

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

2005 DATA BINDER

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

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

DATA BINDER

PREPARED FOR

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

BY

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

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PART 1: BACKGROUND

Improved satisfaction with the U.S. Department of Housing and Urban Development on the part of its key implementation partners—those intermediaries who deliver the Department's programs to its end customers—is a HUD objective intended to enhance agency accountability, service delivery, and customer service.¹ The premise is that when those who deliver HUD's programs receive quality service from HUD, the individuals and households who benefit from HUD's activities will, in turn, receive the best possible service. For that reason, measurement and tracking of partner satisfaction by HUD is responsive to the mandate of the Government Performance and Results Act of 1993 (GPRA), which calls on Federal agencies to set standards of government performance and measure progress toward their achievement.

In 2001, HUD sponsored a series of independent, confidential surveys of many of its partners, asking them to assess the Department's performance from their various vantage points. The survey data were published by HUD in a report titled *How's HUD Doing?*² It provided a snapshot of

partner assessments at that point in time and also afforded a baseline against which to evaluate changes in partner satisfaction with HUD over time.

To measure improvement in partner satisfaction since 2001, as well as to examine partner-relationship issues of current interest, HUD sponsored a second series of surveys in 2005. They focused on the same partner groups surveyed in 2001 and used a similar methodology to ensure comparability. How these partners believe HUD is doing in its current quest for management excellence, and whether there has been change over time, are the primary issues addressed by the 2005 surveys.

The present document is a detailed presentation of survey results for one partner group: mayors and other chief elected officials. The bar charts in this report show responses to each survey question and are reported for the group as a whole and subgroups of interest. A copy of the survey questionnaire is in the appendix.

The complete results of the 2005 partner surveys are presented for all partner groups in a separate document entitled "Partner Satisfaction with HUD's Performance: 2005 Survey Results and Trends Since 2001." The comprehensive survey report contains a narrative presentation of the findings,

¹ *Fiscal Year 2006 Annual Performance Plan*, U.S. Department of Housing and Urban Development, June, 2005, pp.148-149.

² Martin D. Abravanel, Harry P. Hatry and Christopher Hayes, *How's HUD Doing? Agency Performance as Judged By Its Partners*, U.S. Department of Housing and Urban Development, Office of Policy Development and Research, December 2001.

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

The survey sample. The survey questionnaire was sent to all mayors and other chief elected officials of local governments of communities with populations of 50,000 or more. Chief elected officials included Town Supervisors, Council Presidents, Presidents of the Boards of Trustees, Chairpersons of Boards of Trustees, Chairpersons of Boards of Selectmen, First Selectmen, and Township Commission Presidents.

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

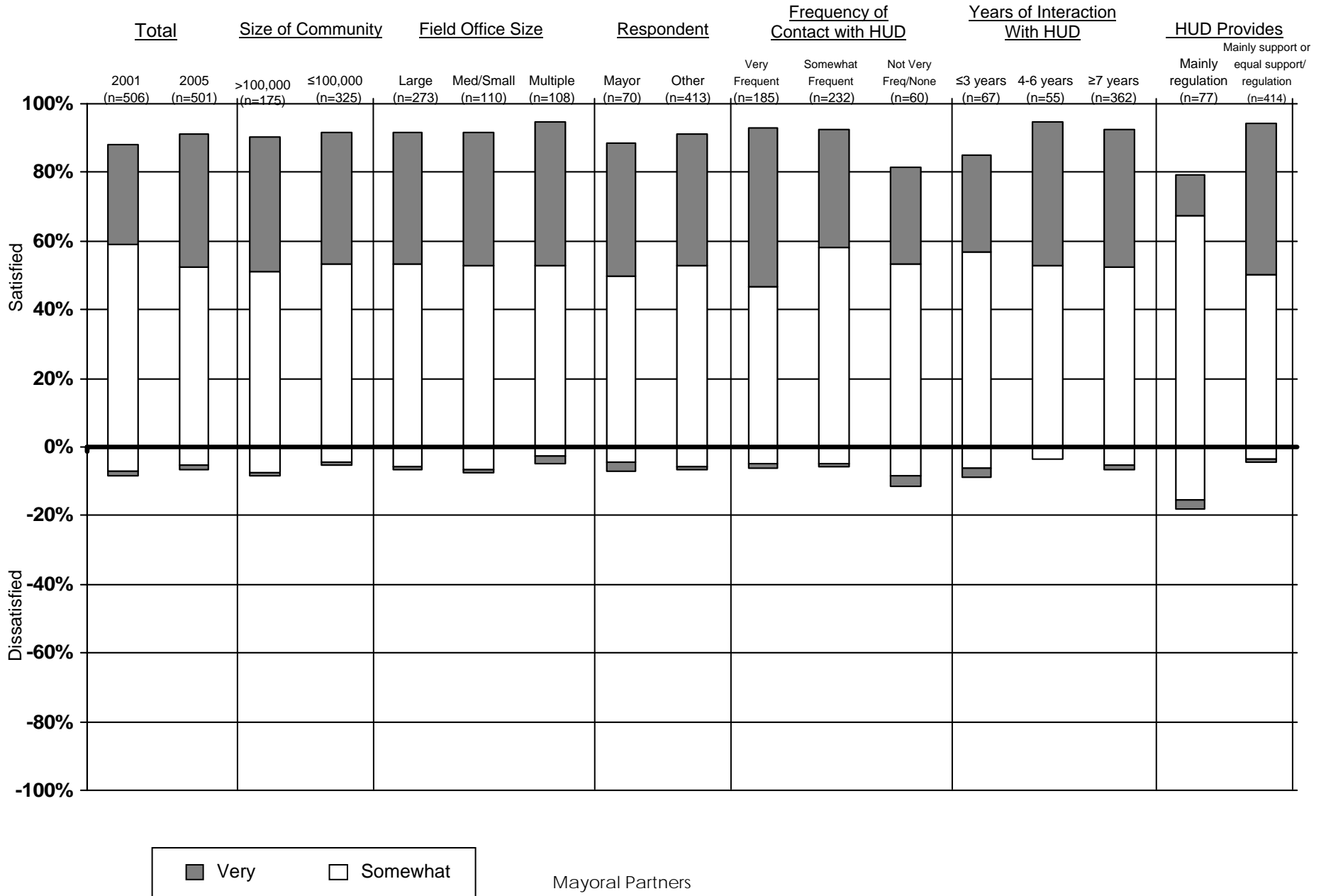
PART 2: SURVEY HIGHLIGHTS

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

PART 3: BAR CHARTS OF EACH SURVEY QUESTION

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

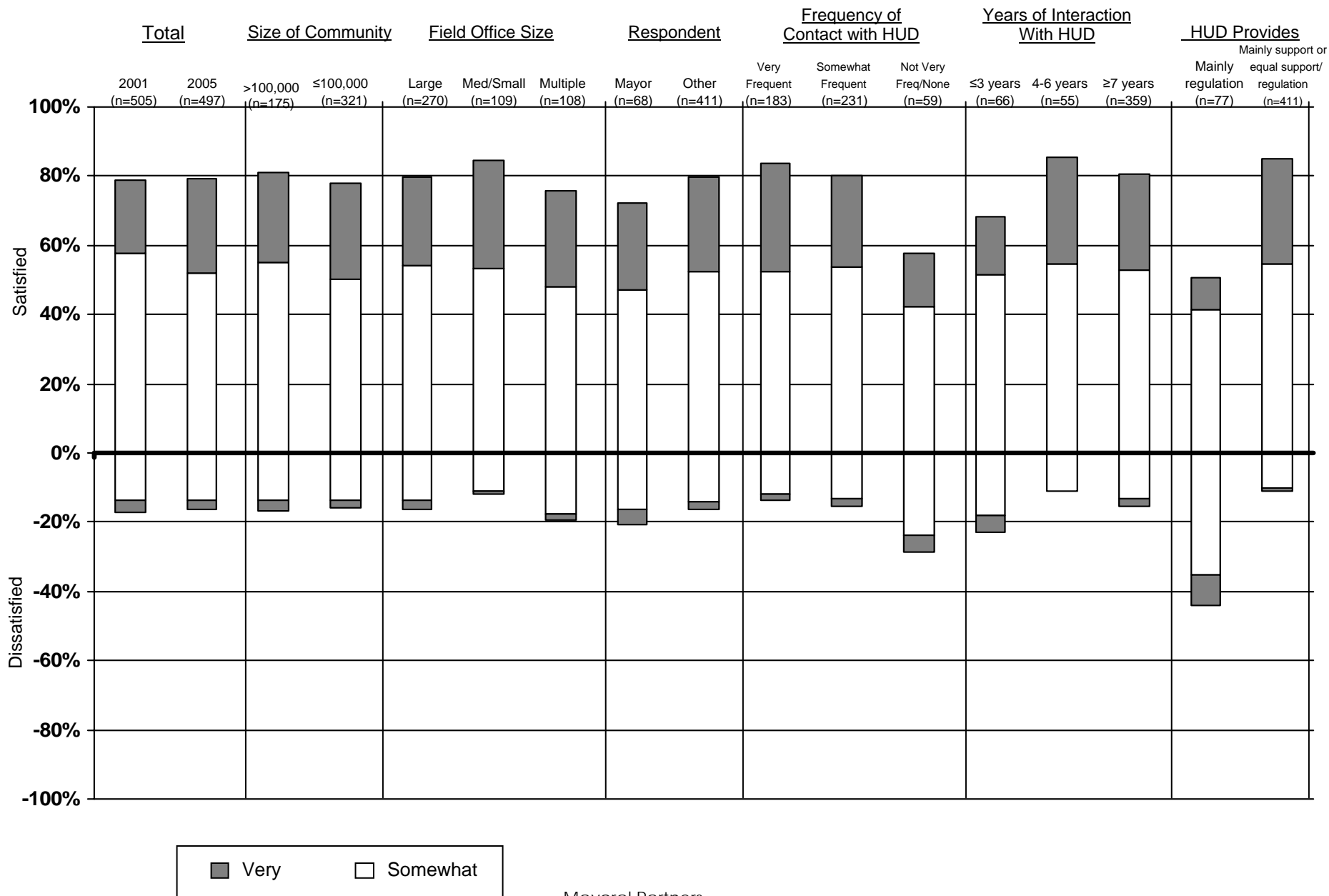
Question 4a. Thinking first about HUD programs with which you currently deal and then about how HUD runs those programs, how satisfied or dissatisfied are you, in general, with the HUD programs you currently deal with?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

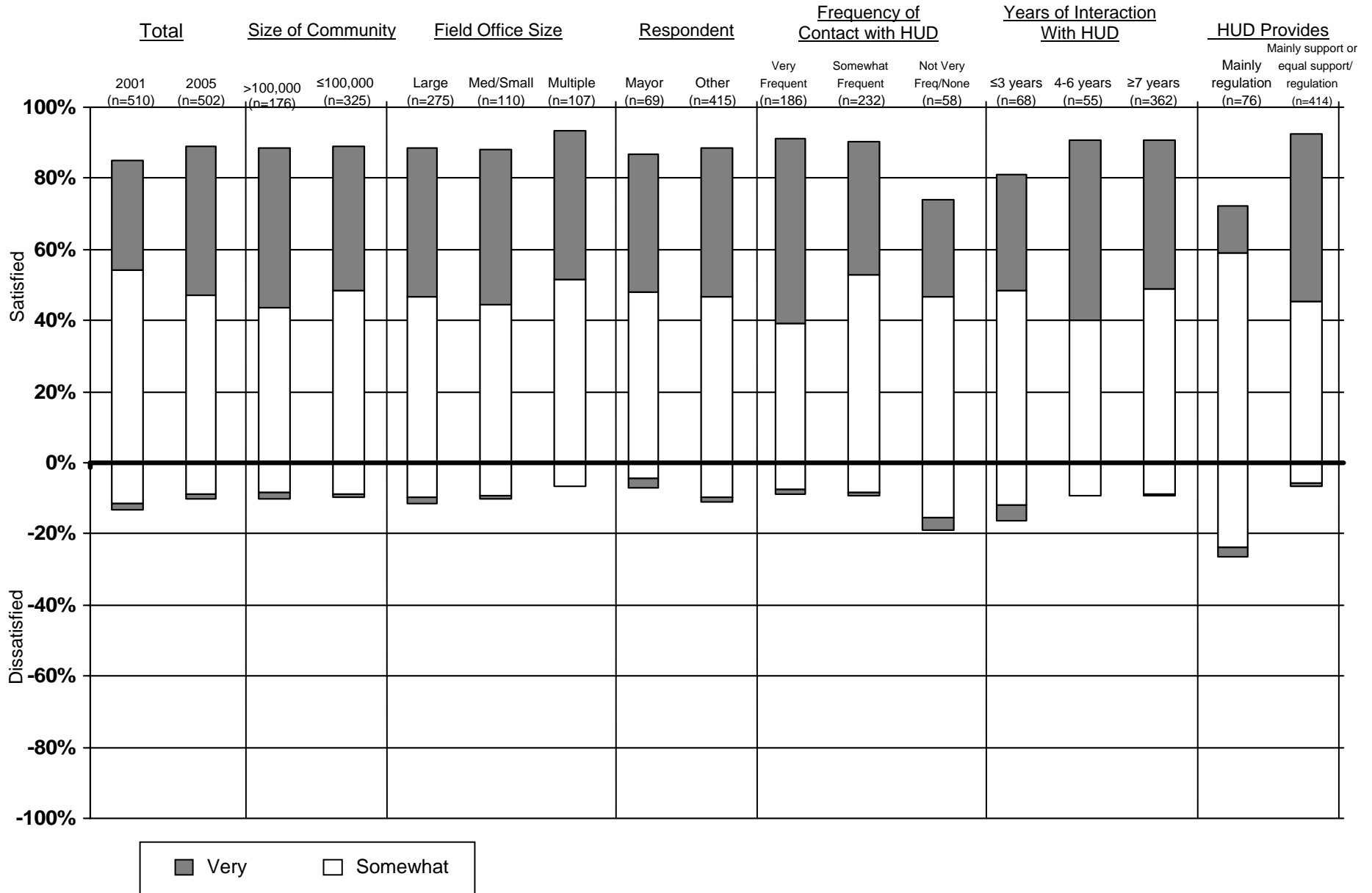
Mayors and Other Chief Elected Officials

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



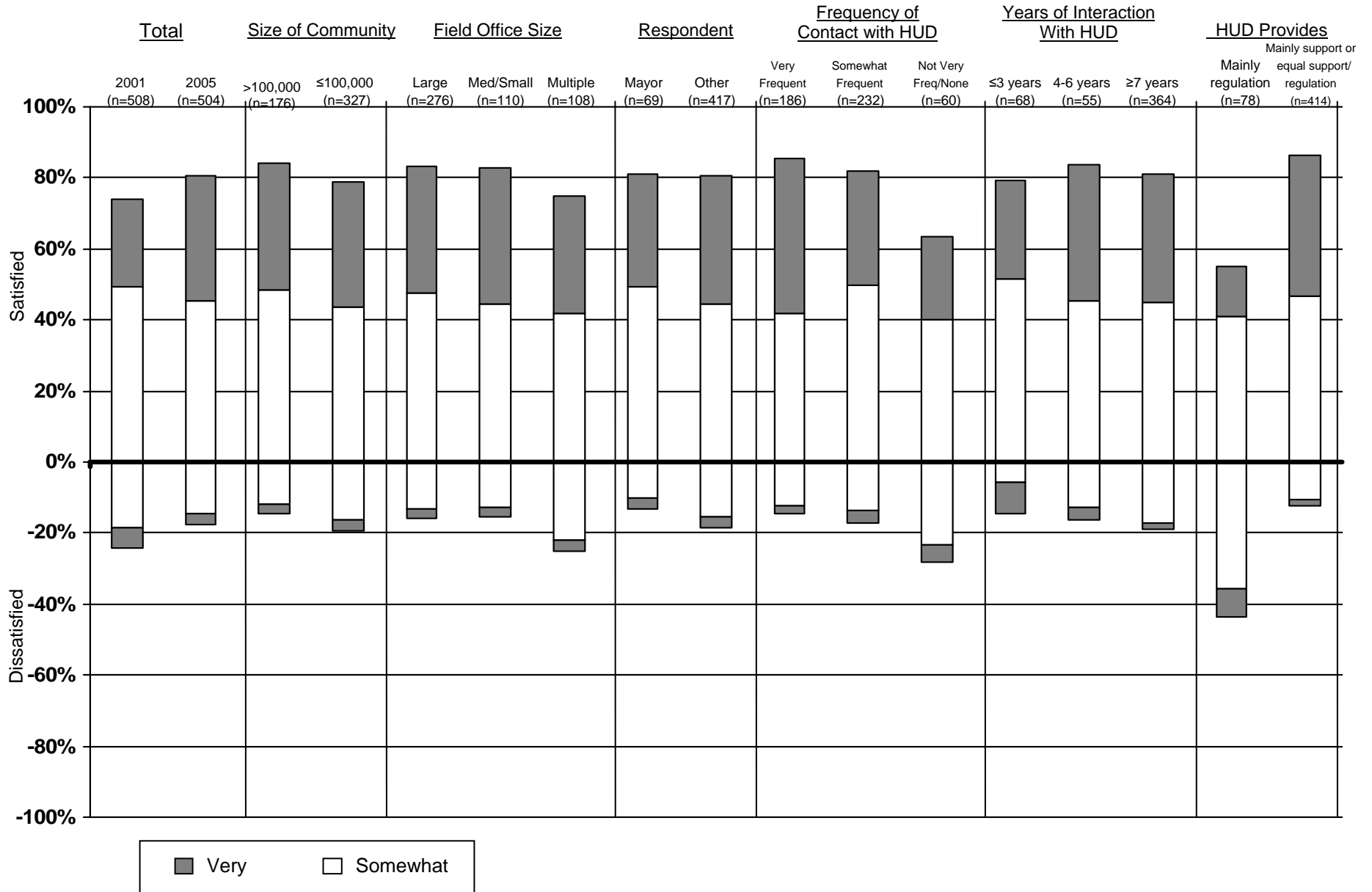
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



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

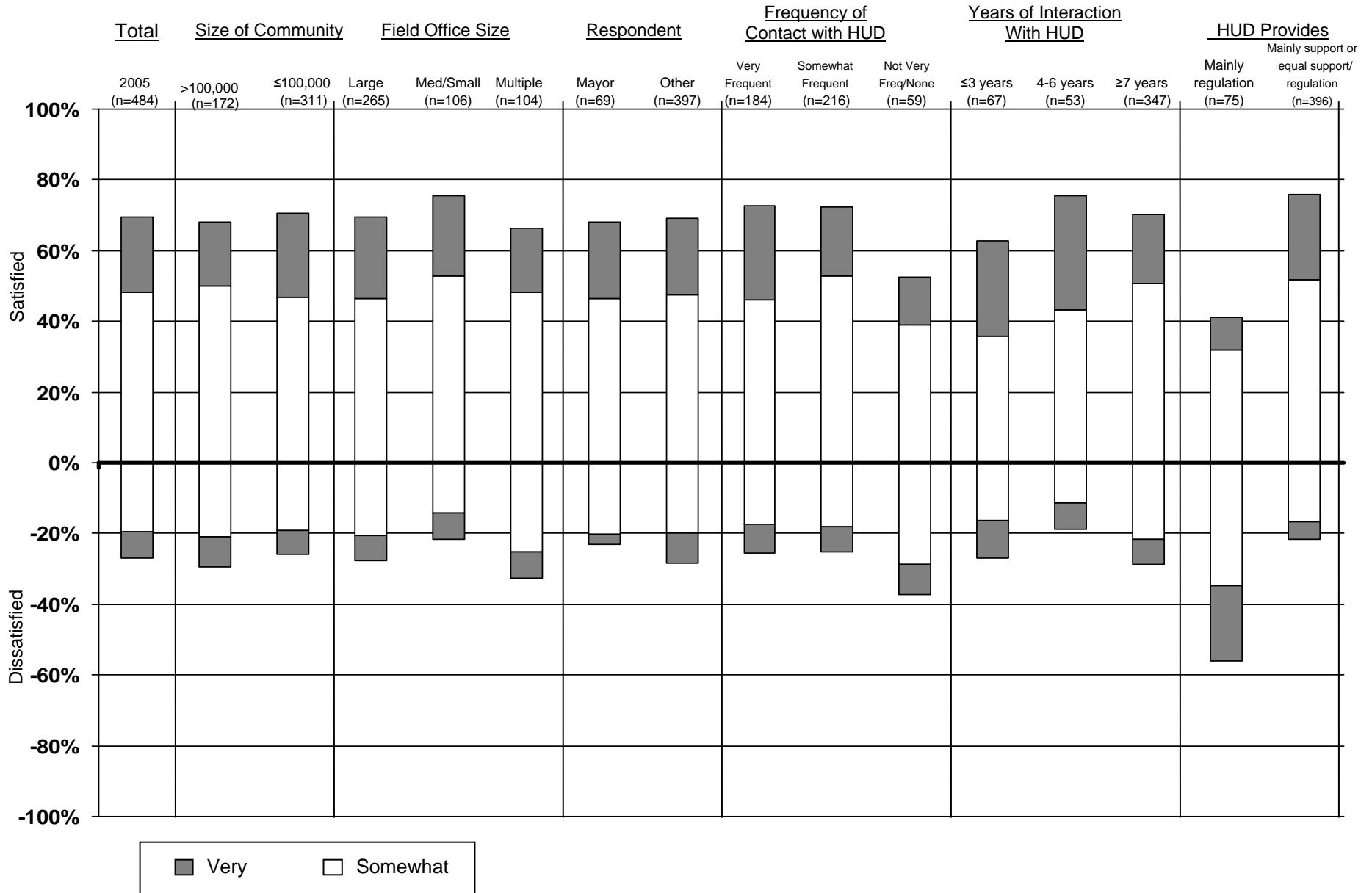
Question 5b. How satisfied or dissatisfied are you, in general, with the timeliness of the information you currently receive from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

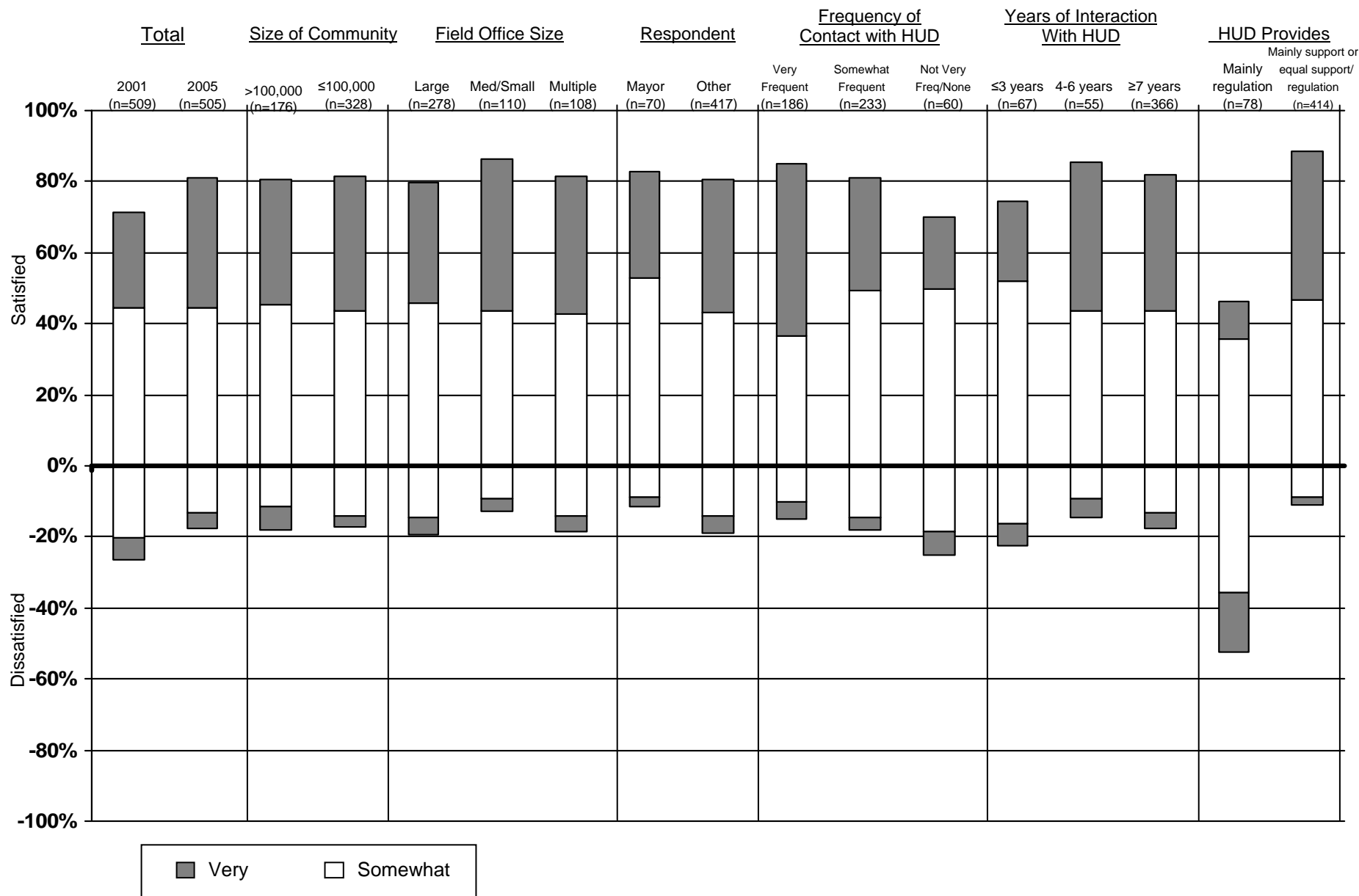
Mayors and Other Chief Elected Officials

Question 5c. How satisfied or dissatisfied are you, in general, with the timeliness of decision-making by HUD (such as requests for waivers, rulings, and approvals)?



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

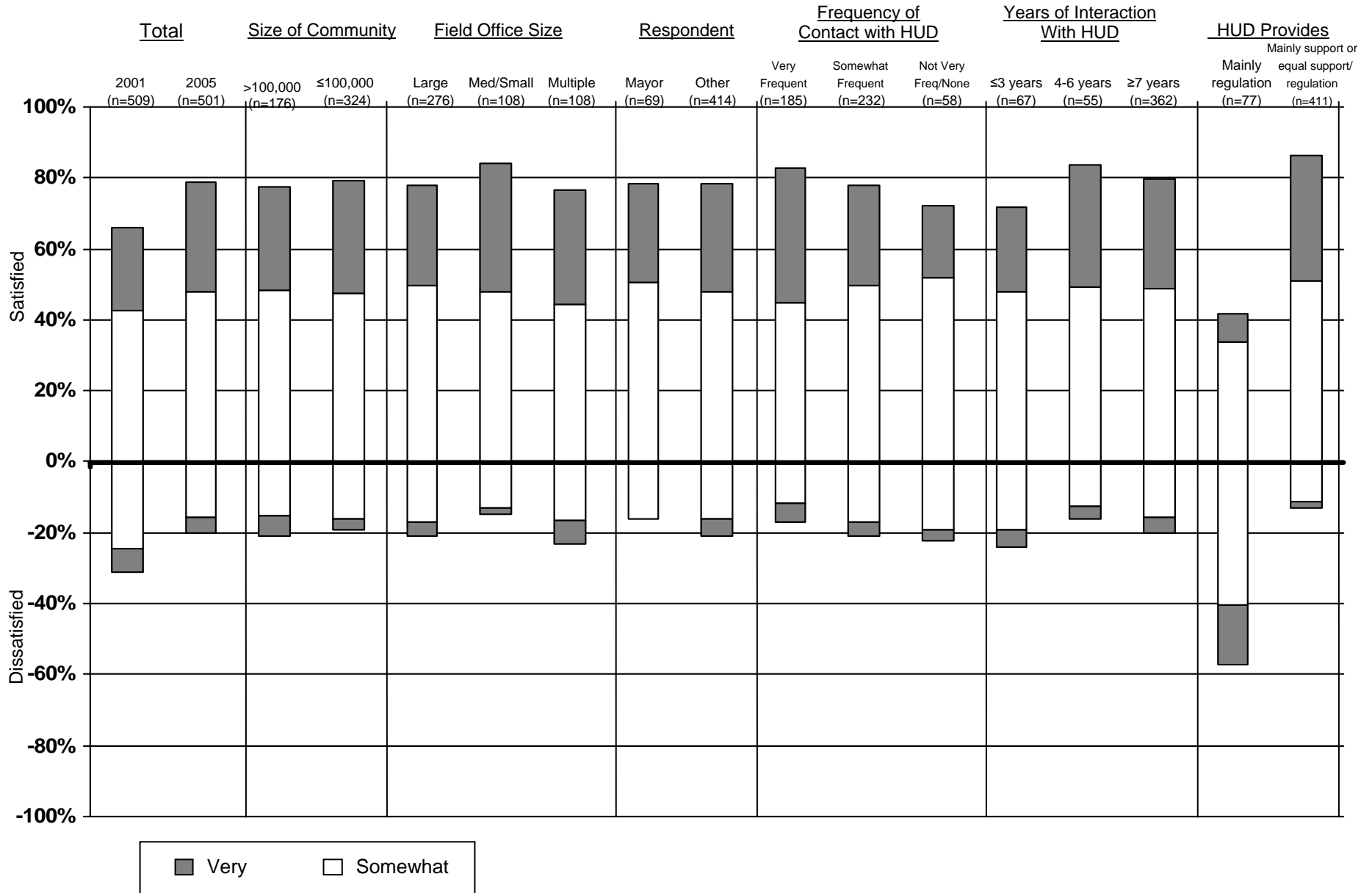
Question 5d. How satisfied or dissatisfied are you, in general, with the quality of guidance you currently get from HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

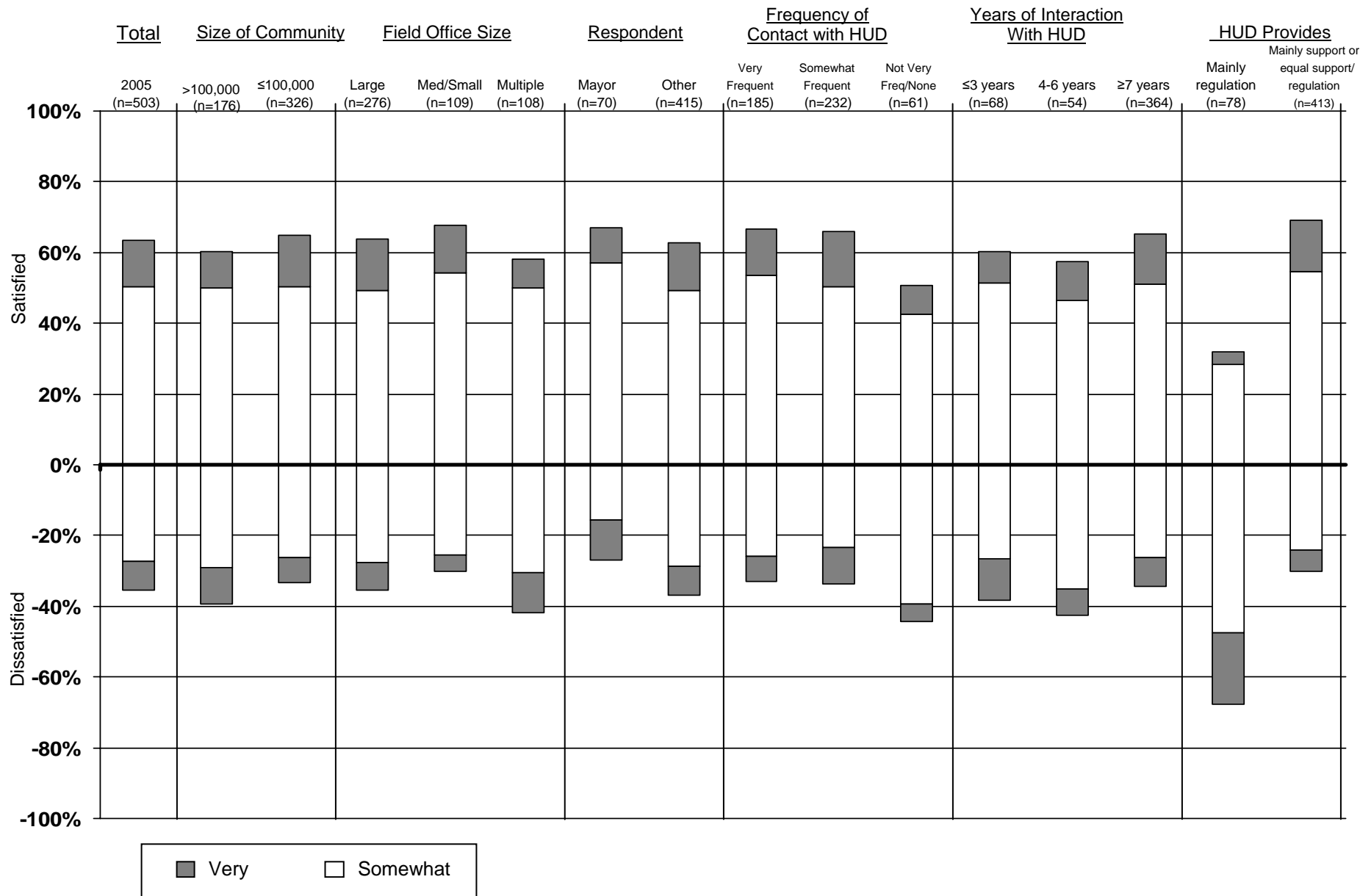
Mayors and Other Chief Elected Officials

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



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

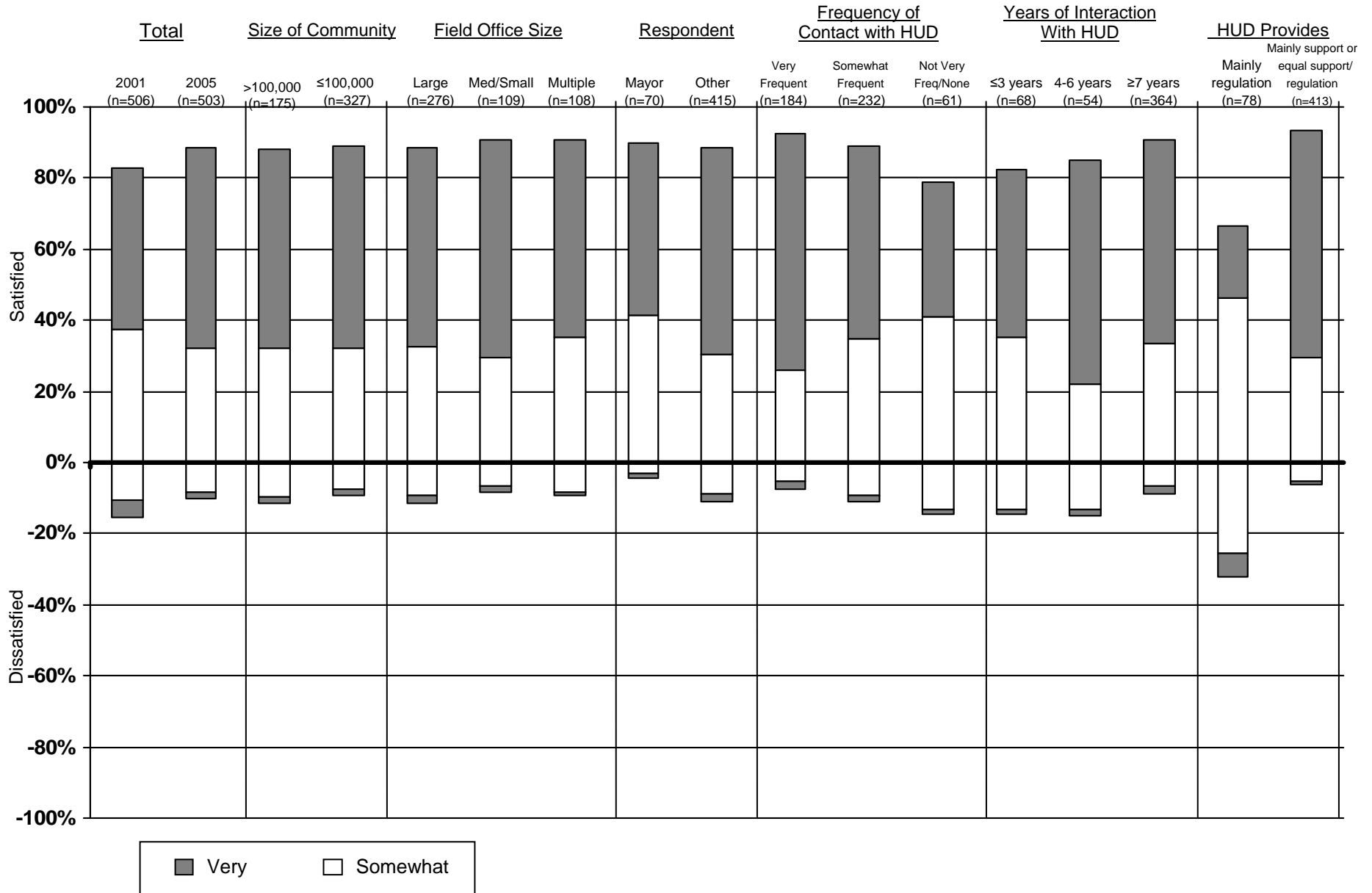
Question 5f. How satisfied or dissatisfied are you, in general, with the clarity of HUD rules and requirements that apply to your agency?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

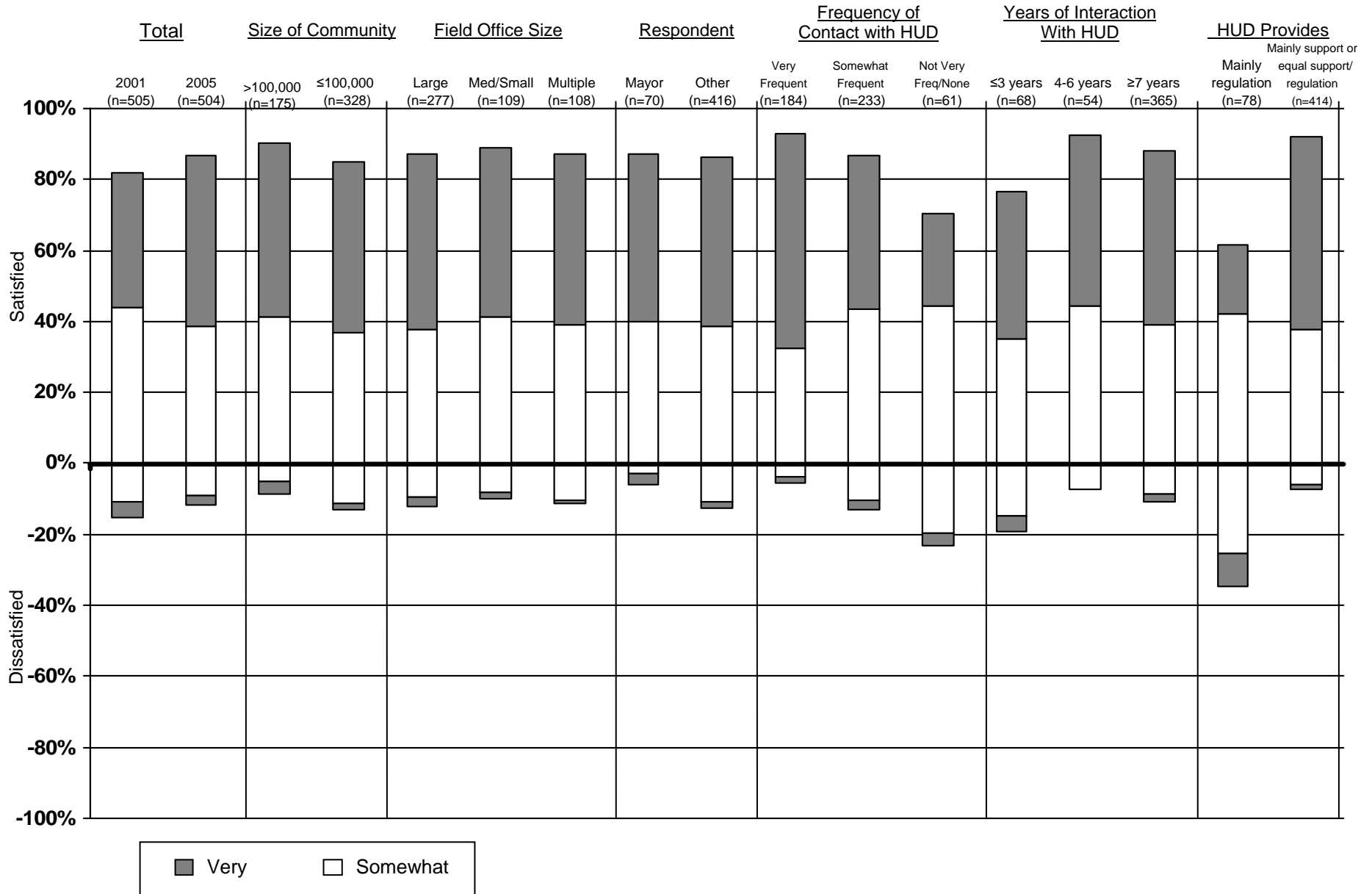
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Question 5g. How satisfied or dissatisfied are you, in general, with the responsiveness of the people with whom you currently deal at HUD?



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

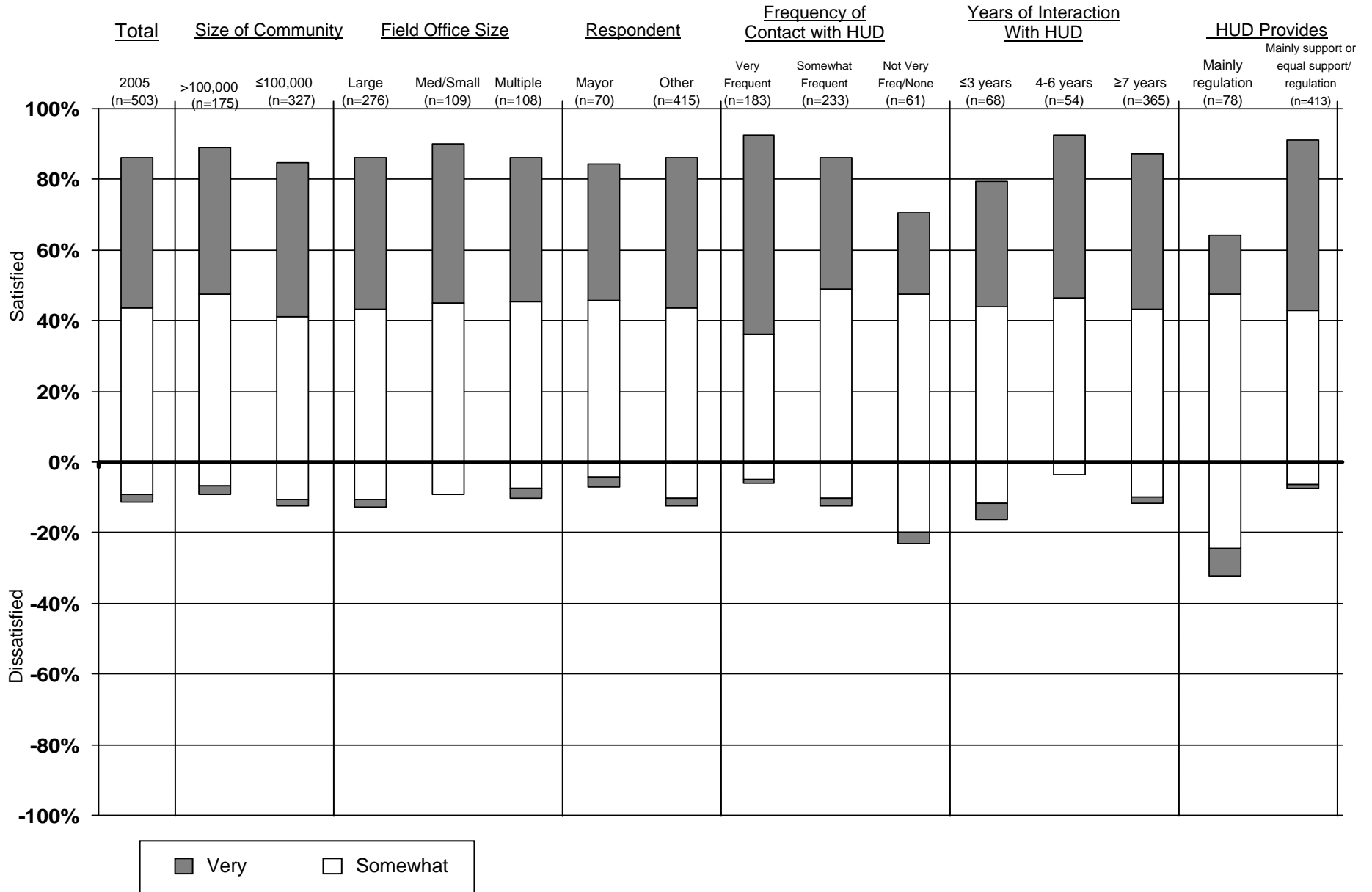
Question 5h. How satisfied or dissatisfied are you, in general, with the competence of the people with whom you currently deal at HUD?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

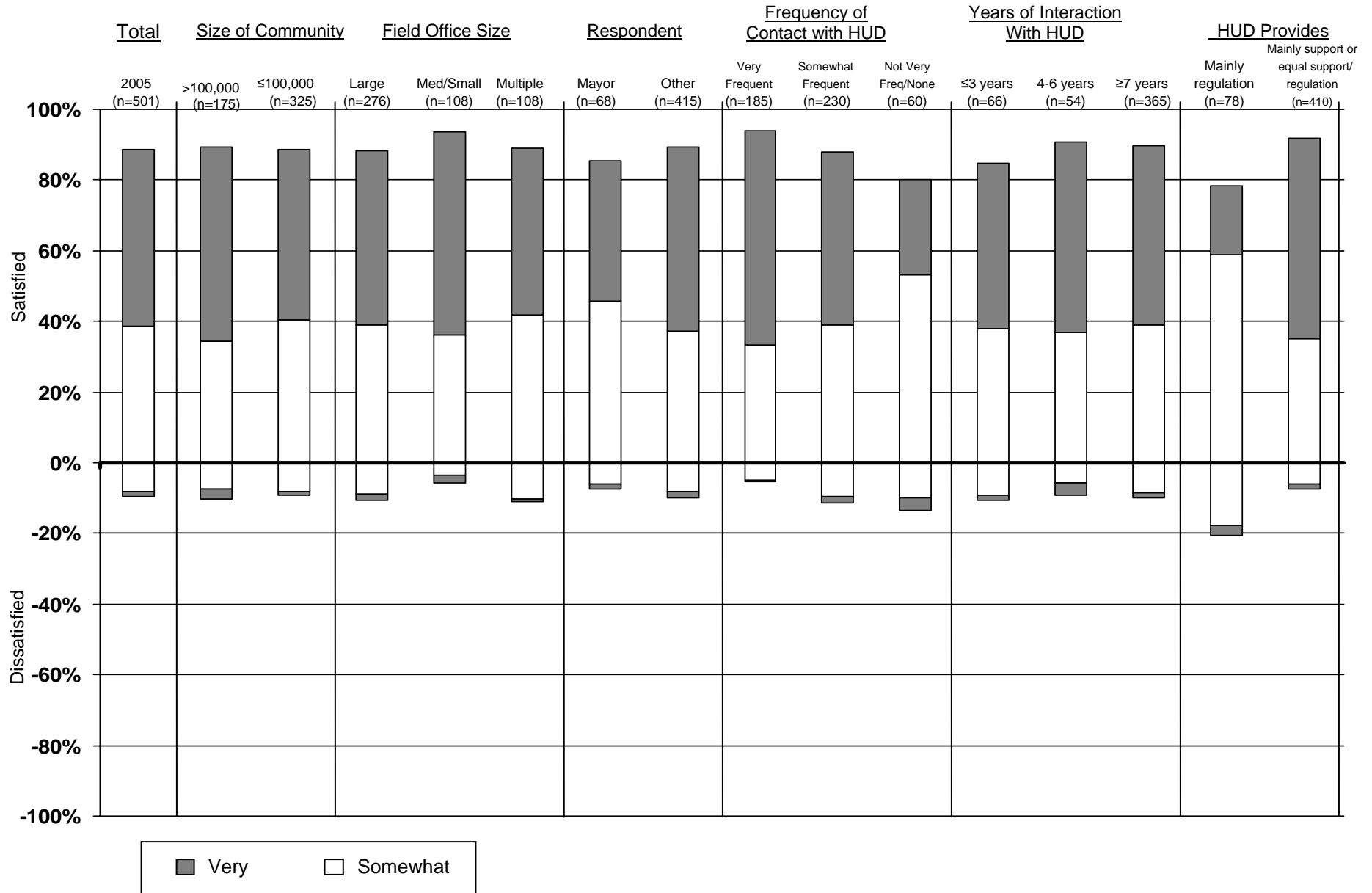
Mayors and Other Chief Elected Officials

Question 5i. How satisfied or dissatisfied are you, in general, with the extent to which HUD employees have the knowledge, skills, and ability to do their work?



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

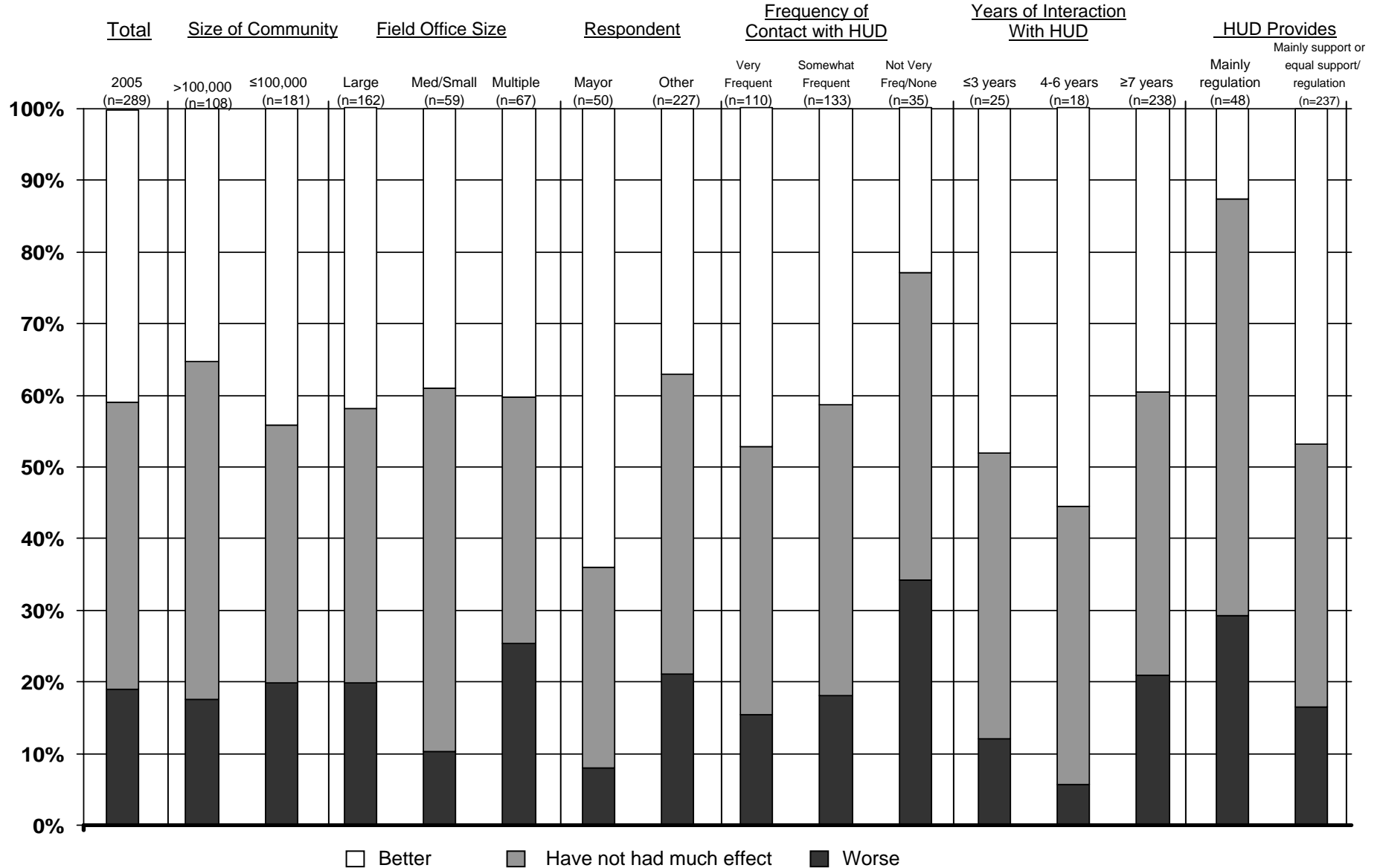
Question 5j. How satisfied or dissatisfied are you, in general, with your ability to reach the people at HUD whom you need to contact?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Mayors and Other Chief Elected Officials

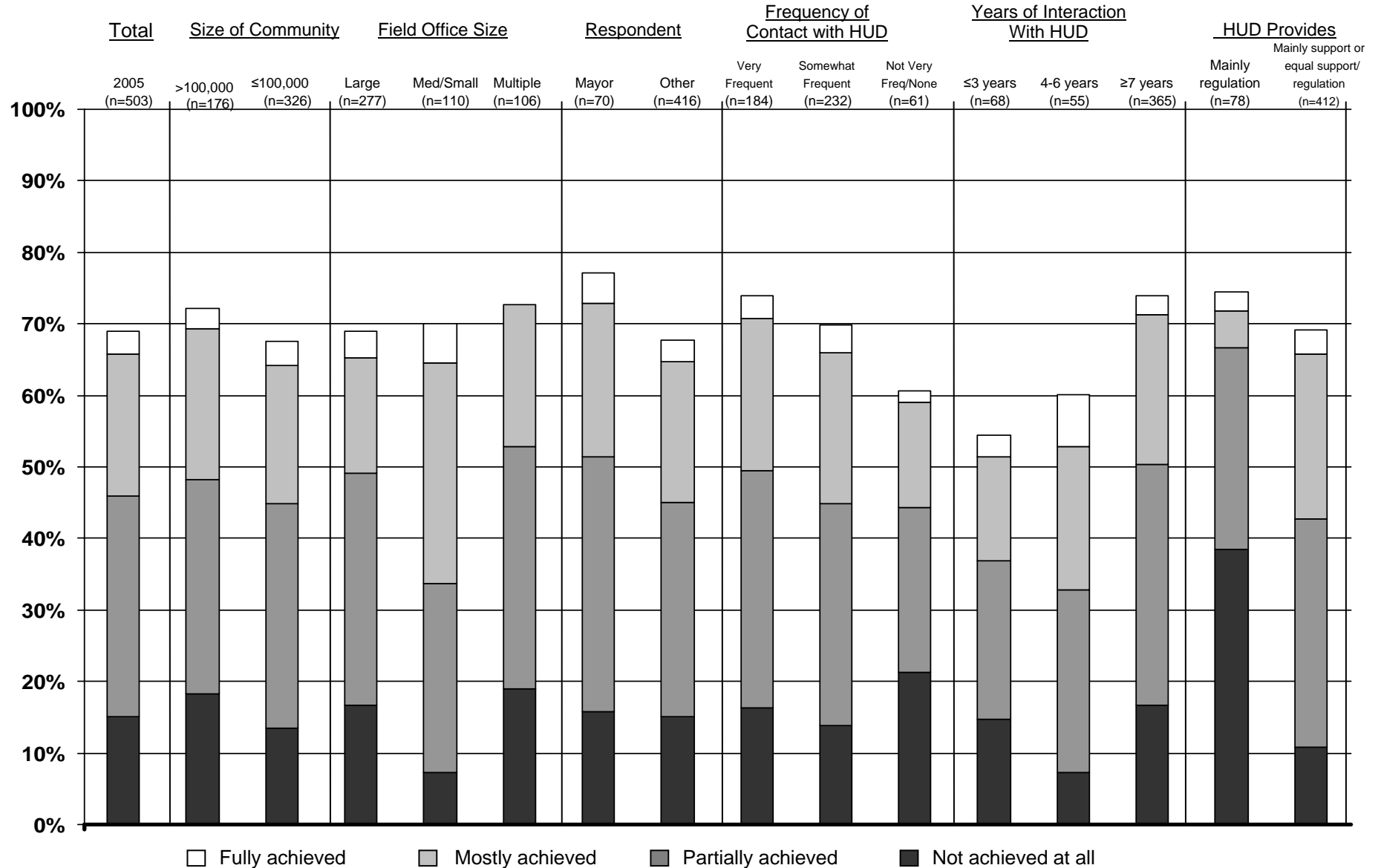
Question 6. Over the past several years HUD has made some changes to its organizational structure, such as consolidation of certain previously independent offices under existing program offices (like the Real Estate Assessment Center, the Departmental Enforcement Center, and the Office of Multifamily Housing Assistance Restructuring). In general, have these changes made HUD much better, somewhat better, somewhat worse, much worse, or have they not had much effect?



This chart excludes 224 respondents who answered don't know or not applicable or skipped the question.

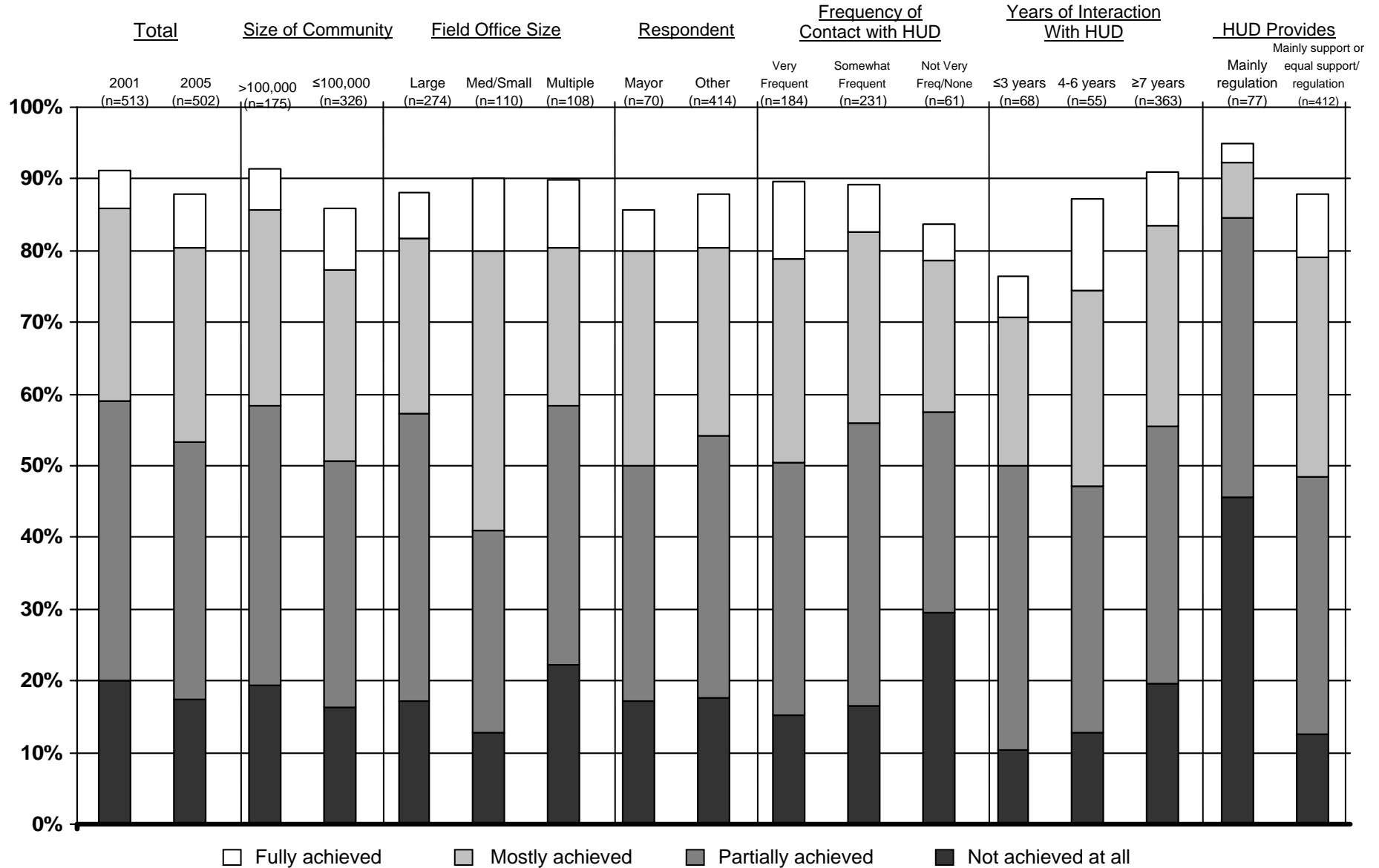
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
Mayors and Other Chief Elected Officials

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



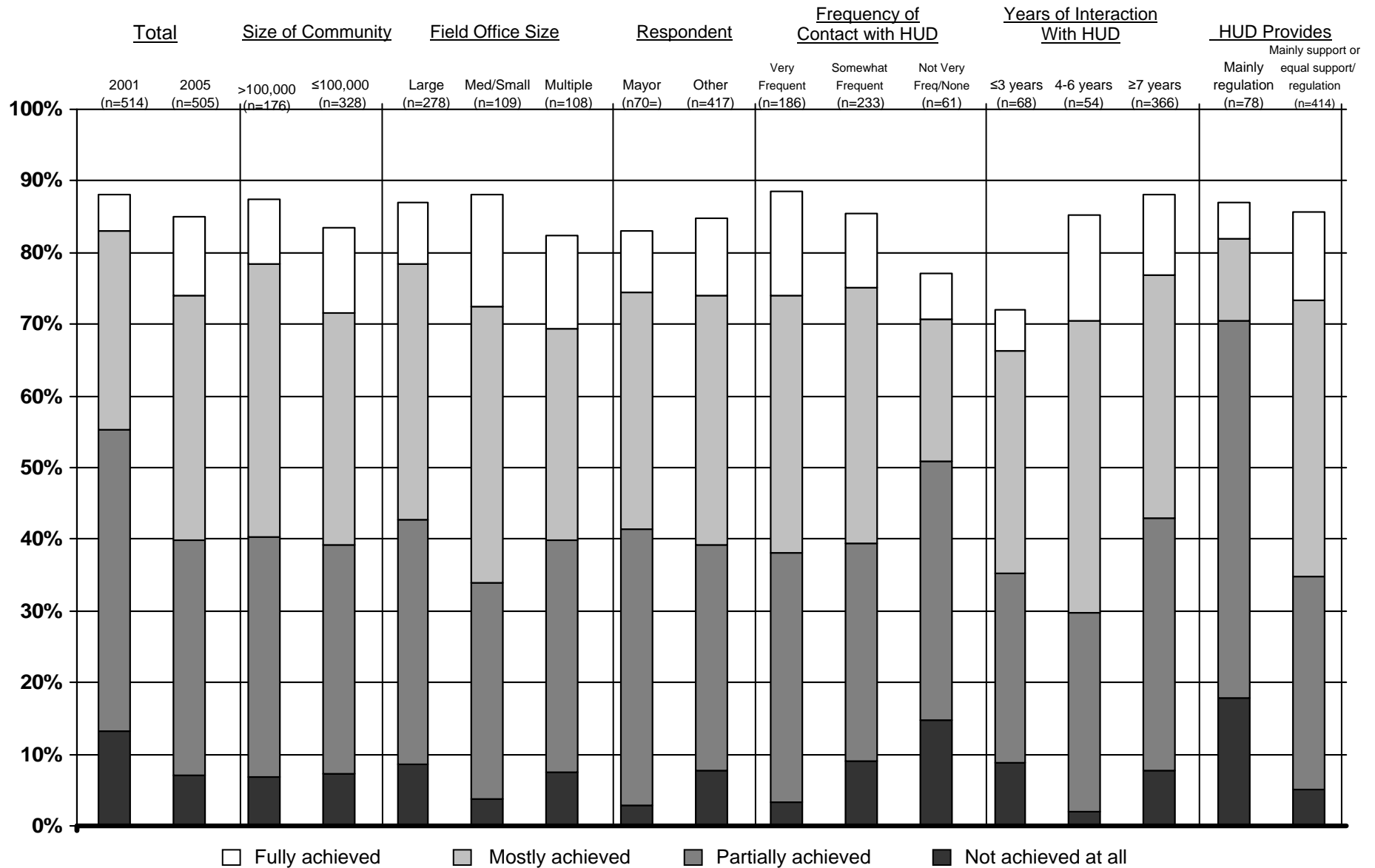
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



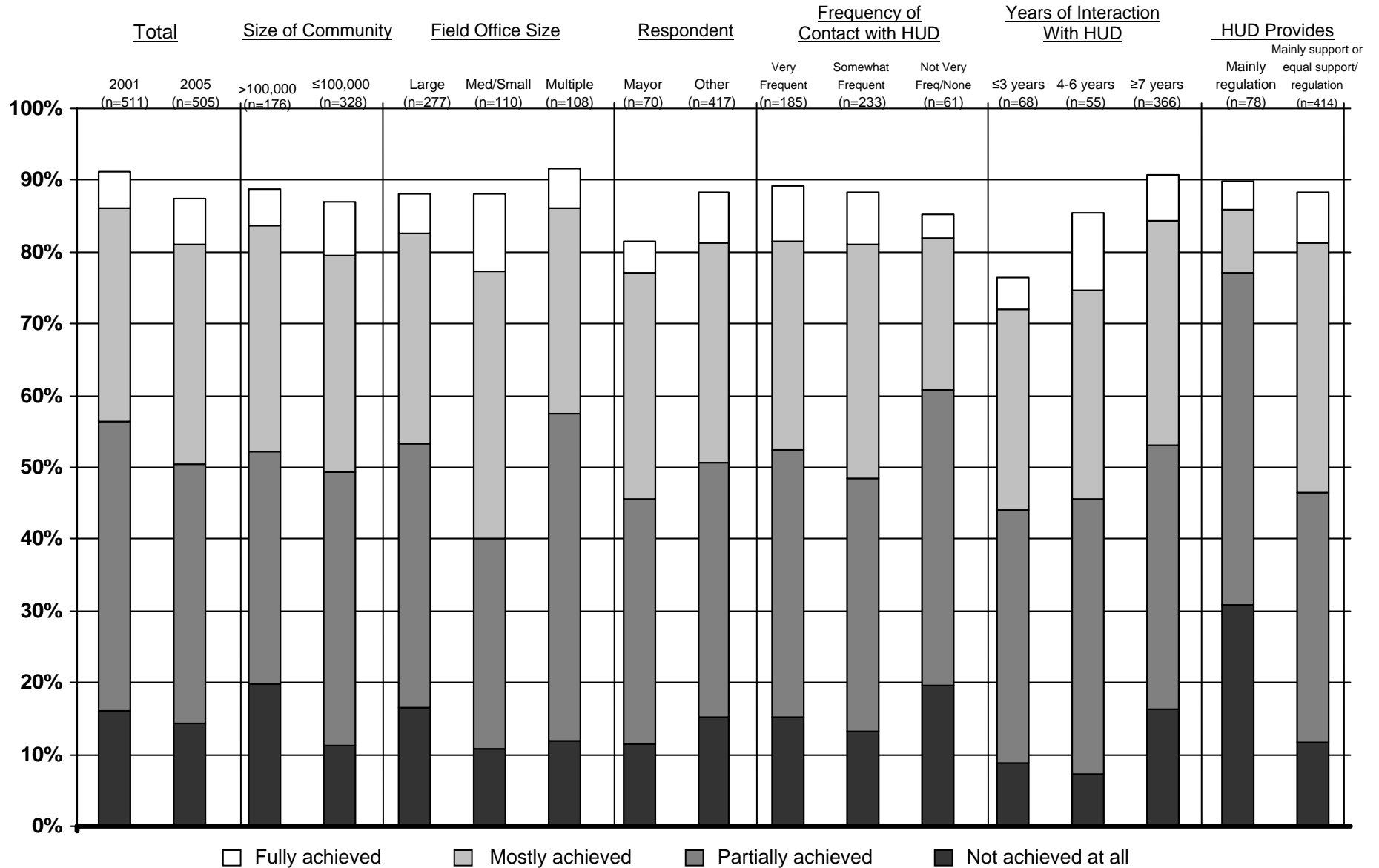
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 7c. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not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



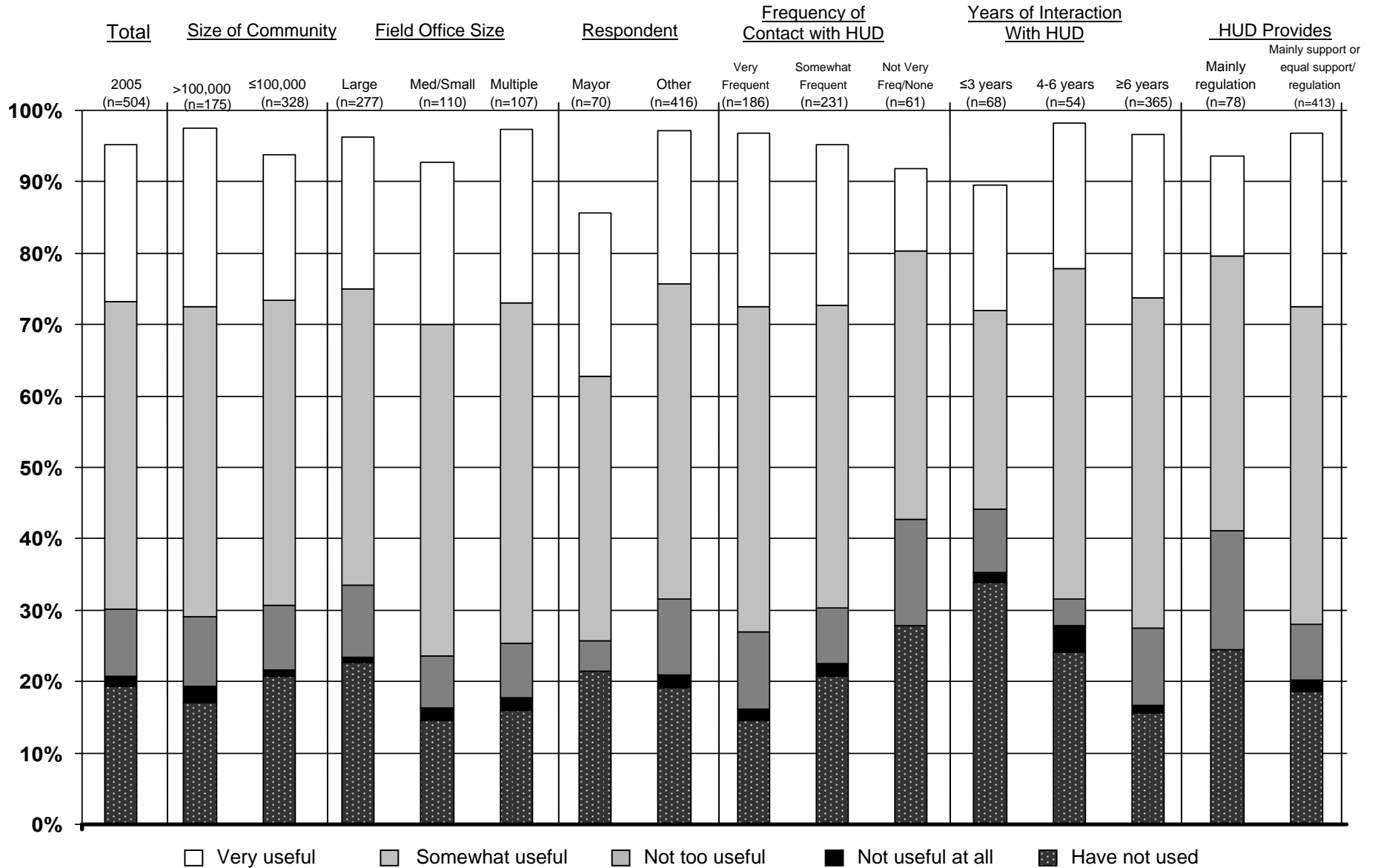
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

Question 7d. Based on your experience with HUD over the past 12 months, please indicate the extent to which you believe this objective has been fully achieved, mostly achieved, partially achieved, or not achieved at all: To replace an emphasis on process with an emphasis on performance.



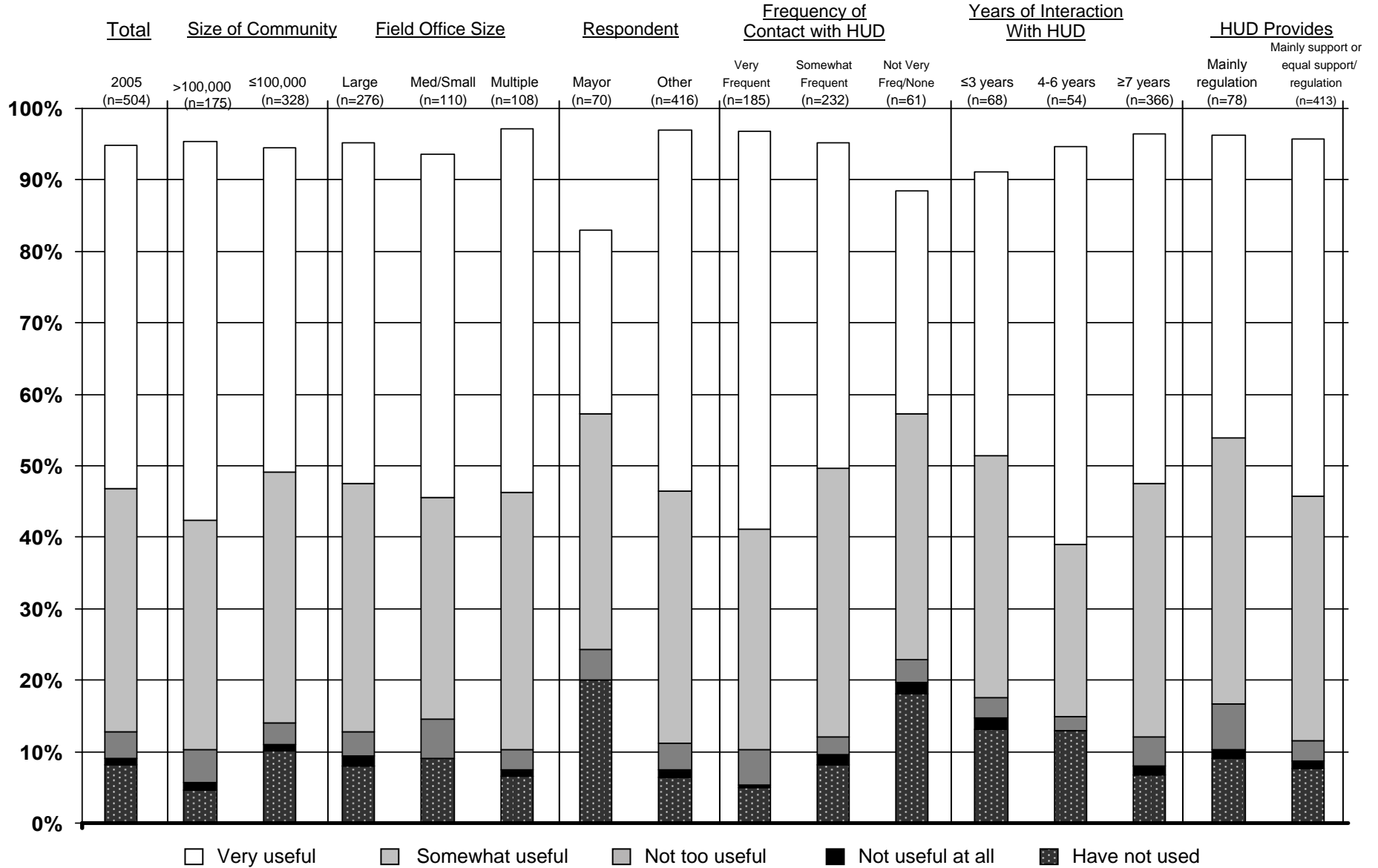
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 8a. How useful or not useful have you found HUD's training and technical assistance through HUD-sponsored conferences/satellite broadcasts?



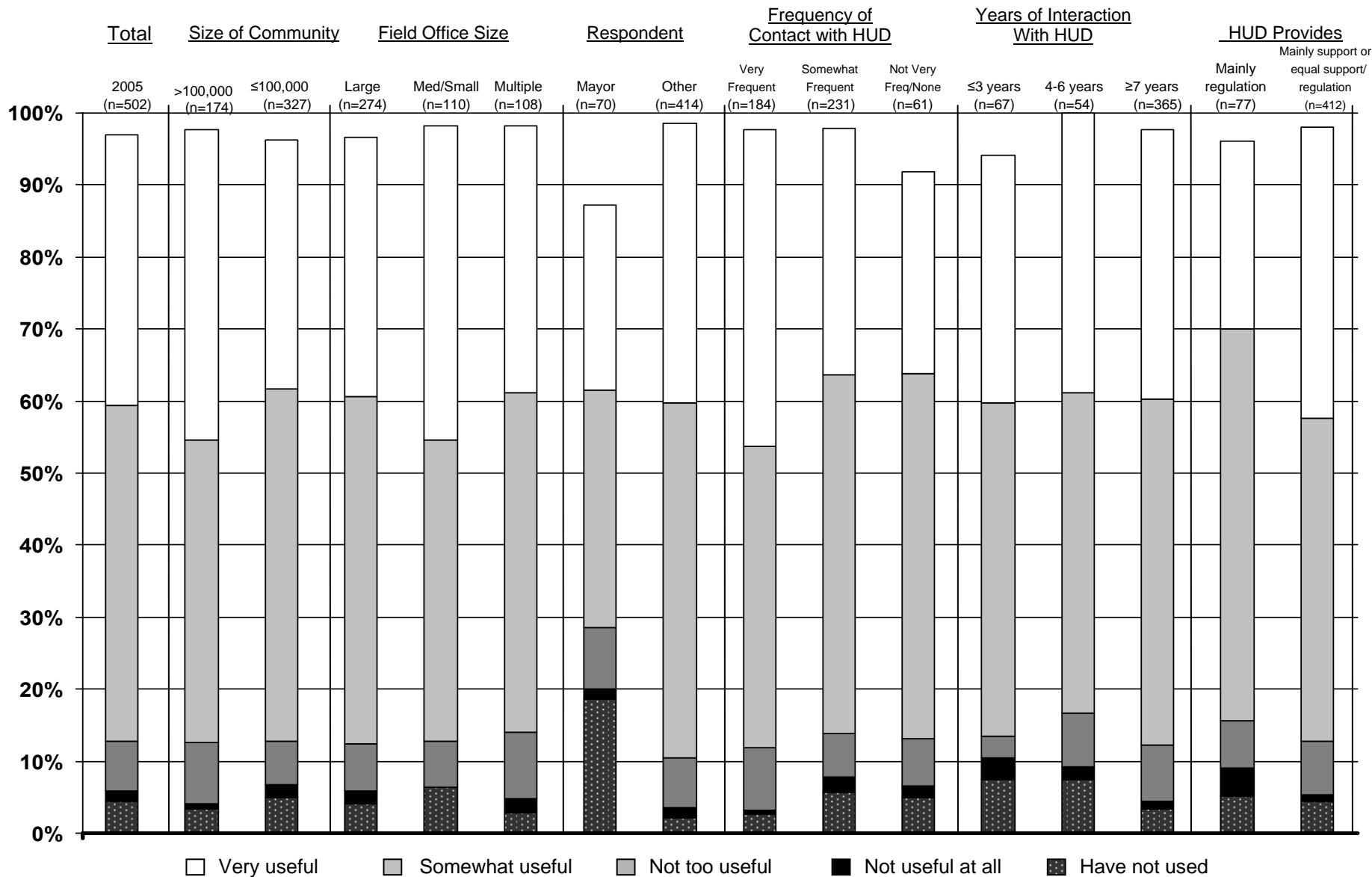
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



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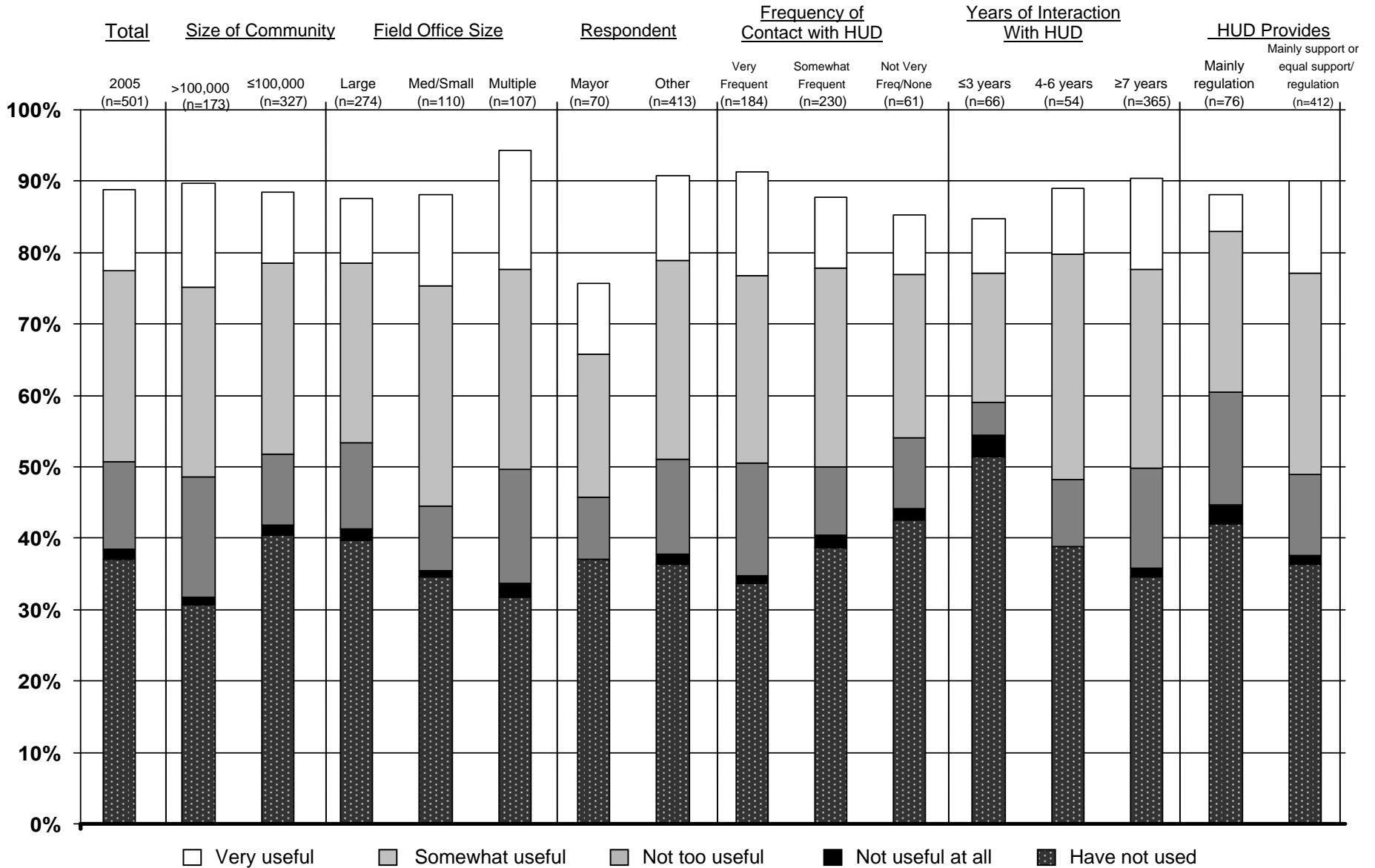
Question 8c. How useful or not useful have you found HUD's training and technical assistance through HUD's Webpage?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

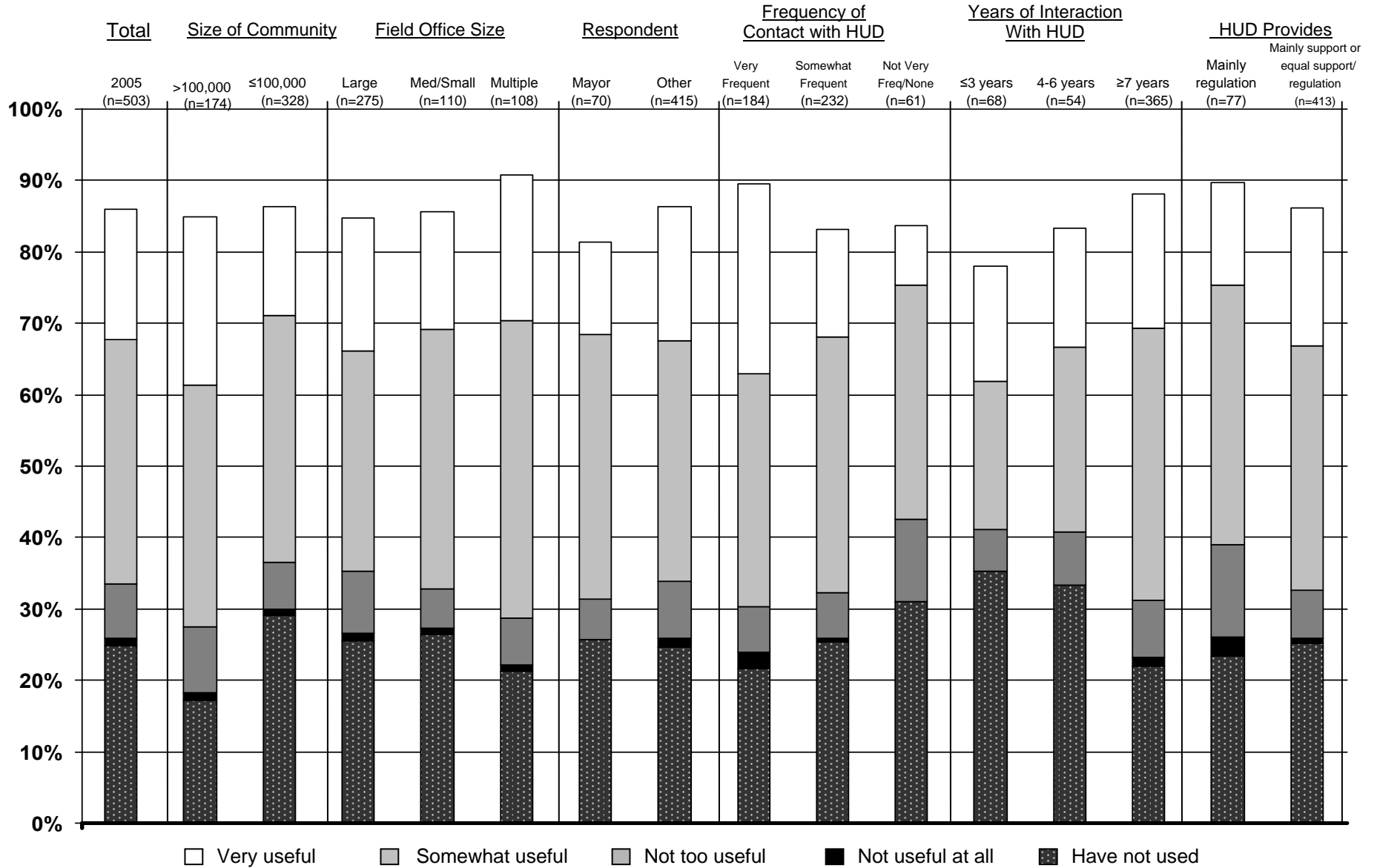
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Question 8d. How useful or not useful have you found HUD's training and technical assistance through HUD's Webcast training?



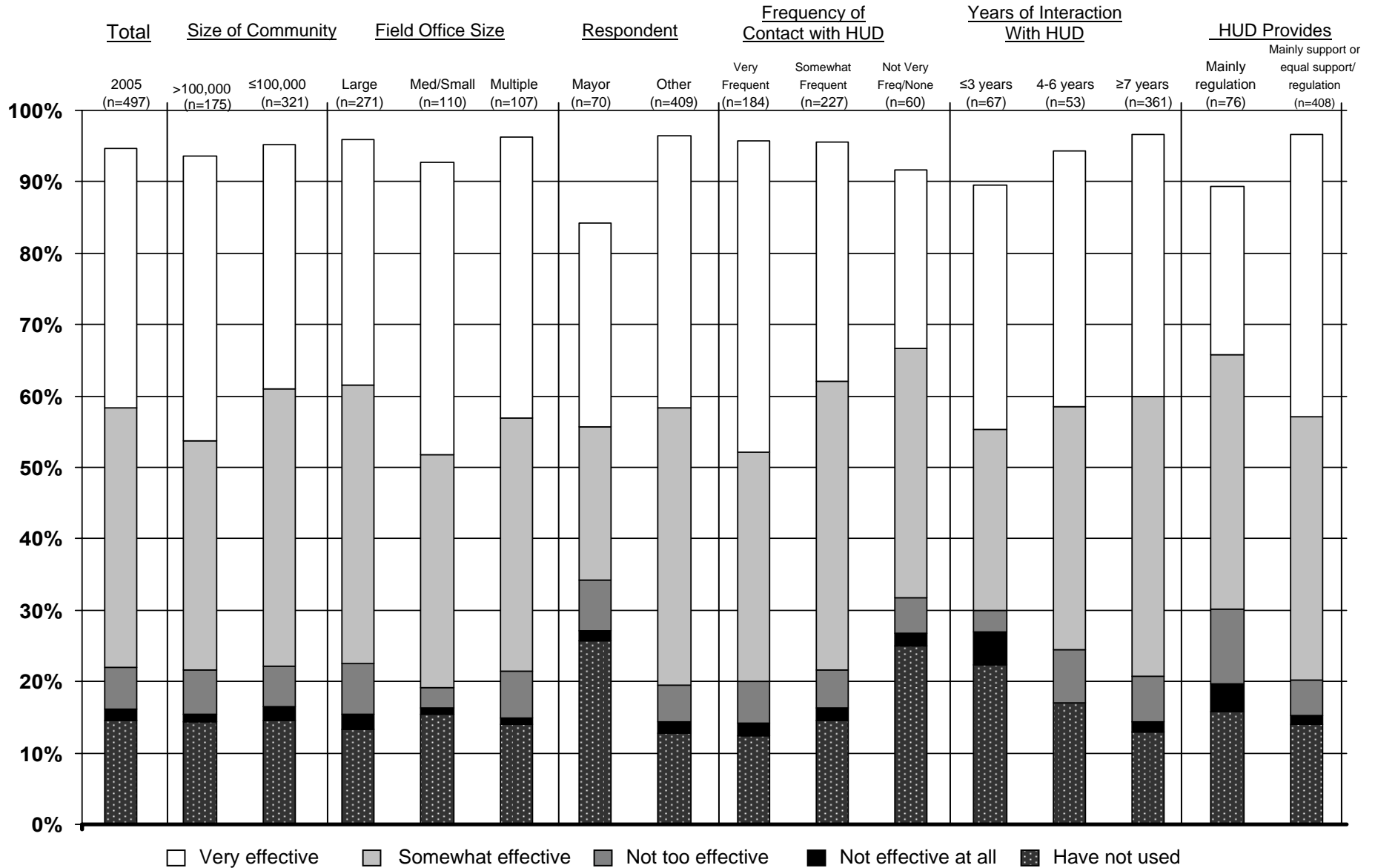
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 8e. How useful or not useful have you found HUD's training and technical assistance through HUD participation in panel discussions and training sessions set up by non-HUD groups?



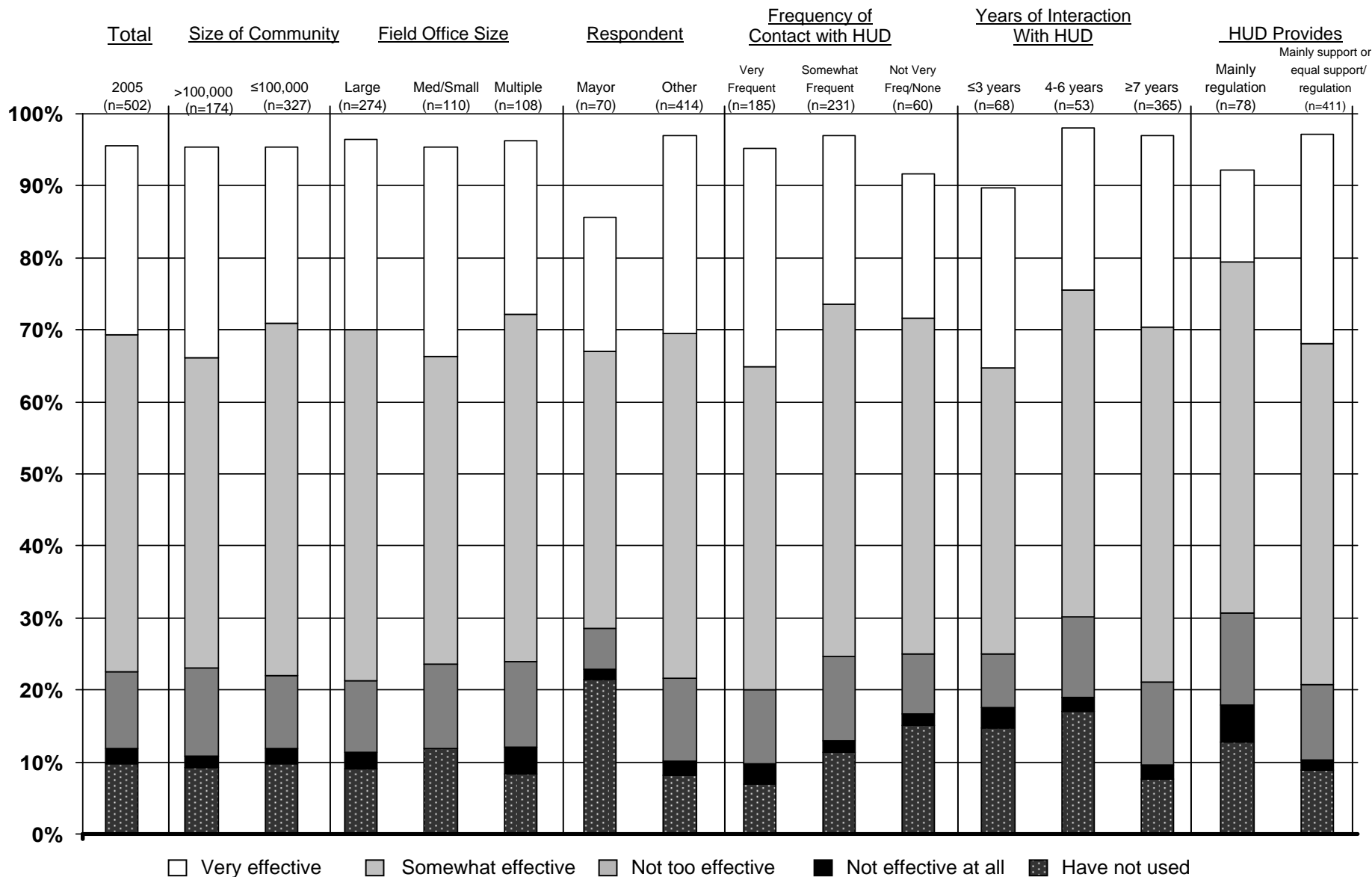
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



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

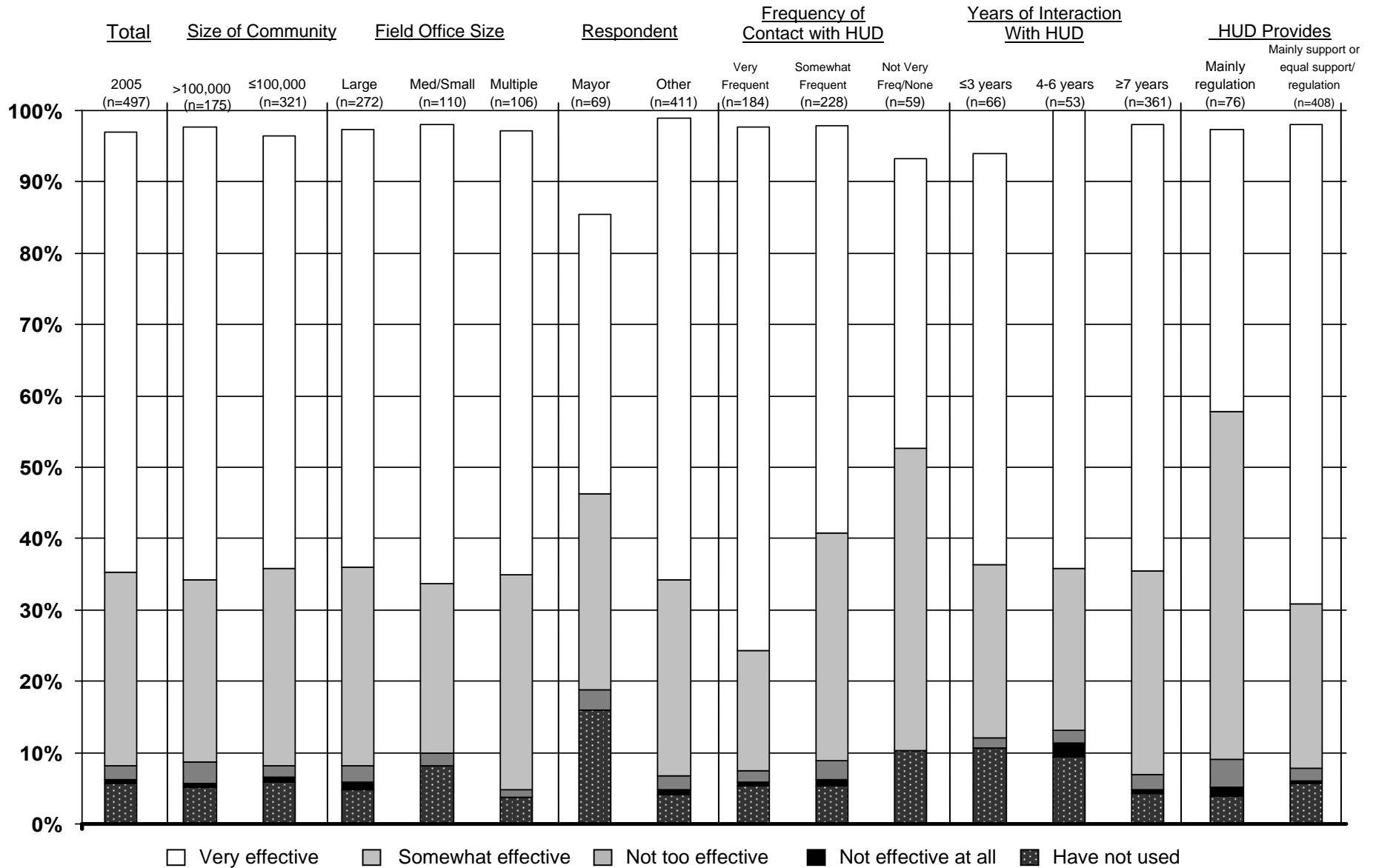
Question 9b. Based on your experience in the past 12 months, please indicate how effective or ineffective HUD website postings have been as a tool for HUD to convey important information to you, such as notices and guidance?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

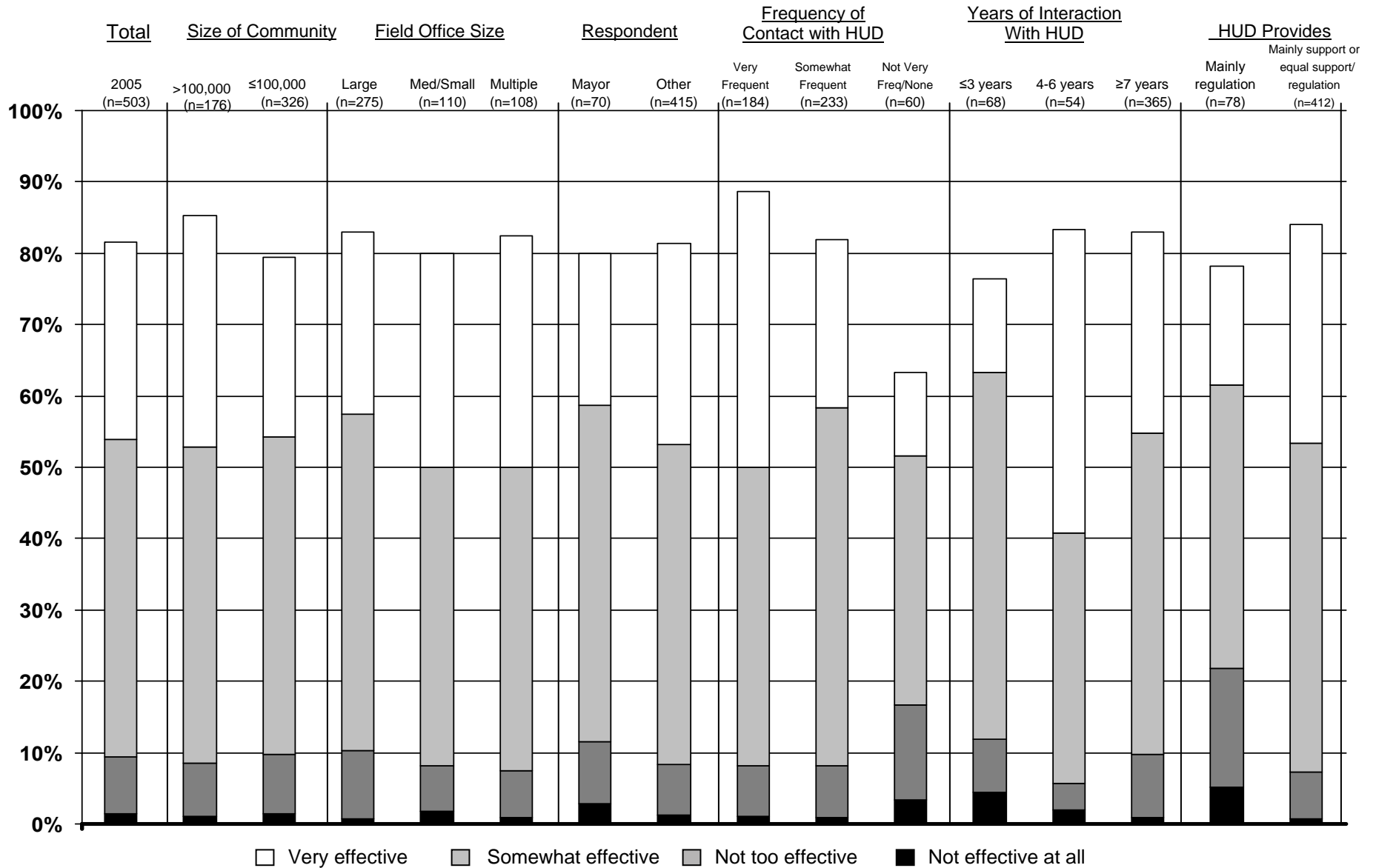
Mayors and Other Chief Elected Officials

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



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Mayors and Other Chief Elected Officials

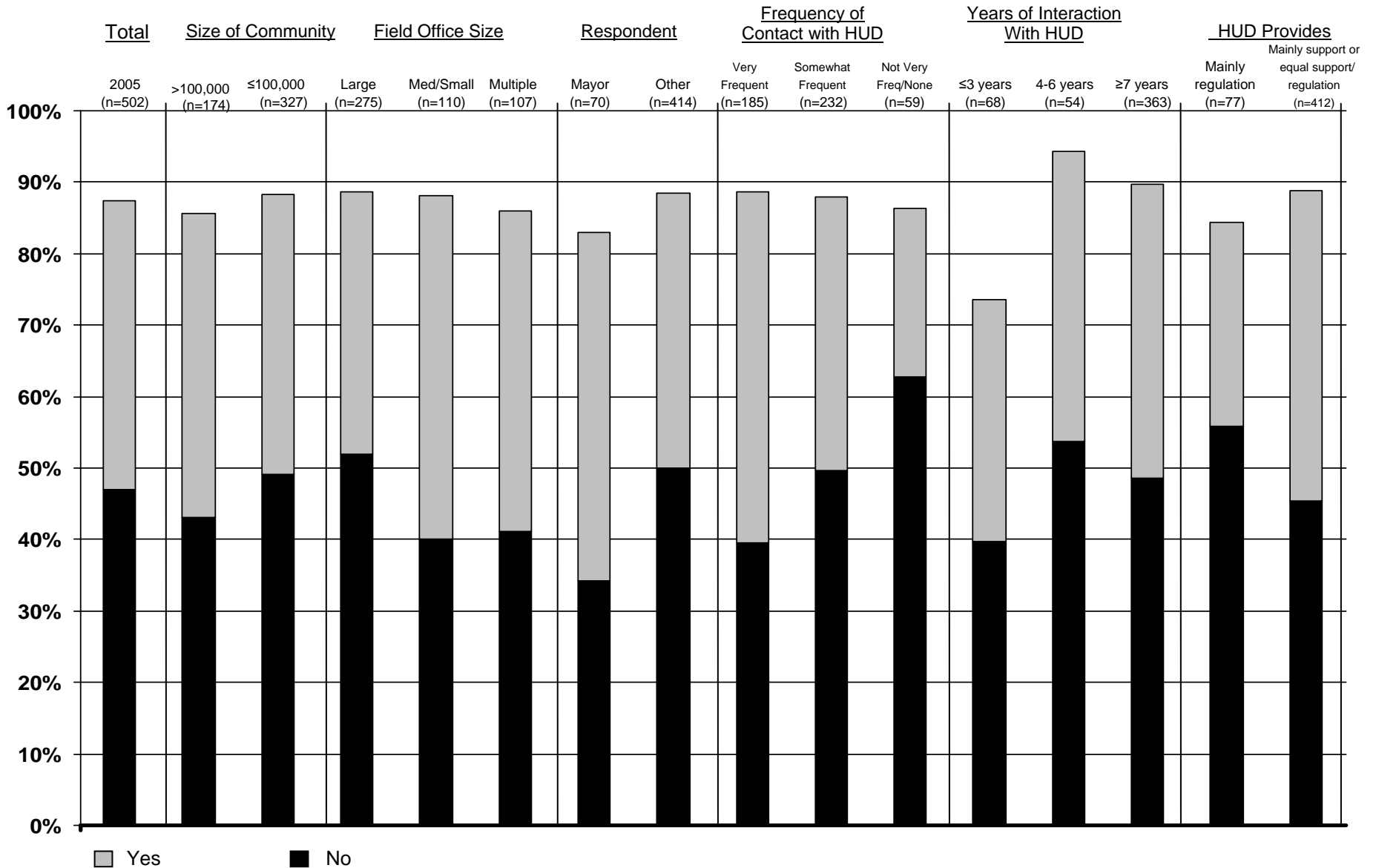
Question 10. In general, how effective or ineffective do you believe HUD's current management controls and monitoring systems are in decreasing waste, fraud, and abuse?



PARTNER SATISFACTION WITH HUD'S PERFORMANCE

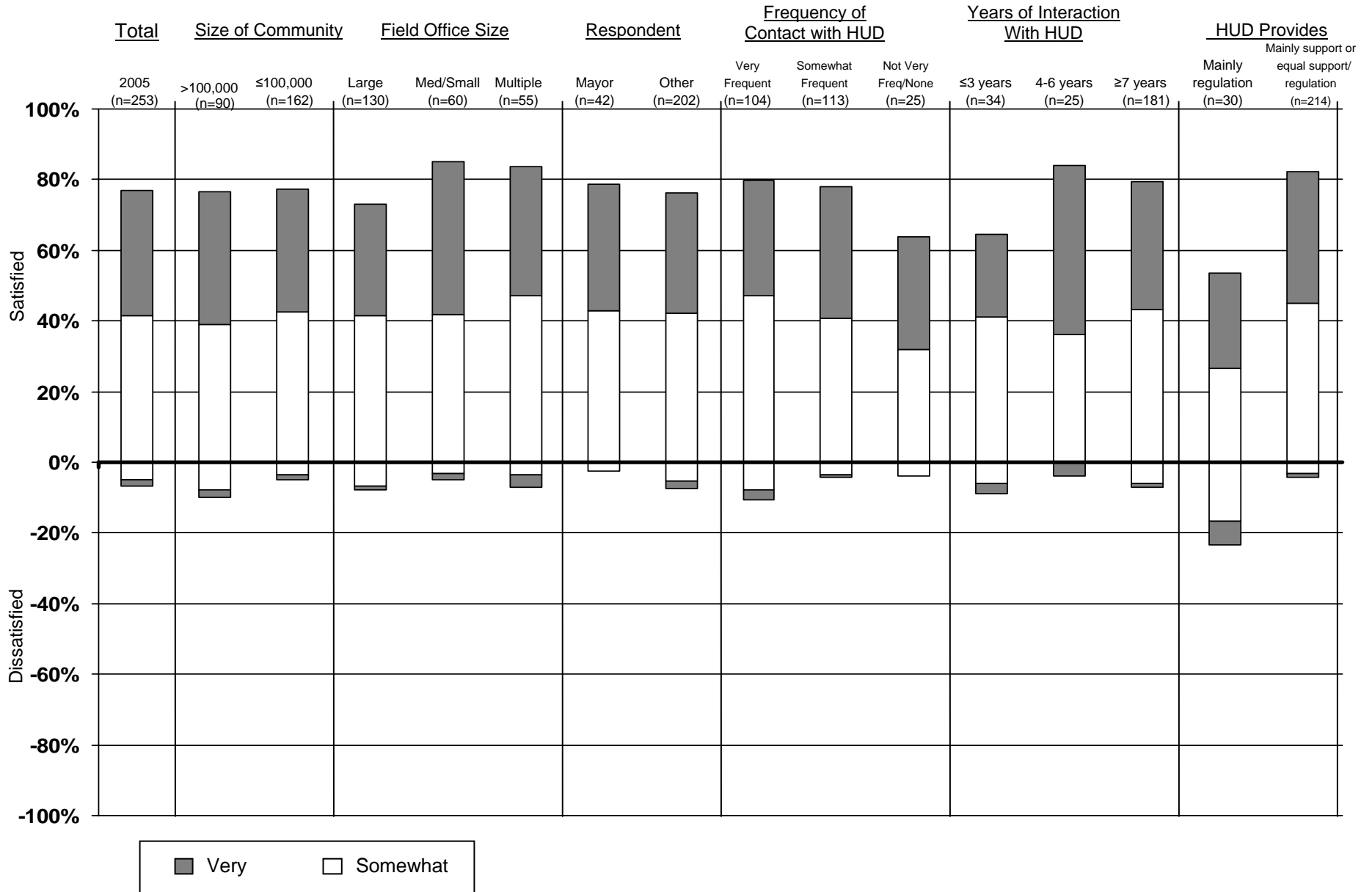
Mayors and Other Chief Elected Officials

Question 11. During the past 12 months, has your community received assistance from HUD to help you reach out to faith-based and community organizations?



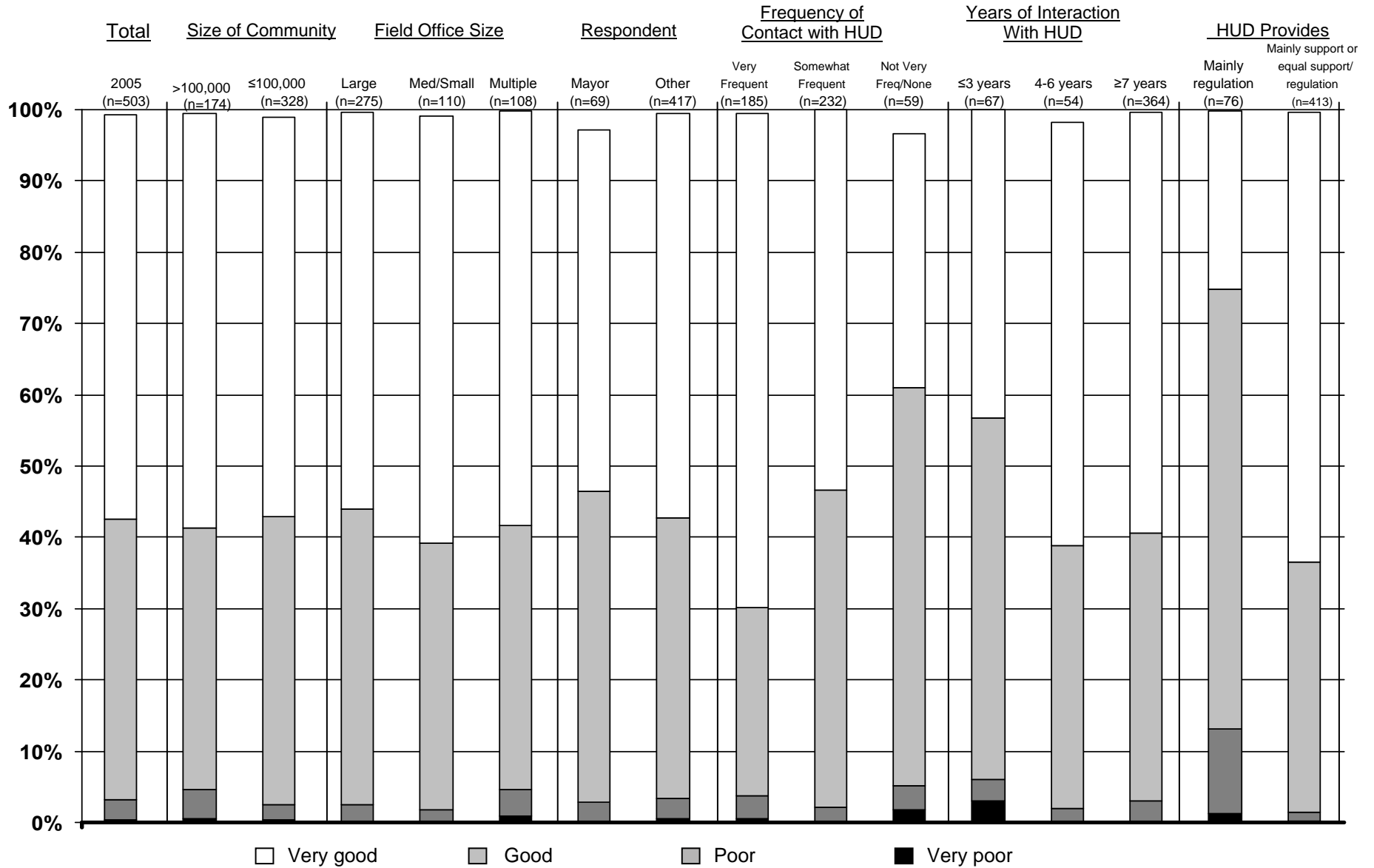
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 12. How satisfied or dissatisfied have you been with HUD's assistance in helping you reach out to faith-based and community organizations?



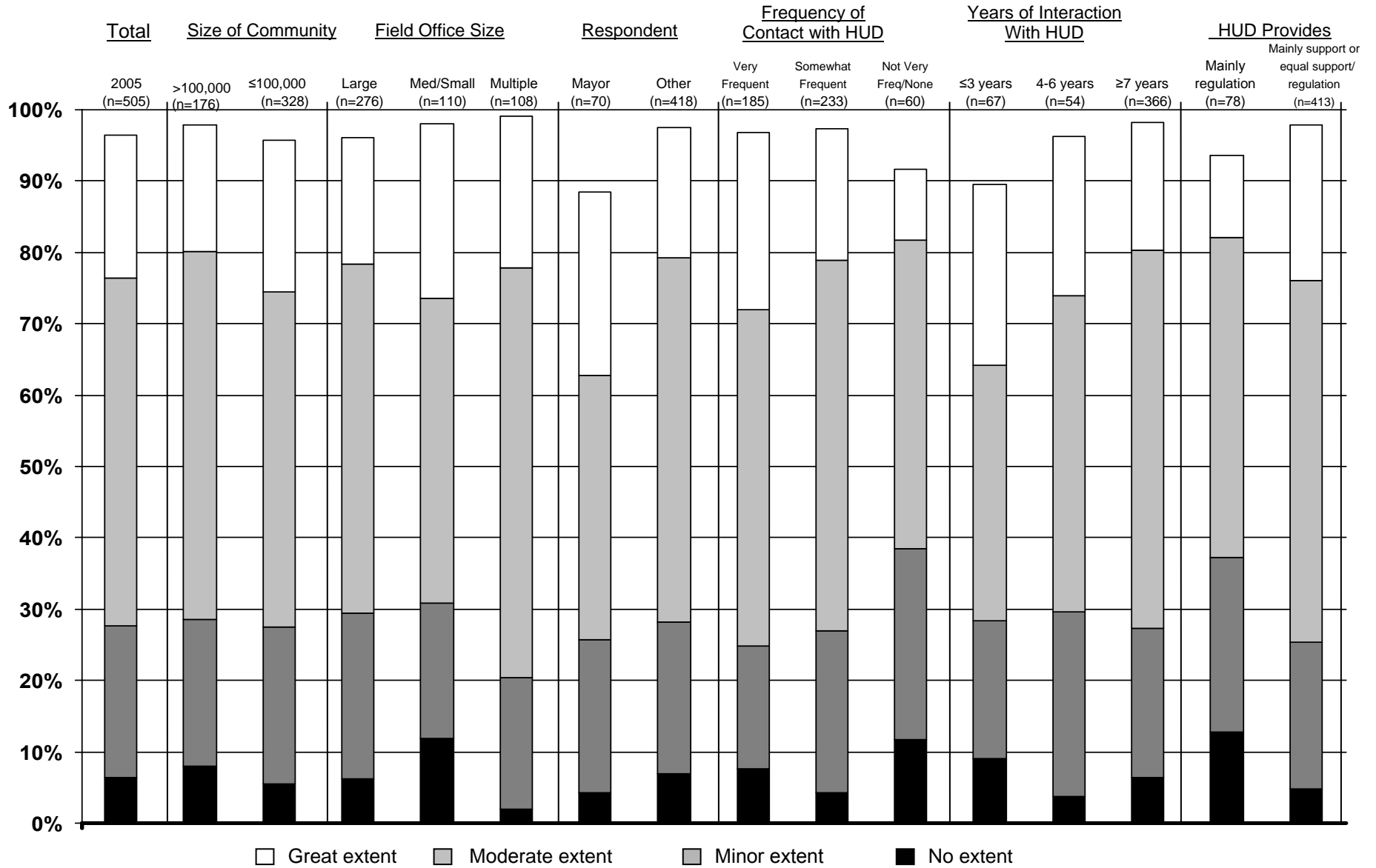
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



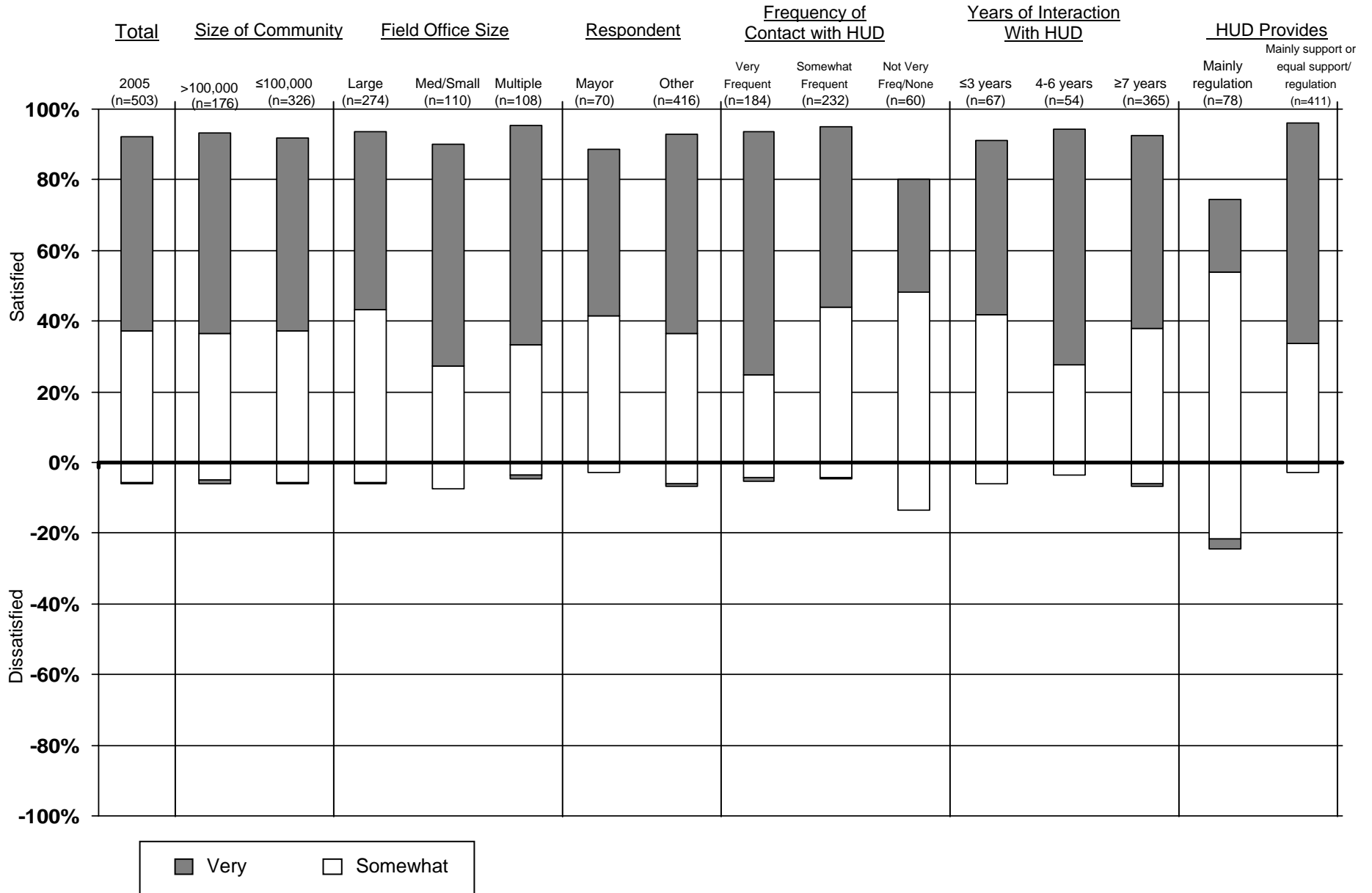
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 14. To what extent, if any, has the HUD-required Consolidated Plan helped your community meet its housing and community development needs?



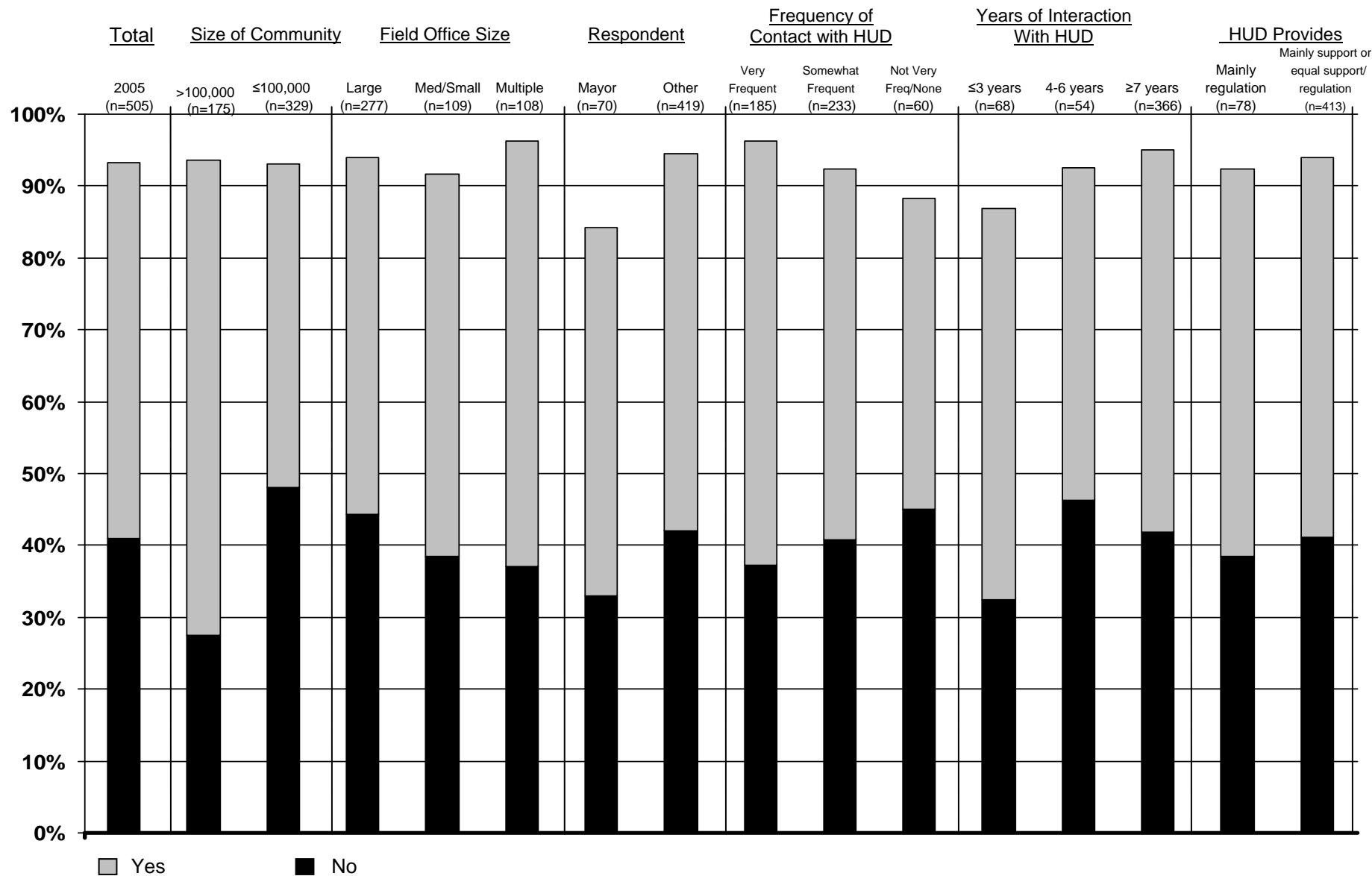
PARTNER SATISFACTION WITH HUD'S PERFORMANCE *Mayors and Other Chief Elected Officials*

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



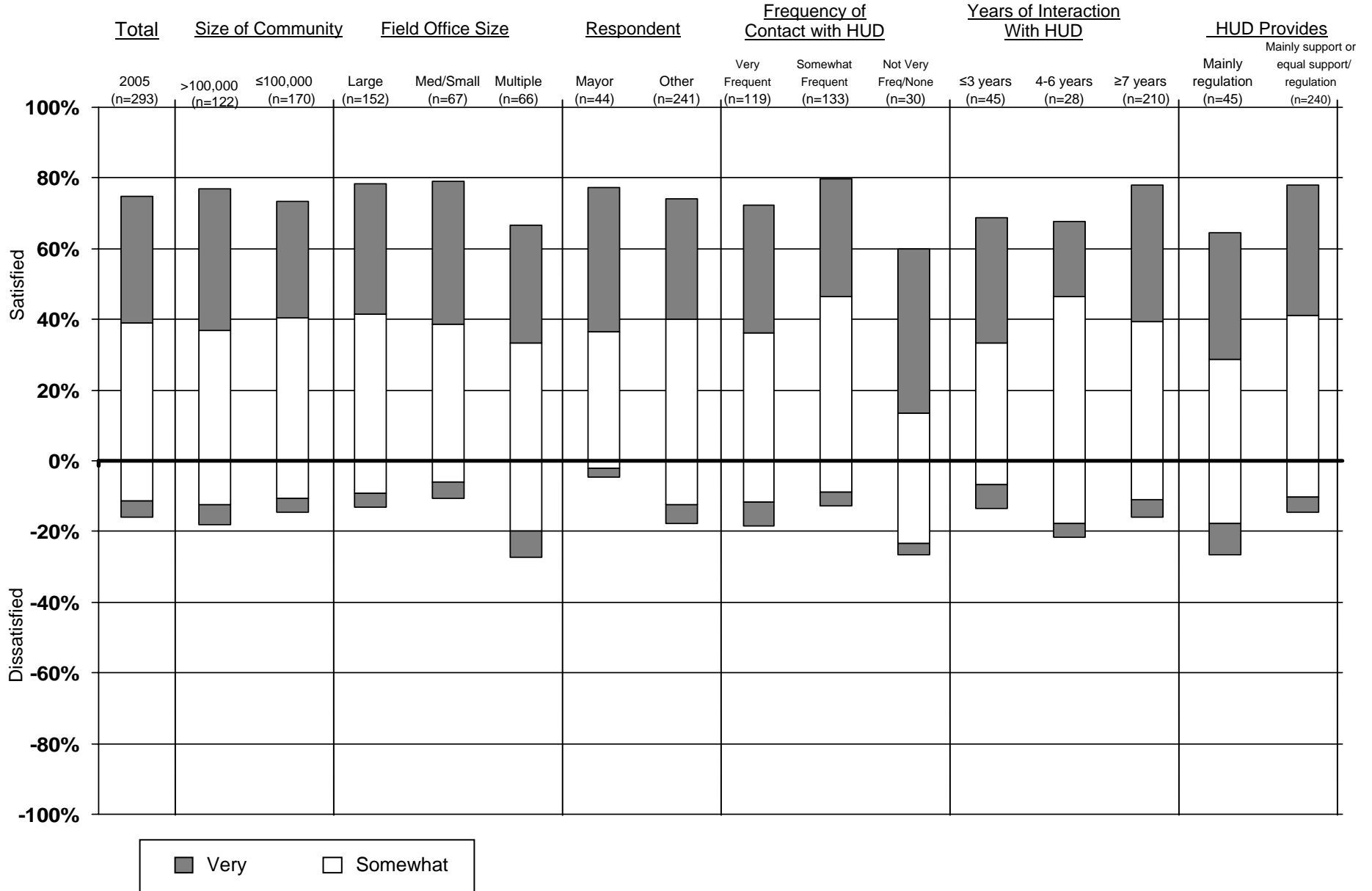
PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Question 16. In the past 12 months, have you or members of your staff dealt directly with an office or person at HUD headquarters in Washington, DC?



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

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



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

PARTNER SATISFACTION WITH HUD'S PERFORMANCE
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Thirty-six percent of respondents (185 of 514) took the opportunity to provide comments about HUD, in their own words. The comments have been edited to remove proper nouns and other identifying information or references to other persons.

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

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

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<p>The city has excellent working relationships with the [NAME] office. If we have issues, we work together to solve them. They are timely when responding to questions.</p>
<p>Our community/city staff has a good rapport with our local field office ([NAME]. [REGION] HUD representatives are always willing to participate in community and consortium events. HUD staff has provided one-on-one training to our Housing Authority staff.</p>
<p>The [NAME] field office is very responsive to assisting us with questions & keeping us informed.</p>
<p>Excellent staff in [NAME] Field office.</p>
<p>[NAME] office, CPD office in particular, has been very responsive and helpful</p>
<p>The [NAME], [STATE] Field Office is very helpful to us. If we have CDBG question or a HOME issue, staff will work with us to find the answer or connect us with a good resource. The [NAME] Office has also done an excellent job in finding needed training for us. [CONTRACTOR] through a contract with the [NAME] Office has provided excellent training on a variety of topics, i.e. acquisition of property and relocation, financial management and housing rehabilitation. The only HUD recommendation I would have is that HUD needs to work to find a way to better coordinate the sale of HUD homes in entitlement cities so that a property is not sold to a private homeowner, when a local community may have other redevelopment goals in mind for the area.</p>
<p>[NAME] has an excellent working relationship with [NAME] HUD office.</p>
<p>The [NAME] field staff is very helpful and always responds in a timely manner to my questions. Please feel free to call me if you have any questions. You can reach me at: [NAME], Finance Department Housing Services Division, [ADDRESS] or phone: [PHONE #] or email: [EMAIL].</p>
<p>Our Regional Director [NAME] and Program Manager [NAME] are responsive and easy to work with. When there are questions or conversations to be had, we are confident in their direction and appreciate their assistance and candor.</p>
<p>The [NAME] Field Office provides outstanding support. Responses are timely. Information is clear and concise. E-mail communication allows staff to contact the HUD field representative at any time of the work day. Our HUD Field Office goes the extra mile to communicate and support. This office provides "Constructive" criticism.</p>
<p>HUD folks are generally very good.</p>
<p>The HUD field Rep. that I work with has been very nice.</p>
<p>The various departments within our city that have interacted with HUD during the past report very positive relations with HUD. This includes the Housing, Neighborhood Services, Human Services, Equal Opportunity and Community and Economic Development Departments as well as the City Manager's Office. HUD staff has been very accessible, and we appreciate their professionalism and partnership in helping revitalize our communities and provide housing and other services to our needy.</p>
<p>We are especially grateful for the assistance of our regional office in resolving issues associated with [DELETED] with a CDBG entitlement.</p>
<p>Since the [NAME] HUD office appointed [NAME] the new director, the outreach and communications between the HUD representatives and the community have greatly improved. [NAME] encourages the communities to seek HUD's help, they are not here to intimidate us but to guide and direct us on the programs and the interpretation of the rules and regulations.</p>
<p>[NAME] office - Excellent!</p>

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<p>As the CDBG Administrator for the city, I regularly contact the [NAME] field office for guidance, direction and clarity on regulatory requirements, etc. The field staff, from CPD Director down, has always been knowledgeable, thorough, kind and timely. It would be very difficult for me to carry out our activities without any field office's support.</p>
<p>The HUD staff has been very helpful to me over the last 15 years. I have found them to be very knowledgeable and easy to work with. The reason I don't talk to HUD staff in Washington DC is because the HUD staff in [NAME] and [NAME] are so helpful and if there is a question that needs to be answered by Washington DC HUD staff these local field offices call HUD in Washington for me and get me the answer I need.</p>
<p>The [NAME] field office has always been very "customer" ??.</p>
<p>The [NAME] field office has been extremely helpful with not only guidance in HUD regulations but overall support of me and staff. We would be lost without them.</p>
<p>Good job - much improved over the years. ([NAME] field office)</p>
<p>The [REGION] HUD personnel have been fair and objective in monitoring performance of our local programs. They have been responsive when information or direction has been requested.</p>
<p>H.U.D. and our regional office are generally responsive and sufficiently knowledgeable. My concern is not with H.U.D., but some of the other program requirements that are added to grantees of H.U.D. programs such as historic preservation.</p>
<p>Very helpful & reasonable.</p>
<p>Our interactions with senior officials at HUD, [NAME] have been extremely helpful. The expertise of and support from the Regional Director, [NAME] has been excellent.</p>
<p>[NAME] from the [NAME] office is a very good representative; he is responsive and very helpful. I have also had a good experience with [NAME].</p>
<p>Region office [NAME] has very dedicated staff. They are extremely accessible & supportive.</p>
<p>1) Generally, our local HUD staff is helpful & responsive. Whenever items need to be sent on, there is no longer a time frame, and cities are at the mercy of Washington.</p>
<p>I can not say enough positive things about the [REGION] / [NAME] staff. We are blessed to have [NAME], [NAME], [NAME], [NAME], [NAME], [NAME], [NAME], and the now retired [NAME] as our resources and guides. I have personally worked with these people since I began as [DELETED], learning the fundamentals. I am now a [DELETED] and my respect for this staff has only grown over the years. We had some worries that as folks began retiring relationships might change but [NAME] has not only hired "the best and brightest," he has paired them with these seasoned veterans as their mentors. While I've only known [NAME] a few months, I am impressed with her intelligence and grasp of these complex programs, and have no doubt that she is of the same high caliber.</p>
<p>Working with the [REGION] [NAME] field office has proven to be a successful and open relationship.</p>
<p>Quarterly meeting with the area office in [NAME] have been very helpful in many way - recommend this strategy for other area offices as it works for us.</p>
<p>Our city has 4 HUD funded programs, section 8 housing assistance, CDBG, Fair Housing and Shelter + Care. Our main contacts are with the [NAME] Field Office for our CDBG and shelter + care grants with our experience being satisfactory with timely responses. The technical assistance has been useful and utilized by our city.</p>
<p>Local [NAME] office is very helpful, knowledgeable and prompt with assistance.</p>

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The [NAME] office is great. Our programs would run smoother & be more effective if we did all of our coordination through [NAME].
Both HUD offices ([NAME]/[NAME]) are very user-friendly! Great people, doing great things!!
The [NAME] and the Housing Authority operate the following program: HOME Investment Partnership, Community Development Block Grant (CDBG), Public Housing, Housing Choice Voucher Program Sec 8 New Construction (3 projects), Substantial Rehabilitation, Home Ownership Program, Affordable Housing, Supportive Housing Program. The HUD [NAME] field office staff is exceptionally knowledgeable and always willing to help. The [NAME] office has continued to offer training & assistance to the [NAME] Association of Housing Authorities even with cutbacks in their staff. [NAME] 7-21-05
CDBG/HOME/ESG & HOPWA - excellent experience w/Regional & DC staff.

STAFF ISSUES
Lead program - This program is poorly run &, staffed. No help is available to grantees w/out numerous requests or intervention from [DELETED]. Staff is inexperienced & has frequently been rude to my staff. They have no idea what they are doing or what the challenges are in the field.
The performance of HUD-regional HUD offices has suffered due to having freezes, budget cuts, and people doing multiple jobs - overworked and under trained staff. There are no easy answers for improving performance. They are doing a great job considering the situation.
The most effective improvements with HUD area staff have come from the [NAME] Area Office of Inspector General, specifically [NAME]and [NAME], [DELETED]. The most unsatisfactory help in the past [DELETED] was the response by the HUD secretary concerning our request and recommendations to [DELETED]. HUD central office did not provide a contact or guidance in this matter. HUD's correspondence to the Mayor was unresponsive.
Consultants are not always easy to work with and are more or less not helpful. Don't know our community and try to dictate their thoughts rather than HUD practices. Lazy.
The [NAME] has received CDBG funds since [DELETED]. However, there have been issues with labor and environmental specialists providing guidance based on their opinion of HUD guidelines, rather than a literal interpretation.
HUD staff are competent, but lack overall knowledge of local government operations/realities. Local officials have to have the flexibility to try new and innovative programs and to utilize their funding as the local area dictates. All ?? measures should be general in nature and locally developed. (Not from the top down)
This survey does not address that fact that HUD-continuously has to do more work with less & less staff - empty seats abound in field offices where people used to be - and there is a hiring freeze in many areas of the county. Quality of work is affected by this variable. To cut funds for personnel & judge HUD's performance, operating on this deficient, can only bring less than stellar reviews.
We have been dissatisfied with our Field Representative in the [NAME] office. She often takes a long time to reply to questions, or replies by telling us to refer to the regulations. She also almost never replies in writing to an email request. She will telephone, and we get the impression she does not want to commit to an answer in writing in case the information is not correct. We have also found that she sometimes contradicts herself; therefore, we do not always find her a reliable source of information.

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Unfortunately, [NAME] at [DELETED] in [NAME] has been unreasonable and inconsistent to work with. Recently he single-handedly caused many hours of unneeded and wasteful work by our city, our consultant, and HUD staff. His actions lowered some of my responses to #5.
Several HUD employees at our field office are exceptional. They do not appear to have the resources to do a great job.
The CDBG staff are over worked and asked to do too much for all their responsibilities and they do not have the budget or staff to support their responsibilities.
We work closely with our local Field Office - [NAME]. Information from that office is great, although staff still has more of a "gotcha" approach than I think is helpful. More public acknowledgement of success & jobs well-done/improvements would be helpful. [NAME] based economic development staff have been very helpful, knowledgeable/supportive. D.C. based Office of Healthy Homes & Lead Based Paint has been problematic - assumptions about [NAME]'s situation have been unfounded, unreasonable, and communication with the local field office apparently infrequent or non-existent.
Staffs feels there is a disconnect between our representative & the representative for environmental regulations. Staff also encourages I recommend efforts to streamline/reduce paperwork.
I have been disappointed that HUD hasn't filled the [NAME] position in the [NAME] office. Working with [DELETED] in [NAME] has been difficult, (slow to get a response/answers and not helpful with rule interpretation). [NAME] needs to have the technical assistance for [NAME] more easily accessible.
While our overall experience with HUD has been beneficial to our community and reflective of quality and committed staff, a glaring exception has been the Office [NAME]. Staff at [OFFICE] is uninformed, uncooperative and inflexible. Rather than help, they are determined to "get" grantees and then demand additional reports. Dealing with this office has been frustrating and counter-productive.
So many rules that even HUD employees interpret them differently! They are, however, very nice when they do so.
HUD Field Officers should not have to consult with HUD headquarters in Washington, D.C. to answer grantee questions regarding program administration.
Need more HUD reps.
The answers to this questionnaire were answered with the HUD program representative in mind. She is very knowledgeable and offers guidance and support. However, if we were to answer the above questions with the Financial Management Representative in mind, our answers would be very different. While the FMC rep is very friendly, we do not feel that questions we have are being answered, concerns we have are not being dealt with and we cannot get straightforward answers or guidance. This experience has been very frustrating.
HUD employees don't speak in lay terms - They use HUD buzz words that constantly require "translation".
It is very difficult to obtain answers to questions that reflect the regulations for Section 8 and CDBG that are not "black & white". Field representatives don't appear to have adequate background & knowledge to answer questions. Program administrators have more experience than most of the HUD field representatives.
Our problems are centered on the [NAME] office. They seem to epitomize the "Peter Principle".
Our biggest frustration w/ HUD staff has been their inability to answer questions quickly and w/ confidence. Staff either lacks the knowledge or the willingness to accept responsibility for making decisions. They also don't seem willing to think "outside the box" when considering new ideas.
The regional office continues to make findings on issues that were brought up in past monitoring visits that were cleared. There seems to be no consistency in their monitoring visits. It is very frustrating. We feel that HUD is not here to help us, but to harass.

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The staff in the [NAME] office varies greatly. Some are very knowledgeable, helpful and responsive. Others lack experience and training so they are slower and less helpful.
HUD support staff is generally helpful, supportive & knowledgeable when they regulate or monitor them can maintain that attitude [??]. HUD regulatory staff is cold and all process, they do little to help make programs better. The ratio should be 3 training to one monitoring - HUD still has problems coordinating internally between programs and offices.
[NAME] FH & EO monitoring staff leaves much to be desired in their knowledge and professionalism.
More should be done to empower staff at the field office level.
We feel that the personnel cuts at HUD have taken a toll in responsiveness to questions. More to be done with less people.
The employees at HUD are the personification of bureaucracy. They are arrogant and rely on their ability to threaten to achieve their objectives. Their attitude is--do it that way because we say so. Probably do more in the long run to harm the cause of decent affordable housing than to help it. There are many mayors who share this view!
Our HUD Field Office Director, in [NAME], is skilled and helpful. We don't share that opinion about all of the other staff in the office.
It makes it more difficult for staff administering programs to consistently apply the regulations when different HUD representatives interpret them and require different activities to comply. As well it is difficult to enforce a rule when the HUD chain of command is not consistent in enforcement and requirement when there are appeals to change the rules.
I have very little concern with the field office. My problems arise from communication (or lack thereof) with our regional office. They are unresponsive and provide very little support. In my opinion, all HUD does is monitor locals for compliance. They don't help us understand what "compliance" is or help us problem-solve the realities of on-the-ground community development.
Our dealings with the [NAME] and [NAME] offices have not been as satisfactory, as delayed responses have been an issue that has affected our operations. Most of the delayed responses have been due to the levels of review and timing of the review in the Washington office.
The staff at HUD is all well intentioned individuals. I don't believe the administration has provided them the tools, resources, training and budget to meet the objectives outlined in this survey. There are excellent HUD staff members that do the best they can. They are professional and would rate high in these survey questions. There are others that rate lower. Frankly, there is a lack of trained and qualified HUD staff members that are attempting to implement a number or ever-changing directives and policy decisions.

COMMENTS (POSITIVE AND NEGATIVE) SPECIFIC TO CPD STAFF
Our office is fortunate to be served by the [NAME] CPD office. Everyone, from the CPD rep to the CPD director (or asst. director) to the environmental specialist - To the acquisition/relocation specialist, has been a great help to us on all issues. Never operating with a "gotcha" mentality, they strive to provide good customer service & excellent technical assistance.
On another note, staff in the HUD - CPD office in [NAME] is very responsive and extremely helpful in getting projects completed - thank you!
[NAME] CPD staff are experienced, knowledgeable, professional and supportive of local community development efforts.

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<p>The [NAME] CPD folks provide EXCELLENT support. I have worked with them for more than 20 years. They are an example for other offices to follow.</p>
<p>The city's relationship with its CPD representative has been excellent.</p>
<p>We maintain good communication with the Field Office (CPD) and rely on them for support and regulatory assistance.</p>
<p>On some questions the response is split. We are generally satisfied with the performance of CPD in the [NAME] Regional Office, although they have leaned rather heavily on some of our non-profit organizations serving the homeless. The performance of the public housing division is nothing short of a disaster.</p>
<p>As the manager of our city's CDBG funds I know if I have a question or need help I can call my CPD rep. and get it in a timely fashion no matter how many times I need it, help is always given in a very professional and kind manner even when we don't always deserve it!! Mr. NAME and his staff do a great job for HUD in [STATE]. [NAME] is our CPD rep and she does a fantastic job for us.</p>
<p>1. Overall, this office enjoys an excellent relationship with our CPD representative at the [NAME] Field Office. Service and support provided by the field office to date has been excellent. Typically, that office is timely in its responses to our queries and requests for information or assistance. In many ways, partnership is a good descriptor of our view of this relationship.</p>
<p>This municipality's CDBG staff is providing more technical assistance and training to the HUD/CPD Representative and other municipalities than HUD is providing to the municipality. Even the fundamentals of CDBG are not known to the CPD Representative.</p>
<p>We were just monitored by HUD & one HUD person stated, "We are here to find mistakes." Not to help better our program but to find mistakes & that is the attitude of this CPD office.</p>
<p>During the late 80's - early 90's, HUD/CPD operated at its best. It has deteriorated since & hasn't been able to get back to that status. More than likely, due to the additional workload. While CPD programs & regulations have increased, CPD staffing has decreased over the past 20 years. We used to have annual entitlement meetings and a few training sessions during the year- great opportunity to network & brainstorm ideas. We haven't been to a CDBG training or meeting in [DELETED]. We haven't heard from or seen the local CPD Director in about that long. Support Staff, however, is very competent and they do the best they can in the environment in which they work. They are very good at working with you over the phone or via email when providing assistance.</p>
<p>Our field rep., [NAME], has been excellent to work with over the past several years. At times we have the sense that the CPD staff reductions have been detrimental & that CPD staff is stretched to the max. In addition, since watching the confirmation to the hearing re: CDBG, I'm less than impressed with the Secretary of HUD who appears to be out of touch with how good programs are functioning & the effectiveness of HUD programs. The problem seems to lie with the collection of data & its accuracy v. the reality - the HUD secretary needs to see what is working & get jurisdictions to follow* *Those that are performing @ a high level. [NAME] appears complacent & not seen as an advocate for programs that serve low-income families. He needs to support the works of HUD.</p>
<p>HUD- staff [NAME] very helpful with 108 projects. CPD staff [NAME] always responsive to inquiries & willing to assist city with positive project outcome. HUD- [NAME] & [NAME] very helpful resources.</p>
<p>Additionally, it appeared that little to no guidance was provided to the CPD Reps who had to review the new docs. For example, we chose to use part of the tool - the tables/charts. Our Rep had no idea which old tables corresponded to the new tables. She strictly followed the checklist. [DELETED]. That felt ridiculous that I had to do that when HUD should have provided that direction.</p>

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Our CPD Rep is knowledgeable but is not flexible in interpreting regulations. We have sought advice from the CPD Rep, took his recommended actions & later given compliance findings on the issue that required that we return money to HUD! Financial oriented technical assistance consists of little more than monitoring & reporting findings. Not all programs are "consolidated" such as supportive housing that requires a second planning process that duplicates the ?? plan process.

The [NAME] field office (CPD portion) appears to lack sufficient resources to provide training both for their staff from local government and non profits. In 1974 Congress realized the failings of categorical 'one size fits all' grant programs (Urban Renewal) and passed the Housing and Community Development Act that established the CDBG program. What a concept, return a (small) portion of federal tax dollars to the frontlines: cities and counties that understand the need and that can design activities that work in their communities. While CDBG remains in place (with a increasing web of HUD regulation and despite Administration efforts to slash funding and transfer responsibility for housing activities to the Commerce Dept.) subsequent legislation (and programs) have taken a step backward to categorical programs with regulations only [NAME] could love: HOME, ESG, ADDI, are easy examples. HUD field office staff have no time to truly 'assist' localities with housing and community development issues and opportunities because they are forced to monitor a myriad of minutiae during once-a-year site visits. The [NAME] Office seems to be burdened with archaic and obsolete bureaucratic systems that seriously delay the development of needed housing in this region. The HUD website seems to be more geared to individual members of the general public than to staff members from jurisdictions and non-profits trying to locate detailed information necessary to operate/participate in HUD funded programs and activities.

Our CPD Rep, however, is another story. She does not provide quality information or guidance. When asked any clarification questions, there is little confidence in her answers; for example, returning copies of the regulations as the answer to the very question about the regulation that precipitated the call in the first place. In fact, this low level of confidence is shared throughout our County's various jurisdictions. HUD has made some changes to attempt to streamline and reduce work or provide consistency across jurisdictions - particularly the CPMP tool. As our CPD Rep is our primary "face" of HUD, this survey was completed with our interactions with her in mind.

In our view and recent experience, cutbacks in HUD personnel, particularly at the field office level, are beginning to take a toll on the field office's ability to respond to grantees' needs in a timely manner as individual representatives are required to take on more responsibilities and activities. For instance this city's assigned CPD representative has recently undertaken significantly increased responsibilities of [DELETED]. The end result is less time available to work with other smaller grantees, including this office. Additionally, lack of an [DELETED] Officer at the supporting field office impedes timely access to support and assistance in this very important area of expertise and imposes an unnecessary burden on CPD representatives that are not trained in this area. 3. HUD appears to be well behind the power curve on development and implementation of effective measures of performance. HUD has been aware for many years of the need to convey to Congress clear and unambiguous performance and results criteria required for congressional decision making. HUD's current efforts to address this issue are noted. However, had this important issue been addressed previously, current efforts to do away with the CDBG program probably would have been averted.

CPD in [NAME] has been good to deal with, especially the acting Program Manager, [NAME].

TRAINING
With the need to conserve dollars we have questioned the location of some of the training that has been offered as well as the need for some celebration conferences.
The ability to access TA is very beneficial. What I would like to have available to our office would be an onsite "tune up" opportunity, "access to experts"! It is easy for [DELETED] to get into "status quo". Our office has a desire to build a community with collaboration cooperation & partnerships, it is important for staff to stay "alert". I believe that an outside "check up" would help staff stay in touch with their communities better. Training - training - training - network w/other [DELETED] - Panels with expertise - Thank you. Staff in [NAME] & [NAME] are excellent
3. Making trainings available in multiple and more local locations.
The speakers on Web casts are too dry and bureaucratic in their presentations. Also, the pre-released PowerPoint information does not match the Power Points presented on Web cast telecast; The Q & A portion of the telecast is the most effective because it relates directly on how the grantees must deal with subject of telecast at the local level; Web casts usually not indicated in Website schedule until day of telecast.
The [NAME] office has provided the most effective trainings I have ever attended. Having recently participated in a week long training conducted by a contractor it was very clear that HUD needs to use in house expertise. HUD is very reticent to put anything in writing. HUD needs to work on the concept of "community partners". The focus on regulatory enforcement is too strong resulting in lost opportunities to help communities develop strategies and initiatives to improve the quality of life.
Sometimes training has to be provided at the community level. HUD field offices should spend more time providing technical assistance when requested in areas where the staff has expertise & experience. To make this happen, HUD has to conduct periodic inventory of staff skills & expertise and then offer their assistance (or have a mechanism whereby communities can request assistance). HUD HQ or consultants can be used where field offices are lacking expertise.
They could provide better training to new grantees regarding the regulations, especially regarding construction and [NAME]-[NAME] issues.
HUD has provided training at sites downstate. This provides needed training which decreases our costs and time out of the office. The training has helped the new employee as well as the "seasoned" employee. This provides an opportunity for the entitlements to share information, community to community.
There needs to be more hands on training. Maybe yearly at a minimum. Training on IDIS needs to be offered on an ongoing basis as well interaction with HUD reps is good and they are usually good at being responsive even though their response is sometimes to look in the manual.
I would like more training options.
Need more CDBG training opportunities. Need updated mapping software.
Staff has expressed a desire for more frequent training on new developments as well as refresher courses on HUD basics. Training is also recommended on the environmental review process.
There needs to be training funding allocated for CDBG - Increase area and regional training - High staff turnover makes this an on going necessity - Need to provide more written direction in the CDBG problem, similar to HOME (e.g. CPD notices, management letters, etc.).
I believe training for electronic submission of grants would be very helpful for grant seekers.

Program training seminars, particularly under the Community Development Block Grant program are extremely the best way to understand the CDBG program. More training sessions are recommended especially with the focus on programming, finance and other program requirements under CDBG. (i.e. [NAME], [DELETED])

It is evident that our field office has put some effort into improving their services, but there is a lack of responsiveness regarding the constant availability of information and training in the following areas: 1) the CPMP tool, 2) IDIS and 3) Sample Agreements, Documents, and Plans for contracted cities. There has also been an evident shortcoming in the evaluation and training of HUD monitoring staff. There is helpful information on the HUD Website, but it is often very difficult to find it. It would be great if portions of the site could be more geared towards local jurisdictions and their needs.

More [CONTRACTOR] training in [NAME] would be helpful: All the Right Moves, Basically CDBG, other topics.

HEADQUARTERS

Washington staff is always helpful, but not as easy to contact. Working with Washington is always a pleasure. Staff is very professional, extremely knowledgeable, and willing to assist as well.

HUD-HQS= Great assistance from Section 108 program staff -our city became 1st in country to [DELETED]. Their willingness to help & technical assistance for a successful project.

Centralizing power in HQ in the 90's has crippled the field office and made working with HUD totally confusing and frustrating. HUD needs to delegate to the F.O. Of course these negative responses will convince HQ that doing that would be foolish. It's a self-fulfilling mechanism at work, which will only get worse until HQ gets blamed for everything, then HQ will delegate more power to the field and we'll get our quality of service back.

Field staff responsiveness, pragmatism, enthusiasm, expertise has improved dramatically over the last 5 years. Washington D.C. staff remains bureaucratic, unresponsive, not tied to the real world, & driven by their own cumbersome regulations.

The response is based on the Community Development Block Grant Program and CPD staff. The response to the Public Housing Program would be very different. There are a few concerns to be noted. (1) the dissemination of information from Washington to the Field Office appears to be an issue.

We are very happy with the assistance we get from line staff. It is the decision makers in Washington (Congress and senior HUD management) that we have a problem with. The Section 8 program has gone through a multitude of changes and this must stop. Performance standards vary between "money spent" and "units leased" and it is difficult for local phase to plan. [DELETED]. The administrative fee is our money and helps fund the gap created by the actual amount needed for operations and that provided by HUD. This is our money and without it our PHA, as well as many others, will be faced with turning vouchers back to HUD.

The only contact this office has had with headquarters was with CPMP, the electronic database.

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We applied for a section 108 loan recently and found it to be a very bureaucratic, time consuming process. Again, the help from the rep in [NAME] was outstanding. She tried to get the DC personnel to move forward in a timely manner. And to run interference on our behalf. The technical assistance provided by the local office was great. The problem was in DC with HUD personnel. We ultimately decided [DELETED] because of the amount of paperwork demanded and also due to the fact we were able to [DELETED] by the time the loan was approved.

[NAME] & [NAME] field office staff is great to work with. Dealing with headquarters is difficult as they sometimes take week(s) to get back to us.

Field office staff at all levels has been responsive and helpful. However, HUD headquarters has become increasingly inflexible and bureaucratic. Field office staff appear to have diminishing authority to make decisions based on local circumstances.

While my experience with the [NAME] HUD Field Office has been great, positive, productive, proactive, etc. the current administration and HUD leadership in Washington, D.C. seems very disjointed with the original intent of many of the HUD programs currently in place. They seem to be trying to take away local control - so that local priority needs can be addressed, which may be different than what the current administration feels is important. The programs work! They may [??] more accountability & performance measurements, but to change them or their original intended use is not constructive or what is needed.

Overall, we find field office staff to be friendlier and customer-service oriented than headquarters staff.

It would be nice if HUD could take on less of a regulatory role, trust participating jurisdictions, and serve more as mentors - showcase national "best practices" - spend time in our communities - learn our issues. HUD staff is great at what they do. However, at times, there is a disconnect from D.C., to field, to participating jurisdictions. HUD staff are also in a tough spot - implementing the will of Congress and balancing the political realities with the local perspective (ie.- the rule on no utility allowance for air conditioners - this is tough in [NAME]).

When dealing w/ HUD HQ in writing (Sec. Office) there has been a number of occasions that no response has been received & require phone contact to follow up & to get results. HUD's efforts to improve management & performance are not known or clearly seen on the local level, even though the Sec. has made numerous public appearances at conferences & locally.

2) D.C. H.Q. is horrific - unresponsive, inflexible, not customer oriented, does not support PHA's 4) HUD is no longer an advocate for housing and the poor - it is a slave to O.M.B. 5) D.C. HUD is dishonest on rule making and clearly wants to lead the charge to dismantle housing and C.D. programs through funding cuts. 6) HUD Secretary needs to find his "back bone" and some courage to stand up to O.M.B. and Bush.

Ill-conceived "initiatives" coming from either the White House or HUD headquarters (e.g., End Chronic Homelessness in 10 Years, ADDI, or, the Faith-Based Initiative) are window dressing that serve as distractions from HUD's central mission. Local jurisdictions will soon be diverting resources from addressing housing and community development issues to developing 'work-around' for the OMB-inspired "outcome measurement system" (for CDBG, HOME, ESG, HOPWA et al) that will be somehow appended to the fragile IDIS framework. Note that localities still cannot fathom why, when tons of performance data is input IDIS, HUD cannot use what comes out at their end to generate the statistics that OMB or other Foggy Bottom regulars so desire. Another example: HMIS, which was touted to ease recordkeeping and promote the provision of needed services to the homeless, has been established at great cost, yet, if CDBG or HOME resources are used to assist a homeless client, a separate record must be kept because HMIS data can't be used for those programs. In summary, our city's experience with HUD personnel, especially those based in the [NAME] field office has -over many years -been uniformly good. Almost all are genuinely interested in making HUD programs work in this area. All too often, however, we find ourselves battling with illogical, ill-conceived, or simply unintelligible legislation, policy, regulation and 'flavor of the month' emphases emanating from Washington D.C.

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

FUNDING
HUD capacity suffers from inadequate federal administrative funding which inhibits an ability to operate proactively.
HUD's current proposals and plans to introduce additional program changes and funding cuts of the Community Development Block Grant and Section 8 Housing Choice Voucher Program, etc will generate great peril to lower-income households that have not been able to benefit from the nations' economic growth. This is particularly true in [STATE] where housing costs have doubled but household incomes have only modestly increased. Therefore, HUD's reconsideration of the effects of policy directives and budget reductions that impose a substantial hardship on programs/projects for eligible households/families within high cost area would be greatly appreciated.
1) Keep the CDBG Program at HUD & fully funded.
Constant program changes, budget cuts, and charges to submittal requirements can detract from local providers providing quality and timely services to the intended recipients.
HUD provides a vitally important funding stream to our city through the CDBG program. Solutions to any HUD management /operational issues do not lie in moving the CDBG program to another Federal Dept. or in making drastic formula changes and appropriation cuts.
Our city and county supports the HUD programs that have been serving our community for 30 years. These programs continue to meet the very low and low-income individuals and families needs in affordable housing, infrastructure, public services and economic development programs in our community. We would like to see the reinstating of HUD CDBG funding to the level that it was 4 years ago to supply the ever-increasing needs of the homeless and very low-income individuals and families in our community. The HOME, CDBG, Supportive Housing and Emergency Shelter Programs have been and continue to be critical affordable housing, essential service, infrastructure, and neighborhood revitalization tools for the community. Please continue these programs for an improved quality of life for the homeless, very low and low-moderate income individuals and families in our community.
Unfunded mandates for technical assistance & training has had a negative impact on the service provided to HUD grantees. Without adequate field-office staff & funds for training, guidance and monitoring performance management goals will continue to be difficult to achieve.
We are disappointed by decreased funding for our CDBG program. We have accomplished much, but each year, we do a lesser amount due to increased costs and decreased funding. HUD utilizes population density in allocating funds. [DELETED]. Density should be irrelevant when compared with other factors such as household incomes and housing stock conditions.
Funds will always be in demand for "quality" training for HUD representatives and the communities due to employee turnover and constant changes in regulations.
The community development block grant (CDBG) is very important to our town. We have applied the funding to improving housing and public infrastructure. The financial draw-down process is excellent; we receive funding 3 days after submitting claims. Message to Congress: Local communities need the CDBG to continue!
We have the following concerns: * Declining funding amounts.
Section 8 Housing needs more funding so the [COUNTY] Housing Authority waiting list is not so long.
Allocating more travel funds to HUD can increase TA to communities and help minimize potential problems.

PARTNER SATISFACTION WITH HUD'S PERFORMANCE

Mayors and Other Chief Elected Officials

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We continue to have concerns about proposed changes to the CDBG program and attempts to reduce funding. Without CDBG, much of the assistance received by the underserved of this community would not have been possible. While constructive changes and improvements to the CDBG programs are welcomed, we will continue to oppose severe reductions in funding and overall dilution of the effectiveness of CDBG.

A big problem with HUD is the "congressional ???" process that slows the availability of funding. We go through 8 months of process to vacillator [??] the timely start of our program year and HUD continues [??] the contracts & money on-time.

REGULATIONS

The environmental regulations are burdensome. Consideration should be made to exclude certain projects from these regulations. A specific example is a street project that is replacing an existing street where all the work is being done in the right-of-way.

1. Making the program and what you can or cannot do more easily understood. 2. Making the reporting requirements a little easier to deal with.

re: \$1 Homes sales to local government program. The [NAME] home ownership center's rules and regulations are redundant and repetitive to other HUD programs and they do not recognize the enormous paperwork burden they impose on municipalities. Their policies should be reviewed especially in regards to compliance procedures imposed on communities that are already administering HUD CDBG & HOME programs.

Regulations are daunting.

Manuals/Rules/Regulations are very long & cumbersome to try to understand. They can be very overwhelming for someone new to a program.

Too many rules/regulations to follow for entitlements receiving few CDBG dollars!

Too much red tape involved with HUD programs.

It appears that HUD field office staff are sincere in efforts to assist localities trying to operate under cumbersome HUD regulations that come from Washington.

We have the following concerns: * Timeliness of HUD contracts & ?? release of funds * A regulating environment which limits certain activities (like rehabilitation). We would recommend HUD concentrate on its core mission. This should include consolidation of numerous smaller programs

The regulations are too complex and confusing and there are too many regulations and requirements. There are too required reports for the funds. Too many restrictions on the use of the funds and too much duplication in reporting between all the IDIS reports and the narrative reports, not even counting the CPMP tool. The public is not interested in the required reports and the fair housing requirement is expensive. The requirements are the same if a jurisdiction receives \$1,000,000 or \$300,000. The limitation on the 20% for administration and fair housing does not cover the program costs for [NAME's] administration of the grant, with out the back up of the redevelopment funds; the city would not be able to administer the program to HUD's satisfaction. Make the program easier, reduce the requirements and regulations, and give your HUD staff more money, support and staff. I do not want shelves full of CDBG binders to administer the CDBG program.

IDIS
HUD HQ's in DC has to hear the message that its IDIS Technical Assistance Unit (TAU-1-800-273-2573) is grossly inadequate. Frequently, perhaps even most often, when calling this TAU the response is a recorded message which includes a request for a call back name and number. Many times the call does not get returned at all. When a call is returned it is typically a full twenty-four hours (+) later. This is not an effective or acceptable standard. Often times, the answer to an IDIS-related question is critical to the progress of an application or a report deadline. The current TAU staff is just not getting the job done. More funding and/or improved quality control measures are needed. I would be delighted to answer any questions related to this comment.
The electronic application system with password requirement through grants gov is very difficult and not user friendly. The electronic grants application system is not well put together and there is a lack of support from contracting agency/business. A number of jurisdictions have had difficulty using this website and software system.
IDIS--very cumbersome to work with. For 5 yrs been promised by HUD to get better system -when??
Keep making the process easier. It is very difficult for new staff to learn all the reporting requirements and IDIS, that is why staff is constantly changing and entitlement communities see the CDBG requirements as more of a burden than helpful and only minor related to the goals of the organization.
An area that needs improvement is productivity information that we need to put on IDIS. We need training at the regional headquarters to help explain that process.
IDIS seems to be working most of the time. Must be time to discard it.
In the past 3 years a notable change has been better integration of regulatory screens in the IDIS system.
Would welcome a friendlier, updated IDIS reporting system.
When changes are made to IDIS system or con plan process HUD should be more direct & specific regarding those changes.
IDIS training is needed!!
HUD's IDIS System for entering data is very difficult to use. Not very user friendly.
I have noticed the IDIS system is improving and that is very helpful.
HUD needs to improve IDIS. This would go a very long way to increasing effectiveness.
Also, the IDIS hotline personnel are constantly helping us navigate this confusing system.
Staff would like to see further improvements made to the IDIS system.
3) I.D.I.S. system is a time wasting abyssal system
We are still very concerned and interested in the progress of the upgrade to HUD's IDIS system. We feel this is very important for reporting purposes. Thank You.
Many of the efforts to use 'information technology' to produce greater efficiencies have been failures. The most obvious example is the IDIS system and its frequent software and hardware failures that consume an incredible amount of time on the part of local staff, HUD staff, and HUD contractors.

CONSOLIDATED PLAN
The introduction of the CPMP tool for the consolidated plan reports is very helpful. HUD listened to the suggestions of grantees & it paid off.
Question 14: New Consolidated Plan Management Process (CPMP) appears to be more effective in showing goals and accomplishments; Needs charts ask for more detailed information and data, which is good but more work to obtain the new data requested.
The Consolidated Plan is utilized in conjunction with the Redevelopment Implementation Plan, General Plan, and Downtown Revitalization Plan. Staff was comfortable with the advice, to seek advice, and interaction with 2 of 3 [NAME] area representatives working with this entitlement city.
Consolidated Plan -CPMP tool not all that helpful. Too much emphasis on writing plans in detail - time would be better spent doing community projects more worthwhile. I have better things to do w/my time than to write plans - find something similar to public hsg plans - a checklist. I spend 30% of my time doing plans & CAPERS.
Consolidated Plan is not necessarily a bad thing. It has had no extent of helping meet the needs because they were already being met.
As we were revising our consolidated plan this year, we looked at the tool with interest. However, in the end it was more cumbersome, less user friendly, less public reader friendly and generally not very helpful. There was little guidance provided on how to actually report the data requested, the assistance was only about how to manipulate the documents.
The Consolidated Plan and the CAPER provide a framework for planning and performance evaluation. The [NAME] Field Office has been very supportive on a large project known as [DELETED]. The project is a [DELETED]. This project is changing a neighborhood, providing jobs, and providing job training for low income residents. Our field office's support is "priceless". See [DELETED].
We work with several different divisions in HUD. Responses were based on overall experiences w/ some difficulty because some areas are better to work with than others. It cost us about \$90,000 to do the consolidated plan - that is consultants' cost only & not our staff time. Seems like the \$ could be better spent.
2) This past Consolidated Plan process was the worst in the program's history. Between HUD staff re-assignments, reviews & re-reviews, totally subjective analysis, and often flippant responses, HUD took a step backwards this time around. [NAME].
The Action Plan and the CAPER are more helpful than the Consolidated Plan. If the Consolidated Plan required less data completion (especially since the census information is outdated), then public input and planning of the goals would make a more helpful 5-year tool.
Local communities need CDBG money to make the consolidated plan work. Funding decreases have been painful.
One year action plan is repetitive. In the time between a consolidated plan jurisdictions should only be required to do annual reporting and detail only activities for that specific year.
The consolidated plans itself has helped our community plan and identify our housing and community needs that correlate with national objectives, but the lack of funding reduces the effectiveness of the planning and identification. We have a major concern about identifying needs requiring a certain level of funding to effectively achieve these needs, but wish continual reduction of funds from Congress provides only a fraction of the funding required, we are only able to achieve a fraction of our objectives. It is then unfair and unreasonable for opponents of HUD's mission to declare the organization, its field offices, and the states, counties, and local governments receiving the reduced funding as ineffective and unable to meet national objectives. That is like a property owner requiring a \$5,000 roof repair giving a contractor \$500.00 to do all the required repairs, and then blaming the contractor for the resultant leaking roof.
The Con-Plan, Action Plan & CAPER all take too much time resulting in less focus on product delivery and more focus on endless reporting.

We are finding that the CPMP Tool requires too much effort. It does not allow you to input enough information resulting in the need to add a narrative. This defeats the purpose and has resulted in double work.

COMMENTS ABOUT THE SURVEY

Question regarding HUD programs needed to be more specific to the various programs, to allow for a better indication of what programs we are satisfied with vs dissatisfied with.

Survey responses represent the aggregate responses from two different departments that manage HUD funding. [NAME] staff, which manages CDBG and HOME funding felt generally satisfied with HUD, while staff at the Housing Authority were generally dissatisfied. Some of the differences are attributed to recent upheavals concerning organizational restructuring and funding uncertainties experienced by Housing Authority staff. Answers to questions # 6 and 7A are based Housing Authority staff responses. The answer to question #14 is based on [NAME] staff responses. Only Housing Authority staff has had contact with HUD HQ over the last year. Housing Authority's staff reports a varied relationship with HUD field office staff. Some field office staff is very responsive and knowledgeable, while others are not. Housing Authority staff is also negatively affected by inexperienced staff, or lack of adequate staff. [NAME] staff has a good relationship with field office staff, but are beginning to see the effects of long-term field staff retirements. City respondents would like to see the results of this survey, especially those responses at the regional level. We highly recommend that HUD share this information.

More effective survey would actually have quantitative measures to assure consistency in interpreting the question and would omit personal opinions to avoid slanting of the statistics by personality of the respondent.

Survey was difficult to answer. Responses reflect an average of dealings with different areas of HUD office.

Please, however, keep communicating and providing a forum for our perspectives. Thank you for the chance to complete this survey.

Please note: Given the limited amount of time, I've been in the director's position, most of the input on this survey comes from our front line staff. [NAME] [DELETED].

As Mayor I do not have direct contact with HUD on a consistent basis so this survey questionnaire has been completed by city departmental staff that is responsible for administering HUD programs locally.

Why are you asking Mayors?

This survey fails to address the issues of 1) The legislation that HUD is required to implement, and 2) funding levels, bad legislation and lack of funding would make HUD's job very difficult.

MISCELLANEOUS
Continue to make technology improvements to provide better communication. Before implementing new programs or funding calculations, make sure all field reps are knowledgeable and can answer questions.
Census Tract information comes too slowly after census is complete.
I would to see a database of local CDBG Administrators posted on HUD's website. The resource would allow local government to contact other cities regarding program information. For example, when we are reviewing our programs, such as our business assistance program, we want to find out how other cities run similar programs and what have been their results.
It is this Mayor's, and the Grants Division's contention that information shared with public officials by our [NAME] field office has caused undue hardship on our ability to function and repair longstanding unresolved issues concerning our HUD funds.
We are quite satisfied with the low income housing program that the city has. It is disturbing to watch the lack of support by the administration for Sec. 8 and other programs, like CDBG. At the same time a plan to end homelessness is pushed. There is a disconnect in the message to the public. [NAME] Mayor [CITY].
We do not accept CDBG funds and have minimal contact with HUD.
Tele-broadcasting done during lunch which is very inconvenient.
Our city is part of an urban consortium. Our county has all direct dealings with HUD.
The information obtained from watching satellite broadcasts is not usually worth the time required to watch them.
With respect to faith-based organizations, we have received information but not actual assistance.
There is a huge amount of bureaucracy and paperwork relative to the amount of benefit received. The website is very confusing - a huge amount of material, but you can't find what you need.
While there may be areas where HUD could improve, we believe that most performance shortfalls are the result of budget cutbacks and staff shortages. The results of this survey should be considered with this in mind. Given that the regulations for the CDBG Program (and we assume most other federal programs) prohibit proselytizing; the emphasis on faith-based organizations in Question 11 and 12 is suspect. Asking whether HUD has helped us reach out to faith-based organizations is misguided. Asking us to rank HUD in this effort is inappropriate at best. We also are concerned about the purpose of this questionnaire, especially given the Administration's recent attempt to transfer many of HUD's programs to the Commerce Department.
Only real frustration with HUD has been time it takes getting response on waiver request.
2) We all know how to work cooperatively with Faith based organizations. The current administration's emphasis on this one area is disproportionate to all other areas.
Intervention from the current administration in the way of trying to establish policy that is not consistent with the federal regulations governing these programs is a concern.

APPENDIX: SURVEY QUESTIONNAIRE

9. HUD has increasingly relied on **electronic transmission** to communicate with its partners. Based on your experience in the past 12 months, please indicate how effective or ineffective each of the following has been as a tool for HUD to convey important information to you, such as notices and guidance. *Check "Have not used" if HUD hasn't communicated with you this way.*

	Very effective	Somewhat effective	Not too effective	Not effective at all	Have not used	Don't know
a. HUD listserves (automated mailing lists of subscribers to which HUD sends e-mail messages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. HUD's Website postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. HUD's E-mail (individual correspondence to or from a HUD employee)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Very effective	Somewhat effective	Not too effective	Not effective at all	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. During the past 12 months, has your community received **assistance** from HUD to help you **reach out** to **faith-based** and **community organizations**?

	Yes	No	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If yes to Question 11 above, answer Question 12. Otherwise, skip to Question 13.

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

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Very good	Good	Poor	Very poor	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Great extent	Moderate extent	Minor extent	No extent	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. In the past 12 months, have you or members of your staff dealt directly with an office or person at HUD **headquarters** in Washington, DC?

	Yes	No	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If yes to Question 16 above, answer Question 17. Otherwise, skip to Question 18.

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

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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

- Mayor/Town Supervisor/Chief Elected Official Deputy Mayor/Chief of Staff/Senior Assistant to the Mayor
 Other City/Departmental Senior Official Other City/Departmental Employee
 Other Member of Mayor's/Supervisor's Immediate Office
 Other: _____

19. Taking into account all the jobs and positions in your employment history, **how many years**, in total, have you **interacted with HUD** as part of your job?

- Less than 1 year
 1 - 3 years
 4 - 6 years
 7 - 9 years
 10 years or more

20. Which **field office** or offices does your community interact with on a regular basis? Mark all that apply.

REGION I	Bangor <input type="checkbox"/>	Boston <input type="checkbox"/>	Burlington <input type="checkbox"/>	Hartford <input type="checkbox"/>	Manchester <input type="checkbox"/>	Providence <input type="checkbox"/>
REGION II	Albany <input type="checkbox"/>	Buffalo <input type="checkbox"/>	Camden <input type="checkbox"/>	Newark <input type="checkbox"/>	New York <input type="checkbox"/>	
REGION III	Baltimore <input type="checkbox"/>	Charleston <input type="checkbox"/>	Philadelphia <input type="checkbox"/>	Pittsburgh <input type="checkbox"/>	Richmond <input type="checkbox"/>	Wash., D. C. <input type="checkbox"/> Wilmington <input type="checkbox"/>
REGION IV	Atlanta <input type="checkbox"/> Knoxville <input type="checkbox"/>	Birmingham <input type="checkbox"/> Louisville <input type="checkbox"/>	Columbia <input type="checkbox"/> Memphis <input type="checkbox"/>	Greensboro <input type="checkbox"/> Miami <input type="checkbox"/>	Jackson <input type="checkbox"/> Nashville <input type="checkbox"/> San Juan <input type="checkbox"/>	Jacksonville <input type="checkbox"/> Orlando <input type="checkbox"/> Tampa <input type="checkbox"/>
REGION V	Chicago <input type="checkbox"/>	Cincinnati <input type="checkbox"/> Grnd. Rapids <input type="checkbox"/>	Cleveland <input type="checkbox"/> Indianapolis <input type="checkbox"/>	Columbus <input type="checkbox"/> Milwaukee <input type="checkbox"/>	Detroit <input type="checkbox"/> Minneapolis <input type="checkbox"/>	Flint <input type="checkbox"/> Springfield <input type="checkbox"/>
REGION VI	Albuquerque <input type="checkbox"/>	Dallas <input type="checkbox"/> New Orleans <input type="checkbox"/>	Ft. Worth <input type="checkbox"/> Okla. City <input type="checkbox"/>	Houston <input type="checkbox"/> San Antonio <input type="checkbox"/>	Little Rock <input type="checkbox"/> Shreveport <input type="checkbox"/>	Lubbock <input type="checkbox"/> Tulsa <input type="checkbox"/>
REGION VII	Des Moines <input type="checkbox"/>	Kansas City <input type="checkbox"/>	Omaha <input type="checkbox"/>	St. Louis <input type="checkbox"/>		
REGION VIII	Casper <input type="checkbox"/>	Denver <input type="checkbox"/>	Fargo <input type="checkbox"/>	Helena <input type="checkbox"/>	Salt Lk. City <input type="checkbox"/>	Sioux Falls <input type="checkbox"/>
REGION IX	Fresno <input type="checkbox"/>	Honolulu <input type="checkbox"/> Sacramento <input type="checkbox"/>	Las Vegas <input type="checkbox"/> San Diego <input type="checkbox"/>	Los Angeles <input type="checkbox"/> San Francisco <input type="checkbox"/>	Phoenix <input type="checkbox"/> Santa Ana <input type="checkbox"/>	Reno <input type="checkbox"/> Tucson <input type="checkbox"/>
REGION X	Anchorage <input type="checkbox"/>	Boise <input type="checkbox"/>	Portland <input type="checkbox"/>	Seattle <input type="checkbox"/>	Spokane <input type="checkbox"/>	

We welcome and appreciate any comments you may have about HUD. PLEASE PRINT.

Thank You for Completing the HUD Survey of Mayors.
Please return your completed questionnaire to:

HUD SURVEY, c/o Silber & Associates, P.O. Box 651, Clarksville, MD 21029-0651
A prepaid envelope is enclosed for your convenience.

QUESTIONS ABOUT THE SURVEY?

CALL: 1-888-SILBER-1 FAX: 1-410-997-5188 E-MAIL: SUPPORT@SILBERANDASSOCIATES.COM