly what needs to be provided. Because of our frustration and all of the expenses we have had to try to provide HUD with the information they want, we have sought other sources for our loan because of HUD's inability to make a decision or even know what information they need in order to make a decision, the cost of our building project has increased by [DELETED] % on a [DELETED] dollar project. That is a lot of money.
Question 9. The PHA develops tax credit property - receive developer's fee. Then we lose points on "PHAS" because we have too much cash compared to other PHA. So why should the PHA have any reason to be creative in making fund from other sources.
1) Budgeting process is unclear - we submit a good budget and it is picked apart for very nebulous reasons.
Not happy w/HUD's fair market rent going down. This causes us to lose landlords. This effects Section 8 voucher programs and the cement score.
Overall, monthly funds recv'd from HUD come in a much more dependable manner than those we receive from state funds. There are some glitches with the computerized submittals that sometimes are difficult to resolve, but for the most part it is operating \$ we can count on. I think it would be a great mistake to turnover the mgmt. of funding administration to a state program.

# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

MISCELLANEOUS
[NAME], [CITY], [STATE] is a very poor company to build anything! We had to replace, electric - drainage pipe around our apts, nails popped out of every ceiling in each apt., floor was not a no-shine floor, roofing was put on very poorly, and plumbing had many problems. Our agency spent many of our own dollars for repairs. [NAME]
The administrative burdens of Shelter & Care programs are discouraging us from further participation in the program.
More affordable housing for low to moderate income people including young & old & working groups that are the backbone of effective economic development: Bringing in corporate growth while the labor force can't afford to live there defeats the whole purpose!!! God Bless!
Dramatic shifts in policies, criteria w/o previously alerting us; complication - REAC procedures and Handbook; On a positive note - programs and most of the staff care but it seems that morale is low and job security is threatened. I do not think HUD should be dismantled - I think HUD will function better when it is no longer a whipping boy and is managed by political appointees who agree w/HUD's mission and want to assist the more among us.
HUD needs to have some different rules for small projects that don't make money, but are doing what they are supposed to do. Small projects 15 and under each cannot afford the same audits etc that large facilities can. Also HUD needs to provide an easy to follow instruction manual on refinancing of projects.
I believe many policies need to be reviewed * Way money is loaned to the property - (that's complicated) from the manager or sponsor to the property. * Requiring support plans for 811 and not requiring residence to participate * The budgeting process.
Some of the rules that apply to some types of relationships do not apply to all types. Yet these others have to go to extensive paperwork any way.
[NAME] is interacted with more than HUD itself
I would appreciate more hard-copy updates to 4350.3 and longer pre-meeting notice for HUD industry meetings.
For the good of the tax payer tenant and ?? HUD should limit the size of development to no less than 24 units. The positive far out weigh the negative. thanks!
I question the value in HUD's investment in the PBCA's. I believe that providing appropriately qualified and trained and staff would be more cost effective in performing the oversight responsibilities of HUD. Oversight by exception should be the model to follow. ?? it REAC inspection initial score is 90+, review every three year. Same should hold true for the MGR.
As with most government programs, the potential for improved efficiency and effectiveness is dramatic. Change is very difficult in both program and personnel
HUD has had some increase in making the process user friendly over the last year. Over the last year there has also been an increase in market. However process is still convoluted and complex which greatly needs to be simplified.
I have a question about the 120 notice to the tenant for the recertification. Why was that necessary? It seems that it has only confused the tenant. In my case, I have section 8 elderly 202 and 221d3 and they have a really hard time with the notice coming so early. Can that be changed back to the 90 day notice? NAME, Manager [NAME] [ADDRESS].
Often times program officers attribute their responses to "the regulatory agreement" when in reality there is nothing in the regulatory agreement that has anything to do with what they tell you



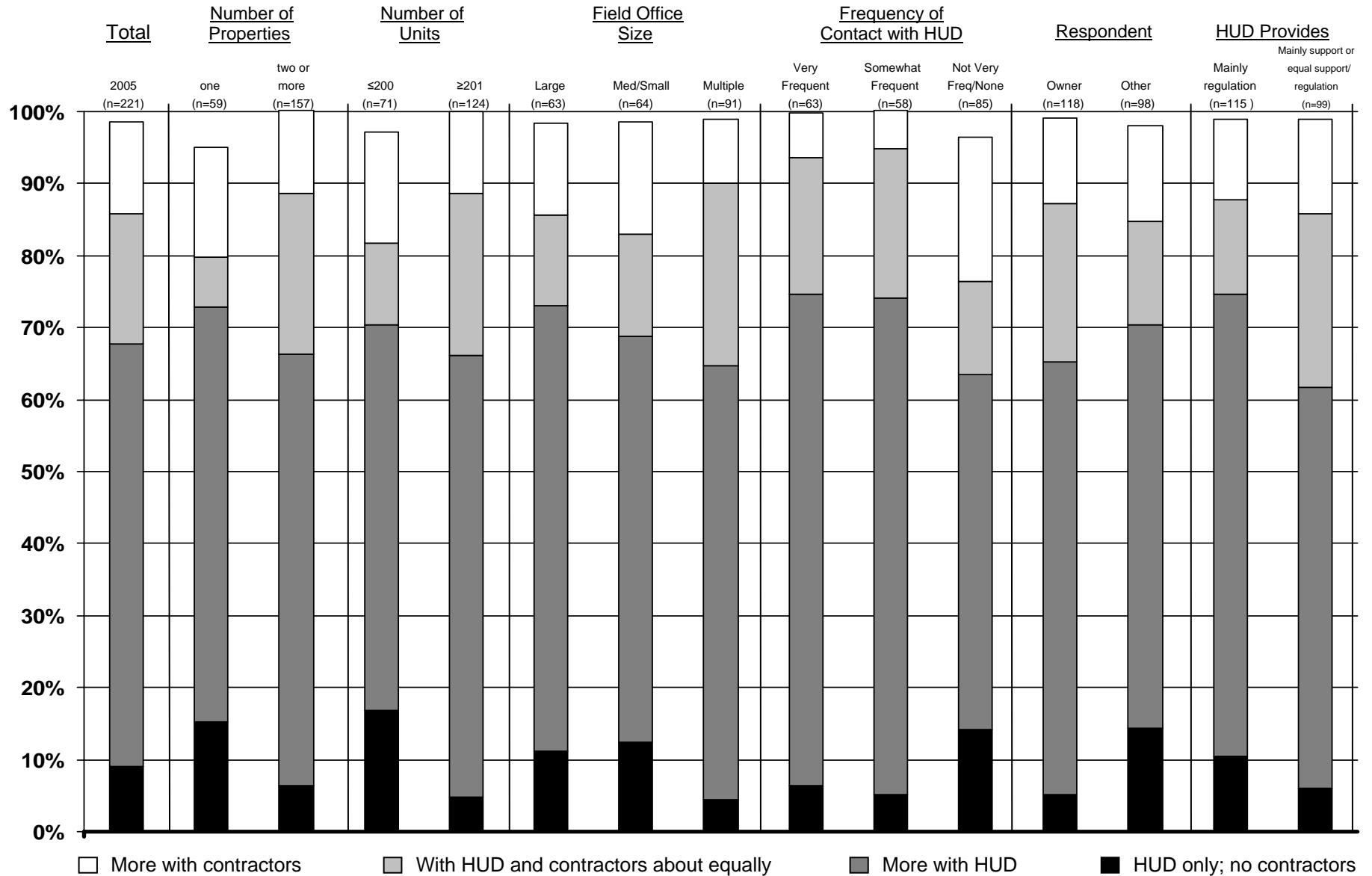
## **HUD-INSURED PARTNERS**



**PART 5: HUD-INSURED PARTNERS**  
**BAR CHARTS OF EACH SURVEY QUESTION**

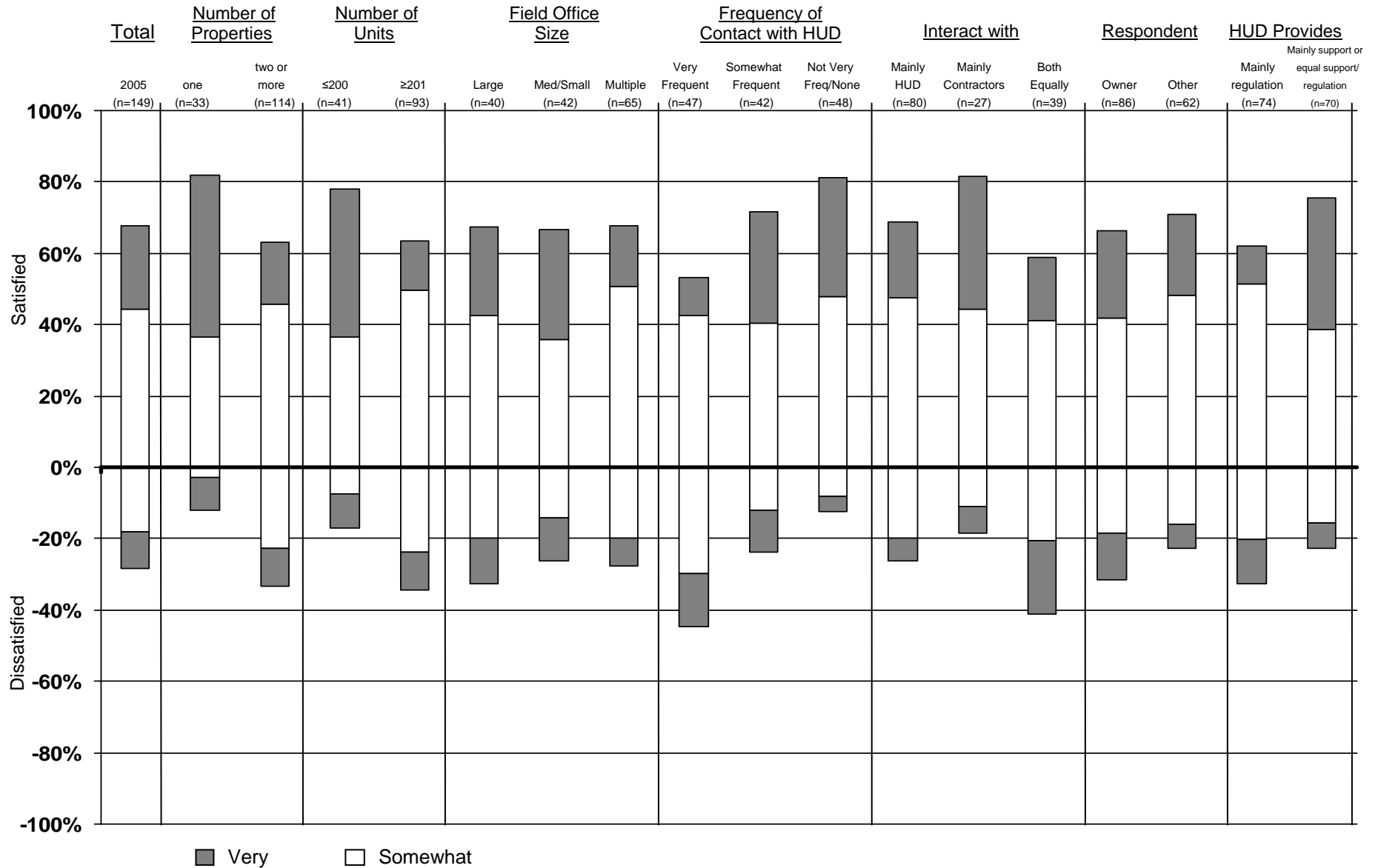
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

**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**  
*Multifamily Housing Partners*

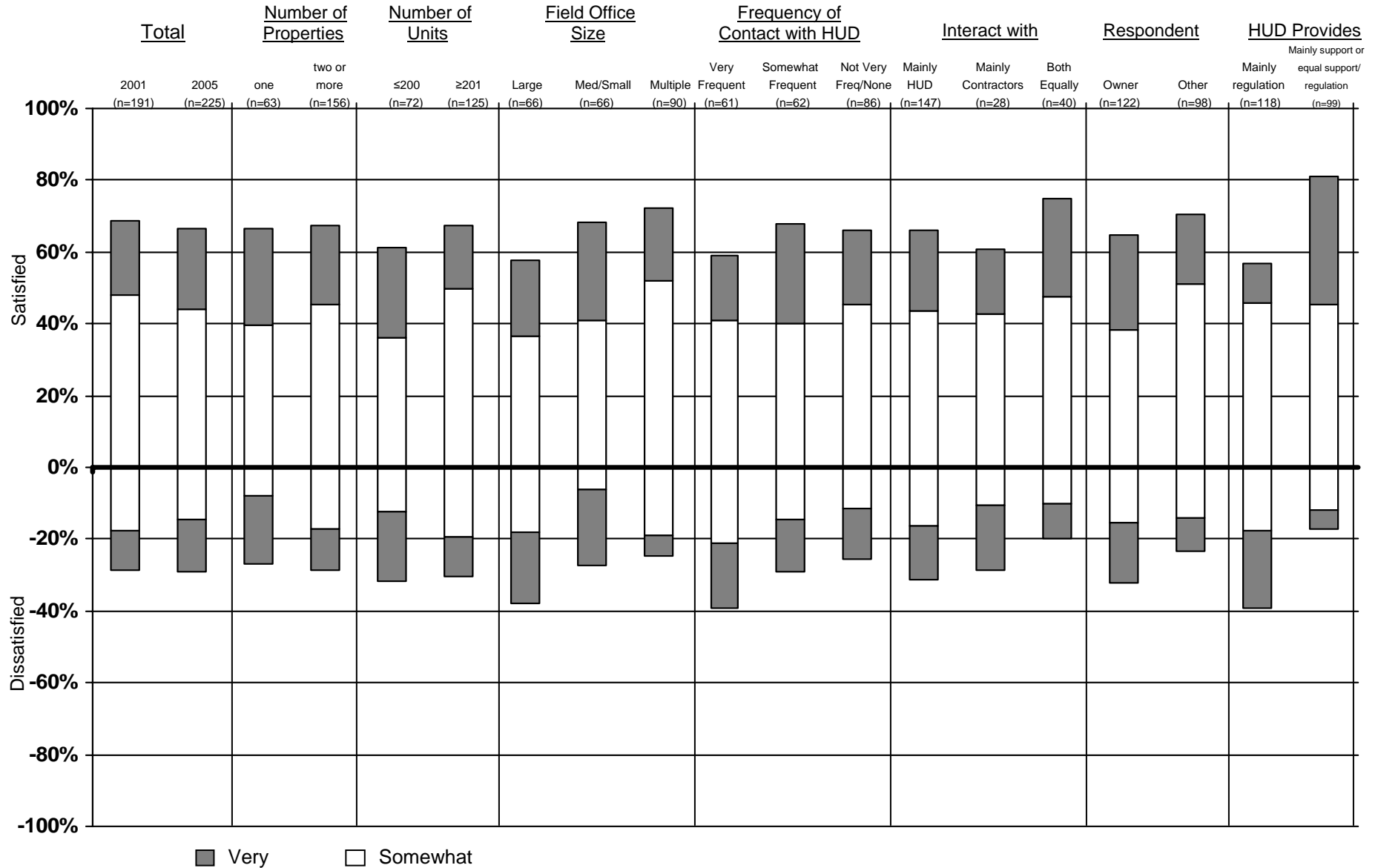
**Question 4.** Overall, taking everything into consideration, how satisfied or dissatisfied are you with the service provided by HUD's contractors/third-party contractors?



This chart excludes the 74 organizations that said they do not deal with HUD's contractors.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Multifamily Housing Partners*

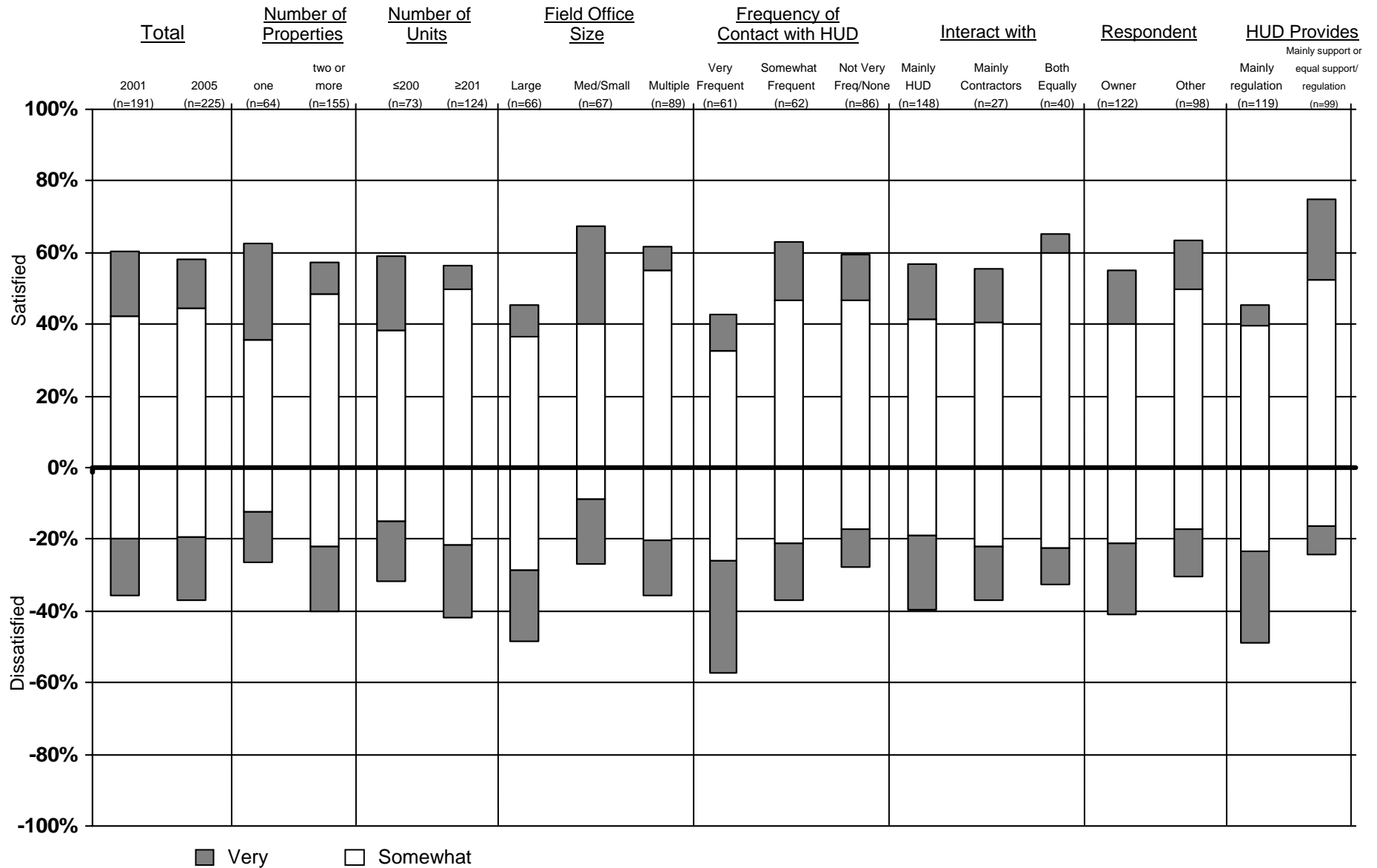
**Question 6a.** Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



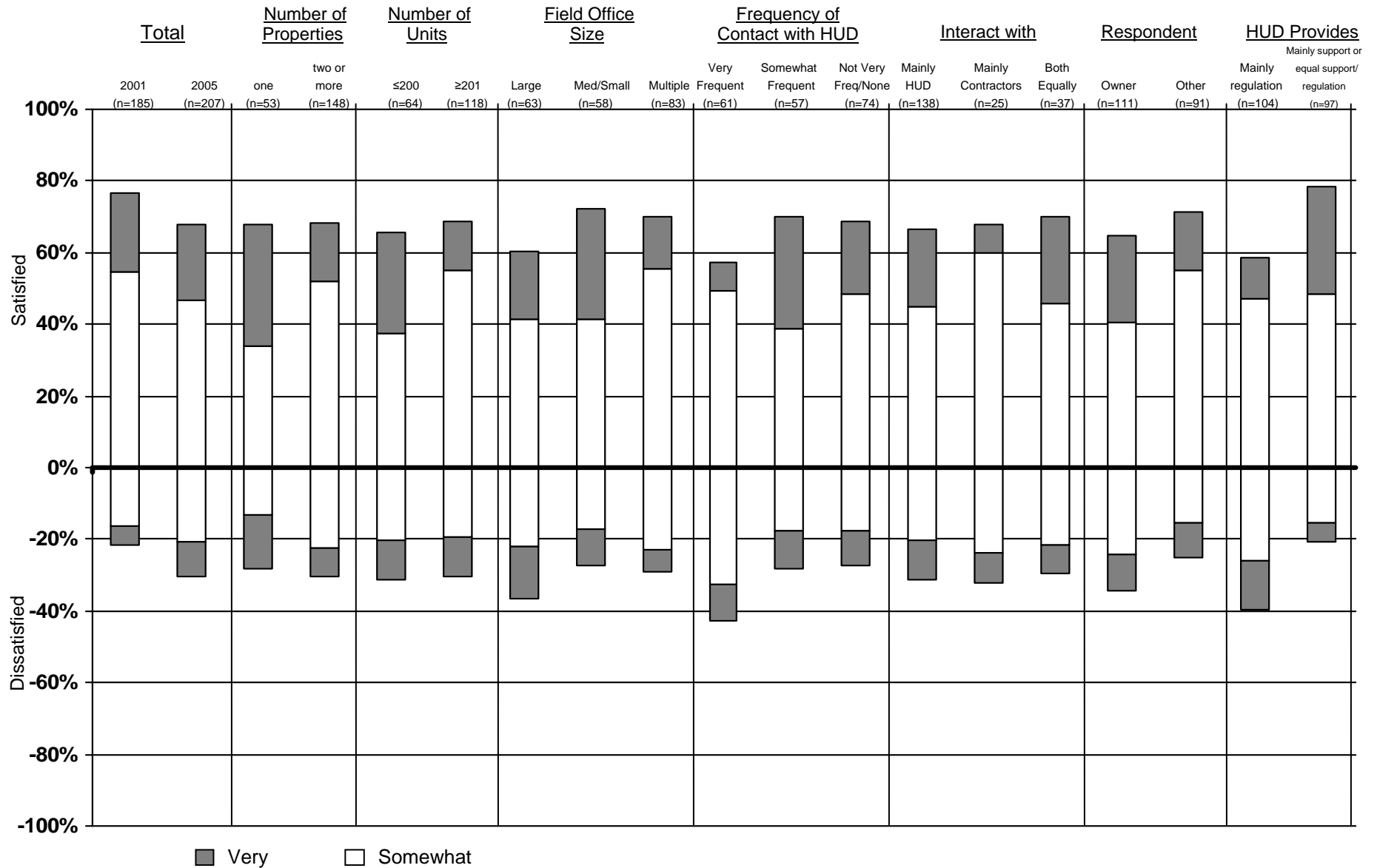
# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing 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?

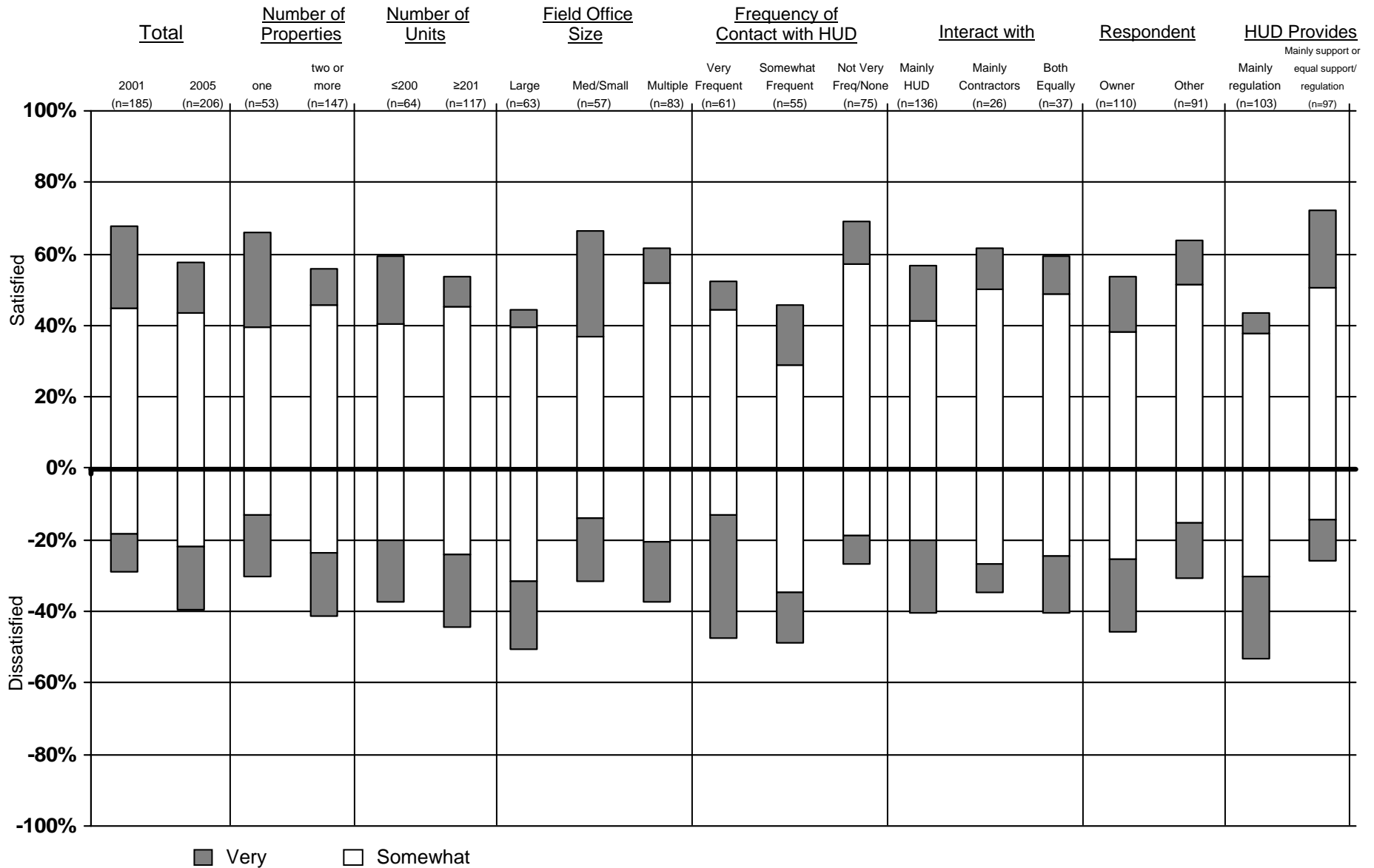


**Question 7a.** How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?



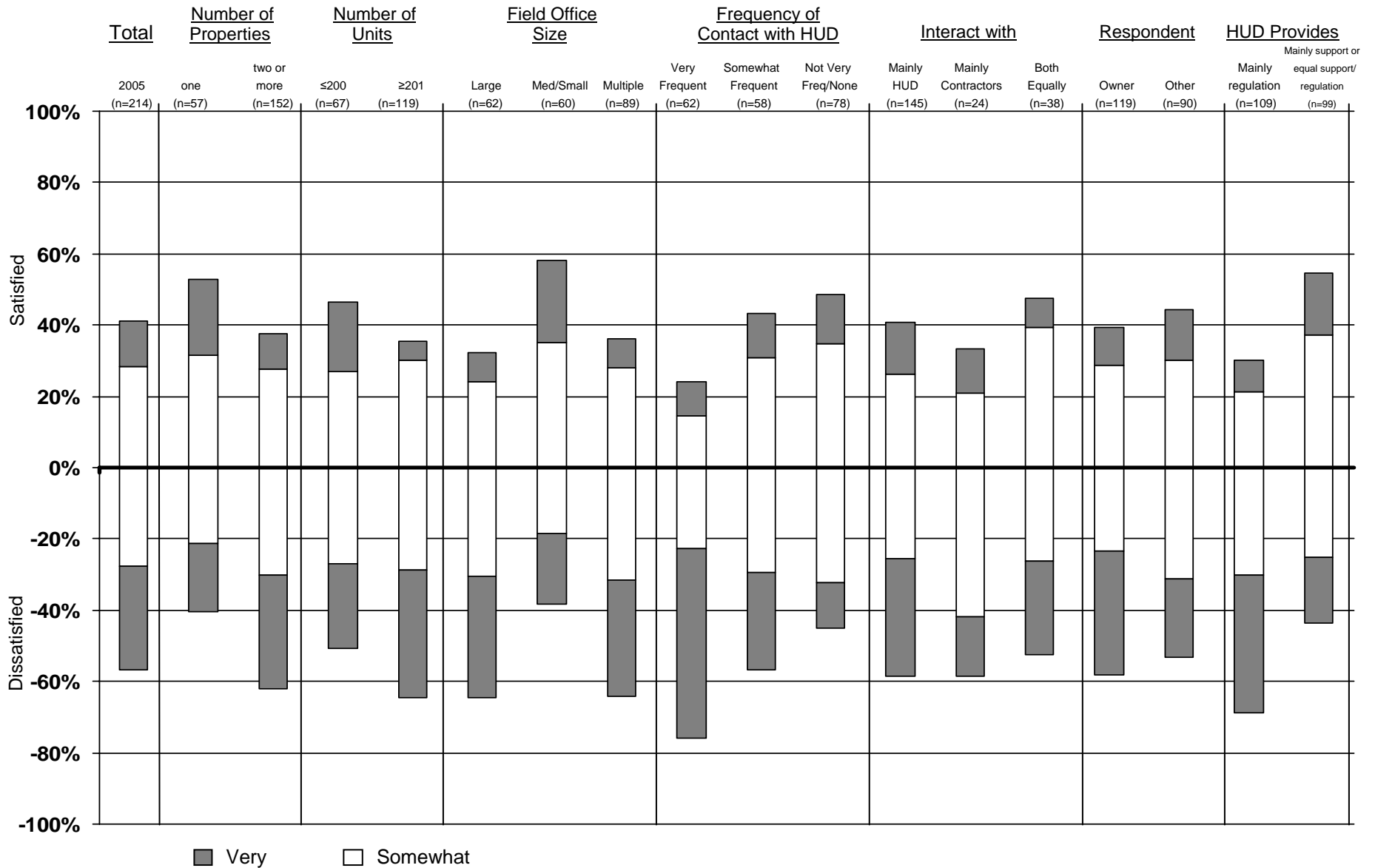
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

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



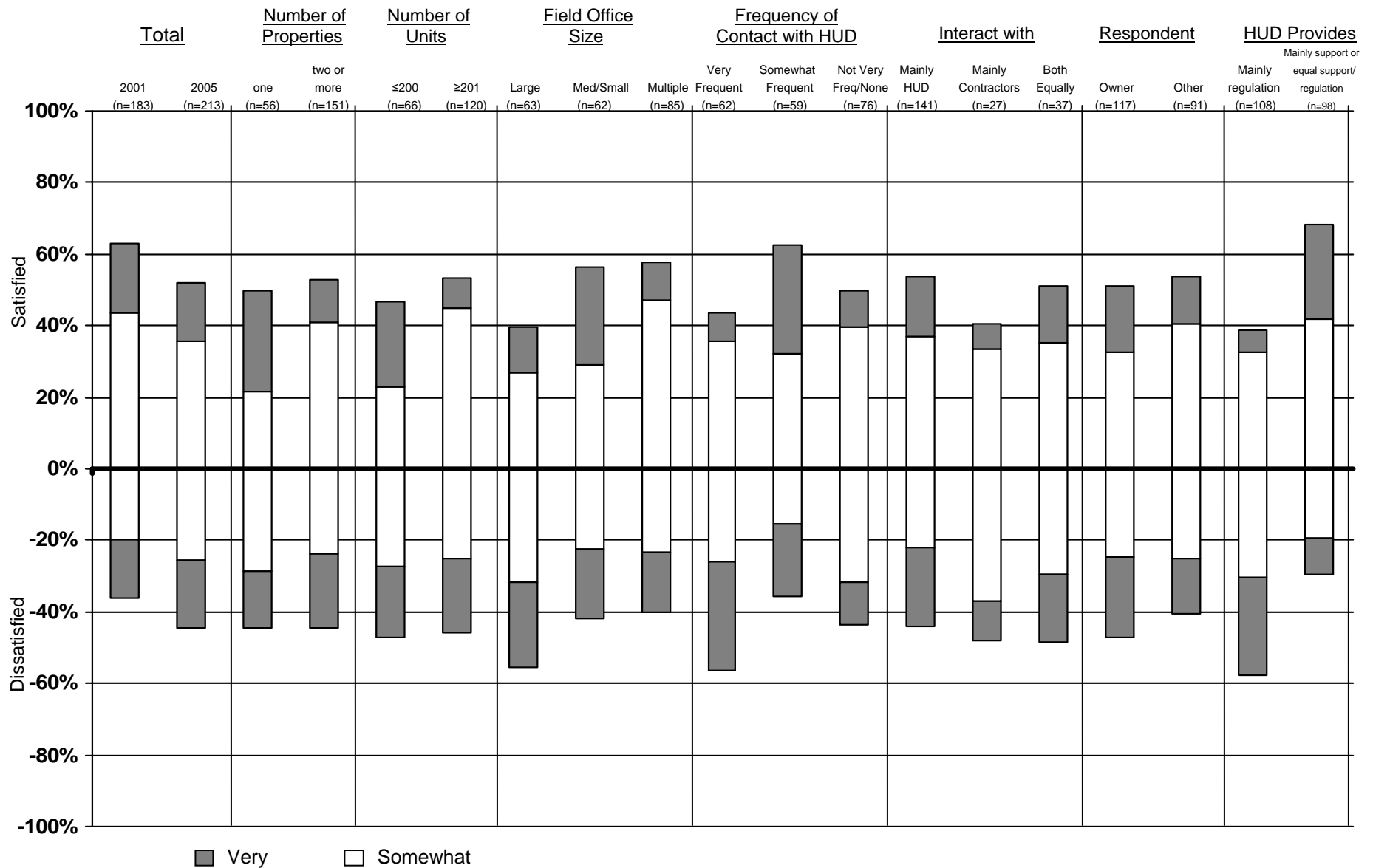
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

**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)?

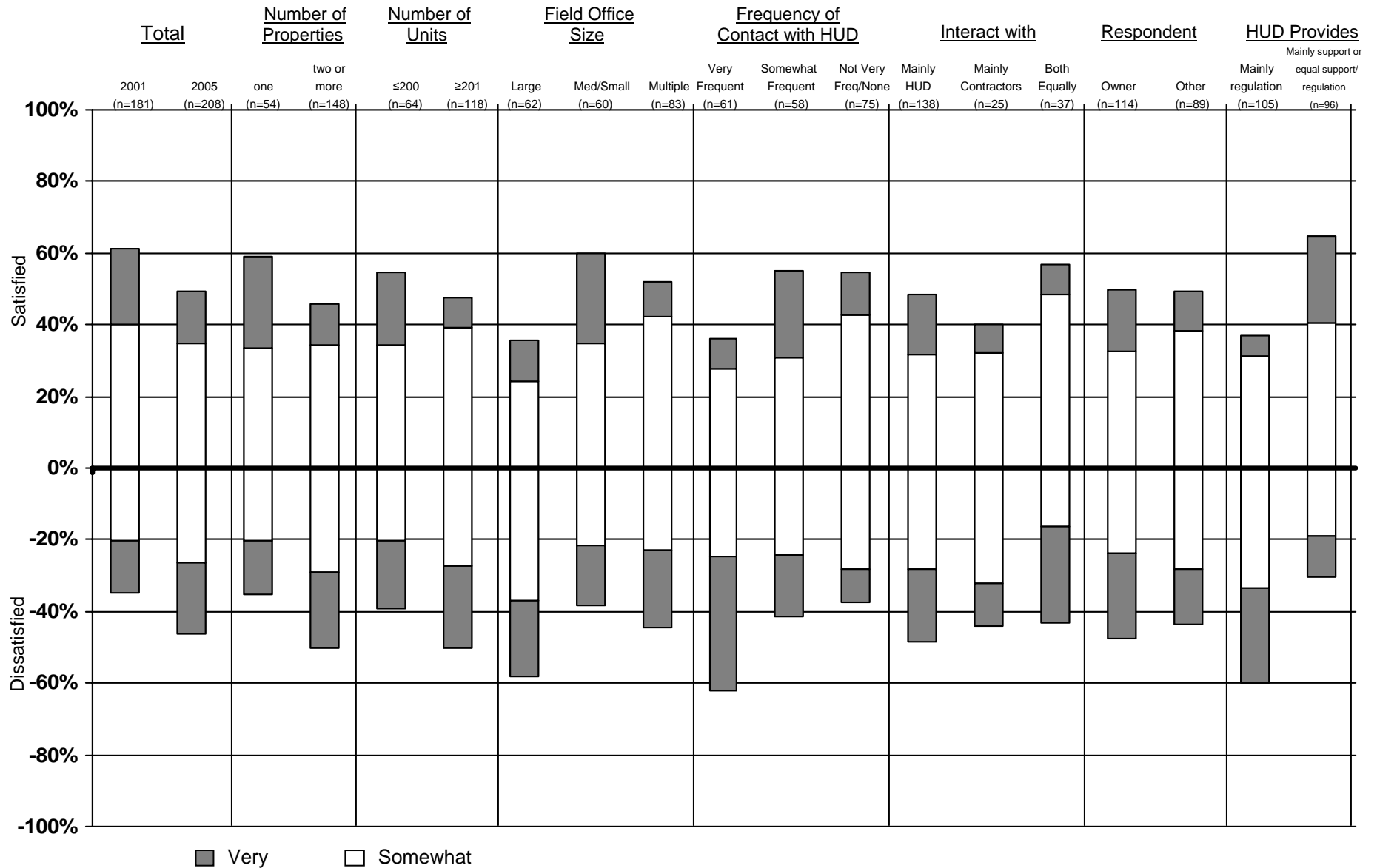


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

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

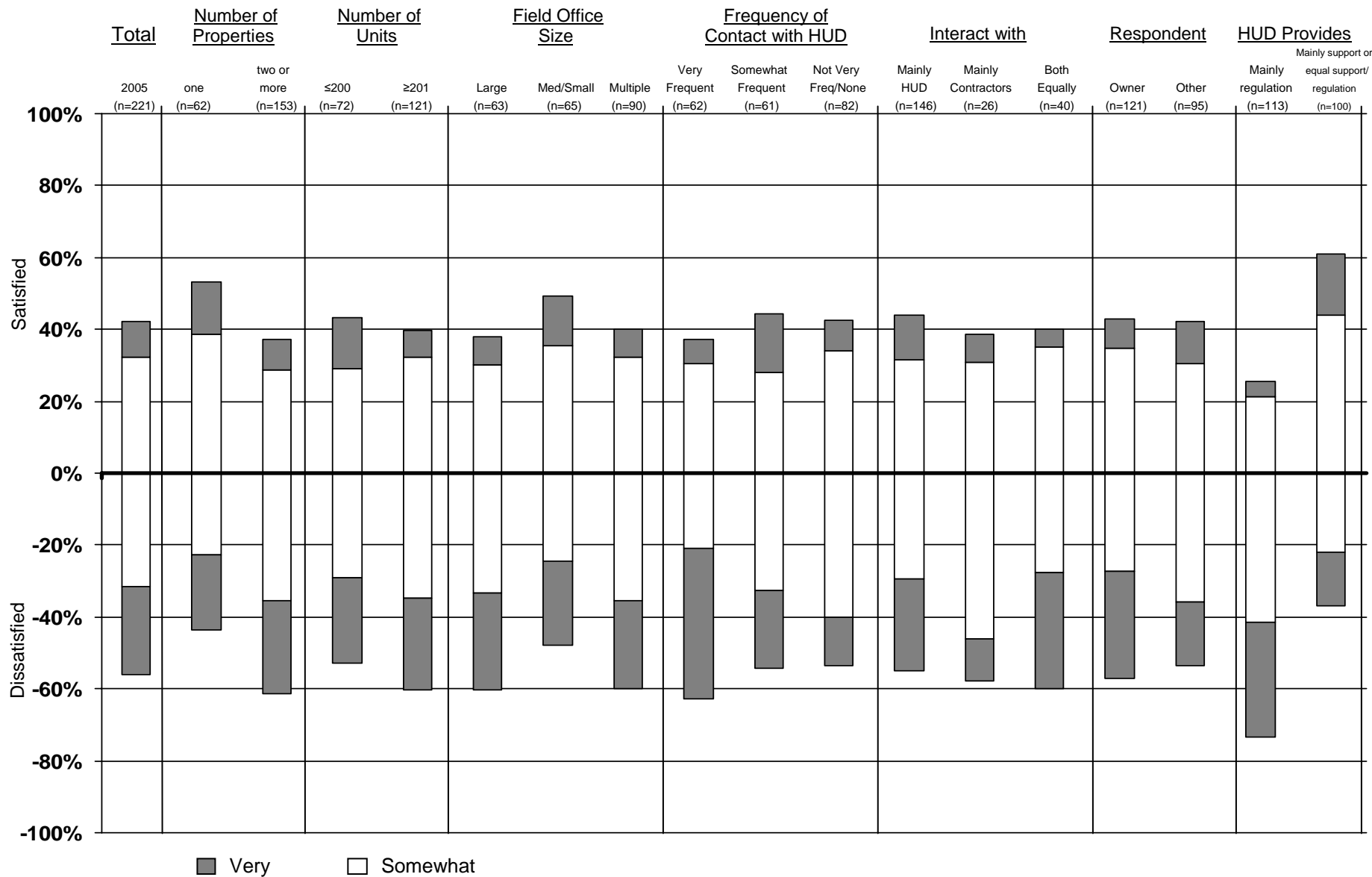


**Question 7e.** How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?

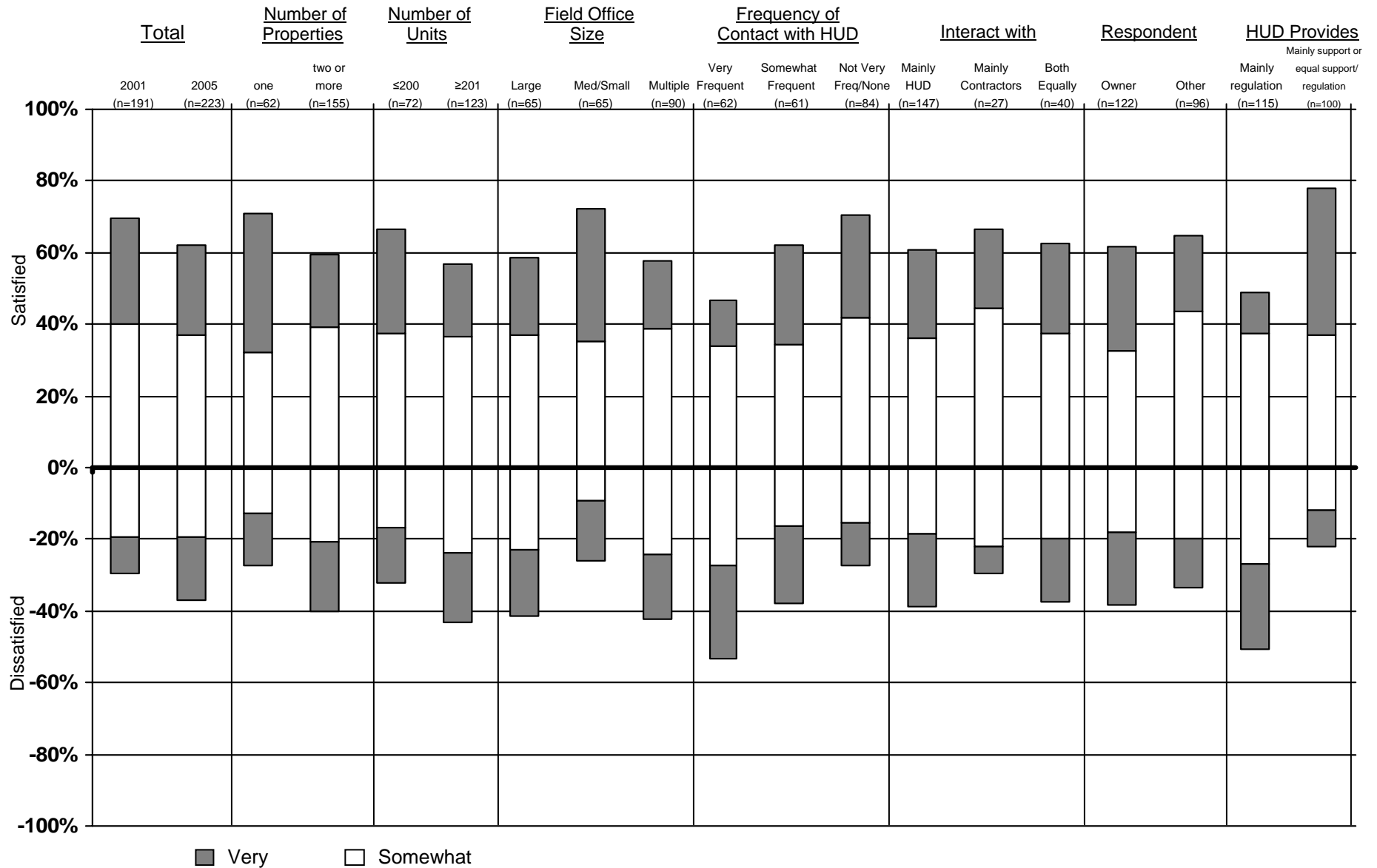


**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Multifamily Housing Partners*

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

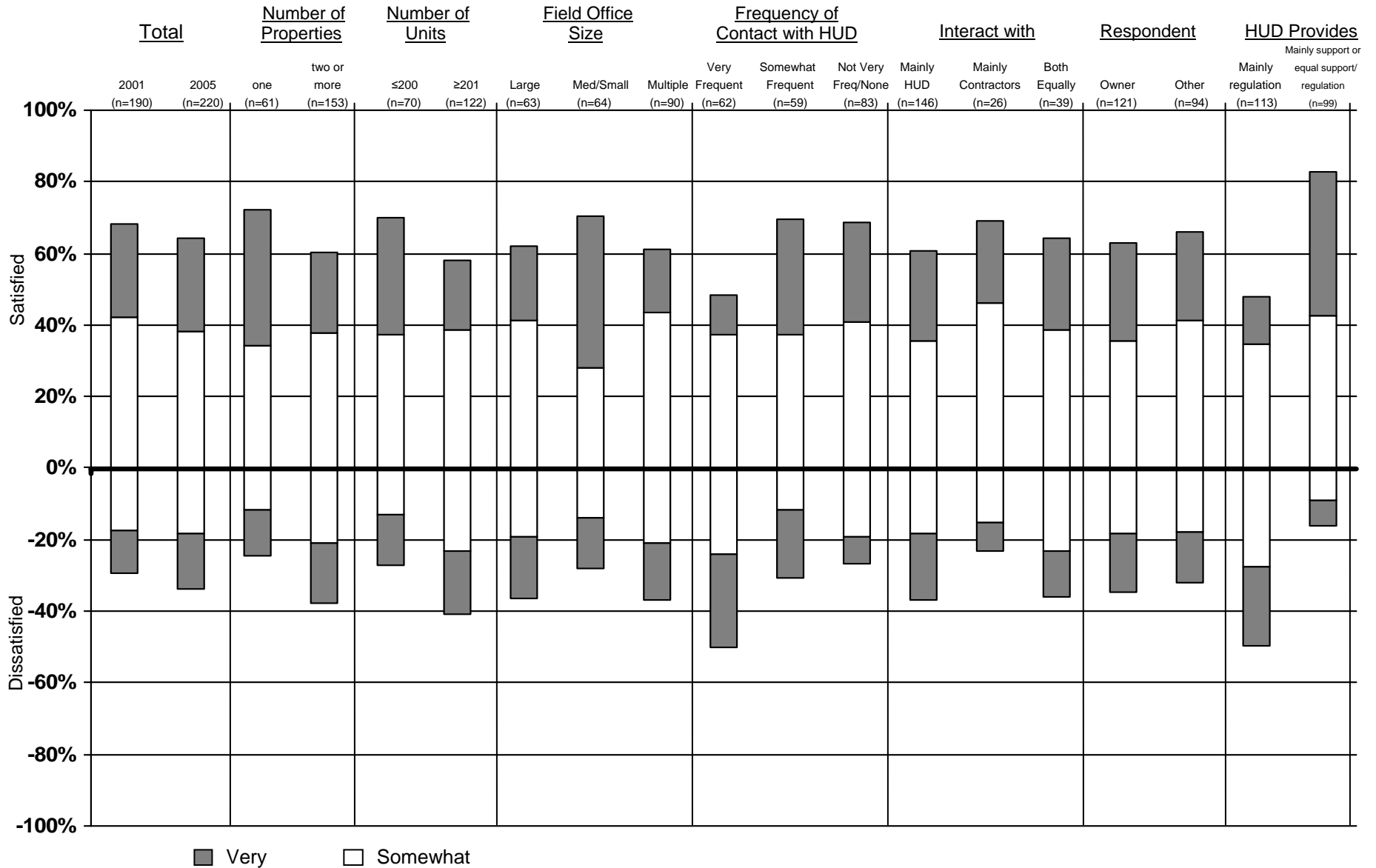


**Question 7g.** How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

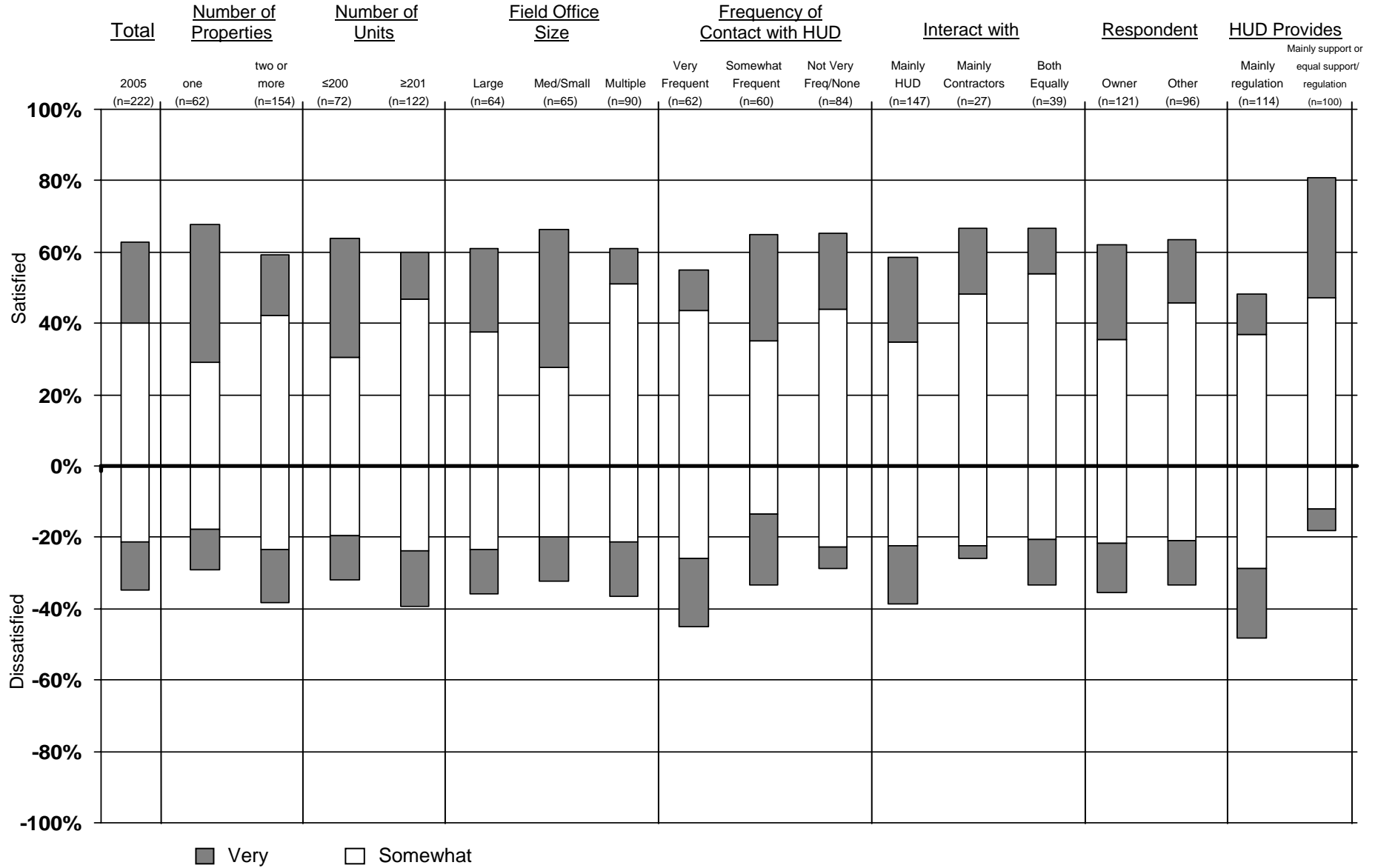
Question 7h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

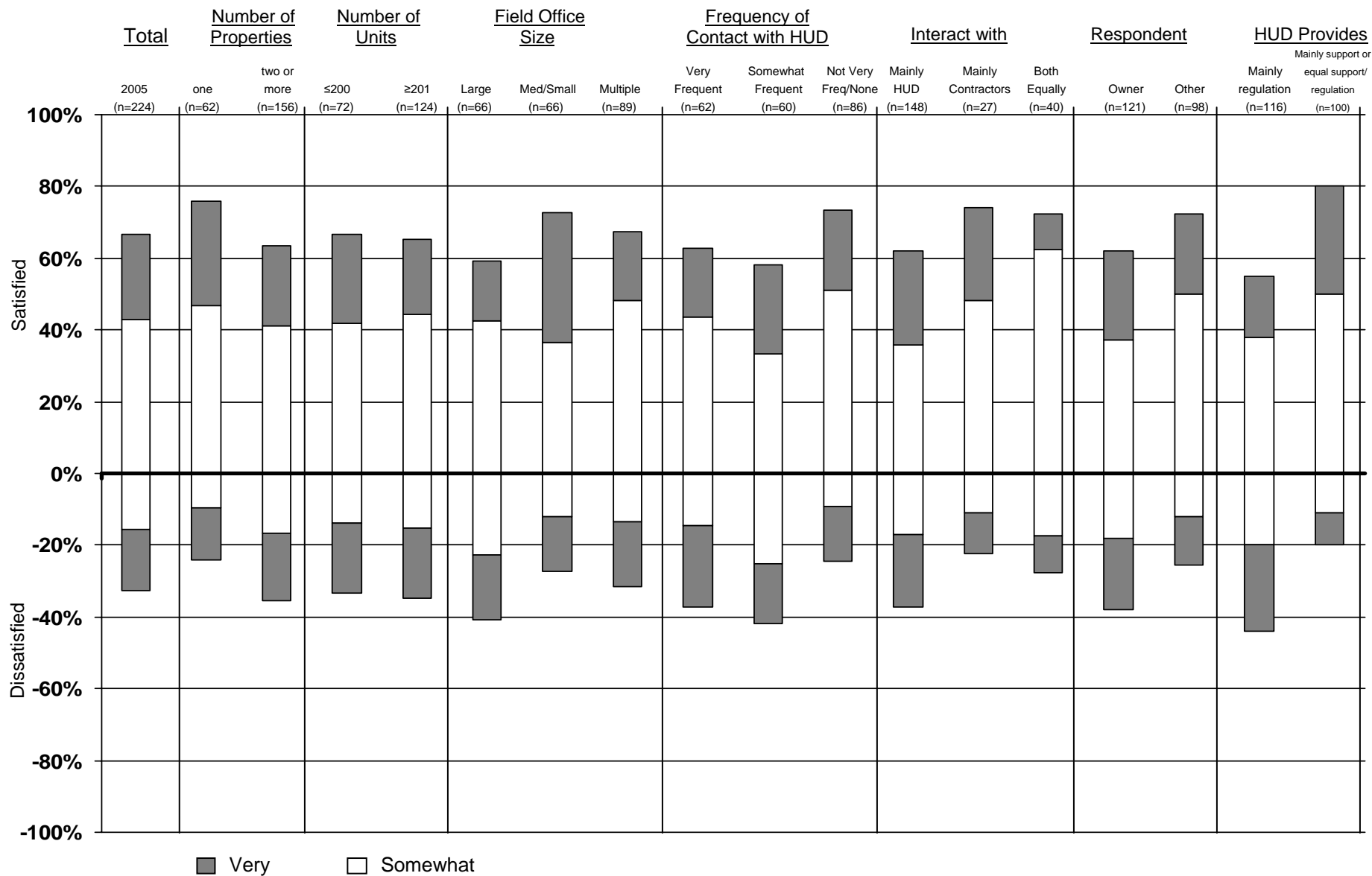
### *Multifamily Housing Partners*

**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?

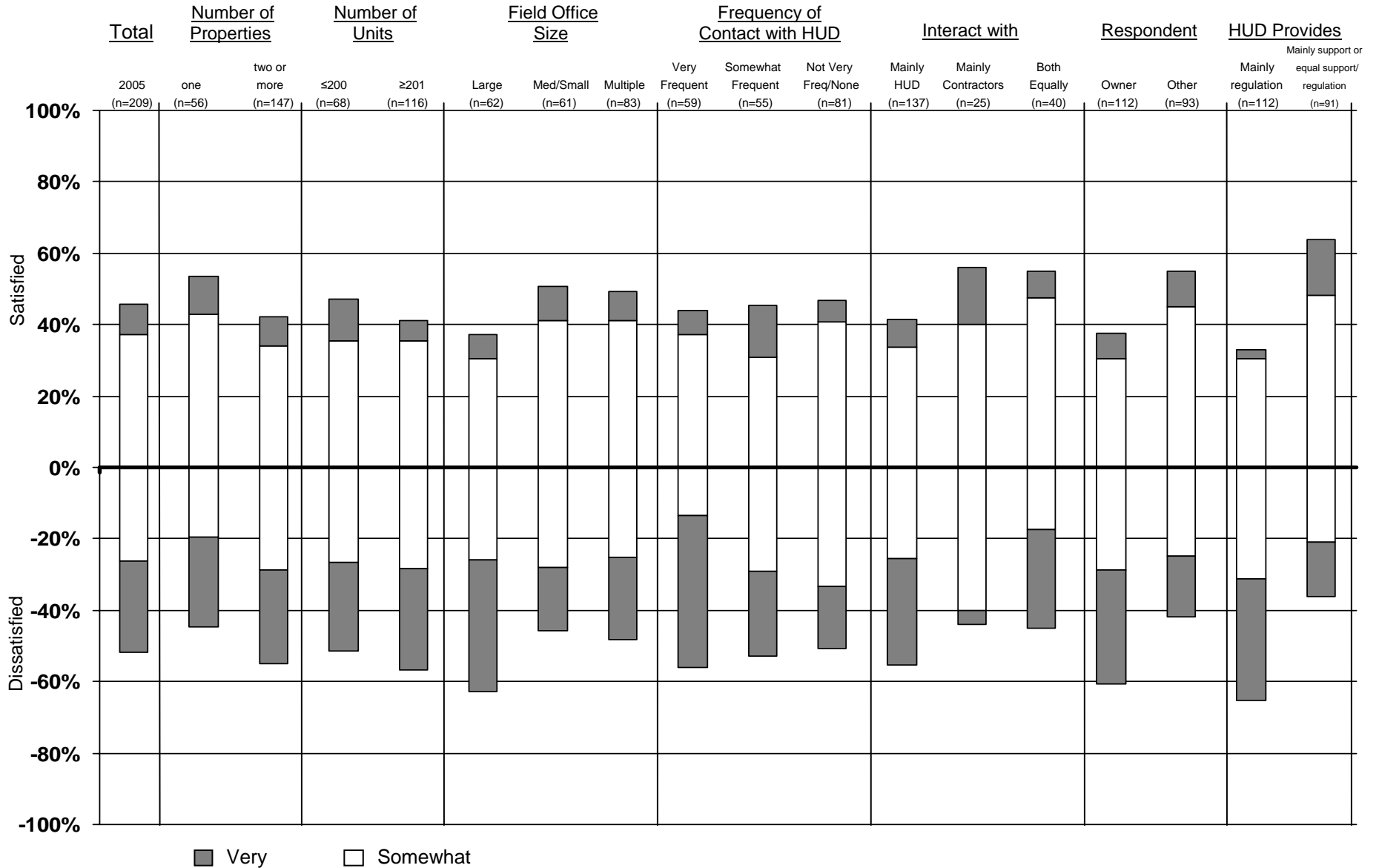


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

Question 7j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



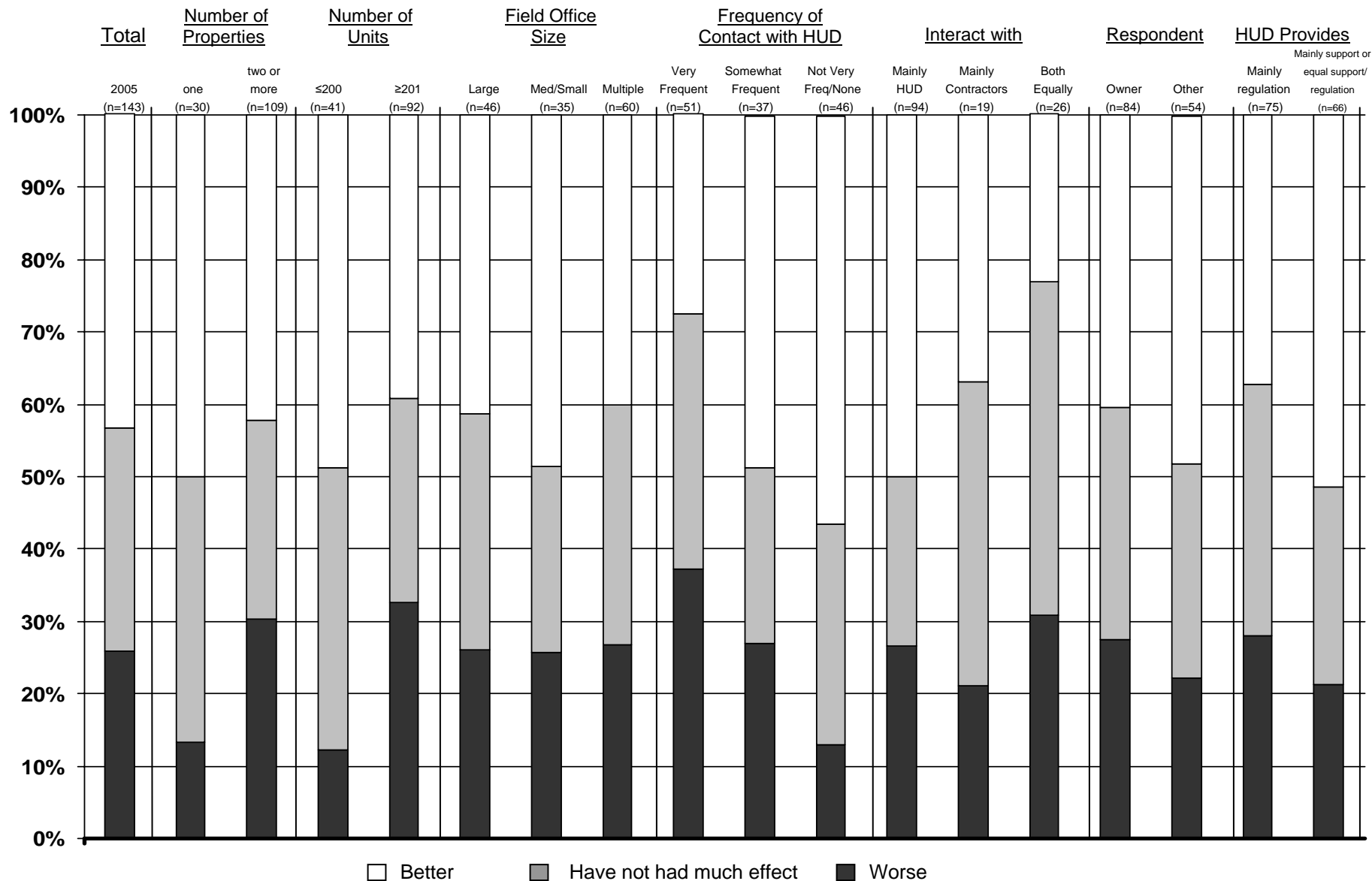
**Question 7k.** How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

**Question 8a.** 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?

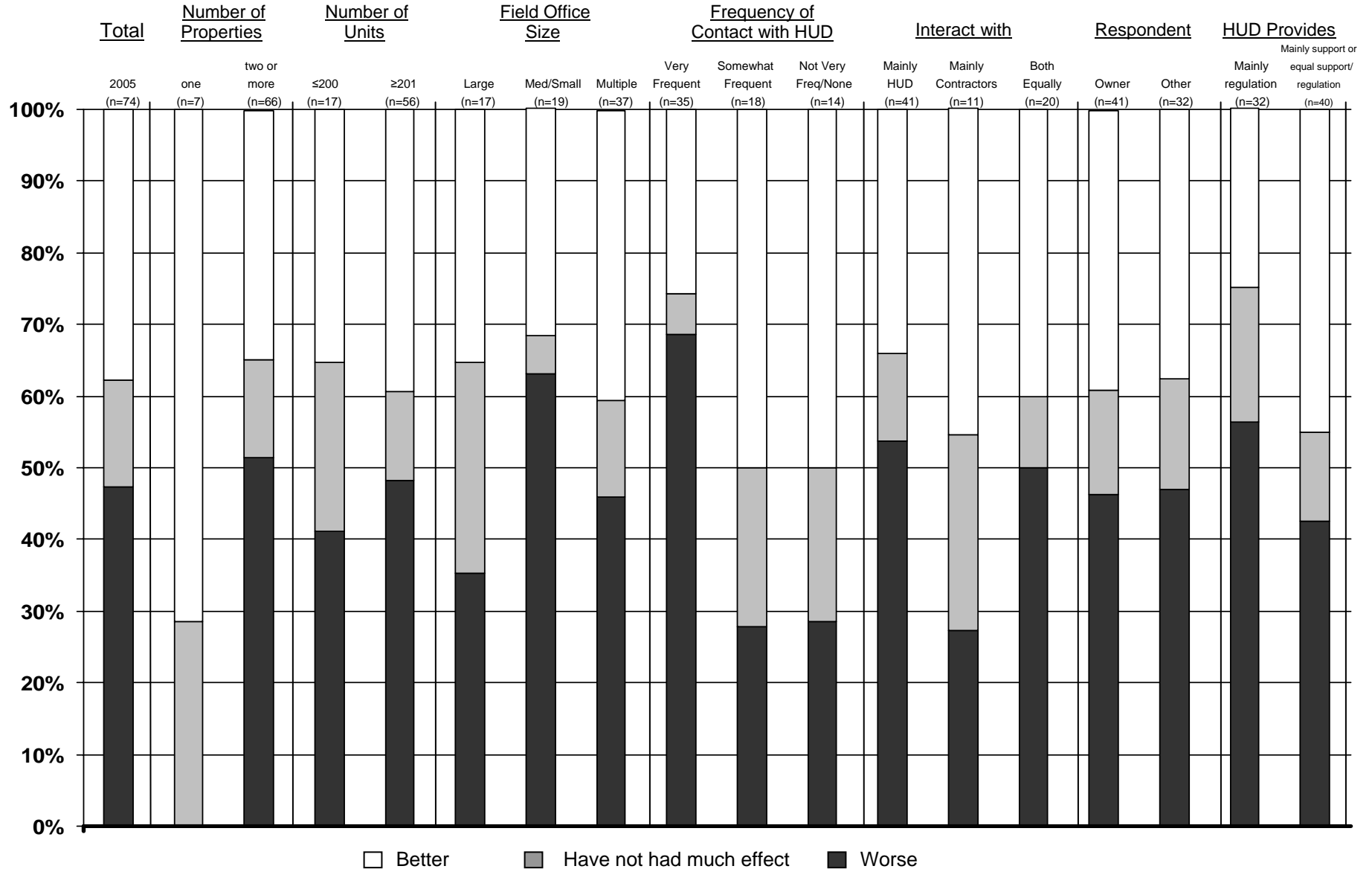


This chart excludes 94 respondents who answered don't know or not applicable or skipped the question.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

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

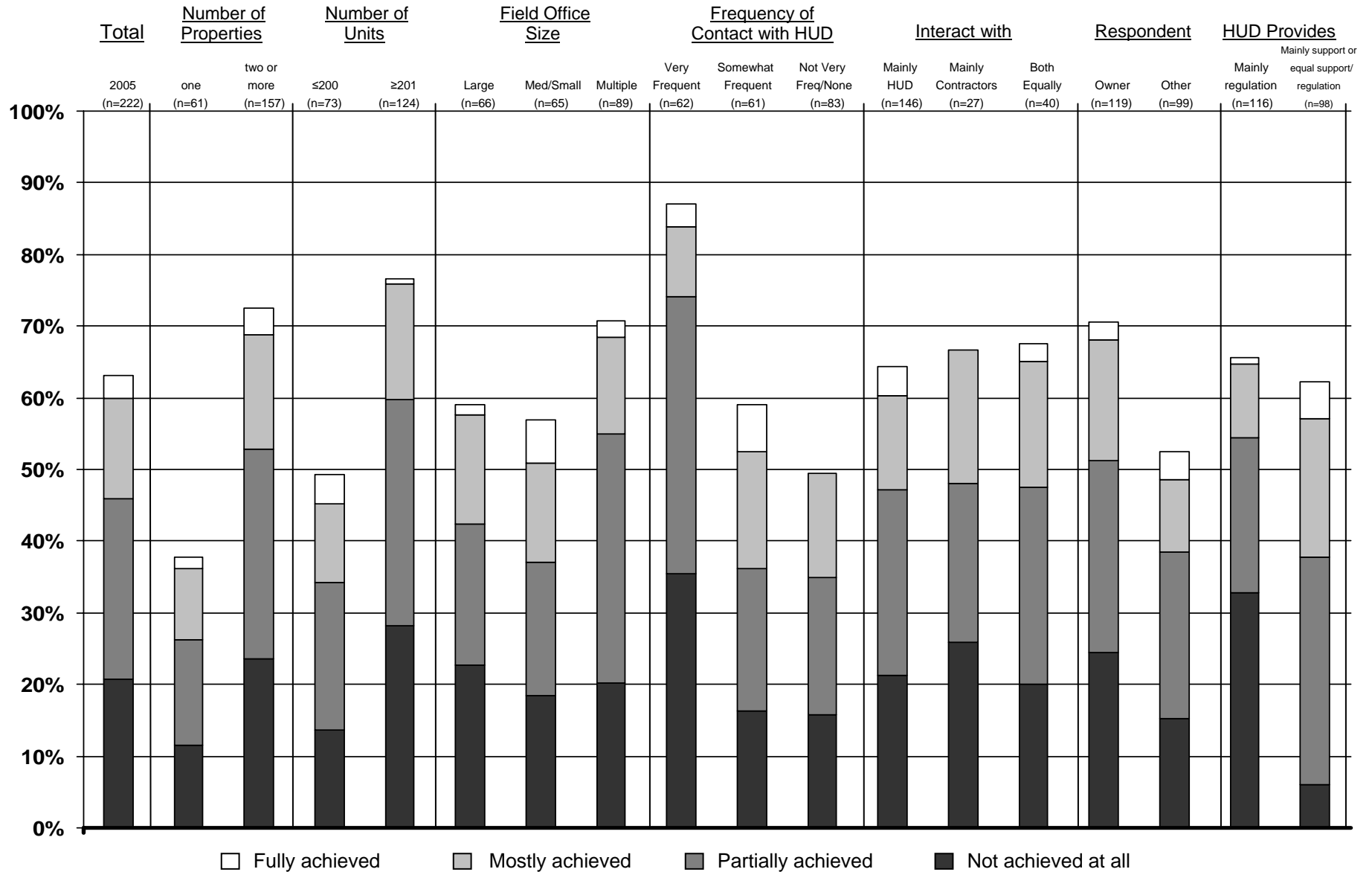


This chart excludes 163 respondents who answered don't know or not applicable or skipped the question.

# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

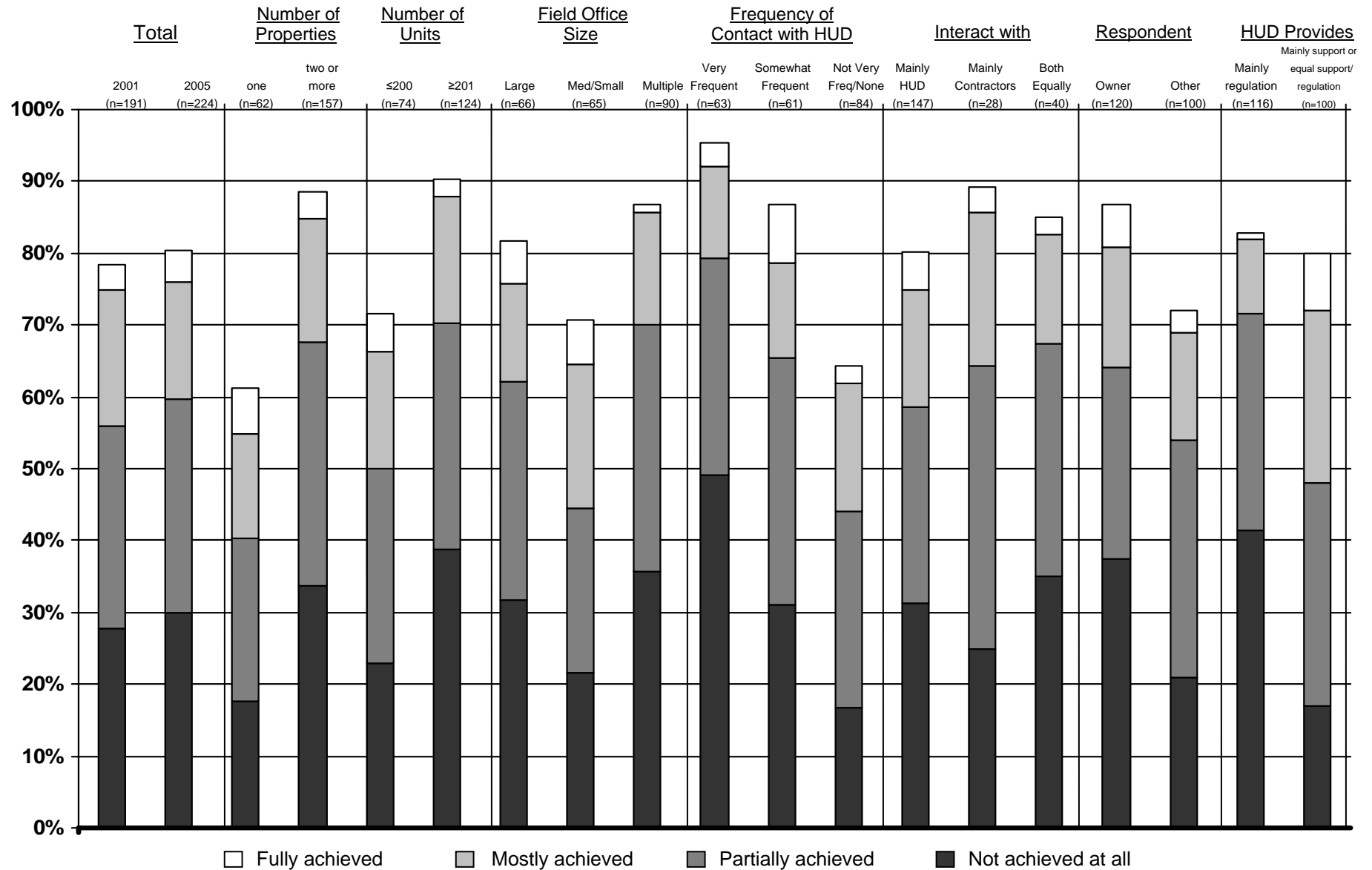
## Multifamily Housing Partners

**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  
*Multifamily Housing Partners*

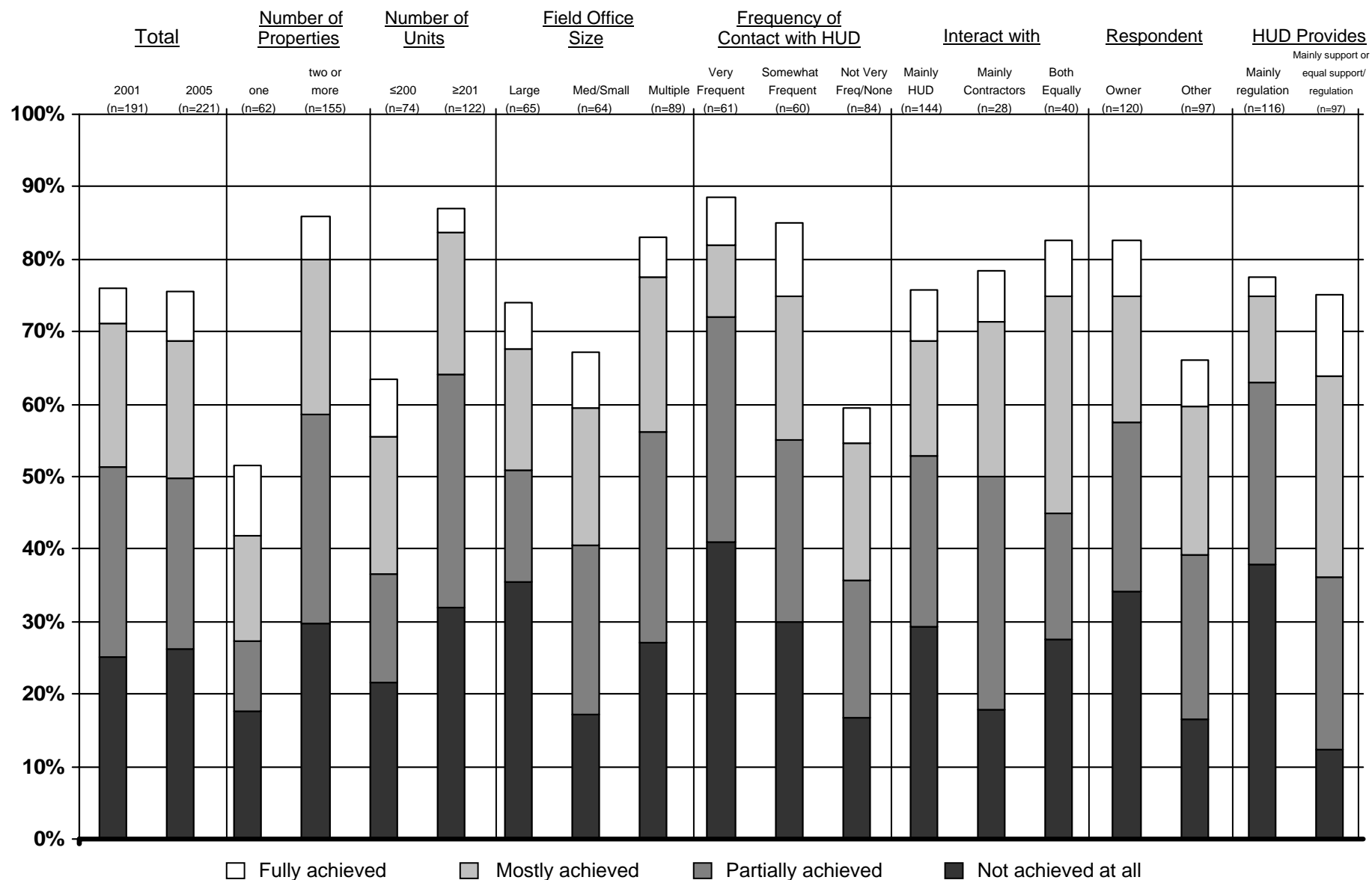
**Question 9b.** Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace a top-down bureaucracy with a customer-friendly structure.



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

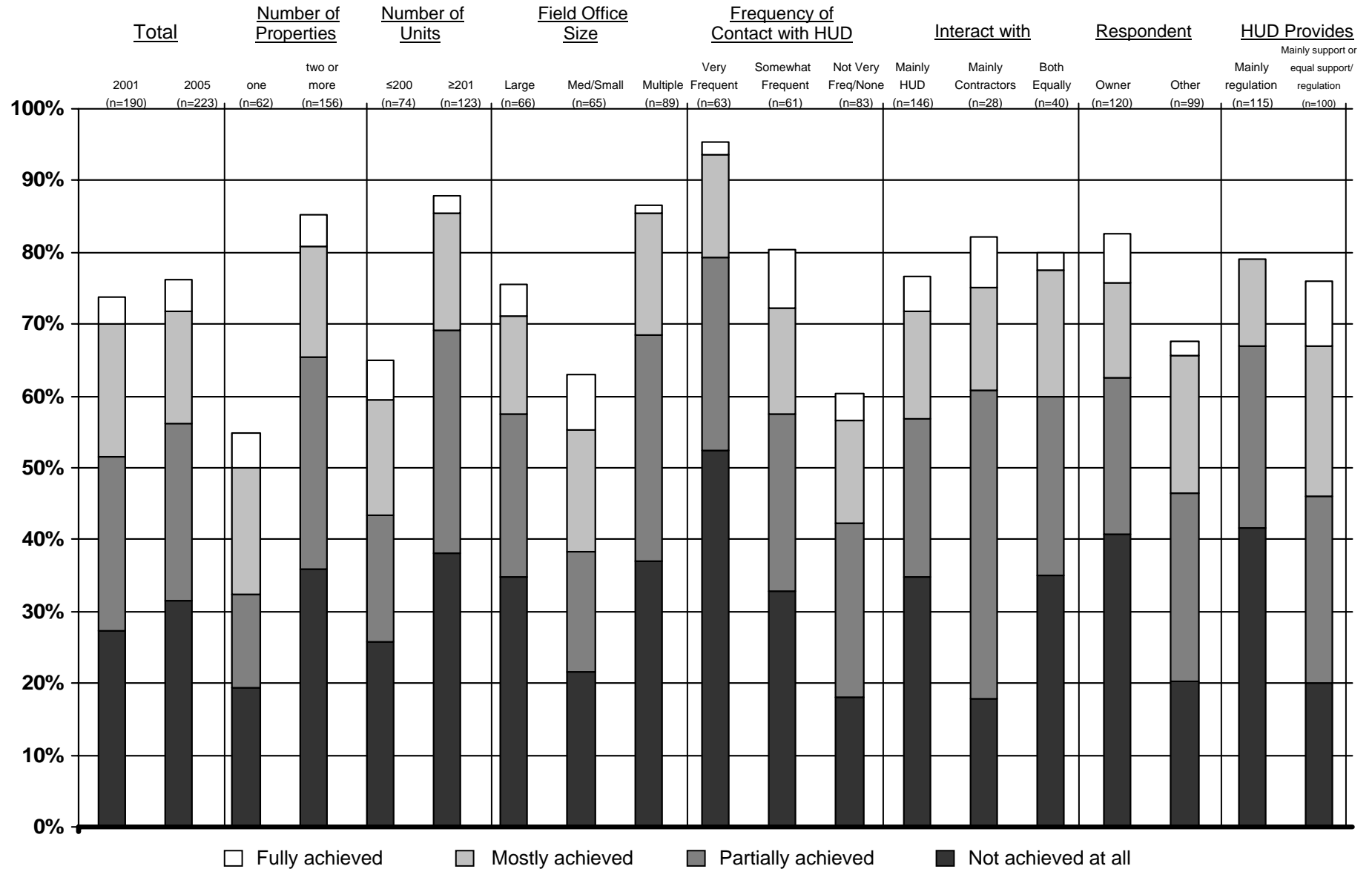
## Multifamily Housing Partners

**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.



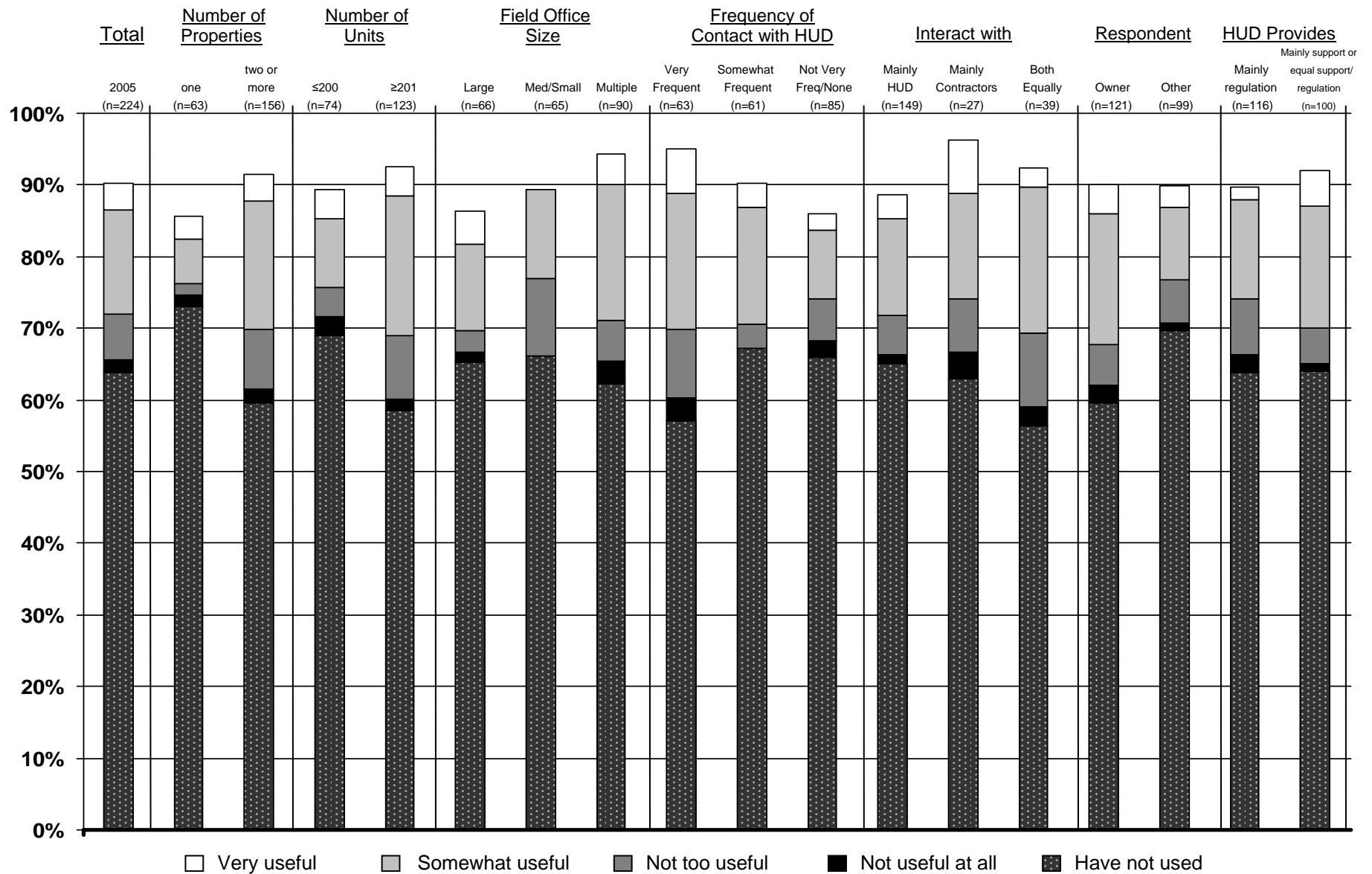
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

**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  
 Multifamily Housing Partners

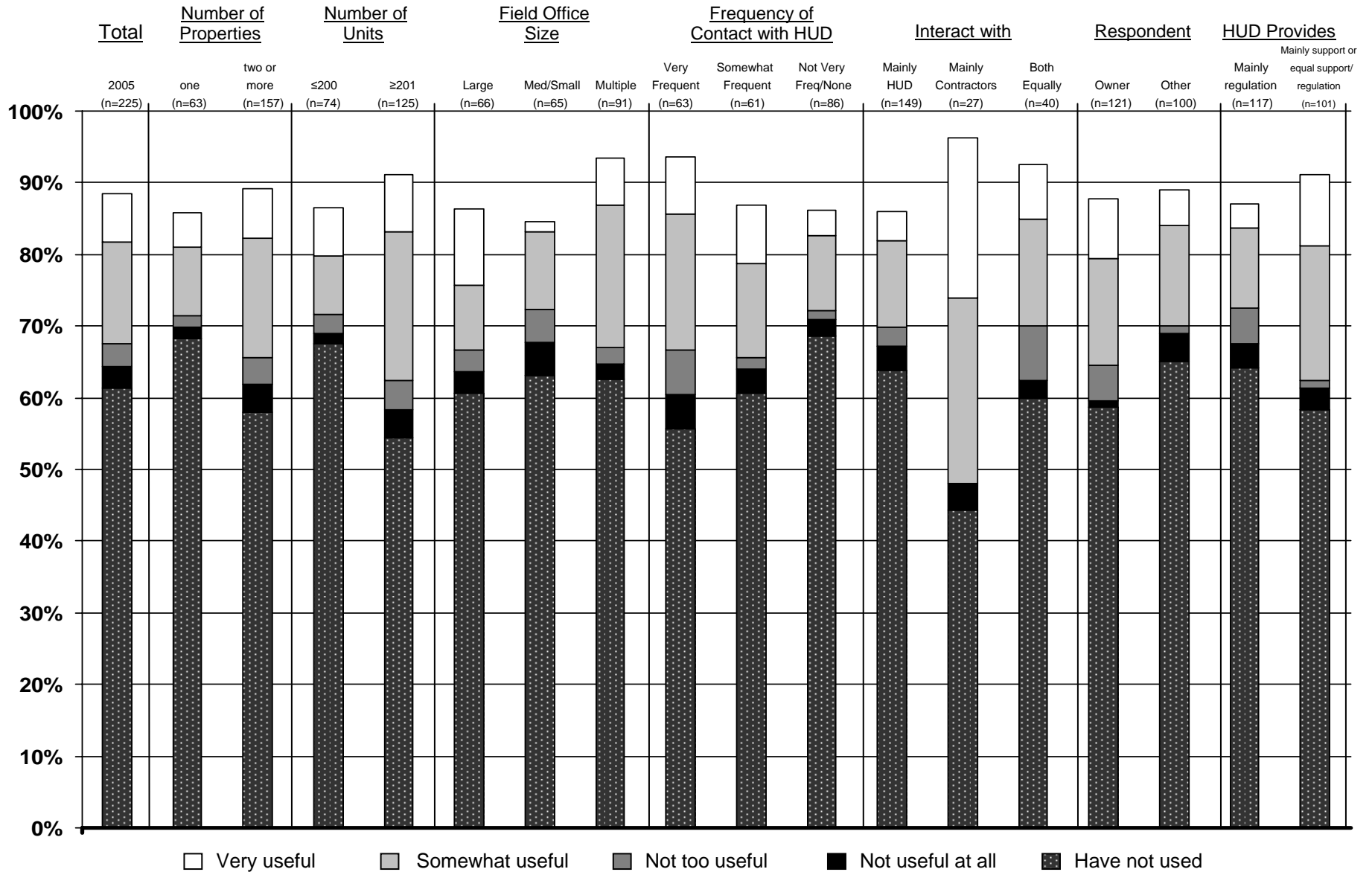
Question 10a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

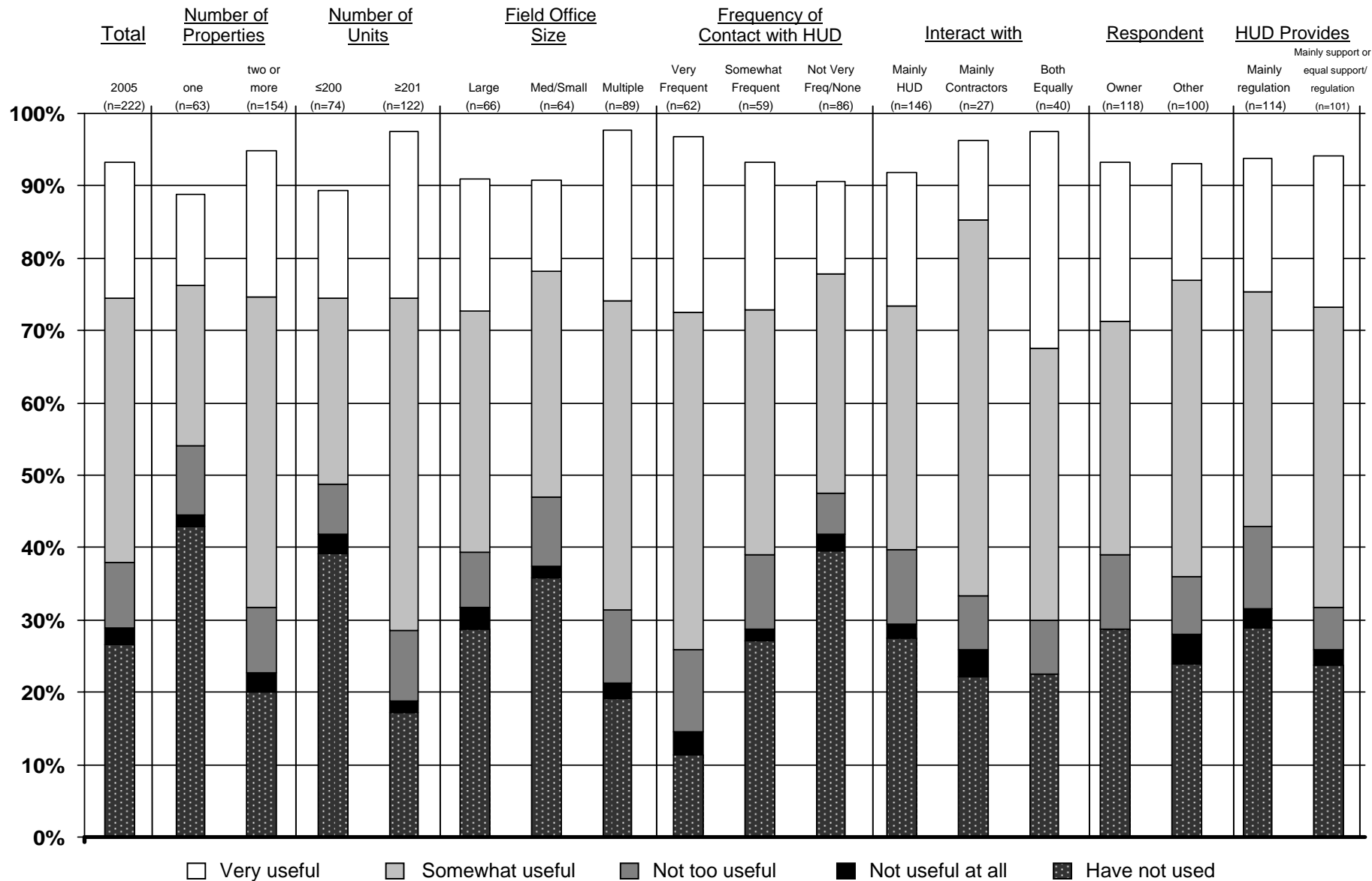
### *Multifamily Housing Partners*

**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  
 Multifamily Housing Partners

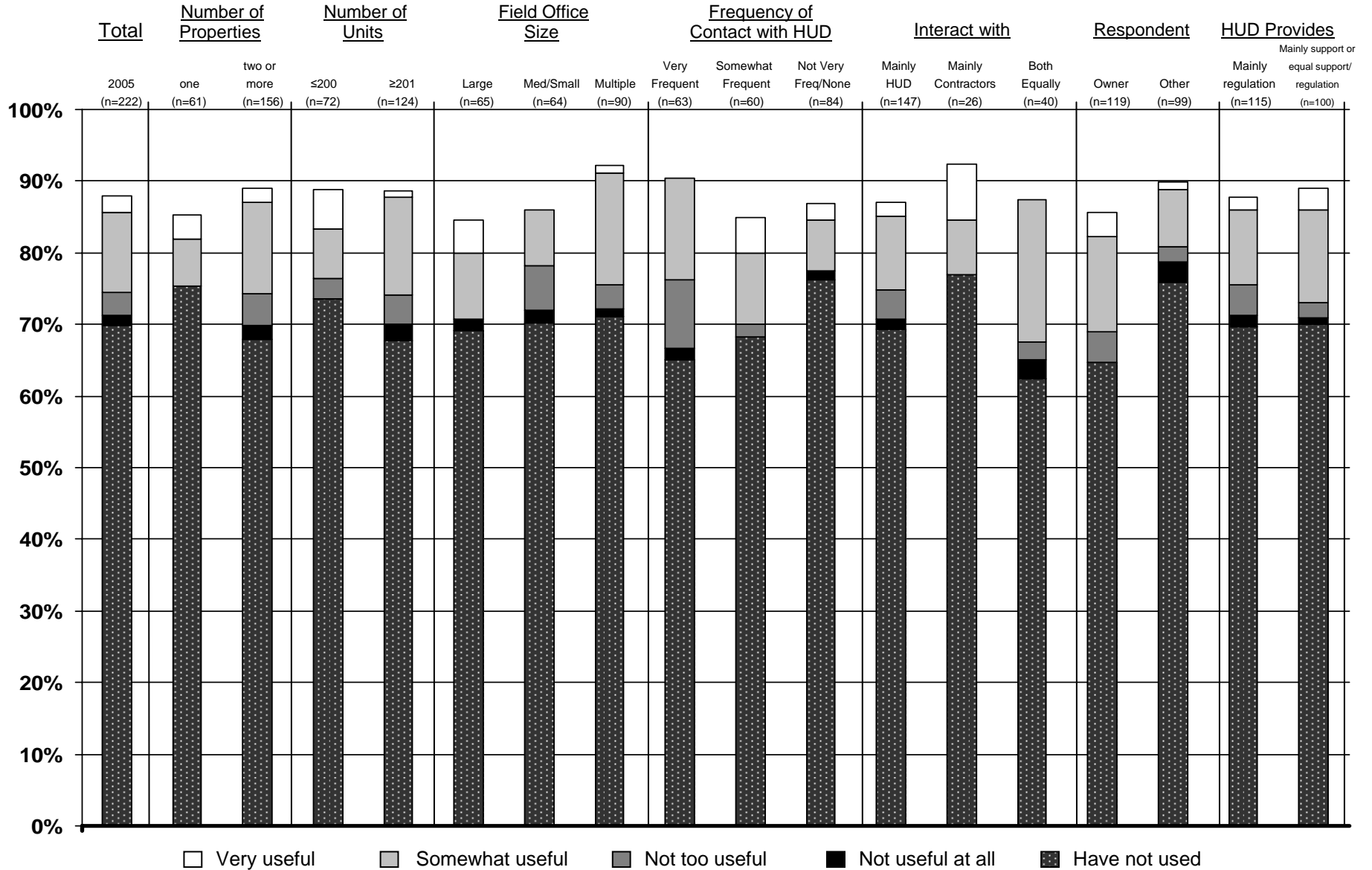
Question 10c. How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

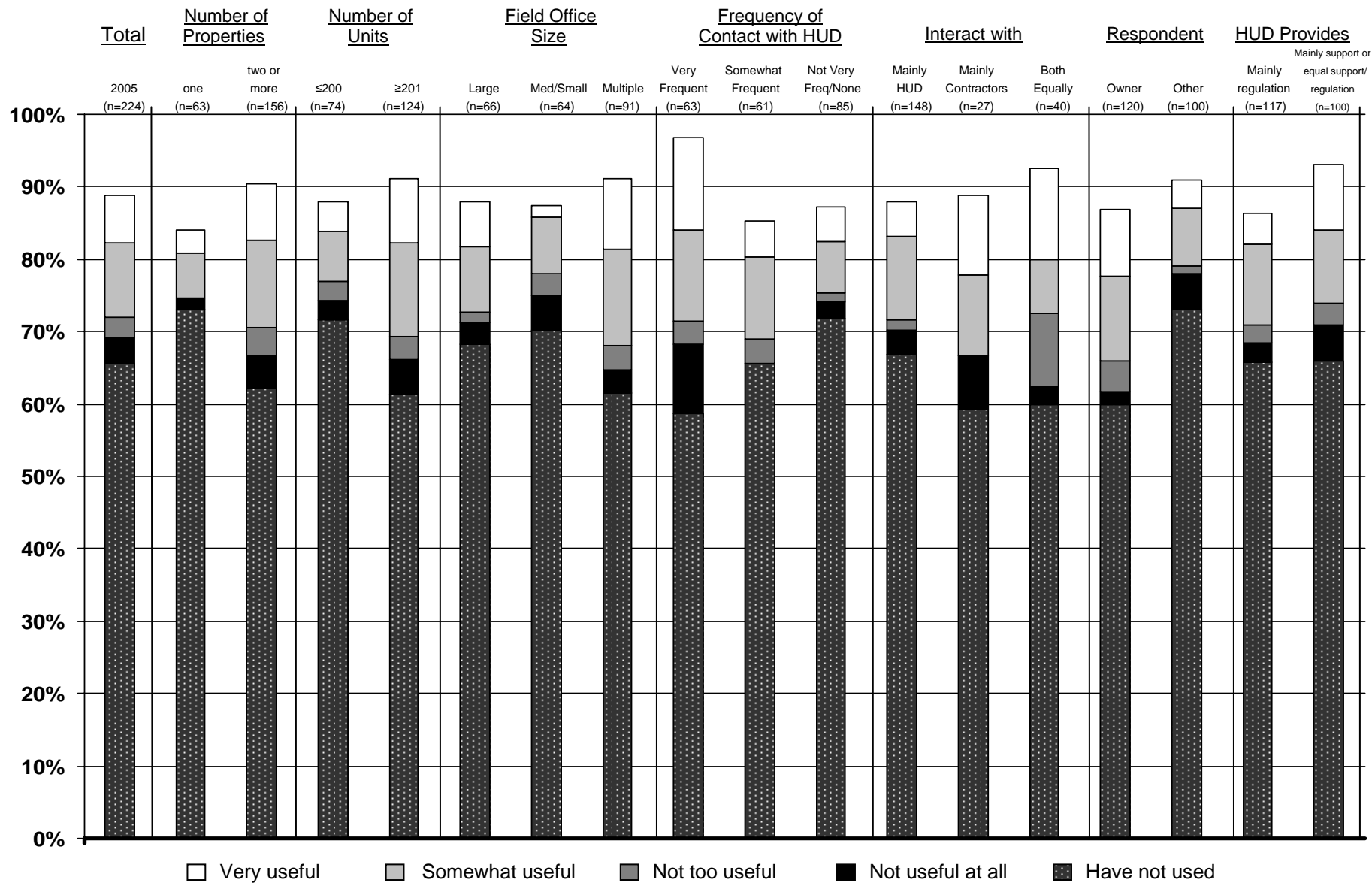
**Question 10d.** How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

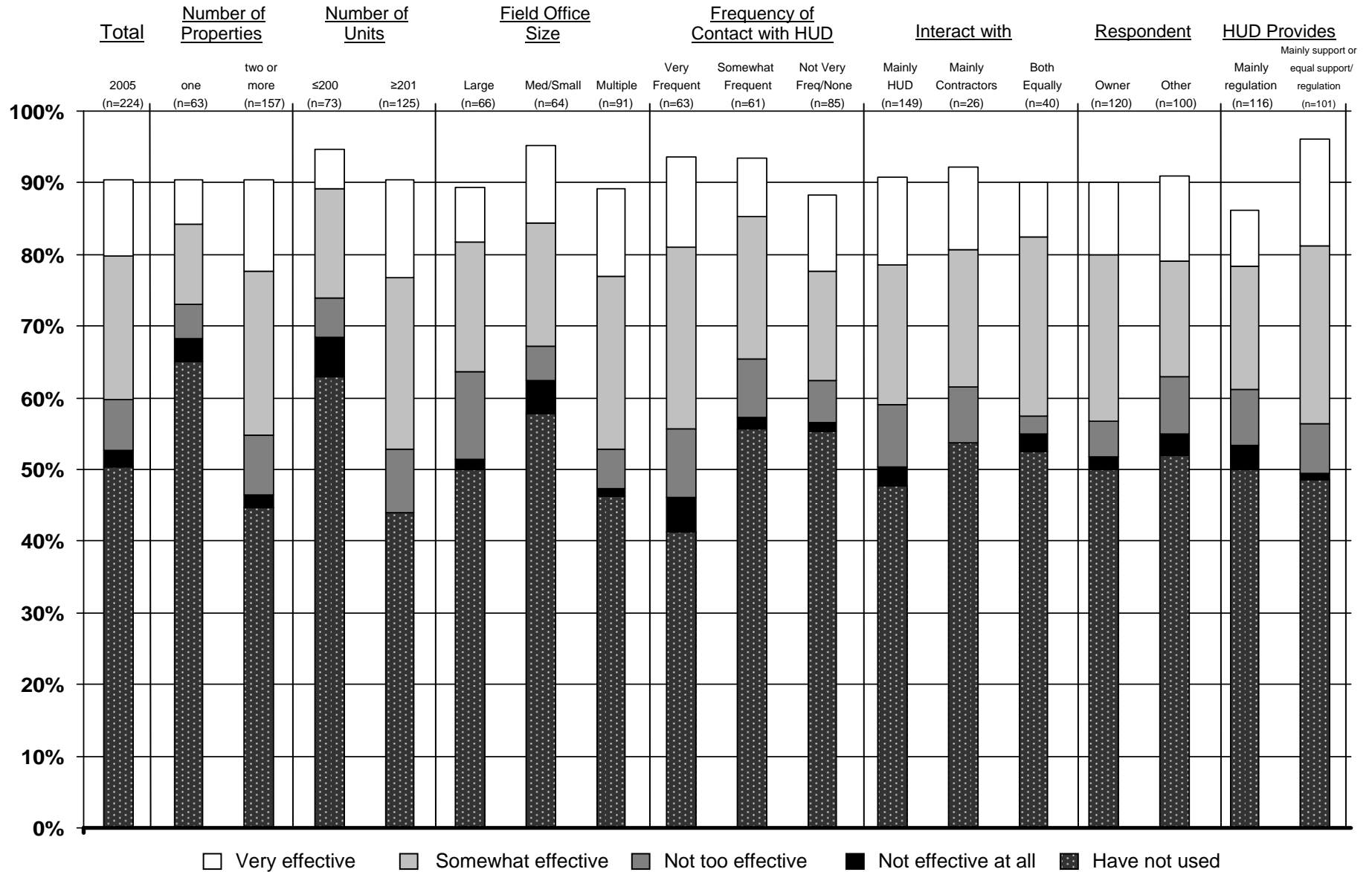
**Question 10e.** How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

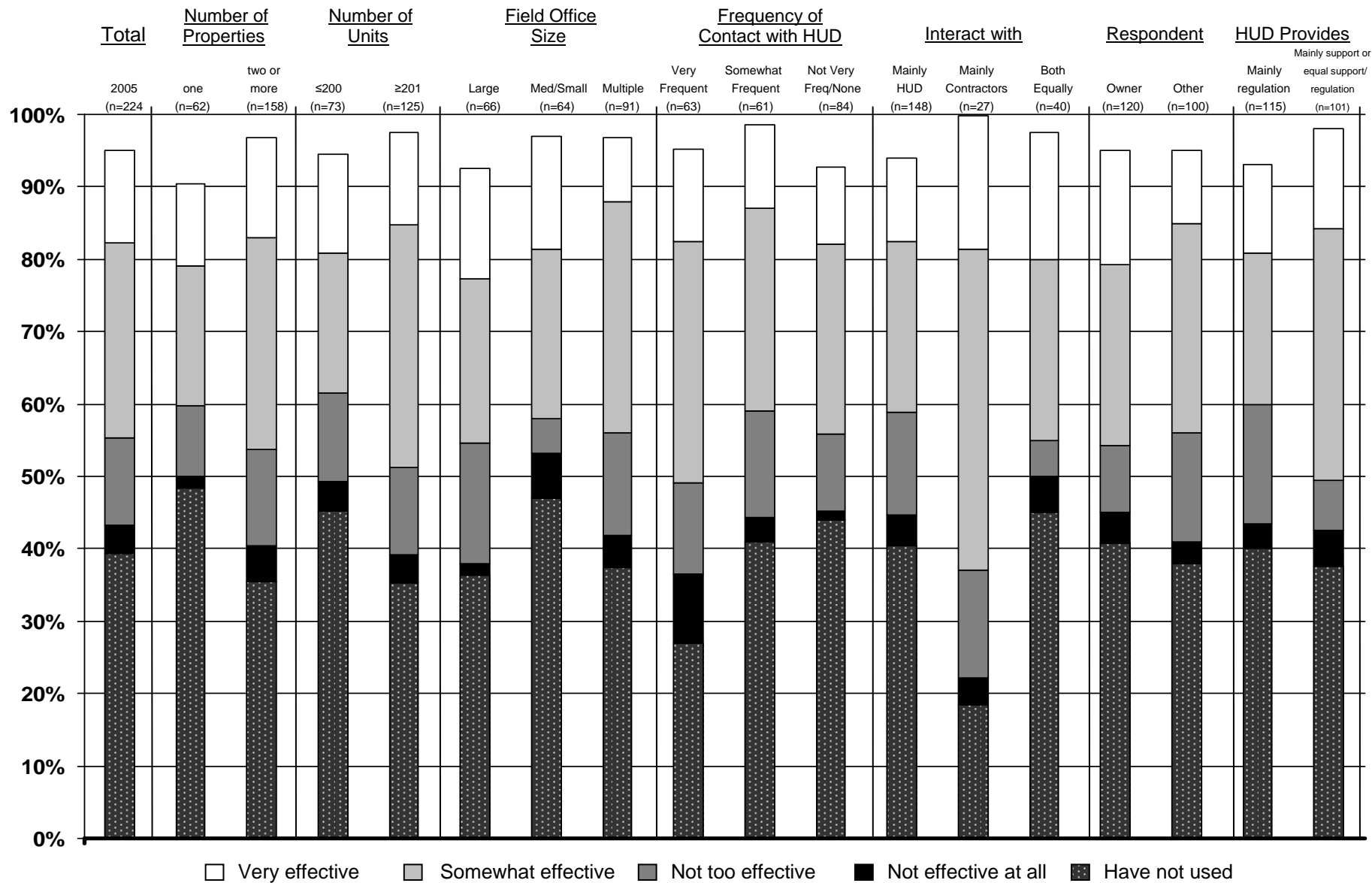
**Question 11a.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD listserves have been as a tool for HUD to convey important information to you, such as notices and guidance?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

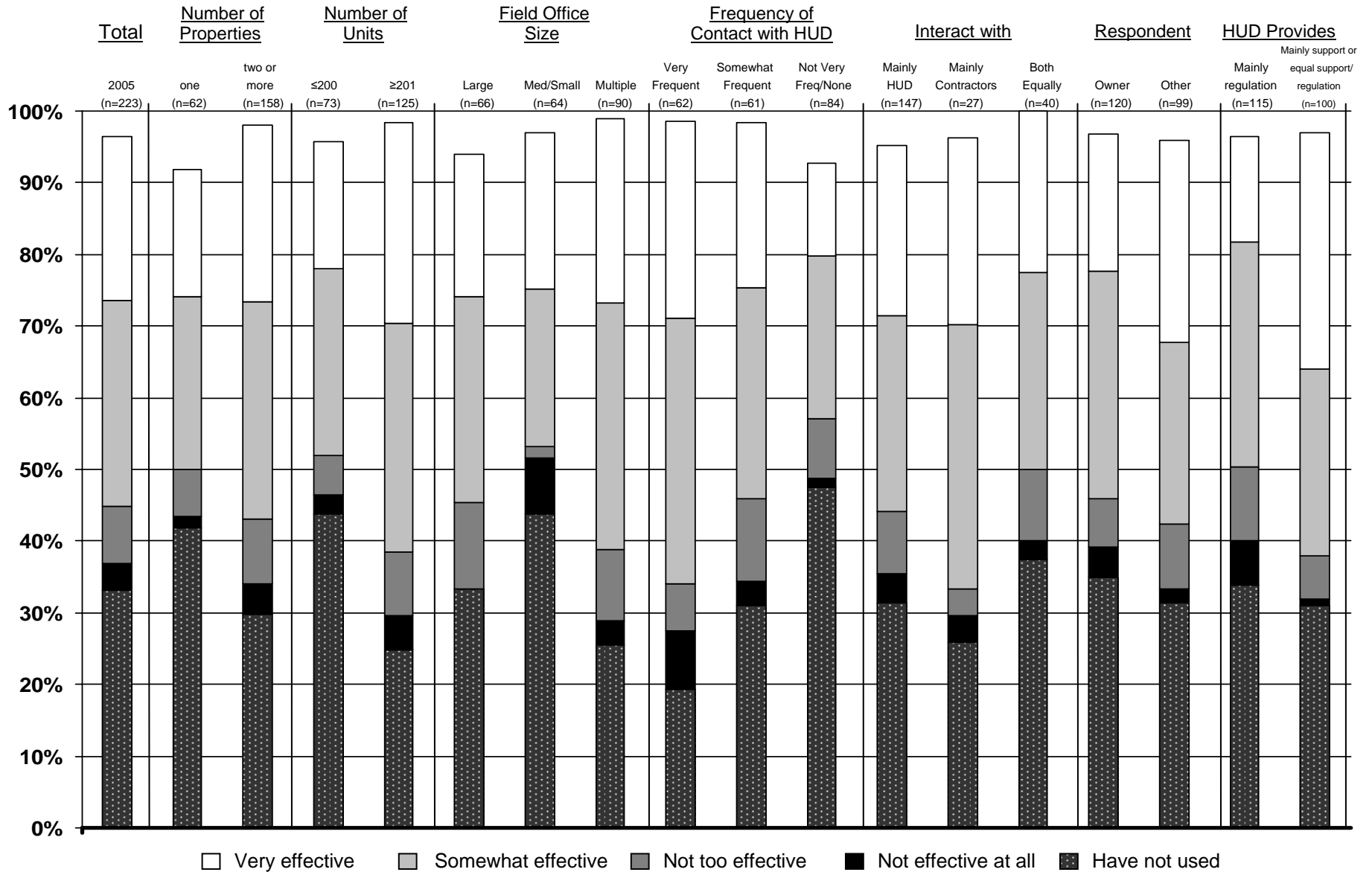
**Question 11b.** Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

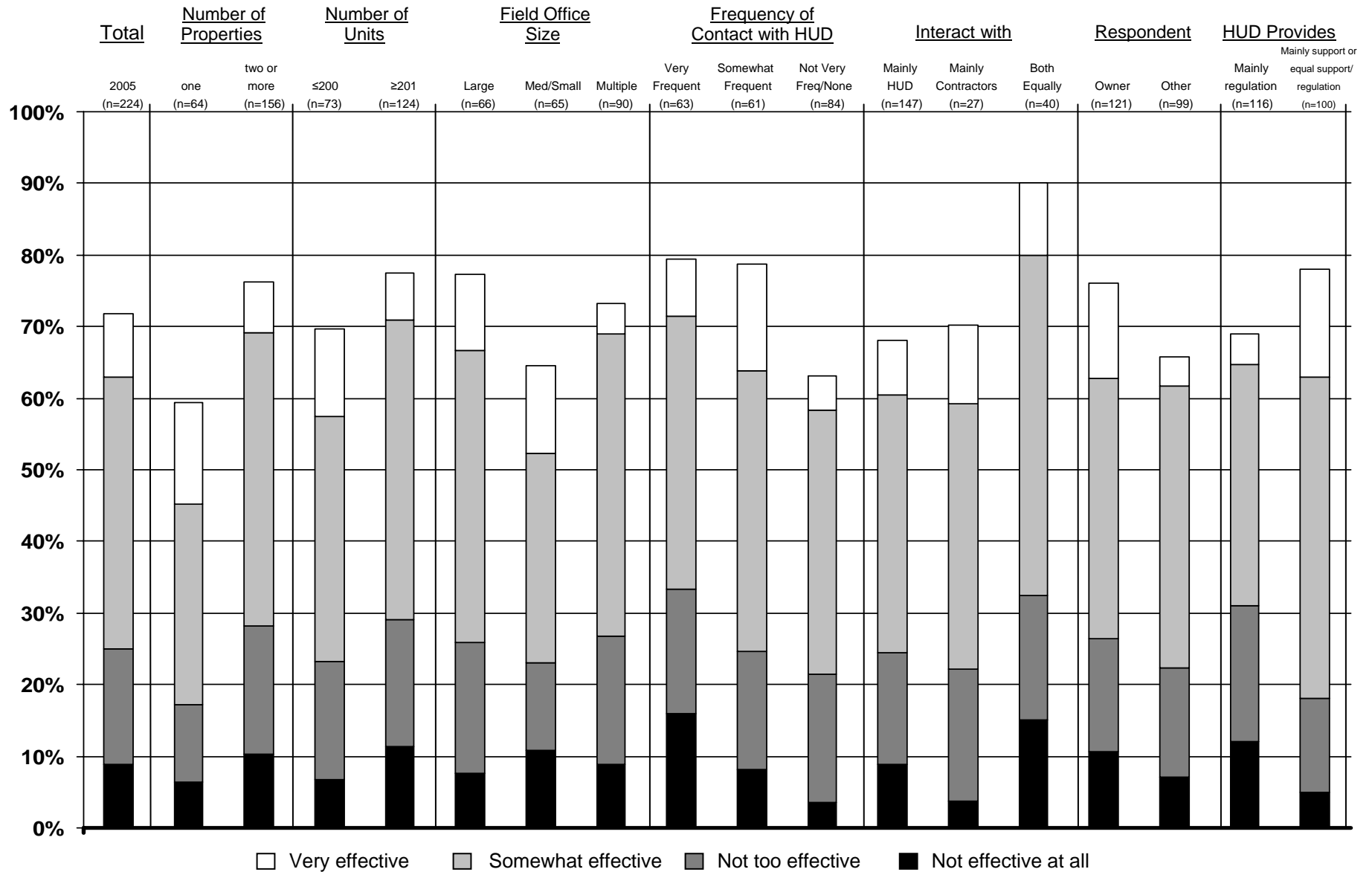
### *Multifamily Housing Partners*

**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?

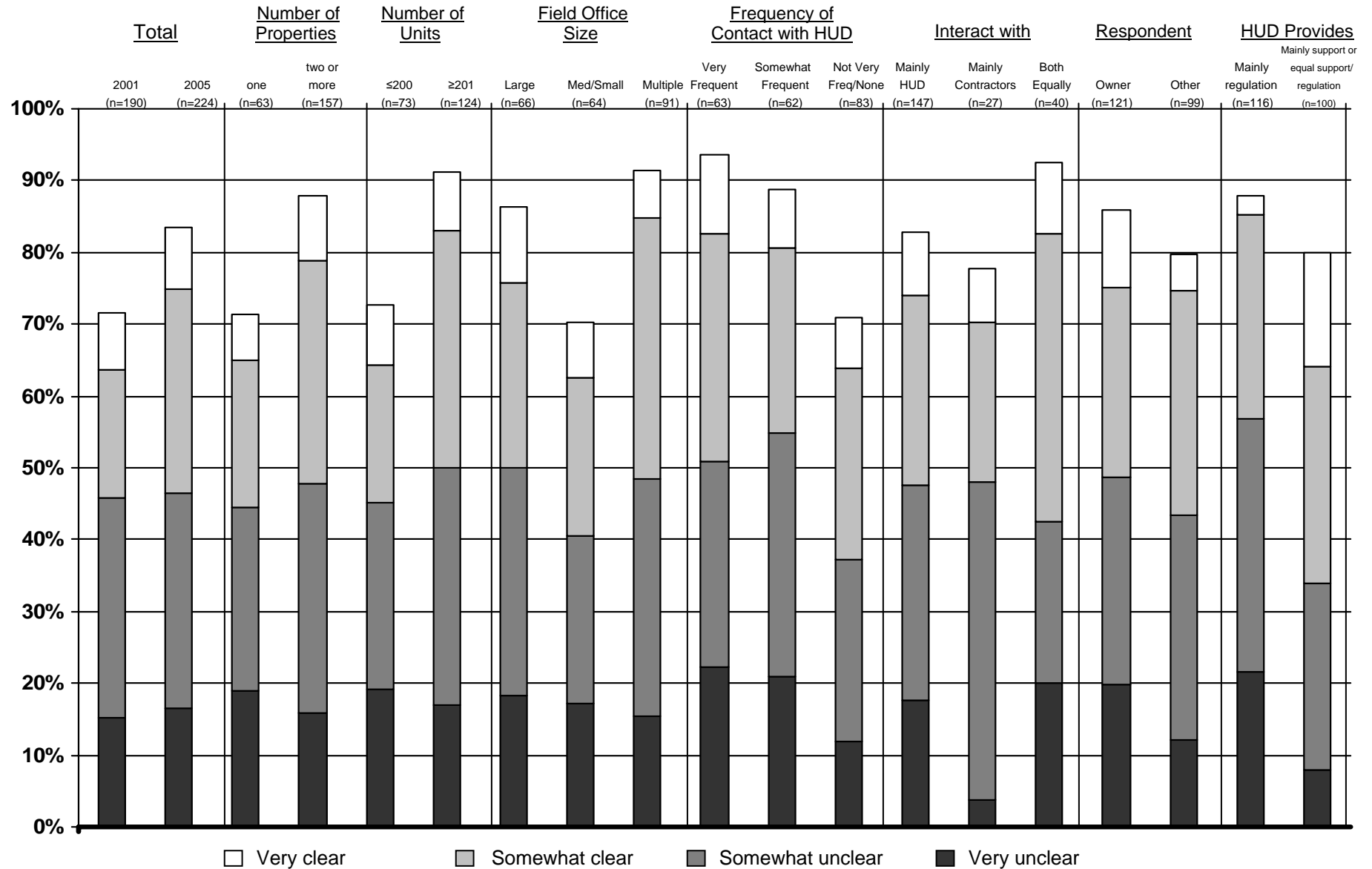


**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Multifamily Housing Partners*

**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?



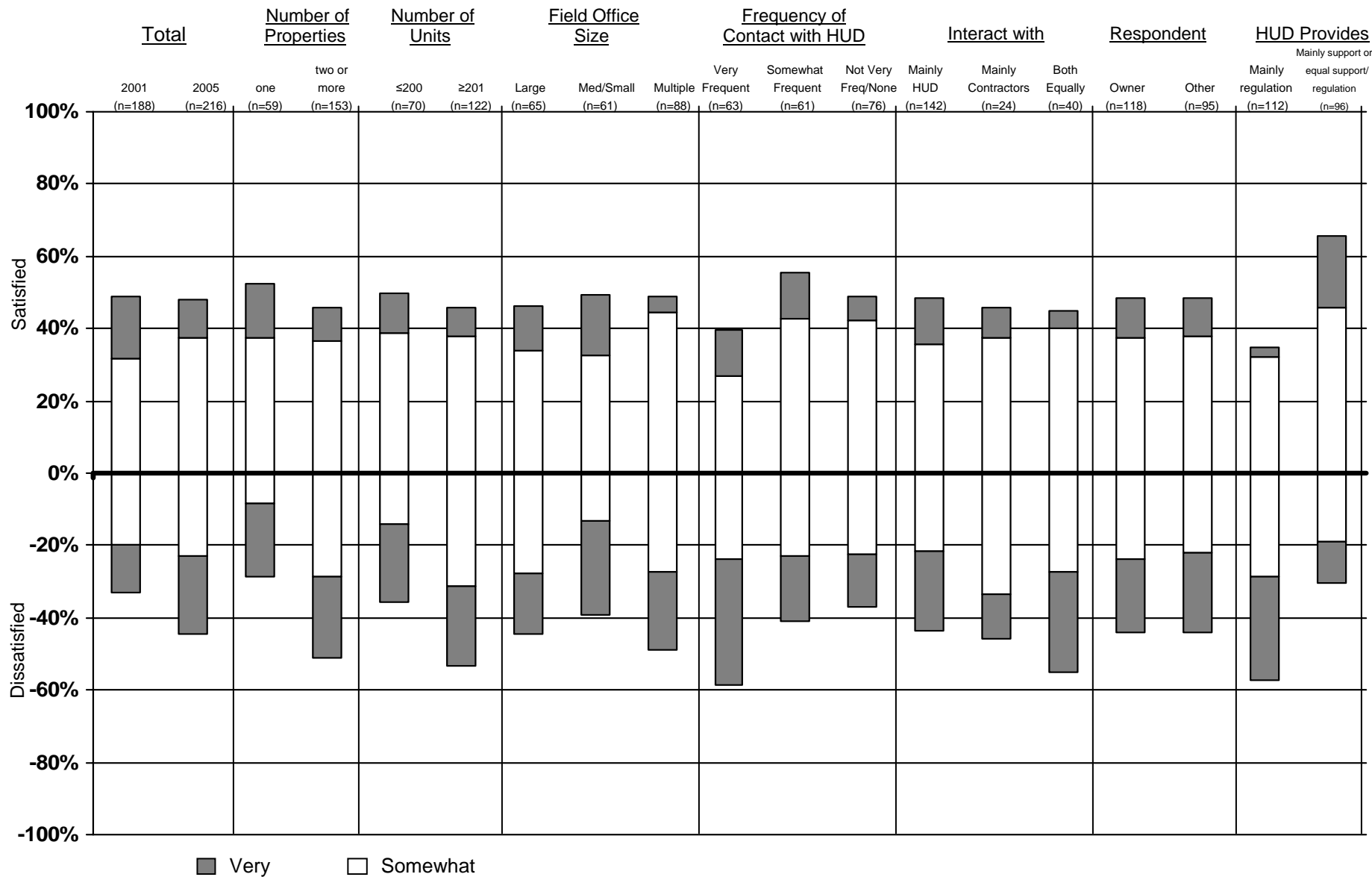
**Question 13.** Under HUD's current organizational structure, property owners may work with several HUD offices, hubs and centers for various purposes. How clear or unclear are the different functions and responsibilities of these offices, hubs, centers, and performance-based contractor administrators (PBCAs)?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

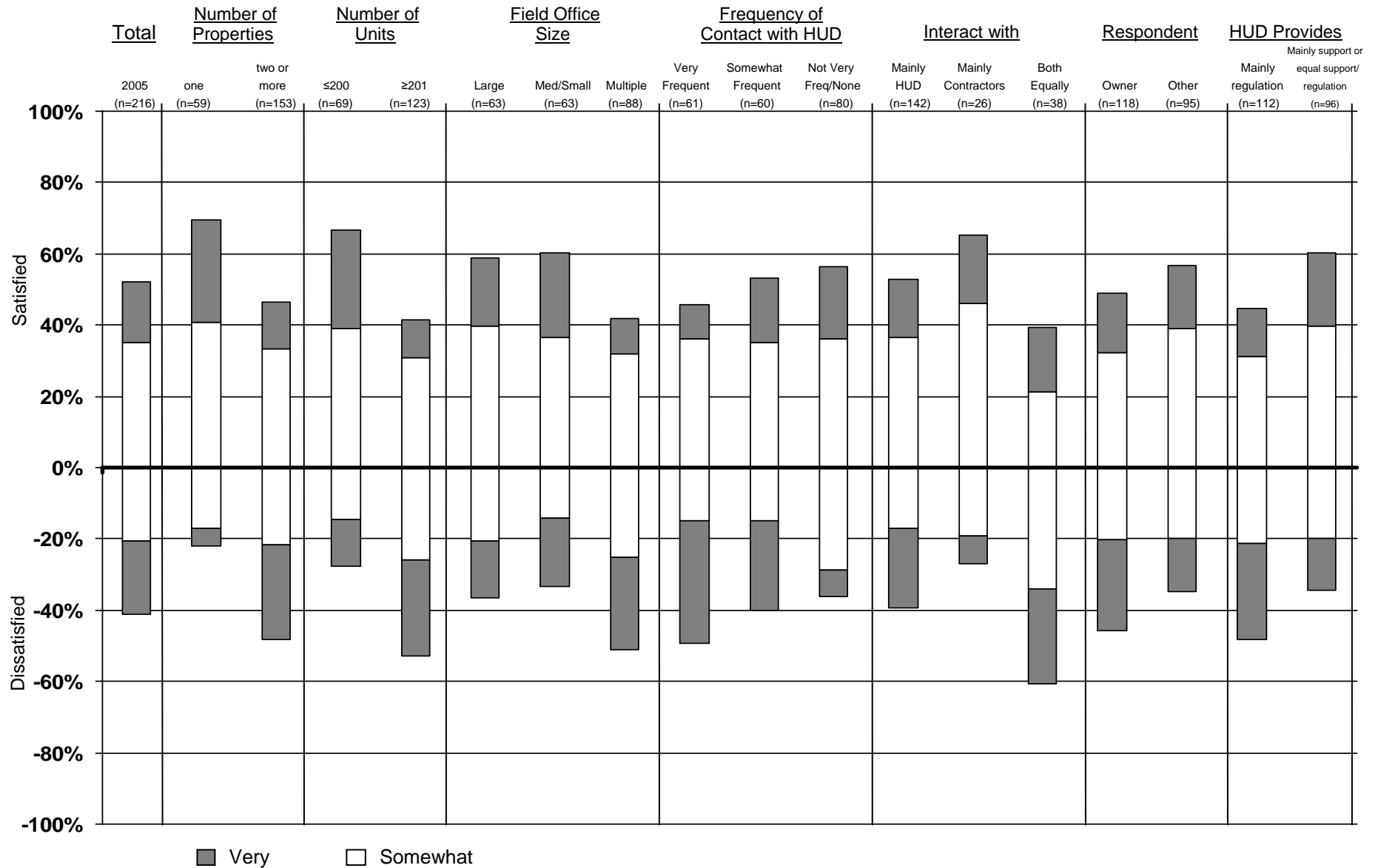
**Question 14a.** How satisfied or dissatisfied are you with the ability of HUD field office personnel—those in the multifamily hubs and program centers, and contractors working on behalf of HUD (such as PBCAs)—to consistently interpret policies and regulations that pertain to your properties?



## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

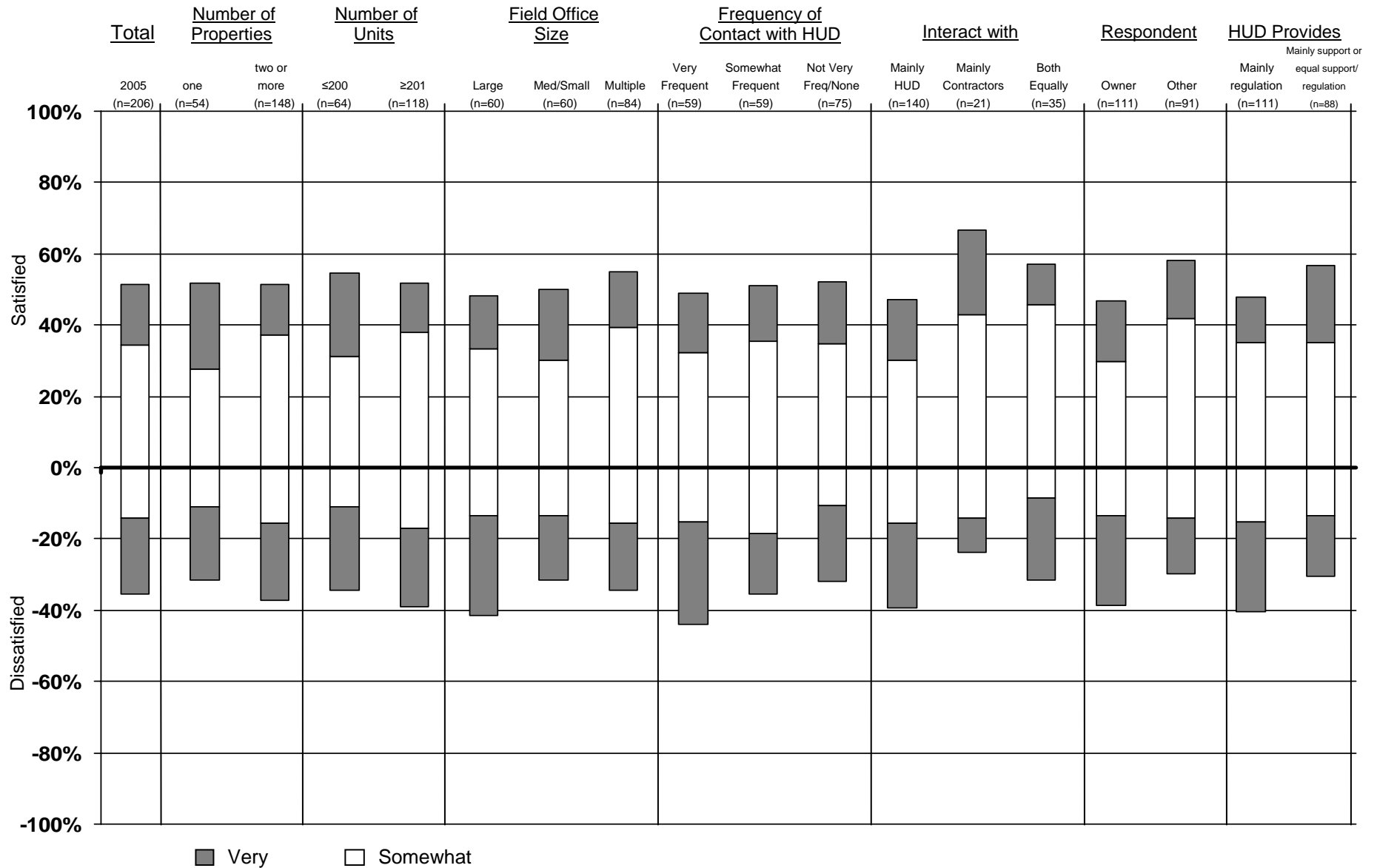
### *Multifamily Housing Partners*

**Question 14b.** How satisfied or dissatisfied are you with the physical inspections by HUD's Real Estate Assessment Center (REAC)?

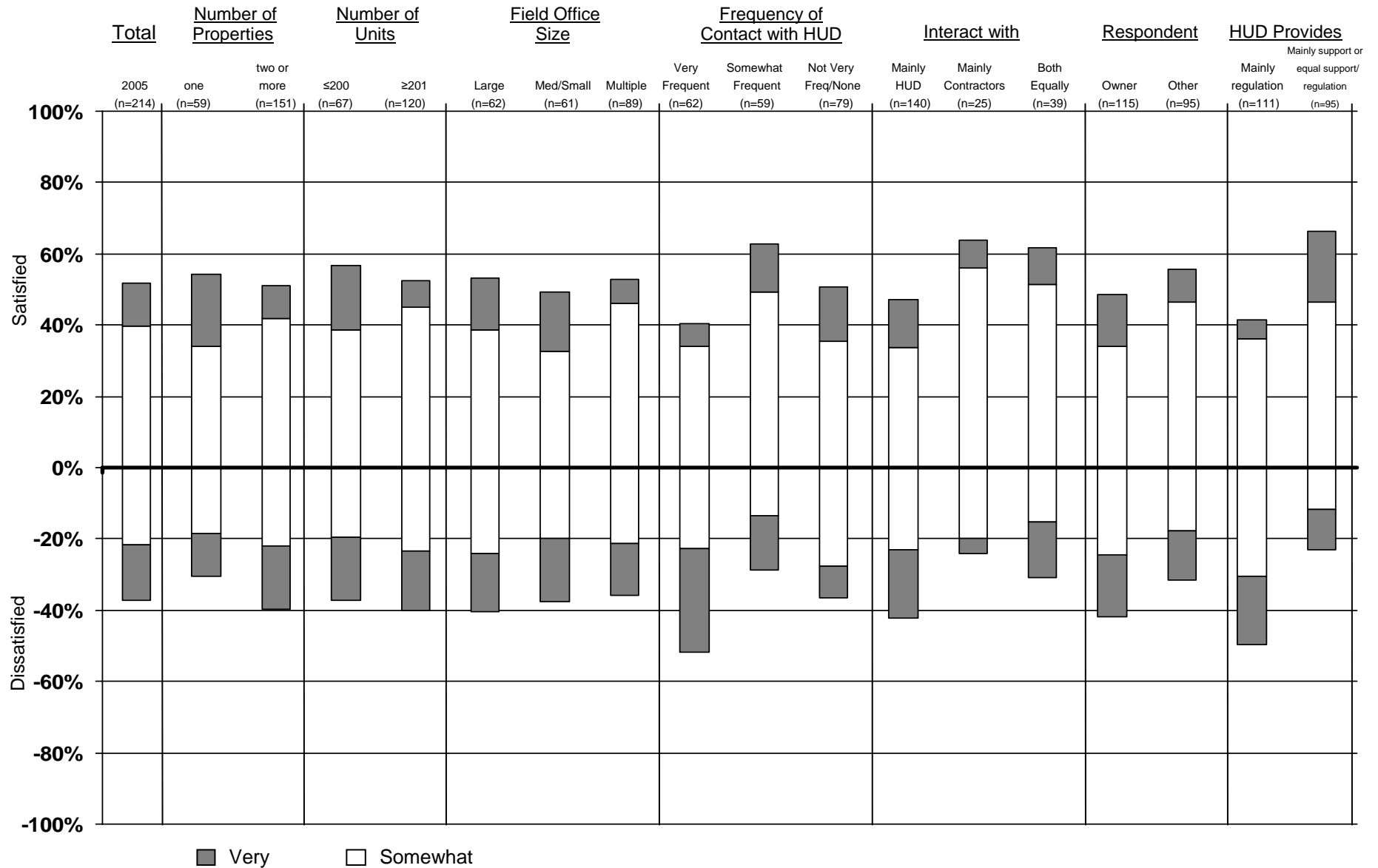


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

Question 14c. How satisfied or dissatisfied are you with electronic financial reporting to REAC?

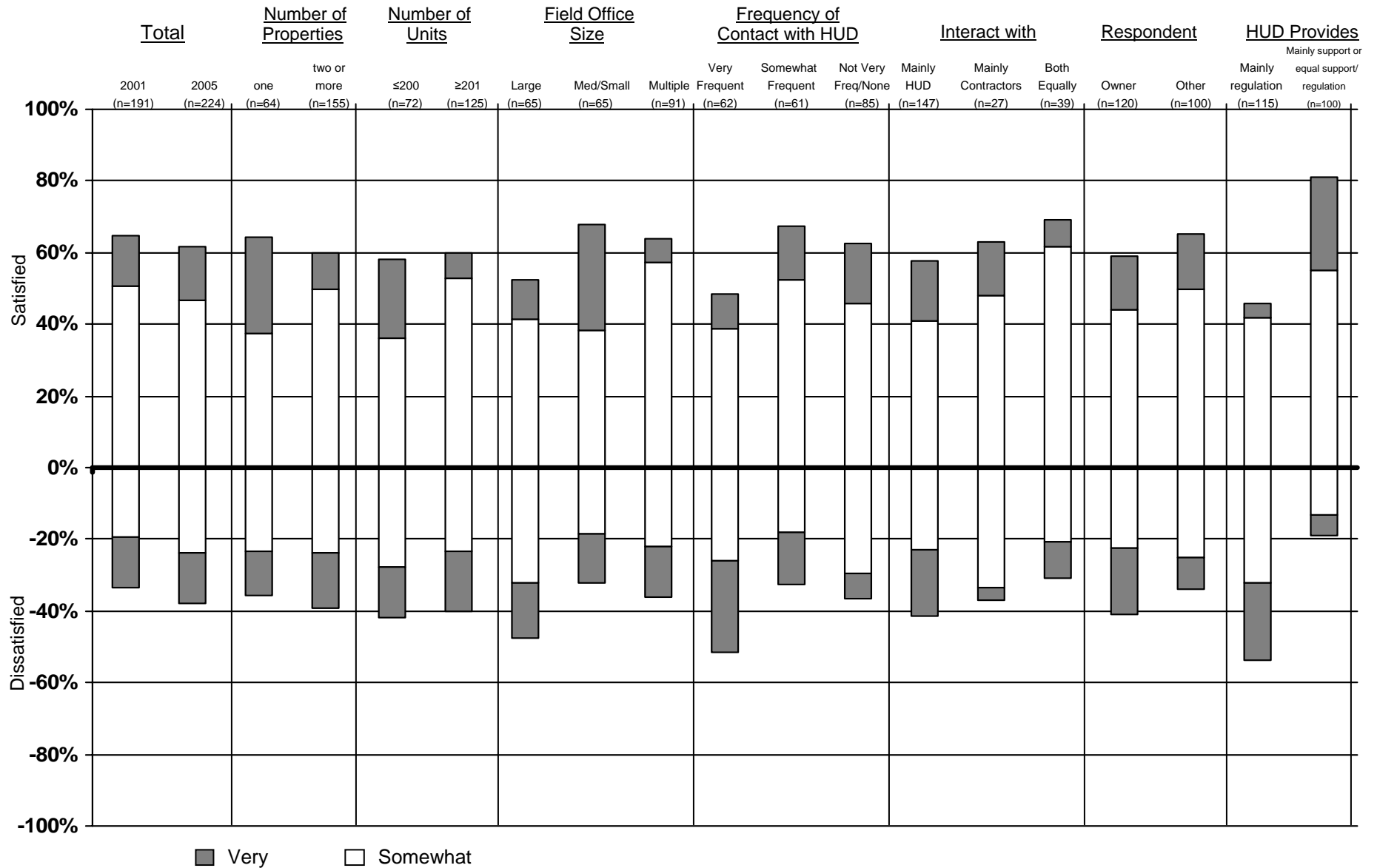


**Question 14d.** How satisfied or dissatisfied are you with HUD's capacity to monitor and provide oversight related to your property or properties?



**PARTNER SATISFACTION WITH HUD'S PERFORMANCE**  
*Multifamily Housing Partners*

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





**PART 6: HUD-INSURED PARTNERS**  
**OPEN-ENDED COMMENTS REPORTED VERBATIM BY CATEGORY**

Thirty-eight percent of respondents (89 of 237) took the opportunity to provide comments about HUD, in their own words. The comments have been edited to remove proper nouns and other identifying information or references to other persons.

MISCELLANEOUS POSITIVE COMMENTS ABOUT HUD
Once a property is funded and built, HUD gets easier to work with.
Love dealing w/HUD.
Your office is effective and much needed in ?? U.S.A. I personally appreciate HUD, and will assist in any ways that are needed.
HUD is a great asset.
?? HUD's assistance, we could not have completed our project w/ out HUD's help. Regards, [NAME] Foundation President.
Been very satisfied with my dealings with HUD over the past [DELETED] years.
We have been very pleased with all aspects of a recent change which we initiated.

MISCELLANEOUS NEGATIVE COMMENTS ABOUT HUD
Our company went through an ordeal with HUD last spring that we believe was ruthless and left a very bad taste in our mouth. We were notified that we had never filed our annual financials as required. Our company was started in [DELETED] and from that point on we were submitting the financials in paper form by mail. During that [DELETED]-year period we were never notified by anyone at HUD that we needed to file the financials electronically. There was acknowledgement that the financials were received [DELETED]. Due to this we felt that HUD dropped the ball by never sending any type of notification about the correct procedure even as they continued to accept our paper copies. How were we to comply if we had no knowledge of the rule? HUD employees admitted the wrongdoing to us yet they still had the indecency to let us continue on for that long period of time and then fine us [DELETED] years later for their lack of competence. WE WILL NEVER USE HUD AGAIN AND WE HAVE GONE OUT OF OUR WAY TO RECOMMEND THAT NO ONE USE THEIR ASSISTANCE IN ANY MATTER!!
Working with HUD was a nightmare. Response time and passing the buck are ridiculous. The [NAME] office killed the markets in [NAME] to keep their quota. FHA knowledge of multifamily is horrible. They don't know when to stop building.
They (HUD) still need to understand the overall goal. Careless w/process and more w/ the business side of the transaction.
I have a request to approve TPA and sale of HUD property that they have had for over [DELETED] months with no decision. We will NEVER do another deal where HUD is involved. They have unbelievably poor customer service.
To the extent there have been changes at HUD to improve they remain indiscernible. We would never entertain doing another HUD deal even if the money was free. We are currently counting the days until our redemption period is available to remove HUD from our lives.
The HUD 231F program is a total farce. Nobody knows what's going on and those who claim they do are completely incompetent. This HUD program is the biggest waste of taxpayer funds outside the military. If HUD wasn't a govt. organization, they would have been driven out of business many years ago. Private sector is way better.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### Multifamily Housing Partners

The HUD office did everything in their power to stop our project on more than one occasion. The only interaction we have with them is negative - they want us to fail and jump on anything that is questionable. It has been road block after road block. They do not follow their own time line and when it costs us extra ?? - they don't care. Through this process they have increased our costs by at least \$150,000.

I would never recommend a HUD project through the [NAME] office.

The [NAME] office is characterized by favoritism to the preferred vendors only. It is marked by arbitrary decisions that are for the convenience of HUD regardless of the impact on property performance

Field offices go about the interpretation of protocols quite differently.

I think the biggest issue I have with HUD is the inconsistency of interpretation from office to office and even with in the same office. Different project managers have different requirements when it seems that they should be more standard.

#### POSITIVE COMMENTS ABOUT FIELD OFFICES/STAFF

[NAME] and [NAME] are a pleasure to deal with, along with the rest of the [NAME] office.

We miss [NAME]. [NAME] in the REAC center has been extremely helpful answering questions and providing guidance.

Staff learns much at training & monitoring goes well. The [NAME] staff is great! We are kept in the loop with all HUD programs.

The [NAME] field offices are fine to work with.

The HUD servicers that handle our properties are excellent. They are always available and quite helpful. Their inspections are intense and thorough. They seem to have a good insight in Multi Family Management. [NAME] is excellent. We have been very pleased with the third party inspector for [DELETED] with the renovation funds from the refinance. He has been excellent.

Interaction with personnel has been generally very good.

HUD has had many dedicated and talented people in regional office who have unclear responsibility and insufficient authority and resources to do their jobs. HUD should either empower these people in the regions or eliminate them.

Have found the [NAME] office better to deal with.

HUD [NAME], [STATE] office staff with whom I have conducted business--one very knowledgeable and responsive.

I am happy w/HUD personnel, but not w/the program.

The local field office in [NAME] has some dedicated, professionals

I find the personnel in the [NAME] office to be extremely helpful and competent.

A very pleasant office to work with. [NAME]

My present contact [NAME] is very diligent, very knowledgeable and most helpful.

[NAME] office was very helpful and timely in their responses. Thank you.

HUD [NAME] & [NAME] [STATE] staffs are experienced, accessible, reasonable, capable and knowledgeable. They work as a team with many staff who were there in [DELETED] when I began working w/ HUD programs! [NAME]

The [NAME] field office does a nice job. My contacts do a good job at answering questions and responding to phone and email messages. They also seem to be well informed.

**NEGATIVE COMMENTS ABOUT FIELD OFFICES/STAFF/CONTRACTORS**

I am a [DELETED] yr. with 37 years experience as a developer & lender. I have done [DELETED] deals with the [NAME] office over [DELETED] yrs. HUD started out unrealistic and have progressed to gridlocked incompetence. I have a [DELETED] request pending for [DELETED] months with [DELETED] months to go. I am trying to close a final endorsement which HUD did nothing for 4 months when should have closed in 45 days. I don't know when it will close. I got a default letter [DELETED] on a loan that was 10 days past due, every HUD developer that I know have said "No more HUD deals." These people are incompetent heavy handed people with only one or 2 exceptions. I will be happy to talk to anyone concerning this including HUD personnel. [NAME PHONE NUMBER]

One of our main problems with [DELETED] is their advisory skills and directions in keeping us in compliance with HUD. We pay [DELETED] each quarter for these functions. Without having to go into a long story, we had a meeting with several [NAME] managers about HUD rules and deciphering their meaning. As a result of this, [DELETED] was wrong but we had to pay the dollars back accordingly to HUD with [NAME] taking no fault or brunt for their part in the problem. They took no responsibility for their actions in this error. This problem went on for [DELETED] plus years. We were found not to be in compliance and had to pay back over \$[DELETED] because of their instructions in the matter. This then had to be paid back immediately it took [DELETED] years to accumulate this debt, but one month to pay it back. We are not disputing the dollars being paid if they were due, just the manner in which it happened. Of course [DELETED] took no responsibility or backed us in any form. They are the ones that are being paid for advisement; we feel that they should have been responsible for their mistake. Again we were advised by [NAME] of what we had to do. In our last audit we were found to be in great error, again over the same issue. We waited six months for them to give us instructions on how to correct this problem again. We requested a letter from [DELETED] backing up their instructions on the revising of this matter. Secondly we are very disillusioned with the market reviewing of our apartment complex that was performed this year. This reduced our rent intake from \$[DELETED] ea to \$[DELETED] ea lessening rents by \$[DELETED] a unit. We keep all our apartments and grounds in top condition. With the price of utilities as the water/sewer, garbage and recycling expenses skyrocketing we feel that this was an unfair evaluation.

By and large I believe HUD is staffed with people that are otherwise unemployable.

HUD personnel seemed more concerned about enforcing ? and keeping their jobs than assisting their customers.

The technical competency of certain field office personnel had been very poor. With retirements the current employees are an improvement. In my experience, certain HUD employees dealing with financial statements did not understand accounting and financial reporting. I wondered if they read the footnotes! Any unordinary requests can be difficult to resolve. If something doesn't follow the norm, it takes a long time to resolve.

[NAME/CONTRACTOR] in [NAME] has been a nightmare. They give a new meaning to the phrase "bureaucratic indifference". They make the federal government employees look like rocket scientists. It's unfortunate HUD has delegated so much to such inexperienced & untrained staff as exists at [NAME/CONTRACTOR]. Let [NAME] at [CONTRACTOR] know!

Our HUD project manager is totally unfamiliar with the regulations. She is unwilling to help in any situation and seems to lack any incentive to do her job. I talked to the [NAME] office on one occasion to try and clear up a problem with [NAME] and they couldn't understand her problem.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### Multifamily Housing Partners

Not happy with the consistency amongst HUD's field offices a contract administrators [??]. They are in many situations where they are working close with the contract administrators. They are left to interpret things they don't understand and the choices they make result in confrontation. They are sometimes reprimanded for choosing one administrator over the other. They feel treated like children, frustrated when you don't know what to do w/ the conflicting information provided.

[NAME] office strengths - loan underwriting, economist, MAP team

Weaknesses - employees (contractors) designated to deal with annual audits of properties. Different people within HUD interpret regulations very differently.

It was much easier to deal with HUD prior to the change to contractors. A lot of experienced HUD staff has left or retired, we get a lot of monitoring but no consistency. Contract staff is not knowledgeable, can't provide accurate answers. "Just don't know anything"!! We are buried in paperwork

#### MIXED COMMENTS ABOUT FIELD OFFICES/STAFF

Our early experiences with the local HUD office were very dissatisfying. Our relationships have improved.

[NAME] & [NAME] offices run smoothly and are great to work with. The [NAME] office is very disorganized, with the exception of [NAME]. He has been very helpful as a project manager. ([NAME] & [NAME] have been helpful as well.)

The [NAME] office is lousy. They are not responsive won't return phone calls, emails, etc. The [NAME] office is fantastic. The [NAME] office does not keep the REM system updated. We were given wrong ownership information for 2 yrs. It is ridiculous to have to go to the supervisors to get any response in the [NAME] office.

Working with [NAME] has always been very professional and stimulating. Working with the [NAME] office leaves much to be desired. Working with [NAME], [STATE] Housing Authority leaves much to be desired. Working with [NAME] HUD leaves much to be desired. Working with [NAME] HUD has always been cooperative. Working with [NAME] Housing Authority and [NAME] Housing Authority in [STATE] has always been pleasant.

There has been some very good progress made - Yet there are some that just don't want to make decisions. Some even believe that HUD owns the property and we are caretakers. The younger ones are easier to work with as oppose to a longer term employee Thanks [NAME]

Depending on which office we are dealing with at the time, we find personnel that cannot distinguish between a serious issue and one that is inconsequential. Some offices, like [NAME], are practical, efficient, and move quickly to solve problems. Others, like the [NAME] office, can't seem to get past those same issues and the timeliness of their responses make it very difficult for us. With [NAME], [STATE] it seems to change person to person. [NAME] is good but his personality doesn't seem to have been transferred downstream to his staff.

Our experience with the regional office has generally been good with the following exceptions: different interpretations of regulations between offices, bureaucratic intertra, constant vacations which tend [??] to the priority failure to return phone calls. In some cases such as [NAME] in [NAME], [STATE], the service could not be better and less concern for the customer is great! [NAME] HUD is the exact opposite: no interest in the customer, and definite delays and generally impossible to work well.

[NAME] office has some good people but if a ? falls outside the "box" it's difficult to get clear answer.

We deal with many people at HUD. Some are excellent, some are not very good. Highly opinionated. Not consistent from one person to next at same level.

[NAME] in the field HUD office is great. She is always there when we need help. The representatives from [NAME/PBCA] act as if they could not care less about our residents or the owners of this business. I have tried to build a relationship with them but find them to be uninterested in any type of teamwork. Their unresponsiveness has caused my office a lot of wasted time & frustration.
We have found our [NAME] HUD staff to be very responsive, helpful and prompt to reply to regulatory questions. We have not been as pleased w/ the multi-family section in [NAME]. The [NAME] contact for the Rural Econ. Development Grants was not at all helpful. He was rude.
It is easier to reach HUD staff in local and state offices than in the central office.
Very happy w/[NAME]. [NAME] is excellent Legal Dept. of [STATE] Attorney is rude. His name is? NAME? He has created problems out of nonexistent problems. He is misinformed on issues. Call w/threats on reports for no reason.
The other comment I have is that there are some very good, friendly, efficient people working at HUD but many more who need some customer service training. I would really like to see some better phone etiquette.
Have had no problems in dealing with the [NAME] & [NAME] offices. The [NAME] office however seems to be in constant disarray and the least helpful group we've dealt with.
Some employees at HUD are excellent, some aren't.
Satisfaction of responsiveness/communication or competency depends on the individual assigned to a specific property. Some are great - some are worthless. Satisfaction of working the HUD system is based on - we have to do it - but there always seems to be some frustration. It feels like there is an effort to make it better which may result in more work at the management level to maintain compliance. Contract administrators still needing to get HUD's- approval can be double the process. We still deal with both and the time frames can be frustrating. Much more accountability / involvement in the last 5 years - but that is not a bad thing from a taxpayer's point of view

**BUREAUCRACY, DELAYS, TIMELINESS**

When I need to get the property released from HUD and to get a closing statement to pay off my loan with HUD it took FAR FAR FAR to long. My having to call Washington and my agent in [NAME] so many times and so frustrating I lost my satisfaction record to being upset and aggravated over the delays and papers I needed being in someone file and the person not knowing where they were etc. something should be done about facilitating this procedure. [NAME]
If I ran my business the way that HUD is run I would be out of business. There are so many rules & regulations that conflict with one another it almost makes it impossible to abide by one rule without breaking another. This system does not work well & were it not funded by taxpayer dollars it would fall apart. There is no clear defined way of doing things. Everyone at HUD tells you a different way to do something further delaying the process.
If we ran our business like HUD does, we would be out of business. Their processes in order to remain in their good graces contradict one another, further holding everything up & causing unnecessary delays. There are too many levels of people to go through to get a straight answer.
We're glad you're asking! Thank you. Am completing [DELETED] years in private sector subsidized housing. The days of a helpful, supportive, cooperative, timely & informed HUD have gone with the wind. No one sees beyond 4550. We no longer accept HUD contracts for management & are opting out everywhere we can, as fast as we can. It's policy more than people; would suggest survey of older, senior HUD personnel. They will know the story of the changes better than anyone & share industry's frustrations.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### Multifamily Housing Partners

Based upon past experience with HUD we can only view them as a lender of last resort. The difficulty of dealing with the myriad of rules & regulations and the "form over substance" dealings totally offset any benefit of their programs!!!!
The HUD bureaucracy and management system is out of control. HUD subsidies never arrive on time and 3 out of the last 4 months we have had to find funds from other sources to meet expenses, because HUD couldn't get the payments here on time. No one office is in charge, between [REGION] housing, local HUD, and the bloated REAC staff in Washington D.C. we are wasting millions of dollars that could be use in direct housing. As a non profit dedicated to serving the elderly, it is sad that HUD can't do a better job. HELP - Dedicated owners need changes. Feel free to call me. [NAME] /CEO/[BUSINESS NAME PHONE NUMBER]
We have also had problems with field office personnel requiring forms and reports to be submitted when they were clearly not required. We were told that they wanted us to do them because they wanted us to. Kind of like the old parent/child response, "because I said so, that's why".
My dissatisfaction has come from the ridiculously slow response time from [NAME]. If any private business had that kind of response time they would be out of work.
We work with several PBCAs. Unfortunately [STATE] [CONTRACTOR] is more interested in minute details and phrasing of words in sentences than in the goal of providing decent, safe and sanitary housing. The end result is that many owners are extremely motivated to opt out and prepay. This is especially true in [STATE] where the housing market is extremely hot and the return on conventional properties far exceeds that of subsidized properties without all the regulations and compliance issues
Specific technical questions answered promptly. Questions regarding T.P.A, property sale etc answered (admittedly) hesitantly. Questions for possible conversion to condominium answered reluctantly and not completely. Some confusion between HUD/[NAME] re responsibilities. My property manager has changed at least twice in two years. I have no oral relationship with current property manager.
The need to accelerate approval of documents such as bylaws etc.
(1) Too long to act on requests or inquiries. (2) No sense of time requirements of clients.
Deadlines are a two way street. HUD must practice under the same guidelines/expectations as they subject their "customers" to. Well done!
Our organization's biggest complaint about both HUD & the PBCA is the lack of timeliness to process HUD renewals & most importantly the rent increase requests. We have consistently had rents approved & told months after submission!!

<b>REAC/PHYSICAL INSPECTIONS</b>
HUD REAC inspections are a good idea but the subjective assessments made by inspectors vary significantly. I feel there should be a longer window to get the technical review underway and processed to explain extenuating circumstances.
Physical inspections were a nightmare this year. We were written up for many little minor things that had never been mentioned in the past. Thus we went from getting pretty good scores to awful.
We have been very dissatisfied with the REAC inspector at [NAME].
REAC inspections not totally applicable to skilled nursing properties.
Dealing with HUD was horrible in every respect except the REAC inspection and the payoff.
REAC pushes us to file but are very slow in reporting back. REAC & HUD others don't communicate back & forth to well.

You asked me for some information on the problems involved in trying to get copies of HUD's physical inspection reports. For about two and a half years – off and on- I have tried to access the inspection reports done on our properties, but have NEVER been successful in getting one of these reports via the internet. (HUD does furnish us with a report on the EH&S deficiencies, so I've been able to respond to those within 72 hours, but we are not seeing the entire report that they used to send us for each inspection.)

At various times throughout the past two plus years I have spoken with many different people at HUD, trying to find someone who could help me get into their system. They've all been very kind and sympathetic, but unfortunately, many of the HUD project managers don't know how to get into the system themselves. I've been referred to a number of other people who they thought might be able to help me – including some of their personnel in Washington, D. C. – but so far I have never been able to get any inspection reports.

Last fall when there was an inspection [NAME], [NAME] was so persistent about checking back with me every few weeks to see if I got their report that finally [NAME] volunteered to go himself and get a copy of the report, which he faxed to me. Even though he is HUD's computer specialist in the [NAME] office, he was unable to get me into their system so I could get those reports myself (which is what HUD requires now).

As I told you previously, if you add up all the hours I have spent trying to get into HUD's system since they no longer provide us with their reports, I'm sure I've wasted a couple of days on this... I wouldn't feel as though the time were wasted if I had finally been successful, but unfortunately, that has not happened! After two and a half years, I'm no closer to getting into their system than I was the first time I tried to access it.

Electronic filing using REAC is getting better.

Our only interaction has been with REAC and the inspection process. The very structure of the REAC inspections seems dysfunctional. Contracted services inspect your building. They continue inspections yearly if your building receives a low score. Thus it's in their best interest financially to give low scores on your inspection and this is entirely left to their interpretation. You can have a new building that meets all requirements for building code, fire code, safety code, etc. have it pass inspection by the city building department and the fire department, but have a REAC contracted inspection give it a low score. That is nonsensical.

We have found the REAC physical inspection protocol to be totally ineffective. It is geared to penalize older family oriented communities. Its scoring system is structured in such a way that even though a finding is successfully appealed, a property can still ?? for a particular section. The appeal process is unreasonable. As an example, [DELETED]. The inspector took points off for the [DELETED], and HUD would not restore points because saying we did not have such [DELETED] was insufficient evidence.

The REAC info filing system is poor - HUD has reinterpreted MGS and is ignoring past practices which used to be reasonable - The legal dept is now "shaking down" respectable, good owners and operators with fines and settlements, threatening local actions if you don't agree immediately and pay. Sometimes I can't believe this is America.

REAC inspections are very inconsistent. Sometimes way too tough. Sometimes too lenient. [EXAMPLE DELETED]. There is no effective way to appeal inspections results or even get a copy on line until weeks after the inspection. Very confusing and ineffective.

The current system with centralized REAC activities such as inspections and electronic reporting is a disaster. It both burdens the property owner and undercuts the local offices. HUD should behave more like FNMA and other large direct investors by requiring its mortgage services to interact with owners who receive regular financial and property condition reports and compile whatever portfolio information that HUD needs. This would be much more consistent effective and efficient. REAC could be shut down at a cost savings of many millions while providing better service to owners.

Very dissatisfied with REAC Financial statement filing software. It's hard to believe that in this day we have financial statements that do not automatically subtotal & total.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

The physical inspections by third party contractors are a joke. Their main goal is not to pass any property-they are hung up on form over substance. The point system is ridiculous and when they come to a property they don't see the forest from the trees. They ?? back rooms where residents are never at and site deficiencies for the smallest thing without any regard for the big picture. They give failing marks to great properties then HUD and the owner spend six months going back & forth with the final outcome being that the property is an excellent one. This is an area that must be revisited.

REAC is a job -- a great concept gone badly and a total waste of taxpayer dollars. No one office is in charge, between [REGION] housing, local HUD, and the bloated REAC staff in Washington D.C. we are wasting millions of dollars that could be use in direct housing.

REAC transmission is practically impossible at the end of March. Computer system bogs down & locks you out for hours at a time.

With regard to electronic filing of financial statements to REAC: - It seems that it should be possible to develop a method or software to upload the financial report directly from the CPA's system to the REAC system. This would eliminate the manual entry of data and comments into the REAC (FASSUB) system which takes quite a lot of time, or requires additional fees to be paid to the CPA firm for the function.

Electronic Financial Reporting Process has been very difficult, especially with respect to meeting 3/31/05 deadline for MH 12/31 year-end filing. Lack of communication about system problems/resolutions was pitiful. It was suggested that I would have better success accessing system if I logged in after 2AM EST to avoid the system shutdown problems occurring during normal business hours! Decision to extend the deadline 24 hours before 3/31 was too late to avoid the additional expense incurred having our accounting firm work overtime to meet deadline. The extension was also poorly communicated on the website. Most recently a request to [DELETED] took 2.5 months to process. One month of the delay, HUD office could not access financials submitted to REAC on [DELETED] due to system problems. This was followed by a request for additional information, half of which had been provided. This type of lack of regard (for a timely response) for property owners attempting to improve the property is very frustrating!

Regarding our answer to the electronic financial reporting to REAC - very dissatisfied. The inputting of the financial information is very time consuming. You are literally retyping the entire audited financial statements received from the auditors, which in my opinion opens door for errors. Then the auditors have to review the financial statements in the REAC format, which again is time consuming and costly. Also you have many days that you cannot get into REAC or the system moves at a snail pace.

1. There are serious inconsistencies with REAC evaluators.

Filing audit reports with REAC should be done by HUD from hard copies received.

Dealing with REAC is a nightmare. Entering the statements is cumbersome and confusing. It needs to be revamped.

We are in the nursing home business. The REAC inspections are not designed for nursing homes - The first block description reflects how inappropriate "property type-garden apartments". - The rating system in accurately reflects the condition & livability of the project and does not allow inspector judgment latitude - example: [DELETED] bed full nursing home with [DELETED] 70 to 100 year old patients - [DELETED] faucets not turned off completely - drips - in a nursing home happens everyday - staff turns off faucet everyday but REAC inspector writes up as a physical deficiency - Inspection somewhat irrelevant to the type of building

REAC inspections are not consistent from one contractor to another.

REAC - A good idea turned into nightmare at times!

**BUDGET, FUNDING ISSUES**

HUD funding for our skilled nursing homes has been the single most important feature where we serve 70% Medicaid patients at reasonable costs. The reliability of high quality bonds (AAA) permits a small company like ours to build and manage [DELETED] nursing/rehab centers so that we have the advantage of economics of scale. At times we find HUD rules and regulations difficult- after more than twenty (20) years we find them helpful to the financial stability of the project. Only HUD funding permits no penalty refinancing @ lower interest rates after ?? ?? ??

It is in the application process for new funding or revitalization of old properties that are the most difficult to work with HUD. We find that working with HUD adds an impressive amount of costs to the project and people that work with HUD are extremely expensive to use.

There are many monetary issues now that have left us holding the bag.

The annual audits are not needed, are very expensive and should be eliminated. I spend over [DELETED] per year on the audits that could go to improving the property or making profits.

HUD budget reductions are having a very damaging impact in my community.

I wish they were more creative on mortgage programs. The lock-out period is too long to re-finance.

Funding delays on approved contracts continues to be a problem.

As each individual property is lost through opt out and prepayment it will be virtually impossible to replace it given the current land and construction costs not to mention local codes.

I have worked primarily with the 221(d)(4) programs which I believe to be a very good financing vehicle.

**ELECTRONIC SYSTEMS**

The amount of paperwork required continues to increase, taking away valuable time which should be spent managing the property and responding to the needs of residents. Instead of reducing the paperwork with electronic data entry, it has simply doubled the workload requiring a paper copy and a duplication of the work to be entered into the HUD system. The technology requirements have become so burdensome that we have lost several highly qualified managers who were simply not able to keep up with the technology requirements.

Electronically filing goes well, even with HUD reapplications.

The coordination between electronic submissions and enforcement offices is horrible. We get letters from enforcement offices regarding non-receipt of electronic submissions sent and receipt verified months earlier. Enforcement officials are too intent on covering themselves to offer any service or resolution. Threatening letters are never follow-up with "we are sorry we made a mistake". We are just told "don't rock the boat you are probably alright".

HUD's website & entire "online systems" is a joke. It is difficult to navigate, hard to understand & frequently not working. It is ridiculously tedious & makes what should be a simple 1-2 step task into 10 or more steps. It is outdated & poorly designed

If "website postings" refers to "usefulness of entire website," then very dissatisfied is not strong enough!

Their website/electronic filing/reporting system is a joke. It is overly tedious & turns what should be a 10-15 minute project into one that takes several hours. I can't imagine that they paid someone to design that.

# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

Do a better job of informing us of changes in staff & regulation updates. E-Mail sign up would be great for this!

The department needs to come into the 21st century. Employees need to use spreadsheets.

### MISCELLANEOUS

1. Property Management and Partnerships. We operate as the non profit Managing General Partner of distributed site rehabilitated multifamily properties comprised of over [DELETED] units at over [DELETED] locations. The original rehabilitation and property management was handled by the for profit general partner through a series of wholly owned and controlled affiliates. These affiliates exercised authority over the partnership business through their affiliated general contractor and property management companies. This created problems in performance and accountability. HUD did not communicate through the Managing General (nonprofit) partner. We in fact were not able to have these affiliates respond to our notice of lack of progress of rehabilitation originally completed and lack of proper maintenance and reporting. The rehabilitations were not completed on time or in budget. The properties were not properly managed or maintained. It was not until the limited partner finally stepped in after our repeated communications that the non profit managing partner was able to employ an independent, HUD certified property management company. By this time the previous property management company a wholly owned subsidiary of the other general partner had failed several HUD inspections. The third party contracted inspector conducting initial re-inspections after the replacement of the non certified property management company, was punitive in the approach and scoring. This was appealed and the local HUD office was helpful in having unbiased inspectors conduct the re-inspections thereafter. In the last two years the scores have improved to the good to excellent status with the new management. When a news organization chose to do a story on the conditions which had occurred in these properties, they interviewed a [NAME] HUD employee [DELETED] regarding purported issues of livability. The HUD employee did not contact the partnership through the managing partner to verify the allegations. HUD has initiated penalties on the partnership for late filings of financial statements due to the performance of the former non certified property management company. These fines are being negotiated. There does not appear to be recognition that fines that are ultimately levied will adversely impact the current management of the property which has succeeded in rectifying the previous abuses. HUD need [??]

Question 16 & 17 We operate [DELETED] facilities for developmentally disabled that have rooms (not unlike hospital) not separate apartment units. The facilities range in size from 40 to 200 beds

#17. We are a long term care facility. Therefore, the number of units is not applicable.

My organization does not own properties. We do work with HUD in Partnership with [NAME] and Local Housing Authorities. We did not respond to questions that did not apply to our organization.

Question 17: Organization is a hospital.

This survey pertains to my specific, personal experience with HUD and does not reflect my company's views and opinions of HUD.

(3) Distribution of information is too complex & convoluted. (4) Too centralized control. Let regions hire competent people that can make reasonable decisions. (5) Concentrate on getting the bad-guys!!

More efficient help with managing suspected fraud. Help to interpret rules with more decisive answers-At times answers are vague and left to interpretation.

The greatest impact was subsidized properties. There are huge compliance issues w/ tenants. It is very difficult to act consistently with 430/50. This has been a nightmare. It is increasing difficult to control tenants when they no longer have to provide references or are required for credit checks. We are now in the business of eviction instead of helping people. HUD needs to turn their eyes on helping these people with life skills and managing their life. It is not enough to just give them safe housing. We are left being squeezed at both ends.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
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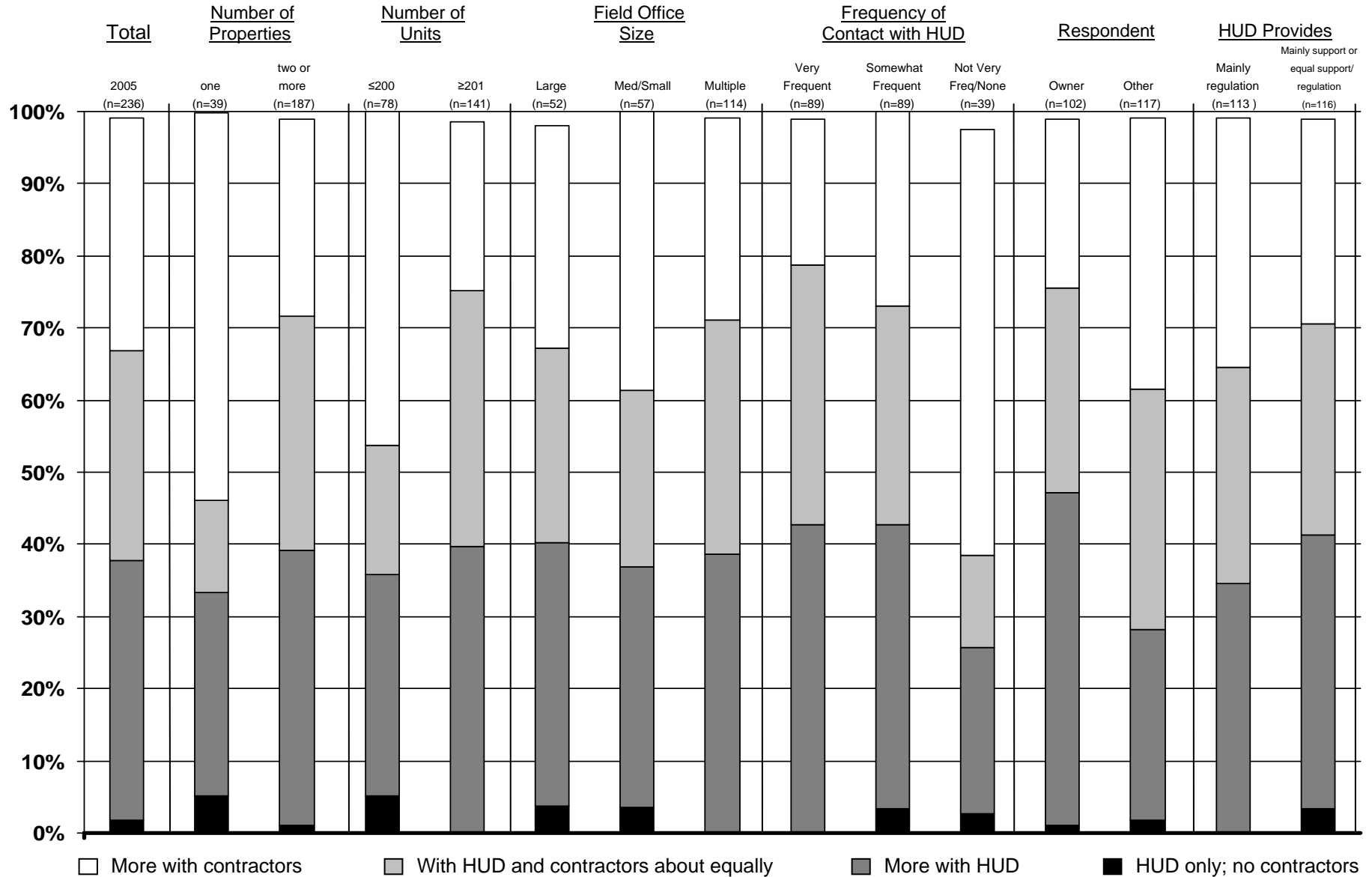
HUD has on several occasions "created" new rules which cannot be supported by handbook or statute.
We appreciate the consolidation of program manuals and the MAP program. We have not experienced the "objectives" outlined in question 9 but would very much welcome those initiatives.
I believe HUD should make training more accessible to property owners. There should be direct communication from HUD as to training availability and it should be without charge. I never receive training availability communication which I know for certain are certified for credibility.
As property inspection contracted out, I feel that the response to the corrections needs clarification where to send correction page.
I think the annual audit requirements could be relaxed for complying properties.
Other comment: The use of grants gov will require a congressional inquiry.
The consistency in apply processes is a problem.
2. As HUD assigns HAP Contracts to Local Housing Authorities, the transitions have been difficult with some offices.
I do not believe there is enough promotion of the program to the general industry by way of seminars or other educational programs. I also believe that HUD should utilize the input from an ADHOC advisory committee in the course of its development and implementation of the programs.

## **HUD-ASSISTED PARTNERS**



**PART 7: HUD-ASSISTED PARTNERS**  
**BAR CHARTS OF EACH SURVEY QUESTION**

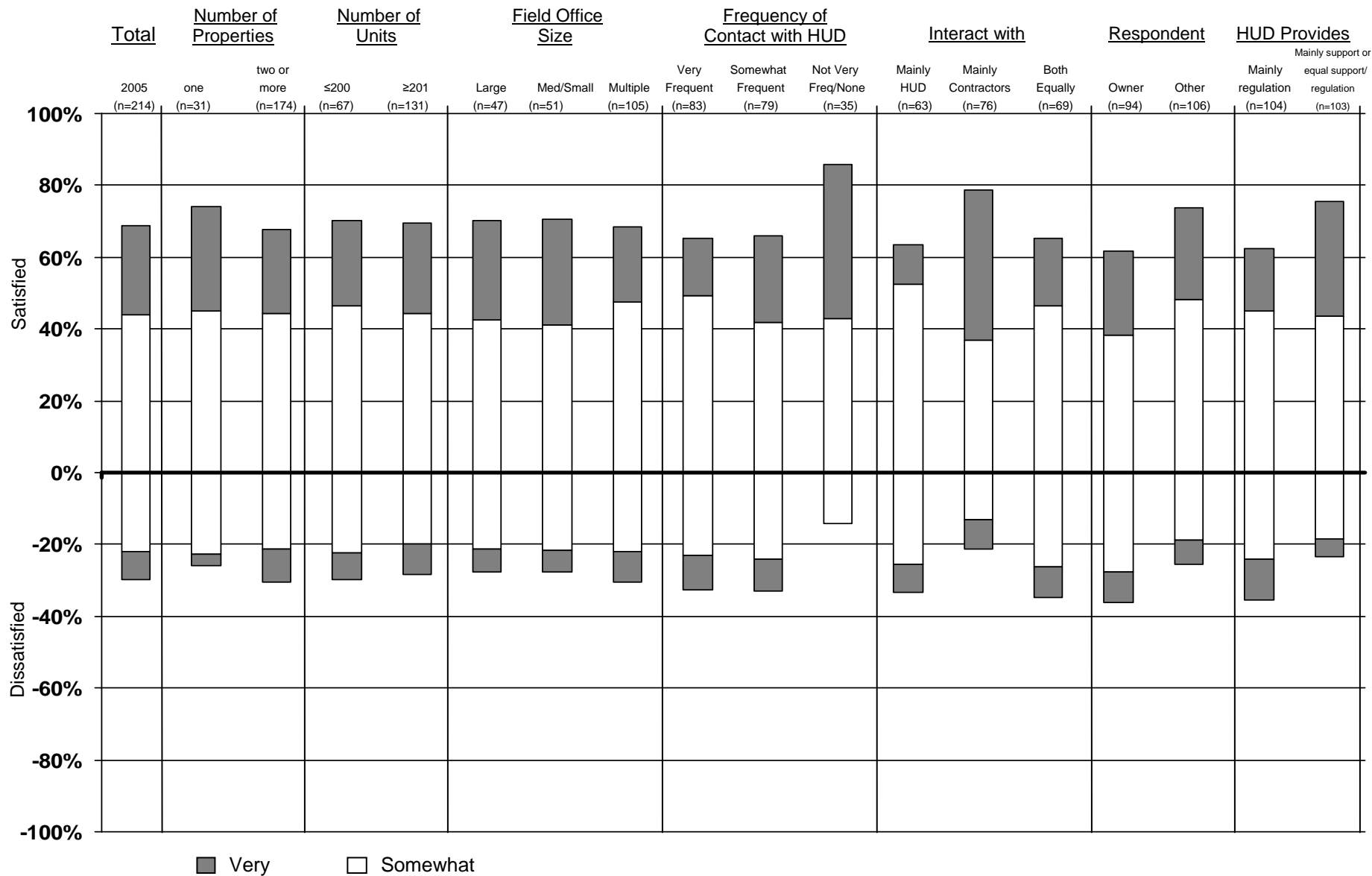
**Question 3.** During the past twelve months, when you interacted with HUD, were your dealings more with HUD, or were they more with HUD's contractors/third-party contractors?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

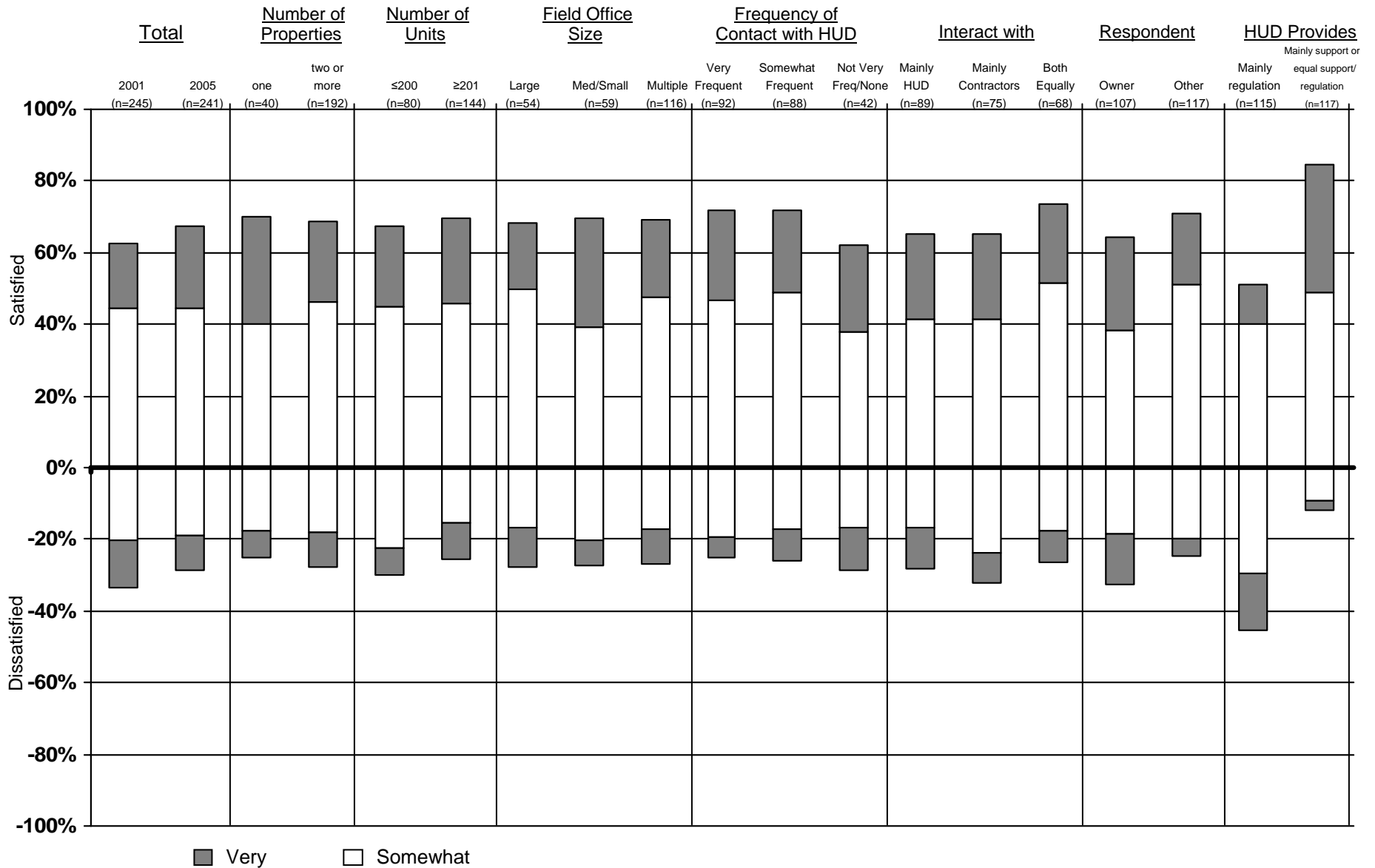
**Question 4.** Overall, taking everything into consideration, how satisfied or dissatisfied are you with the service provided by HUD's contractors/third-party contractors?



This chart excludes the 22 organizations that said they do not deal with HUD's contractors.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

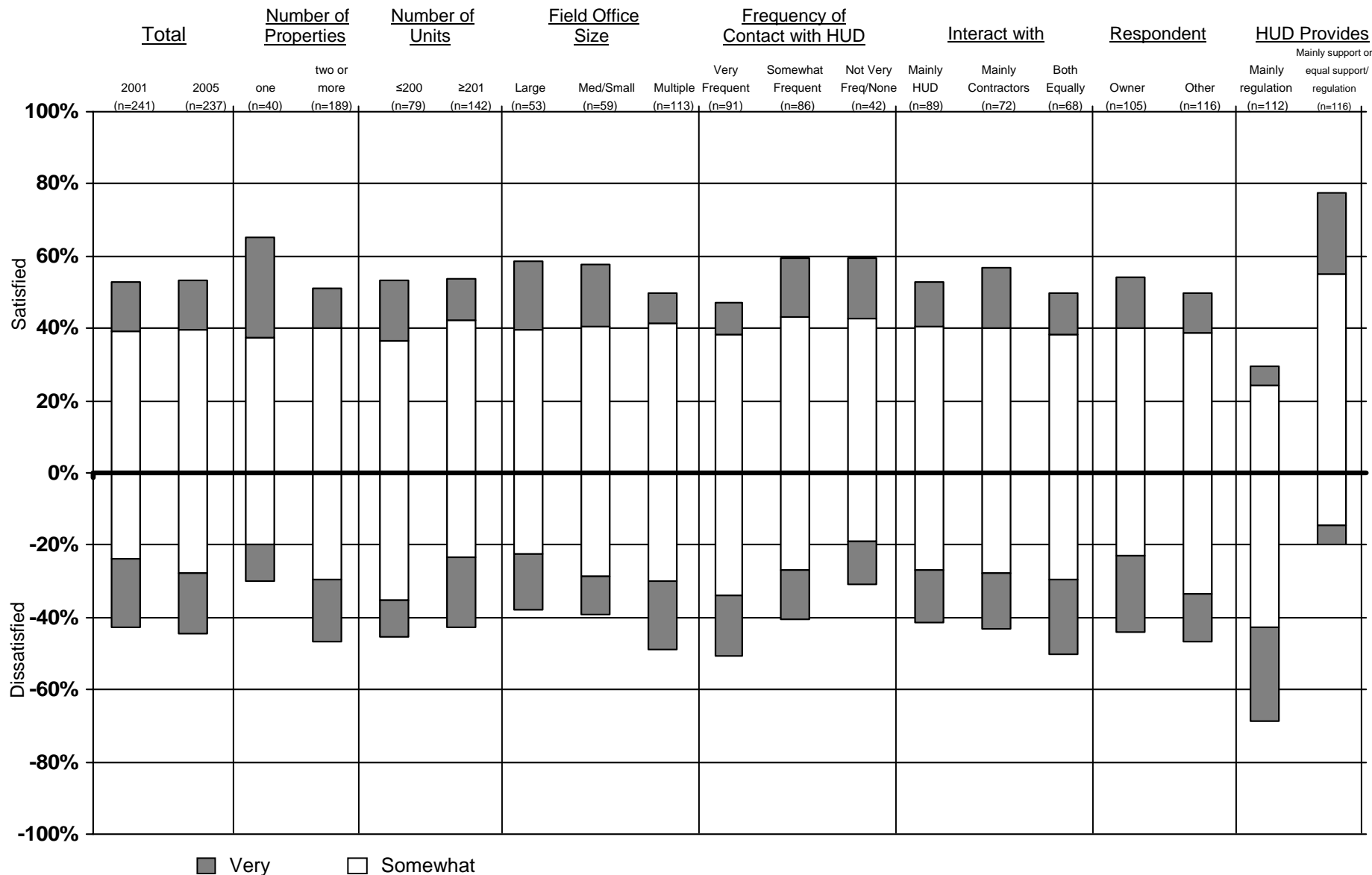
**Question 6a.** Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



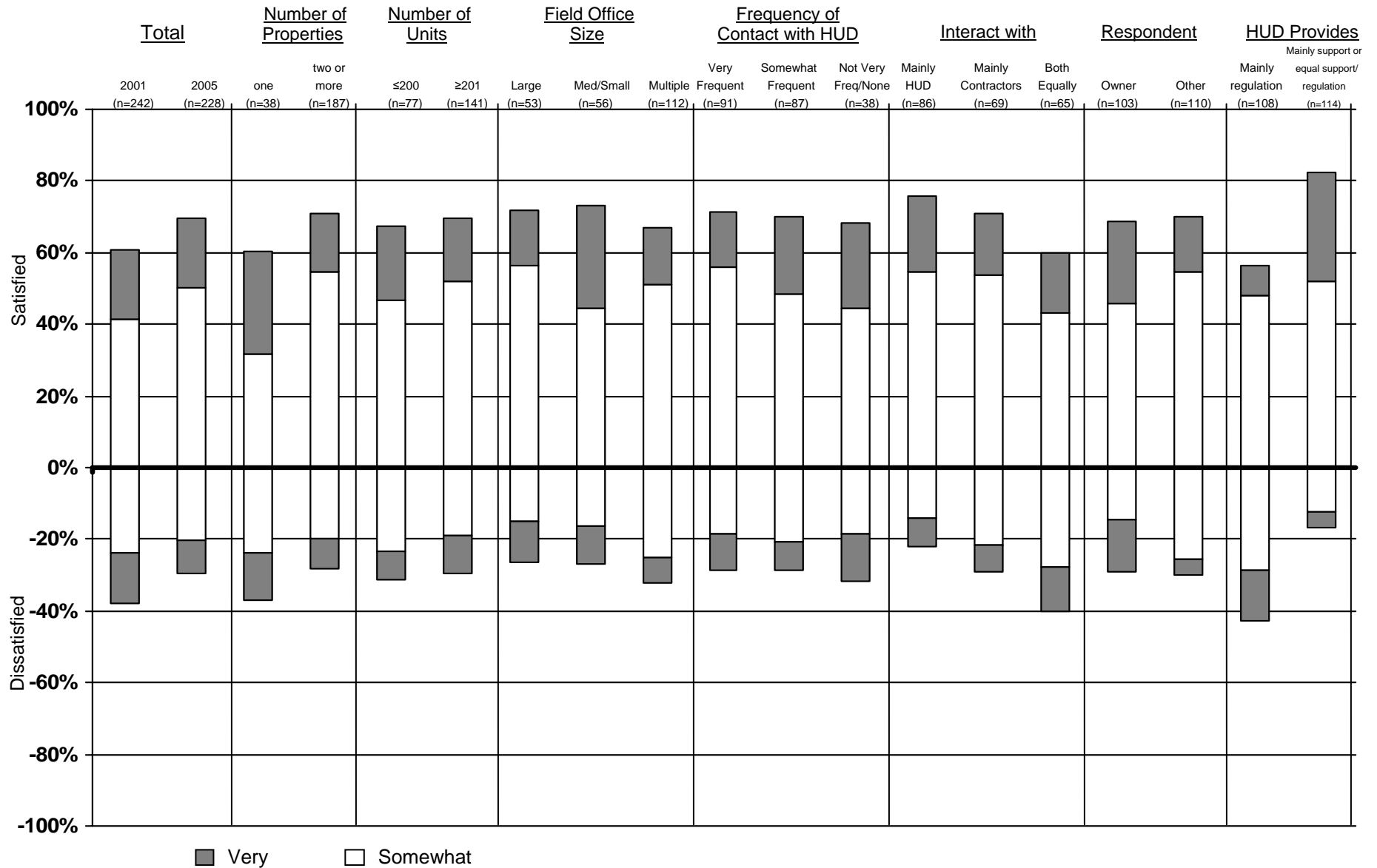
# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing 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?

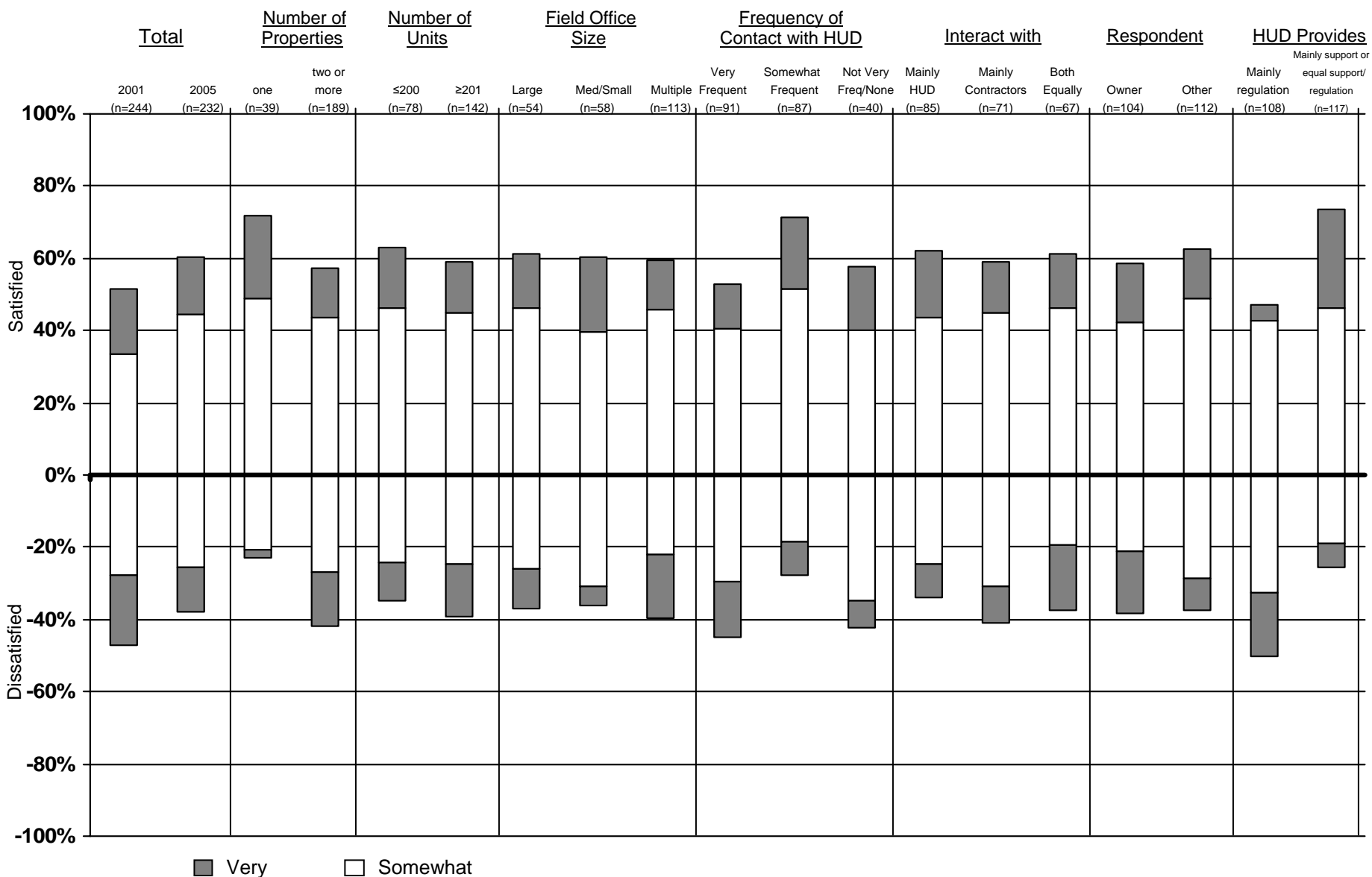


**Question 7a.** How satisfied or dissatisfied are you, in general, with the quality of the information you currently receive from HUD?



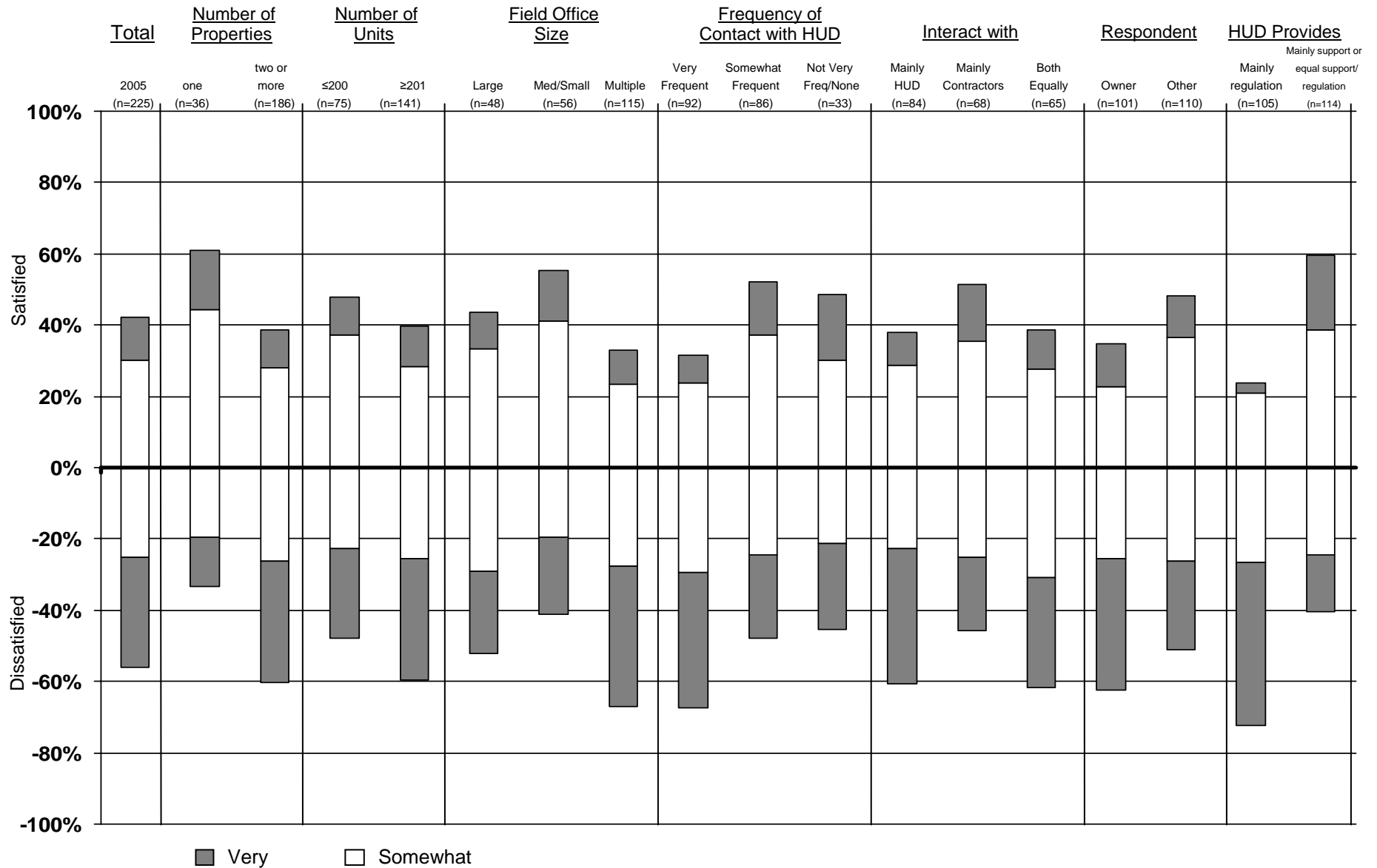
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

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



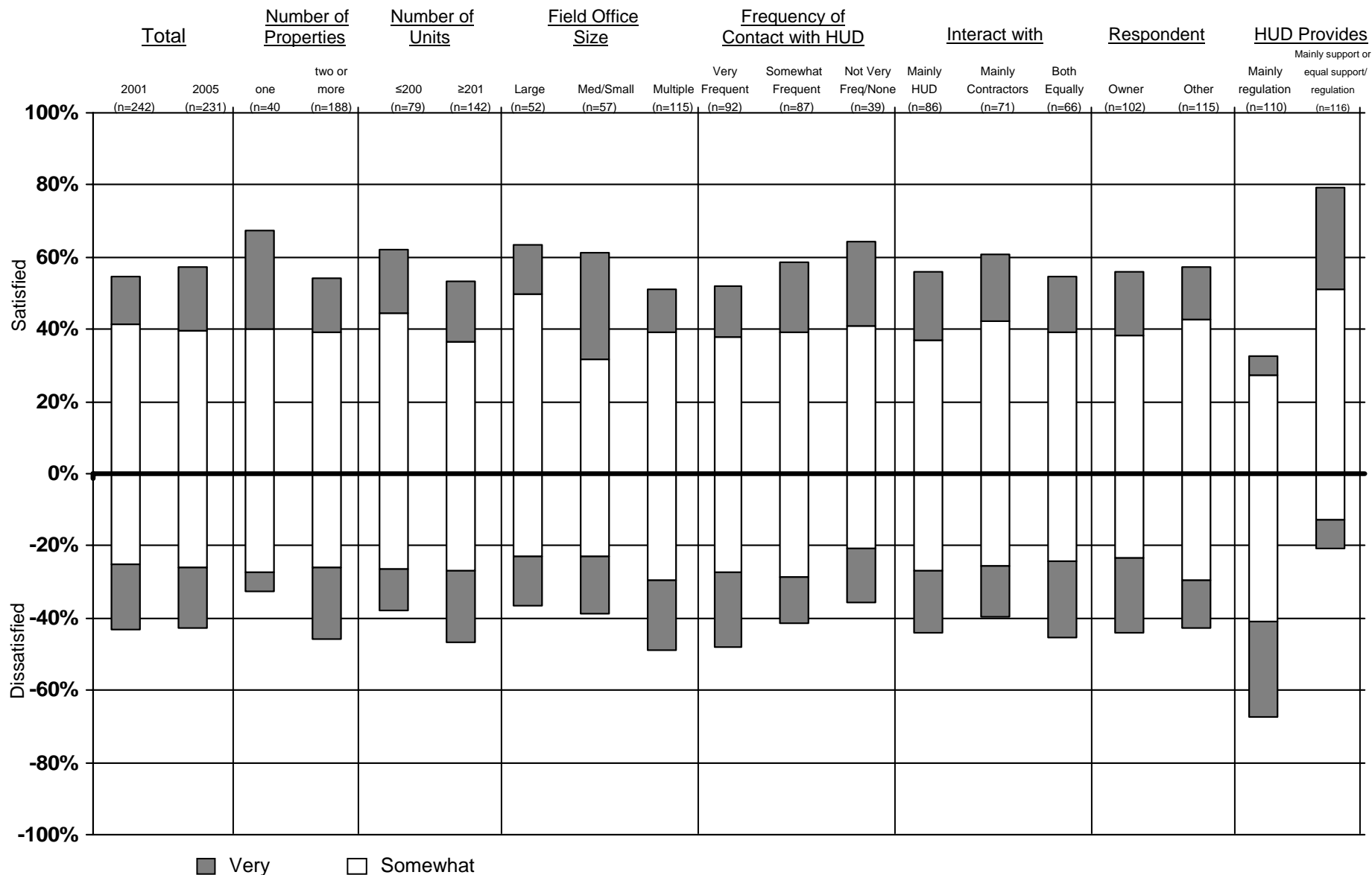
## PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Multifamily Housing Partners*

**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)?

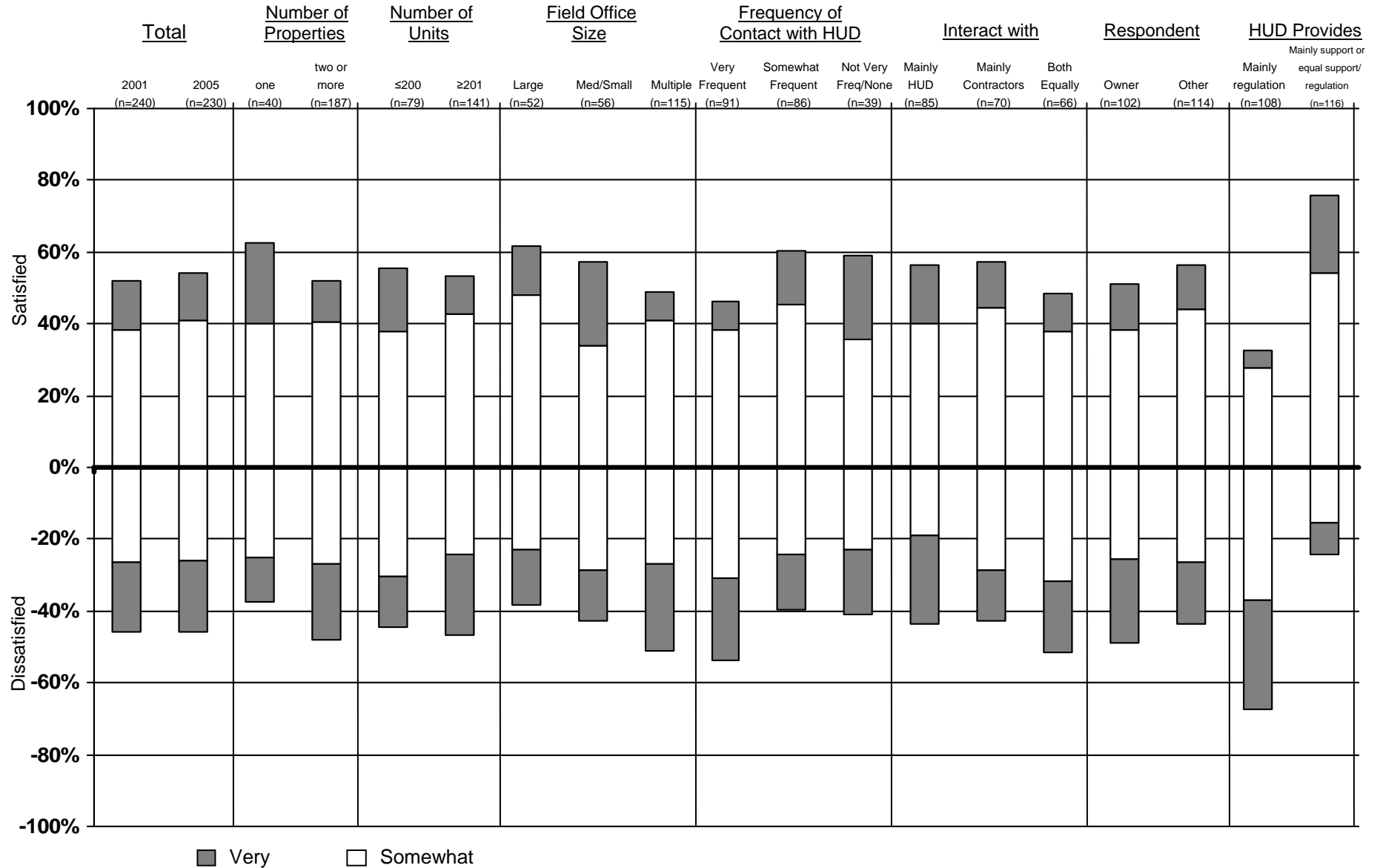


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

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



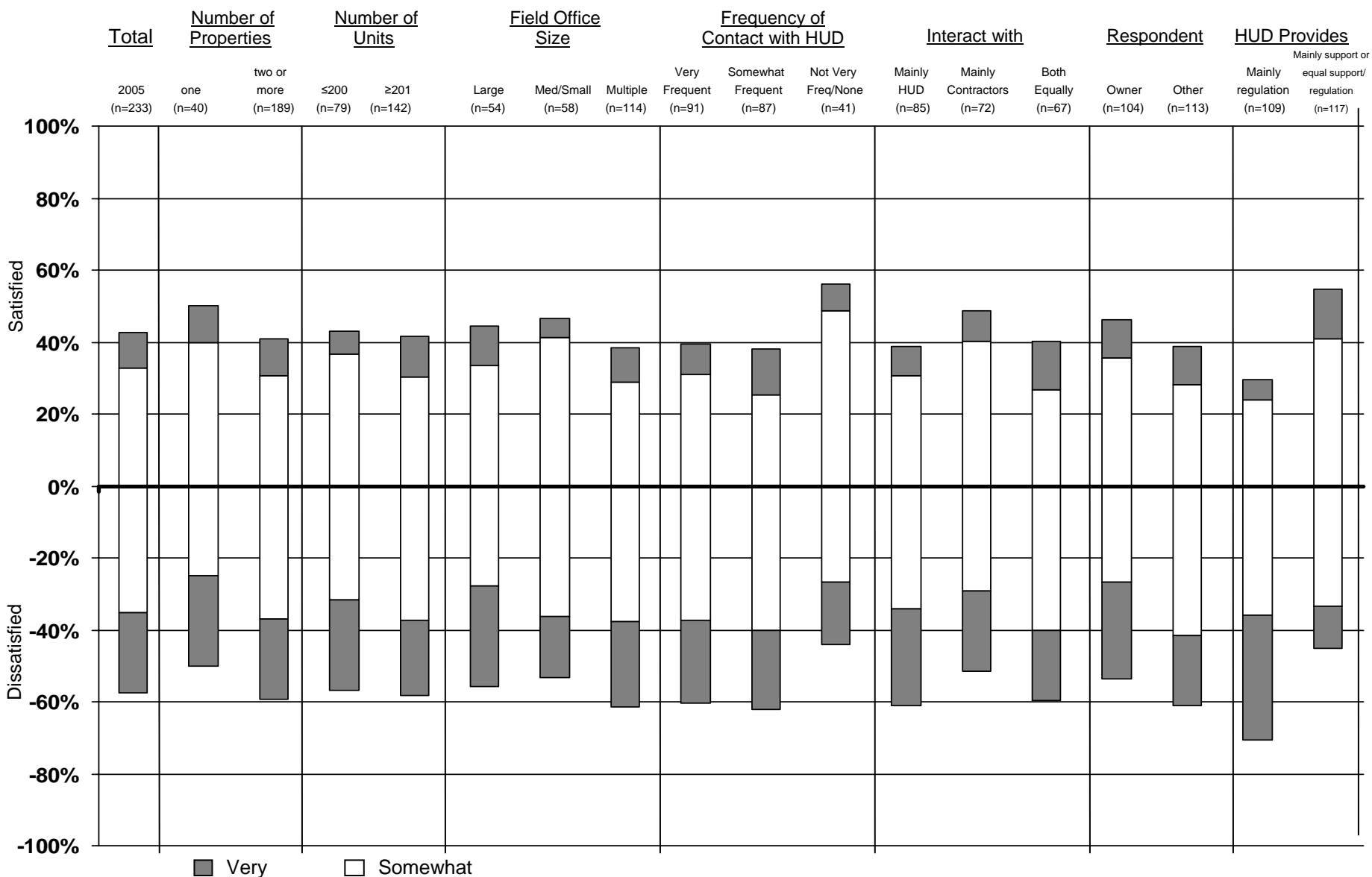
**Question 7e.** How satisfied or dissatisfied are you, in general, with the consistency of guidance you currently get from HUD?



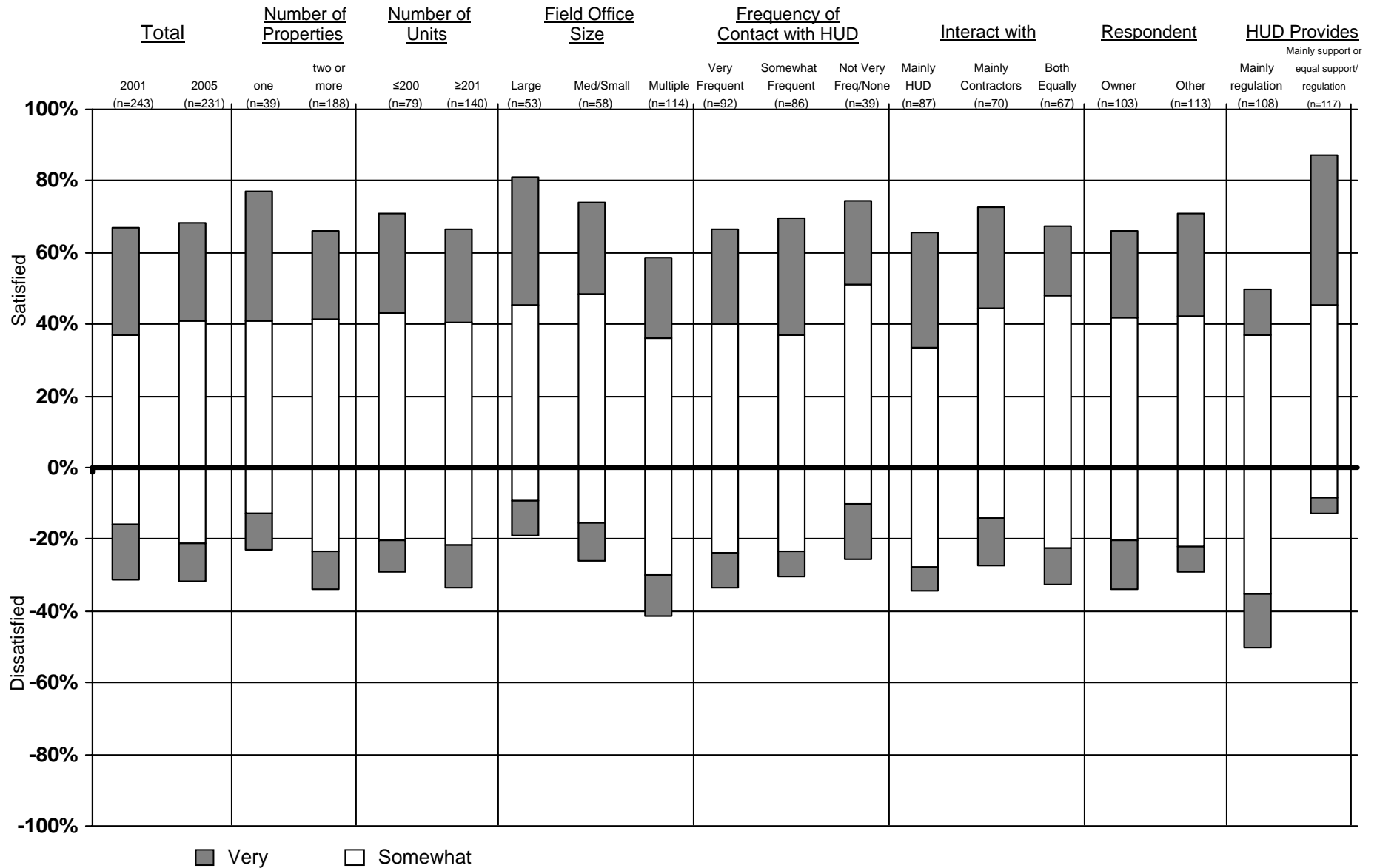
# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

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

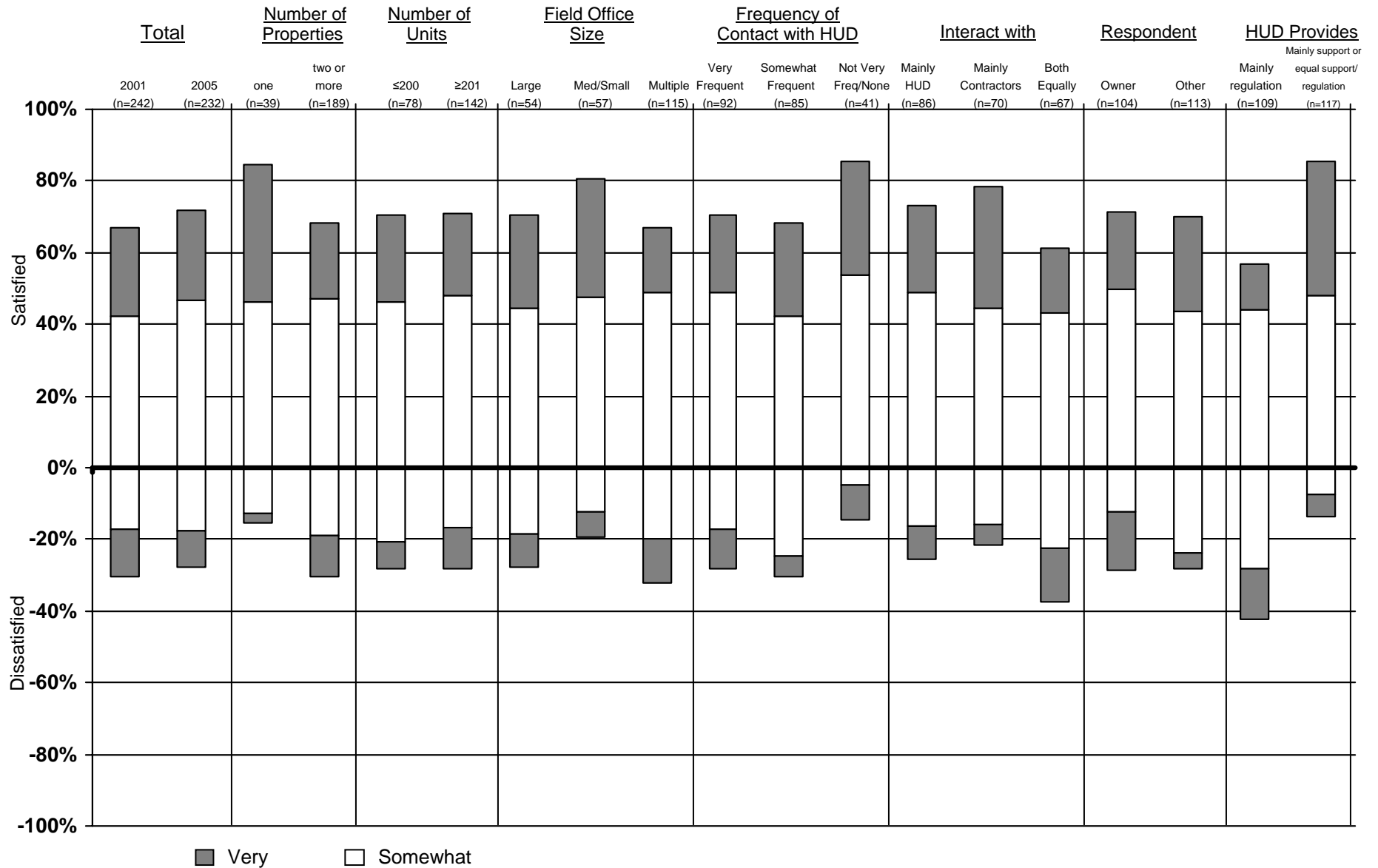


**Question 7g.** How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



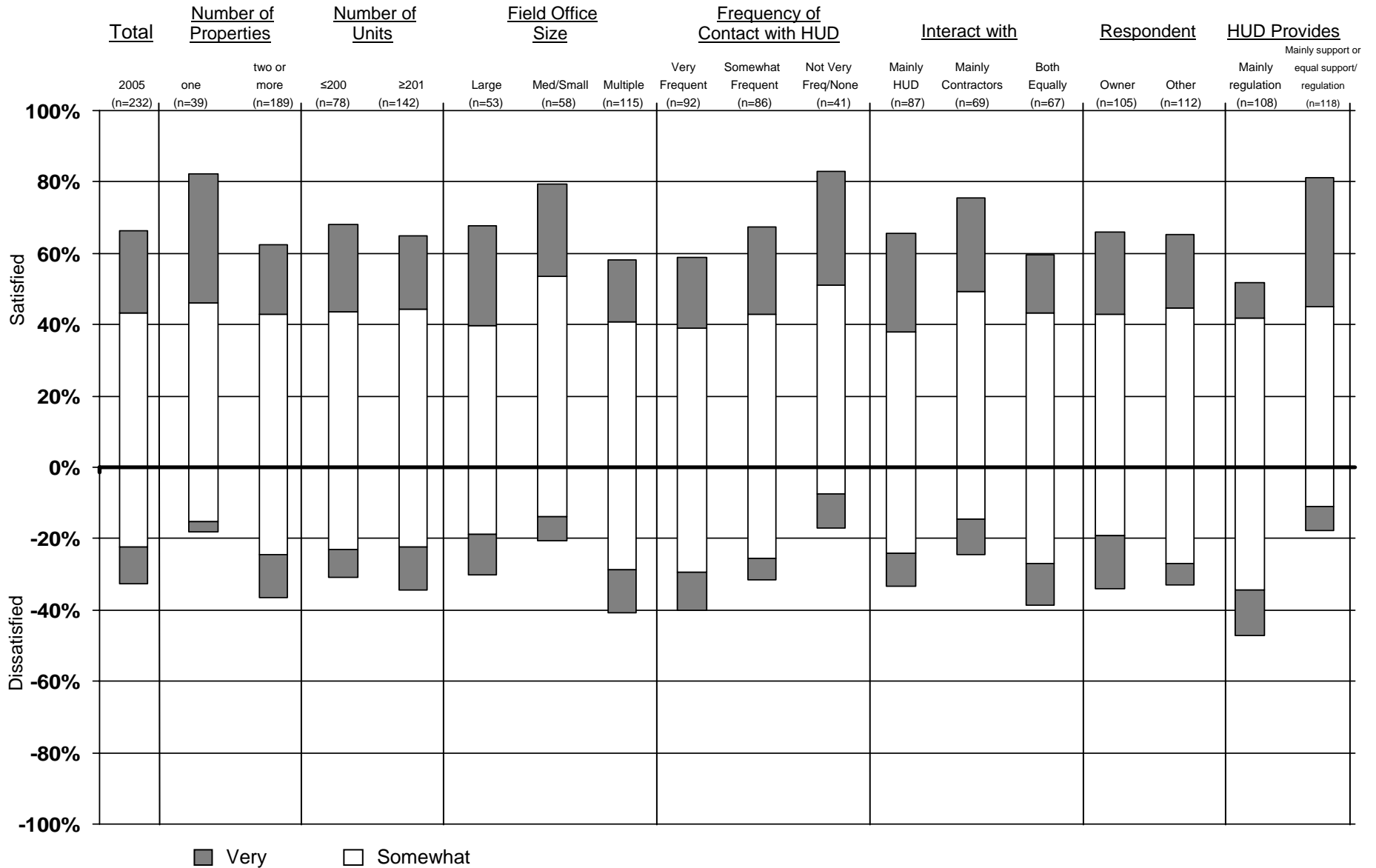
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

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



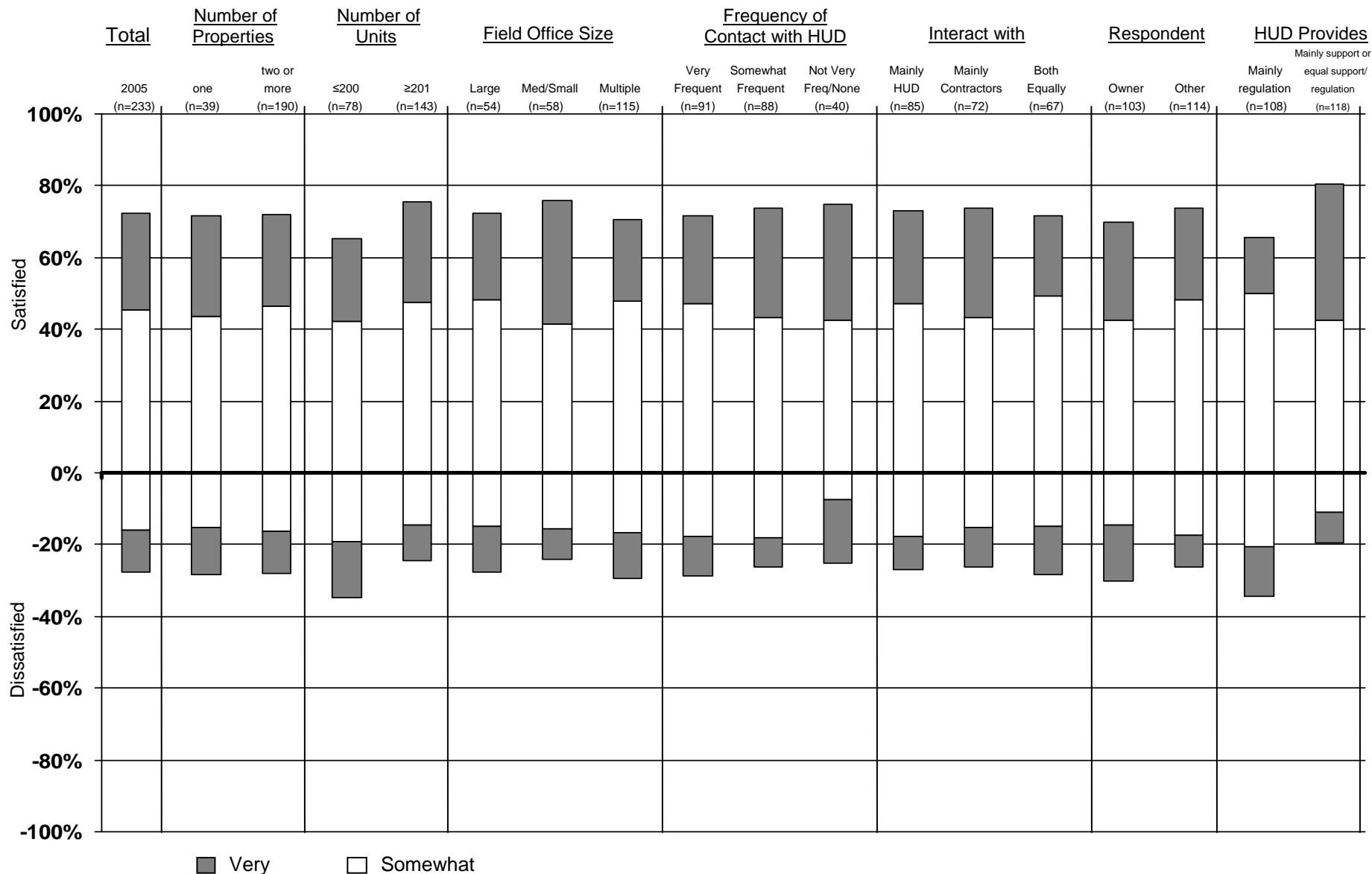
PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
*Multifamily Housing Partners*

**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?

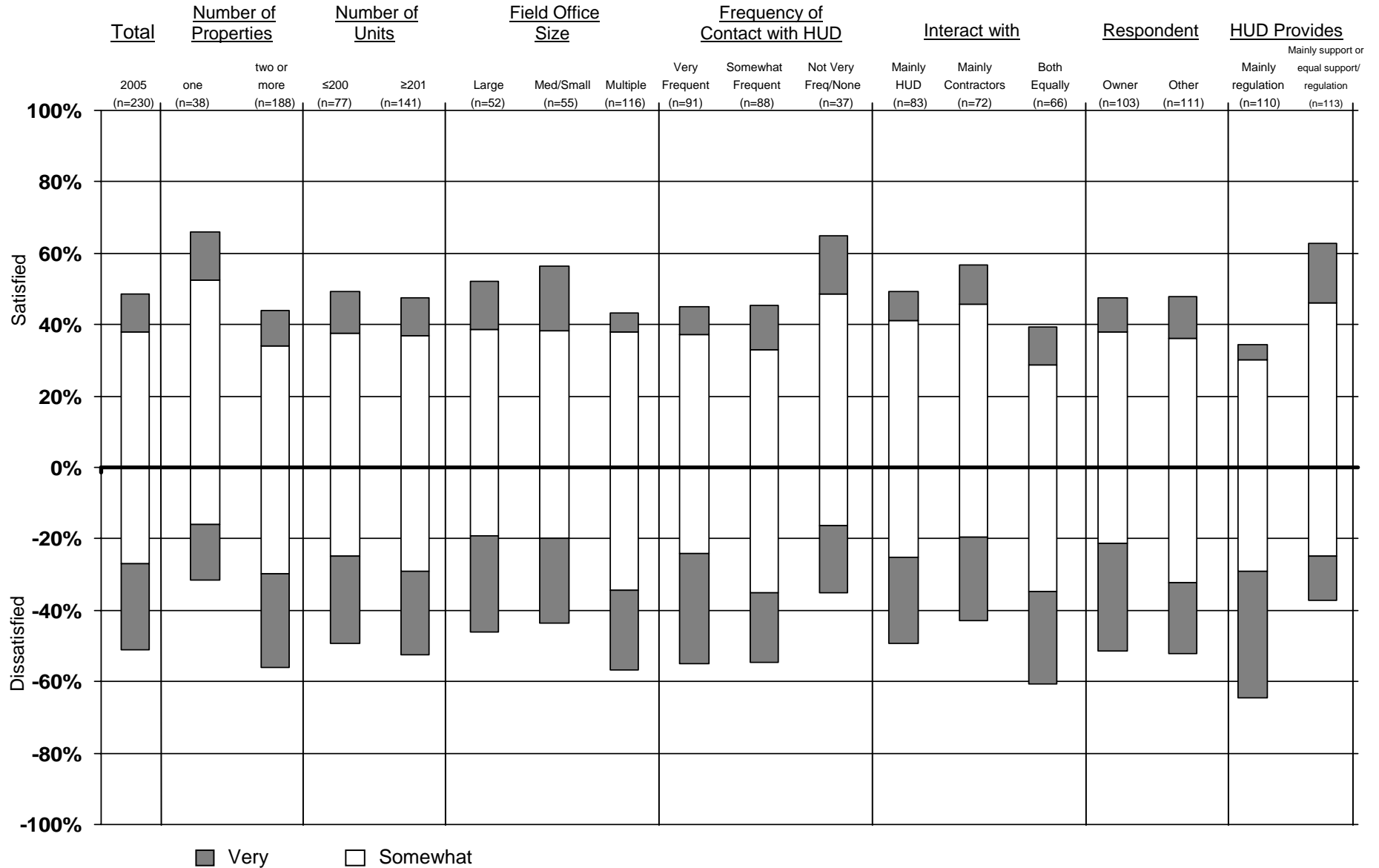


PARTNER SATISFACTION WITH HUD'S PERFORMANCE  
 Multifamily Housing Partners

Question 7j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



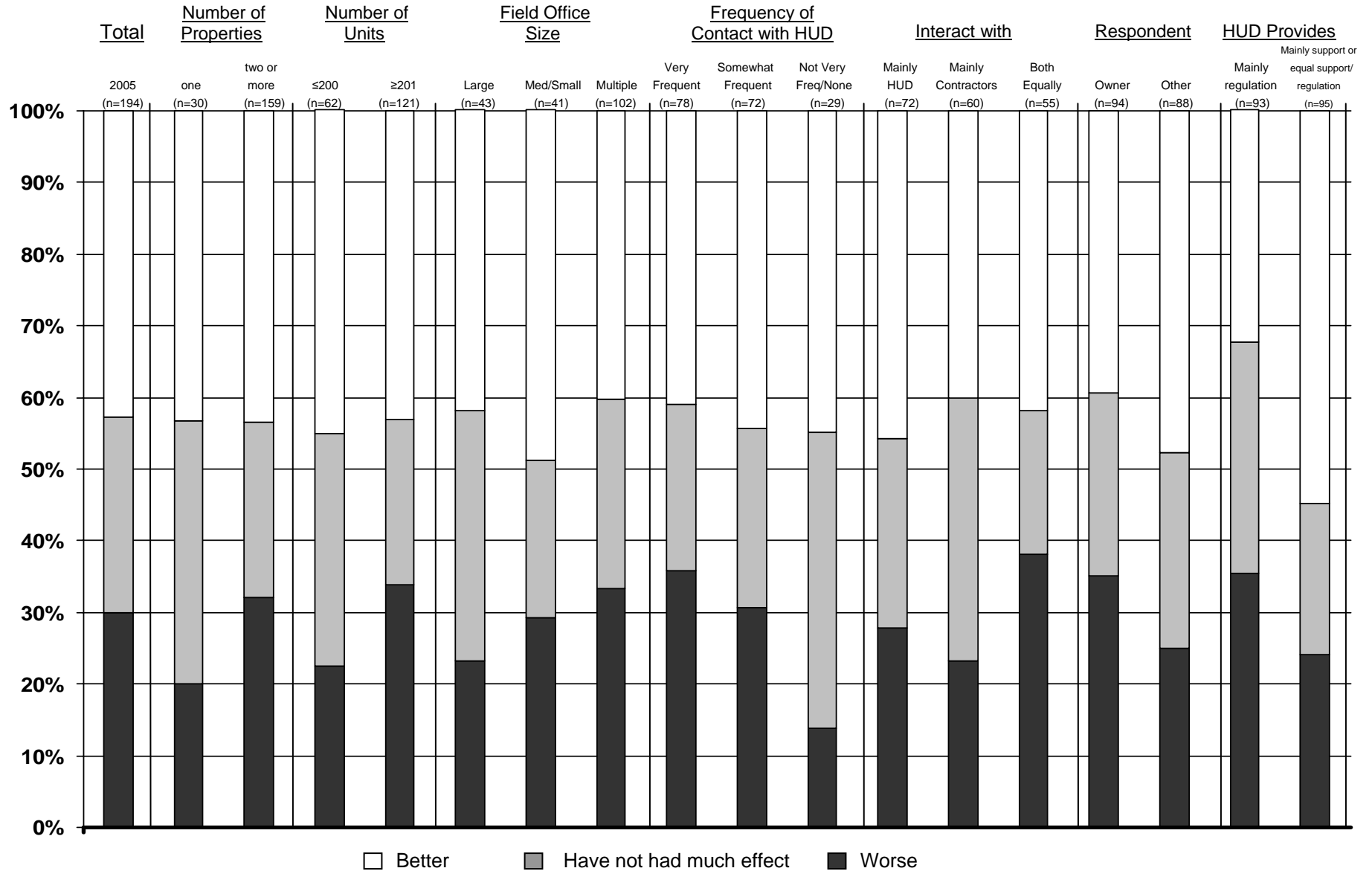
**Question 7k.** How satisfied or dissatisfied are you, in general, with the time commitment needed to comply with HUD reporting requirements?



# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing Partners

**Question 8a.** 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?

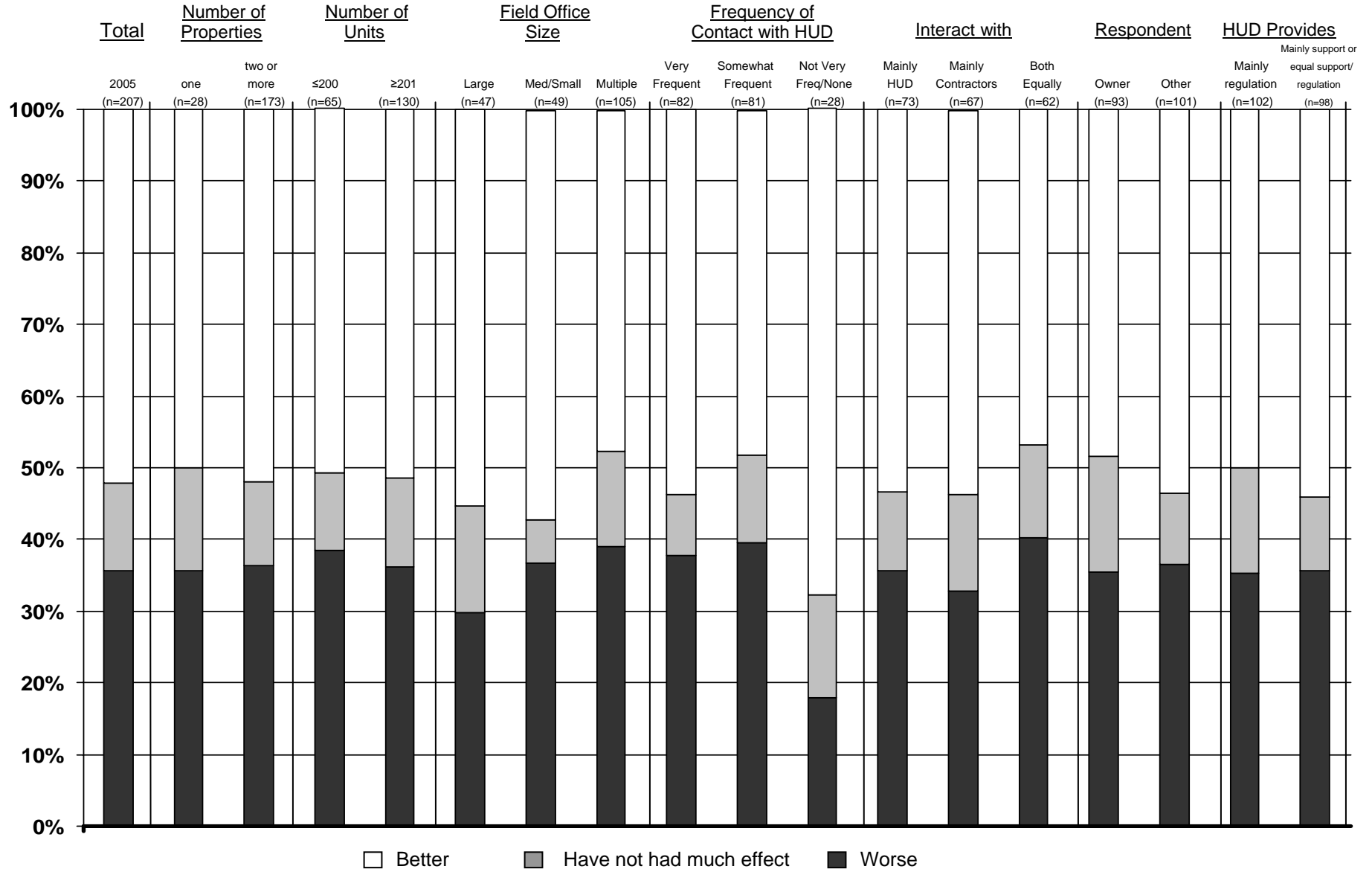


This chart excludes 78 respondents who answered don't know or not applicable or skipped the question.

## PARTNER SATISFACTION WITH HUD'S PERFORMANCE

### *Multifamily Housing Partners*

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

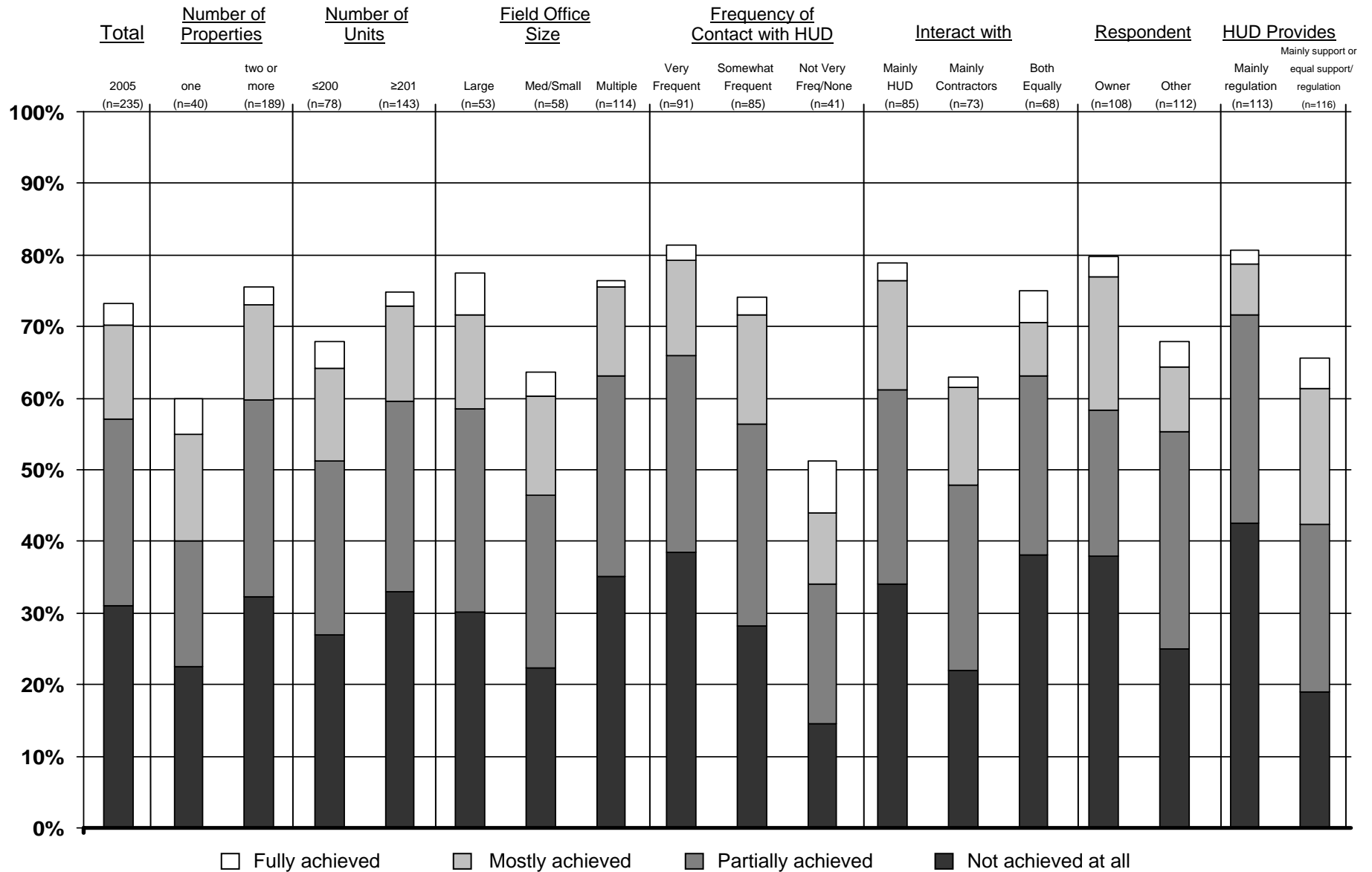


This chart excludes 40 respondents who answered don't know or not applicable or skipped the question.

# PARTNER SATISFACTION WITH HUD'S PERFORMANCE

## Multifamily Housing 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  
*Multifamily Housing 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.

