



# TEXAS DEPARTMENT OF HOUSING & COMMUNITY AFFAIRS

*Building Homes. Strengthening Communities.*

## REPORT ON CUSTOMER SERVICE

Prepared by the

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**REPORT ON CUSTOMER SERVICE**

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## **INTRODUCTION**

The *Report on Customer Service* is required by Chapter 2114 of the Texas Government Code. This chapter requires state agencies to develop customer service standards and implement customer satisfaction assessment plans. Responses in all categories for the 2012 customer service survey showed positive improvement since 2010.

## **COMPACT WITH TEXANS**

In accordance with this chapter, beginning with the *2001-2005 Strategic Plan*, the Texas Department of Housing and Community Affairs (TDHCA, Department) prepared a Compact with Texans and designated a Customer Relations Representative. The Compact with Texans is available on the TDHCA website at <http://www.tdhca.state.tx.us/compact.html>.

## **CUSTOMER RELATIONS REPRESENTATIVE**

The current Customer Relations Representative, as required by Section 2114.006, is Elizabeth Yevich, Director of the Housing Resource Center. Ms. Yevich also oversees the Department's complaint process, performance measurement system, and strategic planning for the Department.

## **REPORT ON CUSTOMER SERVICE**

The *Report on Customer Service* is due to the Legislative Budget Board (LBB) and the Governor's Office of Budget, Planning, and Policy no later than June 1 of each even-numbered year. According to Section 2114.002(b), the report evaluates TDHCA's facilities, staff, communications, Internet site, complaint-handling processes, service timeliness, and printed information. As required by *State Agency Strategic Plan Instructions*, the document includes the following five sections:

- **Section One:** An inventory of external customers by each strategy listed in the 2012-2013 General Appropriations Act and a brief description of the types of services provided to customers.
- **Section Two:** A brief description of the information-gathering methods utilized in obtaining input from agency/institution customers.
- **Section Three:** Charts and graphs detailing the levels of customer-determined service quality and other relevant information received for each customer group and each statutorily required customer service quality element: facilities, staff, communications, Internet site, complaint-handling processes, service timeliness, and printed information.
- **Section Four:** An analysis of the findings identified from the customer satisfaction assessment. This analysis includes an identification of changes that would improve the survey process itself, as well as summary findings regarding the quality of service provided and improvements to be made in response to this assessment.
- **Section Five:** A description of performance measure information related to customer service standards and customer satisfaction.

## ***Inventory of External Customers***

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### **INVENTORY OF EXTERNAL CUSTOMERS**

#### **OVERVIEW**

TDHCA is the State's lead agency responsible for providing affordable housing, community services assistance, energy assistance, and colonia programs and activities. TDHCA provides the following types of assistance:

#### **Housing and Community Services Assistance**

- Housing assistance for individual households (homebuyer down payment, low interest rate mortgage financing, home repair, homebuyer education, grants for accessible home modifications for persons with disabilities, and rental payment assistance);
- Funding for the development of rental housing and single-family developments (new construction or rehabilitation);
- Disaster relief (rental assistance, home repair and reconstruction);
- Foreclosure relief (foreclosure prevention counseling and stabilization of neighborhoods with excessive foreclosures);
- Energy assistance (utility payments or home weatherization activities); and
- Assistance for homeless persons and emergency relief for individuals or families in crisis (transitional housing, energy assistance, health and human services, child care, nutrition, job training and employment services, substance abuse counseling, medical services, other emergency assistance, and administrative support for community service agencies).

TDHCA's funding resources are generally awarded through formal application processes. Funding is distributed to entities that provide assistance to households in need. This distribution is done using a number of techniques.

- Almost all housing assistance, rental housing and single-family development, disaster relief and foreclosure relief funding is awarded through formal requests for proposals and notices of funding availability.
- First time homebuyer assistance is allocated through a network of participating lenders.
- Community services funds are predominantly allocated through a network of community-based organizations. (Of the above list, community services include energy assistance and assistance for homeless persons and emergency relief for individuals or families in crisis.)

#### **Manufactured Housing Activities**

TDHCA's Manufactured Housing Division administers the Texas Manufactured Housing Standards Act (TMHSA). The TMHSA ensures that manufactured homes are well constructed and safe; are installed correctly; that consumers are provided fair and effective remedies; and that measures are taken to provide economic stability for the Texas manufactured housing industry. Services of the Manufactured Housing Division include recordation of ownership and liens, issuance of Statements of Ownership and Location (SOL); required training and examination for prospective license applicants, license issuance to manufacturers, retailers, rebuilders, installers, brokers, and/or salespersons; record and release of tax and mortgage liens; installation inspections; consumer

complaints; and through a cooperative agreement with HUD, the regulation of the manufactured housing industry in accordance with federal laws and regulations.

### **Information Resources**

TDHCA is a housing and community service informational resource for individuals, local governments, the Legislature, community organizations, advocacy groups, and members of the housing development community. Examples of information provided include general information on TDHCA activities, US Census data analysis, and consumer information on available housing and services statewide. A primary method by which this information is made available is TDHCA's interactive consumer assistance website at <http://www.tdhca.state.tx.us/texans.htm>.

In all of its activities, TDHCA strives to promote sound housing policies; promote leveraging of state and local resources; affirmatively further fair housing; and ensure the stability and continuity of services through a fair, nondiscriminatory, and open process.

### **EXTERNAL CUSTOMERS**

External customers are identified as two groups:

- Households
- Businesses and Organizations

#### ***Households***

Most TDHCA programs fund local organizations or developers that, in turn, serve households at the local level. TDHCA considers these households to be customers because TDHCA is responsible for contract oversight of the organization or developers assisting the household and also verifies the household's eligibility data. In addition, the household can contact TDHCA to file a complaint against the organization or developers that received funding through TDHCA. These households are Targeted Program Beneficiaries of TDHCA's programs or services; for the purposes of this report, they will be called "Households."

While a majority of the programs at TDHCA are required to assist households with income not greater than 80 percent of the area median family income, most programs are able to assist households with even lower incomes. For example, according to the *2012 State of Texas Low Income Housing Plan and Annual Report*, approximately 99 percent of households served or committed to be served in state fiscal year 2011 were between 30 to 50 percent area median family income.

Only a few programs at TDHCA are permitted to serve households above 80 percent area median family income, including the Single Family Bond homebuyer programs, Neighborhood Stabilization Program and the National Foreclosure Mitigation Counseling programs, depending on the requirements of specific initiatives. In addition, Households contacting the Direct Subrecipients or the Department for general information may have incomes above 80 percent of the area median. TDHCA considers all Households that have contact with TDHCA as customers.

## ***Inventory of External Customers***

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TDHCA also includes owners of manufactured homes in this group of customers because the Manufactured Housing Division has contact with these owners for title transfers or other related documents.

It should be noted that, with the exception of owners of manufactured homes and households that receive Section 8 rental assistance and HOME Homebuyer Assistance directly from the Department, most Households do not have contact with TDHCA. Unless the Household files a complaint with TDHCA regarding an organization or developer funded by the Department or the Department questions the eligibility requirements of the Household, the process through which the Household receives assistance does not directly involve the Department.

### ***Businesses and Organizations***

The vast majority of the customers who have direct contact with the Department are Direct Subrecipients, which include funding applicants and Manufactured Housing Division Licensees. These are organizations that apply directly for funding or licensing, and can include for-profits; nonprofits; units of local government; community-based organizations; community action agencies; public housing authorities; housing developers; manufactured housing retailers, builders, installers; and other housing and community affairs entities. For the purpose of this report, the Direct Subrecipients and Manufactured Housing Division Licensees will be called “Organizations.”

## 2012-2013 GENERAL APPROPRIATIONS ACT STRATEGIES

This section identifies customers served by each strategy listed in the 2012-2013 General Appropriations Act and a brief description of the types of services provided to customers.

<b>Goal 1: Increase Availability of Safe/Decent/Affordable Housing</b>
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**1.1 Strategy:** Provide federal mortgage loans and Mortgage Credit Certificates (MCCs), through the department's single family Mortgage Revenue Bond (MRB) Program, which are below the conventional market interest rates to very low, low, and moderate income homebuyers.

- **Targeted Program Beneficiaries:** Very low-, low-, and moderate-income homebuyers.
- **Subrecipients:** Participating mortgage lenders.
- **Type of Assistance:** Below market rate mortgage loans, down payment assistance and savings on property taxes to eligible individuals and families.

**1.2 Strategy:** Provide funding through the HOME Investment Partnerships (HOME) Program for Affordable Housing

- **Targeted Program Beneficiaries:** Extremely low-, very low-, and low-income households (at or below 80 percent of the area median income).
- **Subrecipients:** Nonprofit and for-profit organizations, units of local government, community housing development organizations, public housing authorities and income-eligible households.
- **Type of Assistance:** contract-for-deed conversion to a traditional mortgage; down payment and closing cost assistance; rental subsidy; repair or reconstruction of substandard housing; single-family or multifamily housing development.

**1.3 Strategy:** Provide funding through the Housing Trust Fund Affordable Housing.

- **Targeted Program Beneficiaries:** Extremely low-, very low-, and low-income households (at or below 80 percent of the area median income).
- **Subrecipients:** Nonprofit and for-profit organizations, units of local government, community housing development organizations, public housing authorities, and income-eligible households.
- **Type of Assistance:** barrier removal for persons with disabilities; down payment and closing cost assistance.

**1.4 Strategy:** Provide federal rental assistance through Section 8 certificates and vouchers.

- **Targeted Program Beneficiaries:** Extremely low and very low income households (at or below 50 percent of the area median income).
- **Subrecipients:** Local program administrators.
- **Type of Assistance:** Rental subsidy vouchers.

**1.5: Strategy:** Provide federal tax credits to develop rental housing for very low- and low-income households.

## Strategies

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- **Targeted Program Beneficiaries:** Very low income households (at or below 60 percent of the area median income).
- **Subrecipients:** Nonprofit and for-profit developers.
- **Type of Assistance:** Acquisition, rehabilitation, and new construction of affordable rental units.

**1.8 Strategy:** Provide federal mortgage loans through the department's Mortgage Revenue Bond (MRB) program.

- **Targeted Program Beneficiaries:** Very low-, low-, and moderate-income families.
- **Subrecipients:** Nonprofit and for-profit developers.
- **Type of Assistance:** Acquisition, rehabilitation, and new construction of affordable rental units.

### Goal 2: Provide Information and Assistance.

**2.1 Strategy:** Provide information and technical assistance to the public through the Housing Resource Center.

- **Targeted Program Beneficiaries:** All individuals and families seeking housing and community services information and assistance.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Information and technical assistance.

**2.2 Strategy:** Provide technical assistance to colonias, border communities, and non-profits.

- **Targeted Program Beneficiaries:** Colonia residents, units of local government, nonprofits, for-profits, and general public.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Information and technical assistance.

### Goal 3: Improve Poor/Homeless Living Conditions & Reduce Very Low Income Energy Costs.

**3.1 Strategy:** Administer poverty-related federal funds through a network of agencies.

- **Targeted Program Beneficiaries:** Households at or below 125 percent of federal poverty guidelines.
- **Subrecipients:** Community action agencies, nonprofit organizations, units of local government.
- **Type of Assistance:** Community services, including health and human services, child care, transportation, job training, emergency assistance, nutrition services, counseling, and other services.

**3.2 Strategy:** Administer state energy assistance programs.

- **Targeted Program Beneficiaries:** Households at or below 125 percent of federal poverty guidelines.

- **Subrecipients:** Community action agencies, nonprofit organizations, units of local government.
- **Type of Assistance:** Case management, education, and financial assistance to reduce energy costs; repair or replacement of heating and cooling appliances to increase energy efficiency; energy crisis assistance.

**Goal 4: Ensure Compliance with Program Mandates.**

**4.1 Strategy:** Monitor and inspect for federal and state housing program requirements.

- **Targeted Program Beneficiaries:** Residents of TDHCA-assisted housing units.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** On-site property inspections and desk reviews.

**4.2 Strategy:** Monitor subrecipient contracts.

- **Targeted Program Beneficiaries:** Recipients of TDHCA-funded housing and community services.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Single audit desk reviews.

**Goal 5: Regulate Manufactured Housing Industry.**

**5.1 Strategy:** Provide Statement of Ownership and Location and licensing services in a timely manner.

- **Targeted Program Beneficiaries:** Manufactured home consumers and licensees.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Process Statements of Ownership and Location/titles for lien holders and consumers; licenses to manufacturers, retailers, brokers, installers, rebuilders and sales personnel.

**5.2 Strategy:** Conduct inspections of manufactured homes in a timely and efficient manner.

- **Targeted Program Beneficiaries:** Manufactured home consumers and industry.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Manufactured housing installation inspections and non-routine inspections.

**5.3 Strategy:** Process complaints, conduct investigations, and take administrative actions.

- **Targeted Program Beneficiaries:** Manufactured home consumers and industry.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Accept and investigate consumer complaints; take actions to protect consumers and enforce statute.

**5.4 Strategy:** Provide for the processing of occupational licenses, installation reporting, and tax lien filing and release through TexasOnline.

- **Targeted Program Beneficiaries:** Manufactured home industry, inventory lenders, and taxing entities.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Ability to process license renewals, file reports, inventory finance liens and tax liens and releases online.

## **METHODS OF INPUT**

### **OVERVIEW**

Because of the large discrepancy between the nature of Households (Targeted Program Beneficiaries) and Organizations (Direct Subrecipients), determining a specific level of customer satisfaction is difficult. TDHCA has typically measured service quality through its public input process for its planning documents and program-specific hearings, workshops and roundtables during the year.

The *State Low Income Housing Plan and Annual Report (SLIHP)* is an annual planning document required by Section 2306.071-2306.0724 of the Texas Government Code, and covers all aspects of the Department's programs. The Department's public input process for this document enables customers to comment on all aspects of the Department, including programs, materials, facilities, and service, during the public comment period, at the public hearing held in Austin and during TDHCA Board of Directors meetings. The *2012 SLIHP* public input process was held from January 9th through February 7th, 2012. There were six public comments received on the *2012 SLIHP (Draft for Public Comment)* and the Department addressed these comments in the final version of the document.

Many divisions within TDHCA host roundtables to gather input on their program structures. During these roundtables, the Department enters into dialogue with its customers about the level and effectiveness of service. TDHCA also accepts comment at board meetings, program-specific hearings, and workshops, and responds to comments or concerns received at any time during the year. Furthermore, TDHCA has several workgroups and advisory groups that meet monthly with stakeholders to engage with TDHCA about relevant issues. For example, the Disability Advisory Workgroup advises the agency's Executive Director on policies and programs that affect persons with disabilities. The Rural Housing Workgroup provides a forum where rural housing providers and advocates can share insights with TDHCA management and staff as they develop policies and rules for the federal and state programs administered by TDHCA. A list of these workgroups can be found in the SLIHP.

### **2012 TDHCA CUSTOMER SERVICE SURVEY**

In April 2012, the Department conducted the online 2012 TDHCA Customer Service Survey, which will be called "Survey". TDHCA used web-based survey software called Survey Monkey ([www.surveymonkey.com](http://www.surveymonkey.com)) to develop a short survey that specifically asked respondents about the eight customer service areas (staff, service timeliness, communications, website, printed information, facility, complaint process, and general satisfaction).

### **SURVEY QUESTIONS**

The Survey contained demographic questions; 15 multiple choice questions asking the respondent to rate TDHCA; a question to determine the medium through which the survey was taken; and an opportunity for the respondents to elaborate with additional comments.

## Methods of Input

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The Survey included demographic questions at the beginning of the survey to determine if the survey would be conducted in English or Spanish, the location of the respondent, the language needed for communication (if other than English), the customer type, and the type of business conducted with TDHCA. The questions regarding the business conducted with TDHCA were dependent on the questions regarding customer type. Respondents were directed to the appropriate business type questions; they did not see all the business type questions available. A sample of the customer types and business questions can be found in Appendix A.

The “Customer Type” questions divide respondents into the two categories of customers: Individuals and Businesses/Organizations. The “Business with TDHCA” questions allows for the analysis of opinions of customers who have contact with certain sections of TDHCA. The “Housing”, “Community Affairs” and “Manufactured Housing” choices reflect the three main types of service categories within TDHCA. The TDHCA Manufactured Housing Division is administratively tied to TDHCA but is an independent entity with its own Board of Directors, staff and internal policies. To gain a better understanding of which programs respondents rated, additional Business Type questions were added to determine which type of assistance was requested or which TDHCA Division was contacted, as can be seen in Appendix A.

All respondents were asked the multiple choice questions below. (Note: The numbering of the multiple choice questions varied depending on the Customer Type.) The following questions address the customer service categories as specified by Chapter 2114 of the Texas Government Code, with the addition of a “General Satisfaction” question.

<i>Please rate the following statements on the scale of 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).</i>	
Staff	11. TDHCA staff members are courteous.
	12. TDHCA staff members demonstrated a willingness to assist.
Timeliness	13. The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.
Communications	14. I was given clear explanations about services available to me.
	15. The automated phone system is easy to navigate and helps me reach the correct division or individual when I call.
	16. Communication is available in the appropriate language (for Organizations/Businesses, please consider the languages your clients speak).
Website	17. The public website contains the information I expect.
	18. The TDHCA public website is easy to use.
	19. The TDHCA public website contains accurate information on programs, services, and events.
Printed Information	20. Written materials (forms, instructions, information on programs and services, events, etc.) produced by TDHCA are clear.
	21. Written materials provide accurate information.
Facility	22. The location of the TDHCA office is convenient.
Complaint Process	23. I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees.
	24. If I complained, I believe it would be addressed in a reasonable manner.
General Satisfaction	25. Overall, I am satisfied with my experiences with TDHCA.

#### **SURVEY TIMELINE**

On April 9, 2012, TDHCA publicized the release of the survey through social media, email, website, phone and written announcements. The survey was available for completion until April 30, 2012 at 5:00pm.

#### **SURVEY MARKETING AND CUSTOMERS SURVEYED**

TDHCA works with and serves a large cross-section of the public. Some contact with the Department may only last a few minutes, such as a phone call from a Texan in need. Some contact may last decades, such as a developer with a 30-year affordability period on their apartment complex funded through the Housing Tax Credit Program. Given the wide range of people and durations of contact, TDHCA used the internet, email, phone and written surveys to reach as many individuals and organizations connected to the Department as possible.

The survey was made accessible online. A link was placed on the homepage of the TDHCA website under the *What's New* dropdown menu. Also online, the link to the survey was placed on the *Help for Texans* webpage, a site that allows Texans seeking assistance to search for providers in their areas. A similar link was placed on the Spanish language *Help for Texans* website. Another link was put on the *Notices of Funding Availability (NOFA)* webpage. A final link was put under the Manufactured Housing homepage under the *What's New* dropdown menu. By reaching out to the public at large on our homepage, to potential Subrecipients on the *Help for Texans* webpage and Spanish language *Help for Texans* webpage, potential Subrecipients on the *NOFA* webpage and those seeking information about Manufactured Housing on the manufactured housing webpage, the Department marketed to all types of external customers identified in this report. A link was also put on social media sites maintained by TDHCA (Facebook, Twitter).

A notice was also posted on the homepage of TDHCA's website. The notice contained a link to the survey and a link to the Manufactured Housing Division location. It stated:

#### **Speak up! TDHCA conducting survey to improve customer service**

TDHCA is conducting a Customer Service Survey of those entities/organizations we fund and the households we serve through our programs. Your response will help the Department evaluate its facilities, staff and communications, as well as the quality of its complaint handling processes and timeliness of service.

The survey was made available April 9, and concludes on Monday, April 30. It is available in both English and Spanish.

If you represent a city, county, nonprofit organization or for-profit developer that has been awarded TDHCA funds, or if you are a resident of Texas who has had contact with TDHCA, the Department encourages you to complete this short survey.

## ***Methods of Input***

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The survey is available online, and hard copies are available at the main office of the TDHCA Manufactured Housing Division. It only takes a few minutes to complete, but your opinions can have a positive and significant impact on thousands of Texas' most vulnerable residents.

An announcement with a direct link to the survey was sent out to all TDHCA email list subscribers. Email lists specifically address the Housing Tax Credit Program, Multifamily Bond Program, Multifamily Compliance, Housing Trust Fund, HOME Program, Manufactured Housing, First Time Homebuyer Program, Community Affairs Programs and a general Consumer News and Information group. These email lists are a subscription-based service, and members of the public who are interested in receiving information from TDHCA can sign up via the website. The announcement was sent to approximately 4,897 email addresses. Nineteen emails were returned because the email addresses were incorrect. A total of 4,878 email announcements reached the addressee.

In addition to the email list invitations, TDHCA searched its Central Database for email addresses of Organizations working with the Office of Compliance and Asset Oversight (5,529 emails). Email invitations were also sent to lenders in the First Time Homebuyer Program (668 emails) from internal lists. In total, 6,197 emails were sent. A total of 3,104 individual announcements reached the addressee, mainly due to outdated email addresses or staff turnover in the business.

Email notices and website postings included the following language:

How well do we serve our customers? The Texas Department of Housing and Community Affairs is conducting a survey and we would like your opinions. The short survey should take less than 5 minutes of your time. Your input will help us as we work to serve you better. We appreciate your feedback!

Click on the link to start the survey:  
<http://www.surveymonkey.com/s/TDHCACustomerService2012> The survey will be available until April 30, 2012 at 5pm.

Thank you,

Texas Department of Housing and Community Affairs

It is likely that most subscription email lists and email invitations primarily included Direct Subrecipients. However, the Consumer News and Information and First Time Homebuyer email lists may also include members of the general public seeking information about TDHCA.

To reach customers without access to the internet, TDHCA also conducted surveys over the phone and in writing. The Housing Resource Center in TDHCA receives inbound calls from TDHCA's main phone line. The duties of the Information Specialist in the Housing Resource Center consist of this

person answering a majority of those calls. The Information Specialist asked every 10<sup>th</sup> caller if he/she would like to take the Customer Service Survey. If the caller indicated that he/she would take the survey, the Information Specialist transferred the caller to another member of the Housing Resource Center who then completed the survey with the caller over the phone. The Information Specialist received approximately 313 calls, of which 31 were asked to take the survey.

The Manufactured Housing Division is unique at TDHCA because that division has a steady number of walk-in customers throughout the year. Written surveys were available in the Manufactured Housing waiting room. Customers were asked to complete the surveys and return to the Manufactured Housing staff before leaving. The Manufactured Housing Division averages approximately 25 to 30 walk-in customers a week. During the three week period that the survey was available, approximately 81 people were offered the opportunity to take the survey.

Finally, the survey was available in both English and Spanish in order to reach a broader base of customers. According to the 2006 to 2010 American Community Survey, Texas had 2,839,827 Spanish-speaking persons who spoke English less than “very well”. There are 2,738,799 more people who speak Spanish but English less than very well compared to any other group of people who speak another language but English less than very well. Therefore, Spanish would be the most likely language to reach non-English speaking persons in Texas.

#### **RESPONSE RATES**

TDHCA emailed the survey invitation to 4,878 active emails on the TDHCA email lists. TDHCA also emailed the survey to 3,104 Direct Subrecipients with active emails in the Central Database or directly to the Subrecipients through the program’s email lists.

Since an announcement of the survey was posted on the homepage of the TDHCA website, the survey was available for any member of the public to complete. For the three weeks between April 9 and April 30, the front page received 22,517 unique visitors, the Manufactured Housing front page received 15,162 unique visitors, the Help for Texans page received 5,442 unique visitors, the Spanish Help for Texans page received 13 unique visitors and the Notice of Funding Availability received 539 unique visitors. In addition, 117 TDHCA’s Twitter Followers and 127 Facebook users who “liked” TDHCA potentially received the invitation. A total of approximately 43,917 unique visitors potentially saw the online survey invitations and social media invitations. This is the most problematic estimate because the link was not a direct invitation, but an indirect invitation, relying on the website visitor to notice the link.

Of approximately 31 callers asked to take the survey by the Information Specialist, 7 callers completed the survey.

The Manufactured Housing Division estimates that the Division receives approximately 25 to 30 walk-in customers per week. Given that the survey was available for three weeks, approximately 81 walk-in customers had an opportunity to complete the survey. Thirty-seven walk-in customers completed the survey.

## Methods of Input

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Notice that each advertisement strategy varied in its effectiveness. The vast majority of respondents were those who were emailed directly from email addresses taken from the Central Database or emailed directly from their program administrators at TDHCA. The second highest number of respondents were from the TDHCA website, followed by the email subscription list announcement, which may explain the high percentage of individual respondents compared to when the last Customer Service Survey was conducted (10.4% in 2010 versus 17.8% in 2012 – see Table 3: *Customer Type by Business with TDHCA* below).

Survey Method\*

You heard about this survey:	Response Percent	Response Count
Through Facebook	0.0%	0
Through Twitter	0.0%	0
Through the Listserv Announcement	5.8%	41
Email from TDHCA (info@tdhca.state.tx.us)	77.4%	547
On TDHCA website	7.1%	50
Over the phone	1.0%	7
At a customer service center (written)	5.2%	37
Other	3.5%	25

\*The total in this chart (707) differs from the total respondents (715) because not all respondents answered this question.

The response rate is based on emails sent through email, emails sent directly to Subrecipients, website visitors, people who were asked to complete the survey over the phone, and walk-in customers for the Manufactured Housing Division, which totals 52,011 invitations.

The survey closed on April 30. There were 715 completed surveys. Out of 52,011 people who received the survey invitation, this represents a 1.4 percent response rate. However, the number of online visitors with an indirect invitation may have skewed the response rate; it is impossible to know how many visitors saw the invitation. If the online visitors estimate was taken out of the response-rate calculation, the total people who received the survey invitation would be 8,094 and the response rate would be 8.8 percent.

While the response rate increased slightly from 2010 (7.2% in 2010 to 8.8% in 2012, without the website/social media invitations), the number of completed surveys more than doubled. In 2010, 357 completed surveys were received. In 2012, 715 completed surveys were received. This is a dramatic increase of 50.1% in the number of completed surveys.

### **SURVEY ISSUES AND ERRORS**

The scope of the Customer Service Survey was subject to certain survey errors based on physical limitations. First, because of prohibitive costs associated with contacting each household and organization that had contact with TDHCA, the Customer Service Survey was made available for the general public to complete. Since the survey was not limited to a specific population, response rates are estimated.

Secondly, most of the marketing and outreach was conducted online. While customers who contacted TDHCA by phone or in-person were not excluded from the survey, a majority of the people invited to take the survey had to have access to the internet. Mailings were not included because of cost restrictions. The cost associated with the mailing and data entry required was cost-prohibitive for the scope of this survey.

This survey was not a simple random sample: TDHCA performed the majority of the outreach to individuals with email addresses and access to the internet; the efforts to reach customers in-person was not a random sample since every walk-in customer was offered the survey; the efforts to reach customer by phone was limited to those customers who called TDHCA directly. Therefore it is not possible to calculate a proper confidence level and interval for this survey. As a result, this survey does not reflect the opinions of the entire TDHCA customer base, but instead is used for informational purposes.

## Customer Satisfaction Analysis

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### **SURVEY RESULTS**

The Department received 715 complete responses to the survey. The feedback from these responses is summarized below. Results are analyzed by customer type including (1) all survey respondents, (2) Household Respondents, and (3) Organization Respondents. These results are shown in the charts in this report. Responses in all customer service categories showed positive improvement since 2010. Charts also include responses by type of business conducted with TDHCA: (4) Community Affairs, (5) Housing Programs and (6) Manufactured Housing.

### **SURVEY RESPONDENT DEMOGRAPHICS**

#### *Language*

Of all respondents, 94.8% took the survey in English and 2.6% took the survey in Spanish. The table below shows that most of the Spanish surveys were conducted for Manufactured Housing. In addition, more Household Respondents took the survey in Spanish than Organization Respondents. Most Spanish responses were received in written at the Manufactured Housing Division walk-in office.

**Table 1. Survey Language**

I would like to take this survey in (Me gustaría responder a esta encuesta en):	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
English (Inglés)	696	110	586	188	457	51
Spanish (Español)	19	17	2	1	2	16
Totals	715	127	588	189	459	67

#### *Location*

Respondents were shown a TDHCA regional map (as seen below) and asked to indicate which area they were from (if Household Respondent) or which areas they served (if Organization Respondent). Of all respondents, 18.3% were from the Metroplex followed by 15.8% from the Gulf Coast. The Upper Rio Grande had the least respondents at only 2.0% of the total. For Housing Program Respondents, 11.2% of those that answered the location question indicated that they served the entire state and were not confined to one region. Most of the Manufactured Housing Respondents were from the Capital Area, probably because most of the surveys completed for Manufactured Housing were taken in writing at the office located in Austin.

Figure 1. Location Choices



Table 2. Location of Respondents

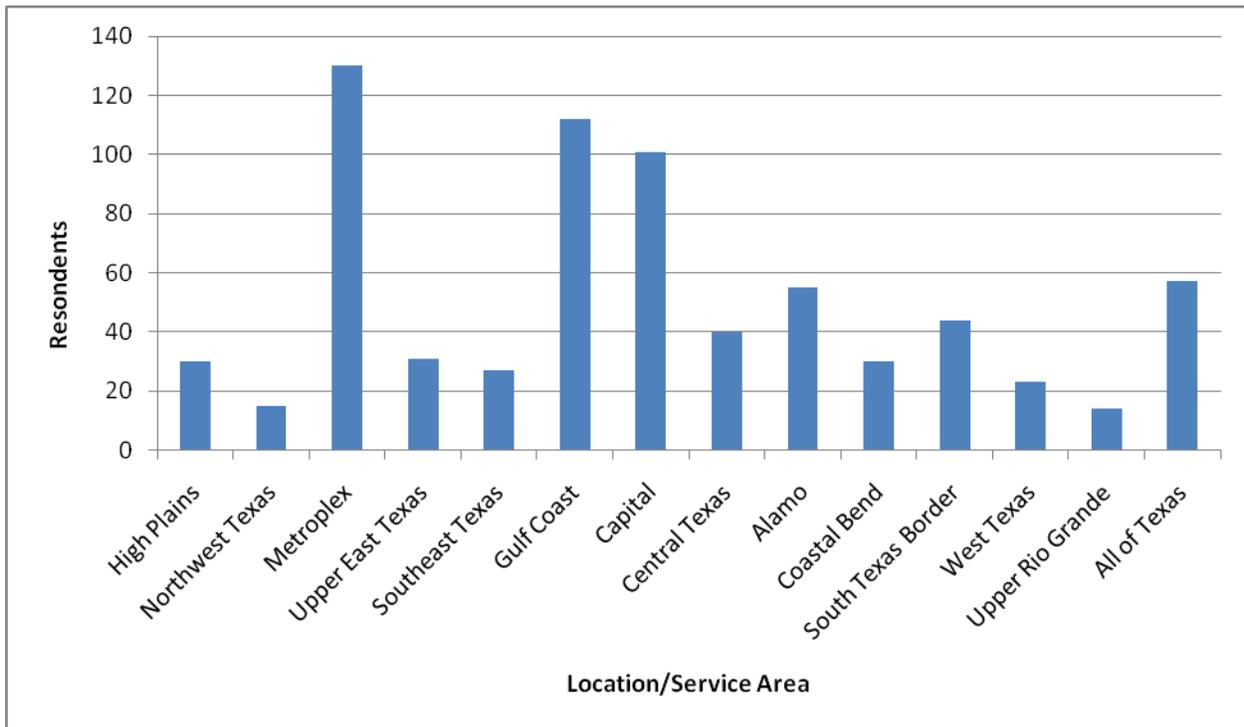
Location by Region	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Region 1, High Plains (e.g. Panhandle)	30	2	28	11	17	2
Region 2, Northwest Texas (e.g. City of Wichita)	15	3	12	6	7	2

## Customer Satisfaction Analysis

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Location by Region	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Region 3, Metroplex (e.g. Dallas/Fort Worth/Arlington)	130	17	113	42	86	2
Region 4, Upper East Texas (e.g. Longview/Marshall)	31	2	29	6	25	0
Region 5, Southeast Texas (e.g. Tyler/Jacksonville)	27	4	23	5	21	1
Region 6, Gulf Coast (e.g. Houston/Sugar Land/Baytown)	112	22	90	28	81	3
Region 7, Capital (e.g. Austin/San Marcos)	101	36	64	14	58	28
Region 8, Central Texas (e.g. City of Waco)	40	6	34	13	20	7
Region 9, Alamo (e.g. City of San Antonio)	55	7	48	12	36	7
Region 10, Coastal Bend (e.g. Corpus Christi/Kingsville)	30	6	24	14	12	4
Region 11, South Texas Border (e.g. Rio Grande Valley)	44	4	40	20	23	1
Region 12, West Texas, (e.g. Midland/Odessa)	23	5	18	9	11	3
Region 13, Upper Rio Grande (e.g. City of El Paso)	14	2	12	5	9	0
All of Texas	57	5	52	4	51	2

Figure 2. Location of Respondents



**Customer Type and Business with TDHCA**

TDHCA designated two customer groups that have contact with TDHCA: (1) Households and (2) Organizations. Approximately 17.8% of respondents, or 127 individuals, identified themselves as Households for the purposes of this report. Approximately 82.2% of respondents, or 588 individuals, identified themselves as representing Organizations.

Table 3. Customer Type by Business with TDHCA

My primary type of business with TDHCA is:	Total Respondents	Household Respondents	Organization Respondents
Community Affairs	189	12	177
Housing Assistance	459	68	391
Manufactured Housing	67	47	20
Total Households or Organizations	715	127	588

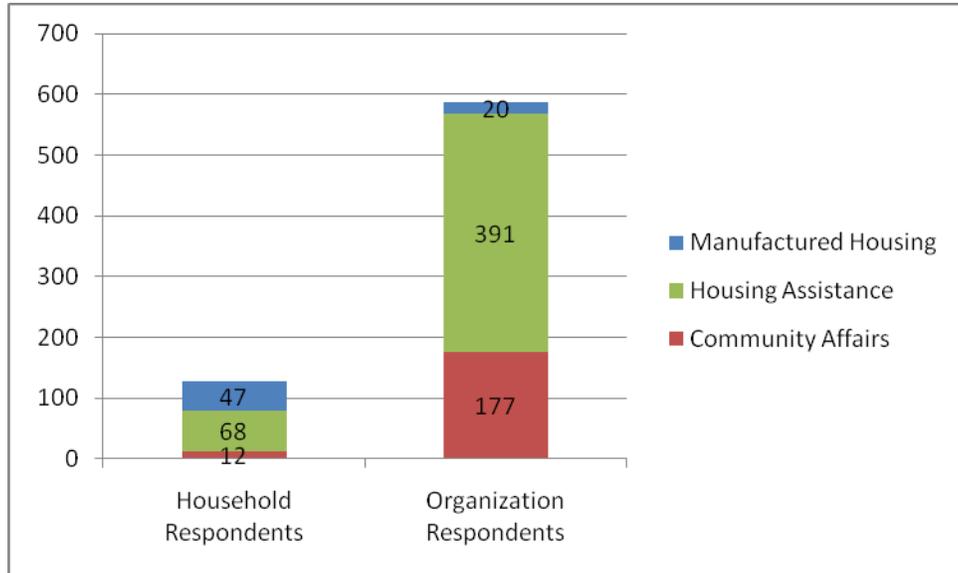
Of all respondents, 64.2% primarily had contact with the housing programs, 26.4% had contact with the Community Affairs' programs, and 9.4% had contact with the TDHCA Manufactured Housing Division. Figure 2, Customer Type by Business, shows that a higher percentage of

## Customer Satisfaction Analysis

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Organizations responded for Community Affairs (93.7%) as compared to the Housing Assistance (85.2%) and Manufactured Housing Assistance (29.9%).

**Figure 3. Customer Type by Business with TDHCA**



**CUSTOMER-DETERMINED SERVICE QUALITIES**

*Average Responses*

Survey respondents rated TDHCA’s service on a scale of 1 to 5 with 1 being Strongly Disagree and 5 being Strongly Agree. All of TDHCA’s average ratings were above 3.0; a score of 3.0 is neutral. Since a majority of the statements with which the respondents were to agree or disagree were positive, a score above 3.0 indicates positive average customer-determined service qualities.

Figure 3 shows that the overall satisfaction (Question 25) for the respondent types varied between 3.93 and 4.01 except for Manufactured Housing, which had a highest average (4.19). The highest average rating was “TDHCA staff members are courteous” for every respondent type but Manufactured Housing Respondents, which gave the highest average for “TDHCA staff members demonstrated a willingness to assist”. All the respondent types except Manufactured Housing Respondents gave the lowest average to “The location of the TDHCA office is convenient”. Manufactured Housing Respondents gave the lowest average rating to “The automated phone system is easy to navigate and helps me reach the correct division or individual when I call.”

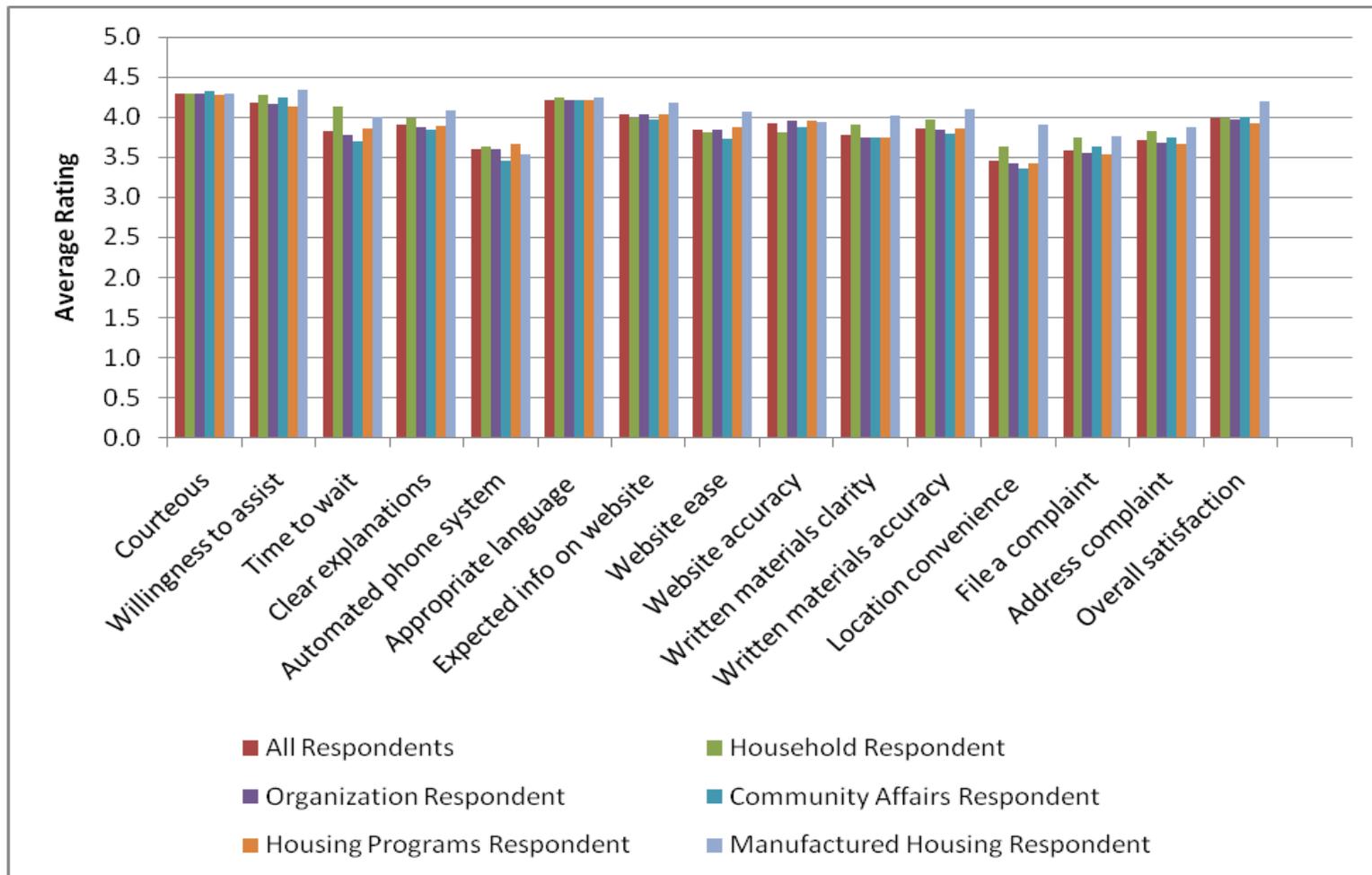
**Table 4. Average Ratings**

Statements Rated on a Scale of 1 (strongly disagree) to 5 (strongly agree)	All Respondents	Household Respondent	Organization Respondent	Community Affairs Respondent	Housing Programs Respondent	Manufactured Housing Respondent
11. TDHCA staff members are courteous.	<b>4.29</b>	4.30	4.29	4.32	4.28	4.30
12. TDHCA staff members demonstrated a willingness to assist.	<b>4.18</b>	4.28	4.16	4.24	4.13	4.34
13. The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.	<b>3.83</b>	4.13	3.77	3.70	3.86	4.00
14. I was given clear explanations about services available to me.	<b>3.90</b>	3.99	3.88	3.85	3.89	4.08
15. The automated phone system is easy to navigate and helps me reach the correct division or individual when I call.	<b>3.60</b>	3.64	3.60	3.46	3.67	3.54

## Customer Satisfaction Analysis

Statements Rated on a Scale of 1 (strongly disagree) to 5 (strongly agree)	All Respondents	Household Respondent	Organization Respondent	Community Affairs Respondent	Housing Programs Respondent	Manufactured Housing Respondent
16. Communication is available in the appropriate language (for Organizations/Businesses, please consider the languages your clients speak).	<b>4.22</b>	4.24	4.22	4.22	4.22	4.24
17. The public website contains the information I expect.	<b>4.03</b>	3.98	4.04	3.97	4.04	4.18
18. The TDHCA public website is easy to use.	<b>3.84</b>	3.81	3.85	3.73	3.87	4.06
19. The TDHCA public website contains accurate information on programs, services, and events.	<b>3.93</b>	3.81	3.95	3.88	3.95	3.94
20. Written materials (forms, instructions, information on programs and services, events, etc.) produced by TDHCA are clear.	<b>3.78</b>	3.90	3.75	3.75	3.75	4.02
21. Written materials provide accurate information.	<b>3.86</b>	3.97	3.84	3.79	3.86	4.10
22. The location of the TDHCA office is convenient.	<b>3.46</b>	3.63	3.43	3.36	3.43	3.91
23. I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees.	<b>3.59</b>	3.75	3.55	3.64	3.54	3.76
24. If I complained, I believe it would be addressed in a reasonable manner.	<b>3.71</b>	3.83	3.68	3.75	3.67	3.87
25. Overall, I am satisfied with my experiences with TDHCA.	<b>3.98</b>	3.98	3.97	4.01	3.93	4.19

Figure 4. Average Customer Rating by Respondent Type



## Customer Satisfaction Analysis

### Overall Satisfaction

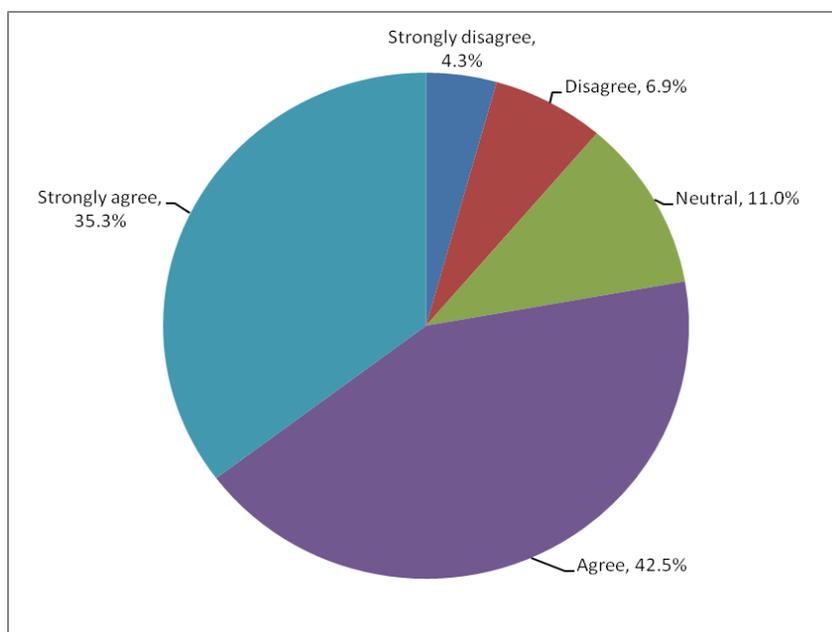
Table 5 and Figure 5 show that out of all respondents, 77.8% stated they strongly agree or agree with the statement “Overall, I am satisfied with my experiences with TDHCA”. Approximately 11.2% either disagree or strongly disagree with the statement that they were satisfied with their experiences with TDHCA.

Among the customer subgroups, Organization Respondents indicated general satisfaction with TDHCA in a greater percentage (78.1%) than did Household Respondents (76.5%). Table 5 shows that the extent that each respondent type agreed or disagreed with the statement. The Manufactured Housing Division had the highest percentage of respondents (82.5%) who agreed or strongly agreed with the statement, followed by the Community Affairs Respondents (80.6%) and then the Housing Program Respondents (76.0%).

**Table 5. Overall Satisfaction**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	30	11	19	5	21	4
Disagree	48	6	42	9	37	2
Neutral	76	11	65	22	49	5
Agree	295	37	258	93	183	19
Strongly agree	245	54	191	57	155	33

**Figure 5. Overall Satisfaction, All Respondents**



*Comments about Overall Satisfaction*

There were 14 positive comments about the overall satisfaction with TDHCA. There were no negative comments about overall satisfaction; negative comments were focused on specific aspects of TDHCA, such as staff, timeliness, communications, etc. Below is a sample of positive comments about TDHCA. Any comments regarding a specific program were sent to that division.

**Positive Comments:**

“Personally, I feel TDHCA does an incredible job with the limited resources and the number of challenges and responsibilities they handle.”

“My interaction with the TDHCA is almost uniformly pleasant, helpful and courteous.”

“Doing a great job for administering a series of complex programs.....Carry on”.

**STAFF**

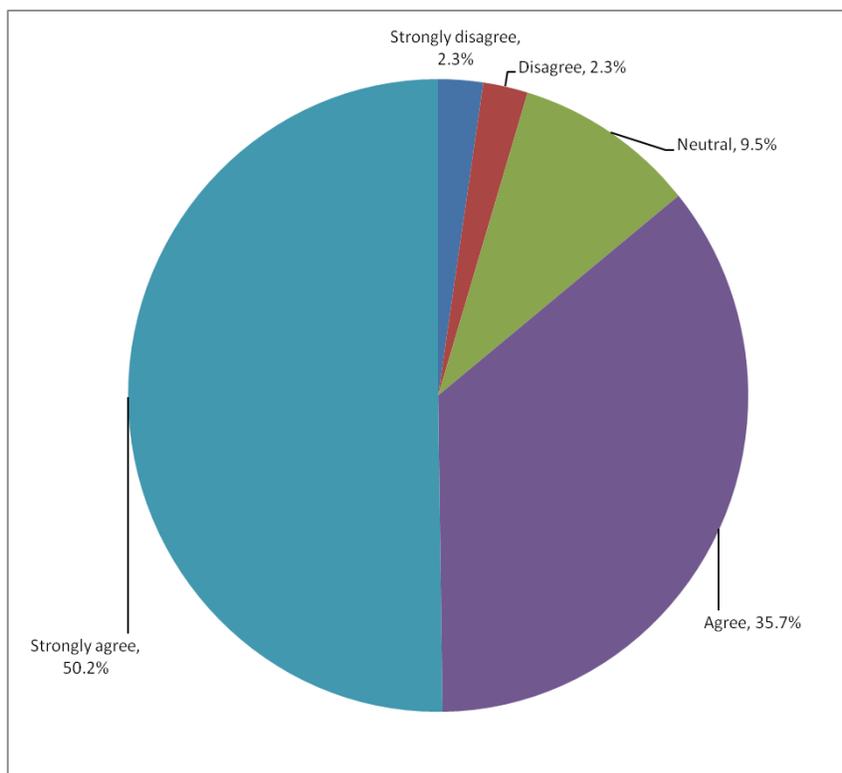
**Courteousness**

Table 6 and Figure 6 show that of all respondents, 85.9% strongly agree or agree with the statement “TDHCA staff members are courteous”. The highest percentage of respondents agrees with this statement than any other statement on the survey. Approximately 4.6% disagree or strongly disagree with this statement. Table 6 shows that a greater ratio of Community Affairs Respondents (88.6%) agreed with the statement than Housing Program Respondents (85.0%) and Manufactured Housing Respondents (84.4%).

**Table 6. Staff Courteousness by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	16	5	11	2	11	3
Disagree	16	6	10	4	9	3
Neutral	65	10	55	15	46	4
Agree	245	23	222	75	154	16
Strongly agree	345	72	273	88	219	38

**Figure 6. Staff Courteousness, All Respondents**



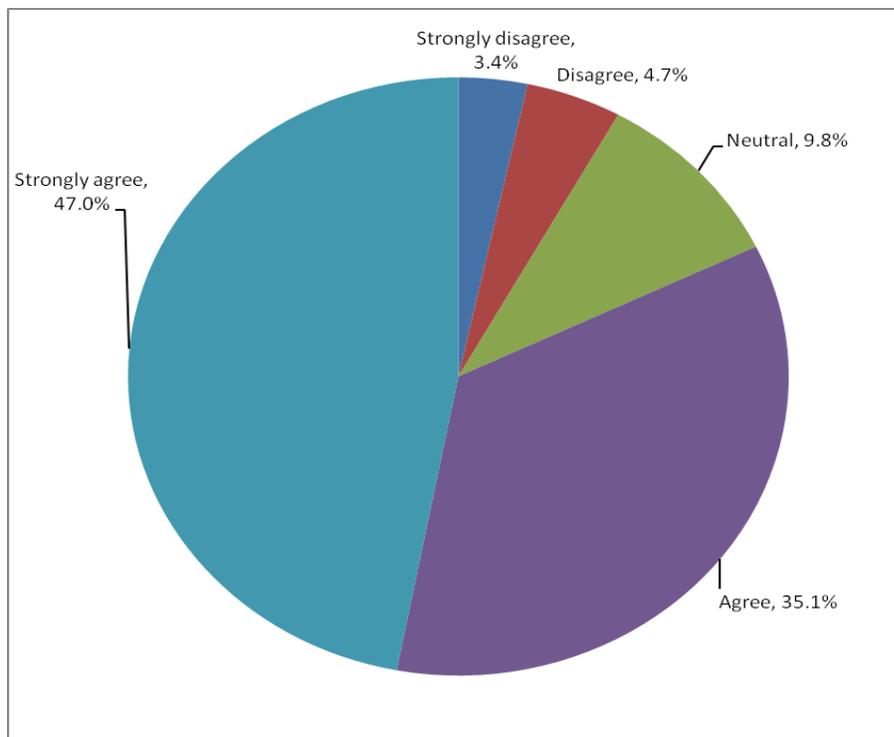
**Willingness to Assist**

Table 7 and Figure 7 show that of all respondents, 82.1% strongly agree or agree with the statement “TDHCA staff members demonstrated a willingness to assist”. Approximately 8.1% disagree or strongly disagree with this statement. Table 6 shows that a greater ratio of Manufactured Housing Respondents agreed with the statement (90.2%) than the ratio of Community Affairs Respondents (85.7%) or Housing Programs Respondents (79.5%).

**Table 7. Staff Willingness to Assist by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	23	7	16	4	15	4
Disagree	32	4	28	7	23	2
Neutral	67	7	60	15	52	0
Agree	240	28	212	71	151	18
Strongly agree	321	68	253	85	199	37

**Figure 7. Staff Willingness to Assist, All Respondents**



## ***Customer Satisfaction Analysis***

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### ***Comments about Staff***

Most comments received were about staff. There were 38 positive comments about staff, compared to 15 negative comments, and 7 comments that had both positive and negative aspects. Most negative comments had to do with inconsistencies with staff service and inexperienced staff. Sixteen positive comments mentioned staff by name. The following is a sample of the comments made by respondents regarding the staff.

### **Negative Comments/Suggestions:**

“It is difficult when you have to deal with so many people and each one has a different interpretation of a regulation. There is no consistency. There should be only one agency policy not different interpretations by different staff.”

“The on-site monitors need to be more thorough with their monitoring. More training throughout the year for all the programs would be nice!!!”

“Staff is becoming adversarial, gotcha, and not really a feeling of trying to accomplish something together (on the same team).”

### **Positive Comments:**

“TDHCA staff are EXTREMELY knowledgeable and friendly. By far, THDCA is the most efficient organization our non-profit deals with.”

“Quality efforts are made by staff to protect the tax payer dollars.”

“[Name Removed] and her team are the best. She and her staff have taken time to explain things to my staff and if they do not know the answer, they find where to get it and call back. They have returned all my call[s] in a timely manner.”

**TIMELINESS**

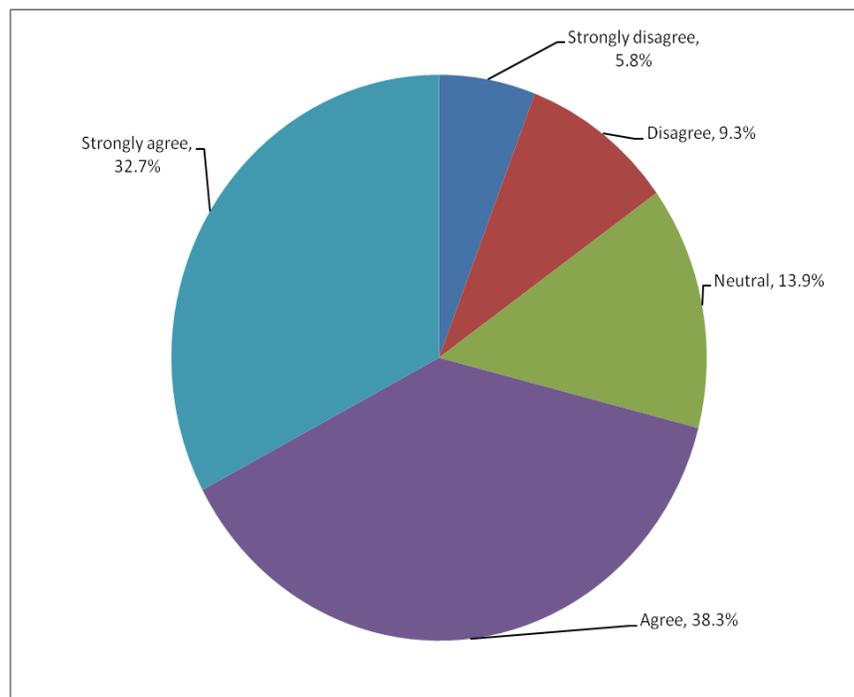
*Timely Response*

Table 8 and Figure 8 show that of all respondents, 71.0% strongly agree or agree with the statement “The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable”. Approximately 15.1% disagree or strongly disagree with this statement. Table 8 shows that higher ratio of Housing Programs Respondents (73.2%) agreed with the statement, which was higher than Manufactured Housing Respondents at 71.2% or Community Affairs Respondents at 65.7%.

**Table 8. Timely Response by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	39	5	34	9	26	4
Disagree	62	4	58	24	36	2
Neutral	93	18	75	29	53	11
Agree	256	26	230	69	172	15
Strongly agree	219	55	164	50	142	27

**Figure 8. Timely Response, All Respondents**



### **Comments about Timeliness**

Most comments about timeliness were negative. There were 12 negative comments, 4 positive comments and 4 comments that had both positive and negative aspects. Many negative comments focused on the long length of time it took to receive a response, though some also commented on the timeframe of the program administration and not specifically the staff. The positive comments focused on the prompt responses received. The following is a sample of the comments made by respondents regarding the staff.

#### **Negative Comments:**

“Sometimes [it] takes a long time to get responses to questions/concerns we have with administering our grants.”

“We have experienced issues related to customer service, [especially] response times. It can be very difficult to track down employees, and once you determine the right contact and leave a message or send an email, it takes days, weeks, and occasionally months to get a response. Response times on monitoring reports can be unreasonable as well. Sub-recipient has very strict timelines to adhere to, but the Agency doesn't seem required to follow similarly strict protocol.”

“Responses to e-mail messages may or may not be received. When responses are received, you often have the impression that answer to a question may or may not be correct. Our agency has received funding through TDHCA for many years, and our experience, overall, has been less than satisfactory.”

#### **Positive or Mixed Comments:**

“I work with many different funders as a grantee or subgrantee. TDHCA is always very pleasant, definitive and responds quickly.”

“[The] Manufactured housing division continues to provide consistent and timely service and [is] fair in their enforcement efforts. They are a valuable asset for protecting the consumer while providing clear rules for the industry to follow.”

“It took longer than expected; however, the wait was worth my new home.”

**COMMUNICATION**

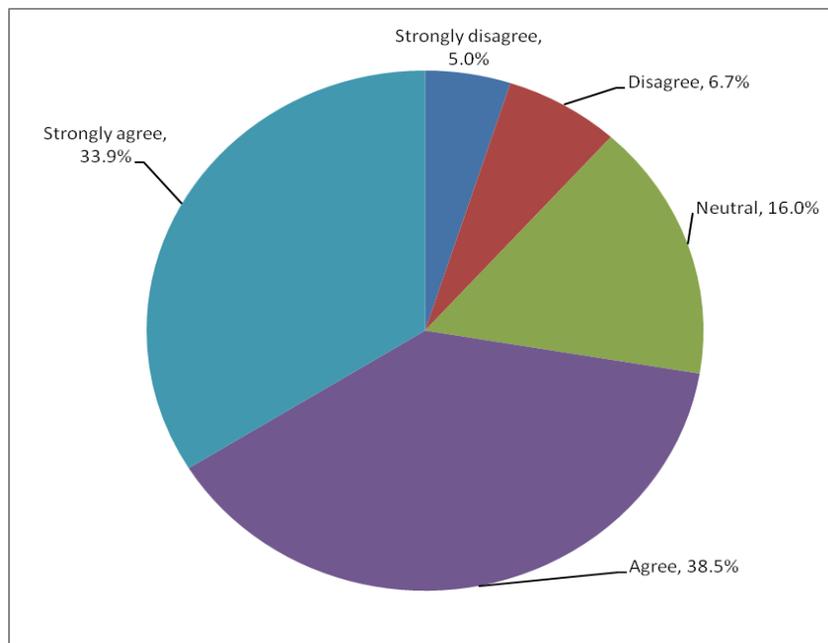
*Clear Explanations*

Table 9 and Figure 9 show that of all respondents, 72.4% strongly agree or agree with the statement “I was given clear explanations about services available to me”. Approximately 11.7% disagree or strongly disagree with this statement. Table 9 shows that Manufactured Housing had the highest ratio of respondents (78.7%) that agreed with that statement, followed by Housing Programs (72.9%) and Community Affairs (68.7%).

**Table 9. Clear Explanation by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	32	9	23	5	23	4
Disagree	43	6	37	13	28	2
Neutral	103	15	88	33	63	7
Agree	248	30	218	62	166	20
Strongly agree	218	53	165	50	140	28

**Figure 9. Clear Explanations, All Respondents**



## Customer Satisfaction Analysis

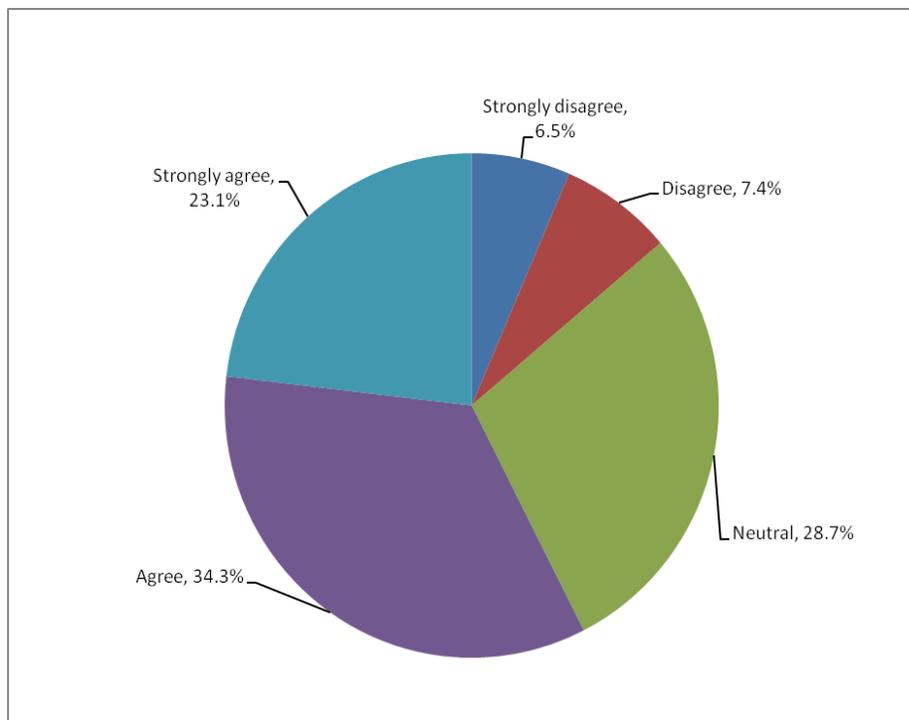
### Automated Phone System

Table 10 and Figure 10 show that of all respondents, 57.4% strongly agree or agree with the statement “The automated phone system is easy to navigate and helps me reach the correct division or individual when I call”. Approximately 13.9% disagree or strongly disagree with this statement. Table 10 shows that a higher ratio of Housing Program Respondents (59.2%) agreed with the statement than Manufactured Housing Division (58.0%) and Community Affairs Respondents (52.7%).

Table 10. Automated Phone System by Customer Type

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	34	11	23	9	18	7
Disagree	39	9	30	14	21	4
Neutral	151	21	130	39	102	10
Agree	181	26	155	46	122	13
Strongly agree	122	35	87	23	83	16

Figure 10. Automated Phone System, All Respondents



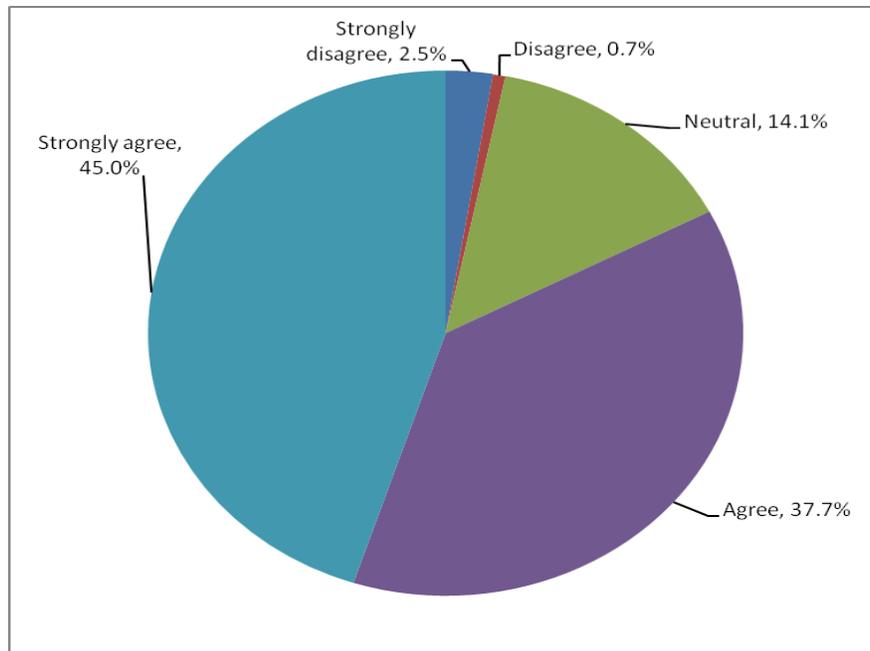
**Appropriate Language Availability**

Table 11 and Figure 11 show that of all respondents, 82.7% strongly agree or agree with the statement “Communication is available in the appropriate language”. (Organization and Business respondents were asked to consider the languages their clients speak.) Approximately 3.2% disagree or strongly disagree with this statement. Table 11 shows that a higher ratio of Manufactured Housing Respondents (86.3%) agreed with the statement than Community Affairs Respondents (82.4%) or Housing Program Respondents (82.3%).

**Table 11. Appropriate Language, by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	15	5	10	1	11	3
Disagree	4	1	3	2	2	0
Neutral	83	11	72	24	55	4
Agree	222	33	189	61	142	19
Strongly agree	265	52	213	65	175	25

**Figure 11. Appropriate Language, All Respondents**



## ***Customer Satisfaction Analysis***

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### ***Comments about Communication***

Most of the 13 negative comments/suggestions had to do with the changes in the programs' rules or administration. Many comments had to do with TDHCA's administration of programs funded through the 2009 American Recovery and Reinvestment Act, which required the Department to administer new programs in a condensed timeframe. There were 6 comments had both negative and positive aspects. The following is a sample of the comments made by respondents regarding the communications.

### **Negative Comments/Suggestions:**

"Regular [Texas Administrative Code] updates are not communicated to agencies which leaves a significant opportunity to fail to comply with new standards. In my view, TDHCA has a duty in the spirit of transparency to inform its agencies of new changes to the law. It benefits us all when we are in full compliance and are meeting your expectations."

"Sometimes it's not easy to locate contact lists. Then, when located it's hard to figure out who to call first."

"Instructions [were] told on phone then at office everything was different. This office is so confusing, you get told how much cost is to process info then get to office and price has changed. I was very unhappy with the service I received."

### **Positive and Mixed comments:**

"As we are moving toward many changes and new regulations for applications and performance measures, I appreciate the additional trainings and webinars to help agencies remain compliant and competitive in the state of Texas."

"[The American Recovery and Reinvestment Act, Weatherization Assistance Program] was very difficult to get off the ground due to changing rules and guidance from TDHCA. Eventually issues were resolved, but lack of consistent, clear guidance at the outset adversely impacted the program. Training and technical assistance provided was helpful, but came very late in the grant period; it was needed much earlier."

"The training and written materials could be more specific on the exact documentation that will be reviewed during an audit .... this information was not shared during the training. Everyone at TDHCA is always very responsive and helpful, however, and I've never had any problem getting a question answered and/or problems resolved."

**WEBSITE**

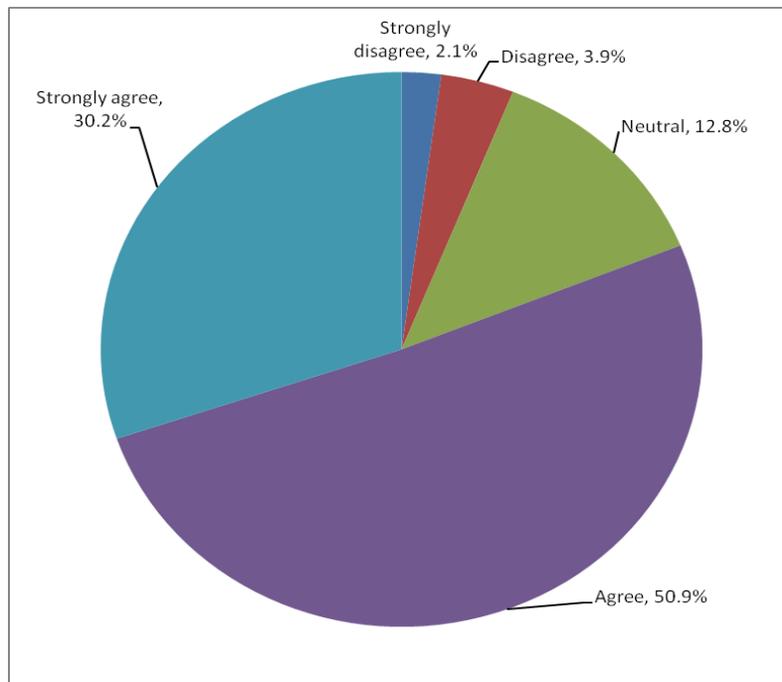
*Expected Information Available Online*

Table 12 and Figure 12 show that of all respondents, 81.1% strongly agree or agree with the statement “The public website contains the information I expect”. Approximately 6.0% disagree or strongly disagree with this statement. Table 12 shows that a higher ratio of Manufactured Housing Respondents (82.4%) agreed with the statement than Community Affairs Respondents (82.2%) or Housing Program Respondents (80.5%).

**Table 12. Expected Information Available Online by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	14	7	7	3	9	2
Disagree	26	5	21	6	19	1
Neutral	85	13	72	23	56	6
Agree	337	33	304	109	209	19
Strongly agree	200	42	158	39	138	23

**Figure 12. Expected Information Available Online, All Respondents**



## Customer Satisfaction Analysis

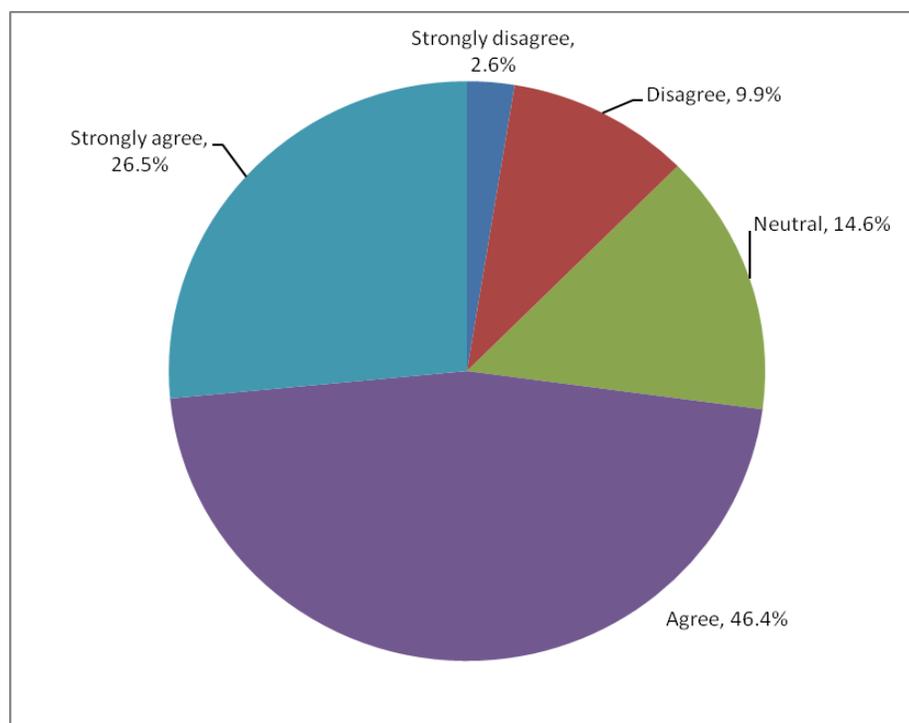
### Website Ease

Table 13 and Figure 13 show that of all respondents, 72.9% strongly agree or agree with the statement “The TDHCA public website is easy to use”. Approximately 12.5% disagree or strongly disagree with this statement. Table 13 shows that a higher ratio of Manufactured Housing Respondents (76.0%) agreed with the statement than Housing Program Respondents (73.0) or Community Affairs Respondents (71.8%).

Table 13. Website Ease by Customer Type

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	17	5	12	5	10	2
Disagree	66	9	57	21	43	2
Neutral	97	20	77	25	64	8
Agree	308	31	277	97	194	17
Strongly agree	176	34	142	33	122	21

Figure 13. Website Ease, All Respondents



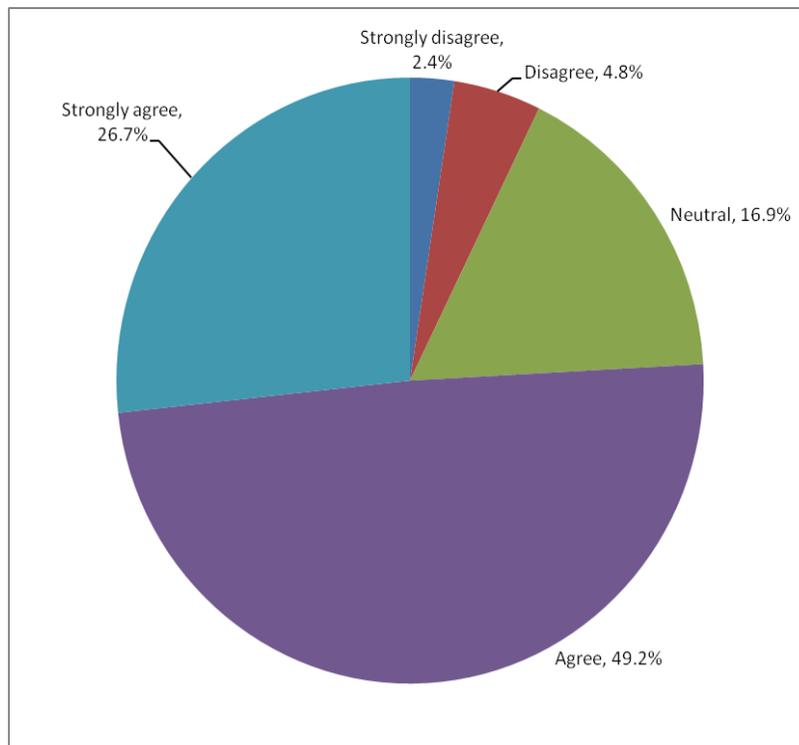
Website Accuracy

Table 14 and Figure 14 show that of all respondents, 75.9% strongly agree or agree with the statement “The TDHCA public website contains accurate information on programs, services, and events.” Approximately 7.2% disagree or strongly disagree with this statement. Table 14 shows that a higher ratio of Community Affairs Respondents (76.8%) agreed with the statement than Housing Programs (75.8%) and Manufactured Housing Respondents (73.1%).

Table 14. Website Accuracy by Customer Type

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	16	6	10	4	10	2
Disagree	32	4	28	10	20	2
Neutral	112	25	87	28	74	10
Agree	326	34	292	100	205	21
Strongly agree	177	32	145	39	121	17

Figure 14. Website Accuracy, All Respondents



## ***Customer Satisfaction Analysis***

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### ***Comments about Website***

Although over 72.9% respondents indicated that they agreed that the website had the information they expected, was easy to use and was accurate, a majority of the comments received were negative. However none of the comments received were specifically about the public website; the comments had to do with specific issues on secure websites that required login information. TDHCA received 3 negative comments and 1 neutral comment. Below is a list of the comments.

#### **Negative Comments/Suggestions:**

“Online reporting could be improved to be much easier.”

“I dread using the program. My processor has so much trouble using the website to register loans and it is very difficult to get help by email or phone.”

“The TDHCA website was not accessible the last day of the deadline for a grant application on April 10, 2012 from 8:00 a.m. until 4:00 p.m. Consequently, we were unable to submit our application in a complete form by the 5:00 p.m. deadline.”

#### **Neutral Comments/Suggestions:**

“The Lender Portal needs to be compatible with Explorer 9.”

**PRINTED INFORMATION**

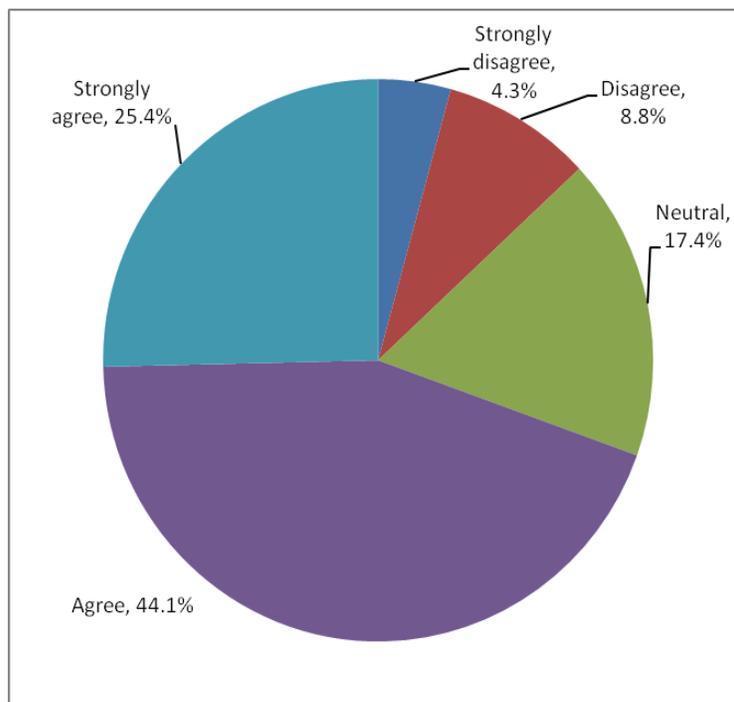
*Document Clarity*

Table 15 and Figure 15 show that of all respondents, 69.5% strongly agree or agree with the statement “Written materials (forms, instructions, information on programs and services, events, etc.) produced by TDHCA are clear”. Approximately 13.1% disagree or strongly disagree with this statement. Table 15 shows that a higher percentage of Manufactured Housing Respondents (72.6%) agreed with the statement than Community Affairs Respondents (70.5%) and Housing Program Respondents (68.6%).

**Table 15. Document Clarity by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	<b>29</b>	4	25	8	19	2
Disagree	<b>60</b>	5	55	13	44	3
Neutral	<b>119</b>	27	92	33	74	12
Agree	<b>301</b>	34	267	92	189	20
Strongly agree	<b>173</b>	38	135	37	111	25

**Figure 15. Document Clarity, All Respondents**



## Customer Satisfaction Analysis

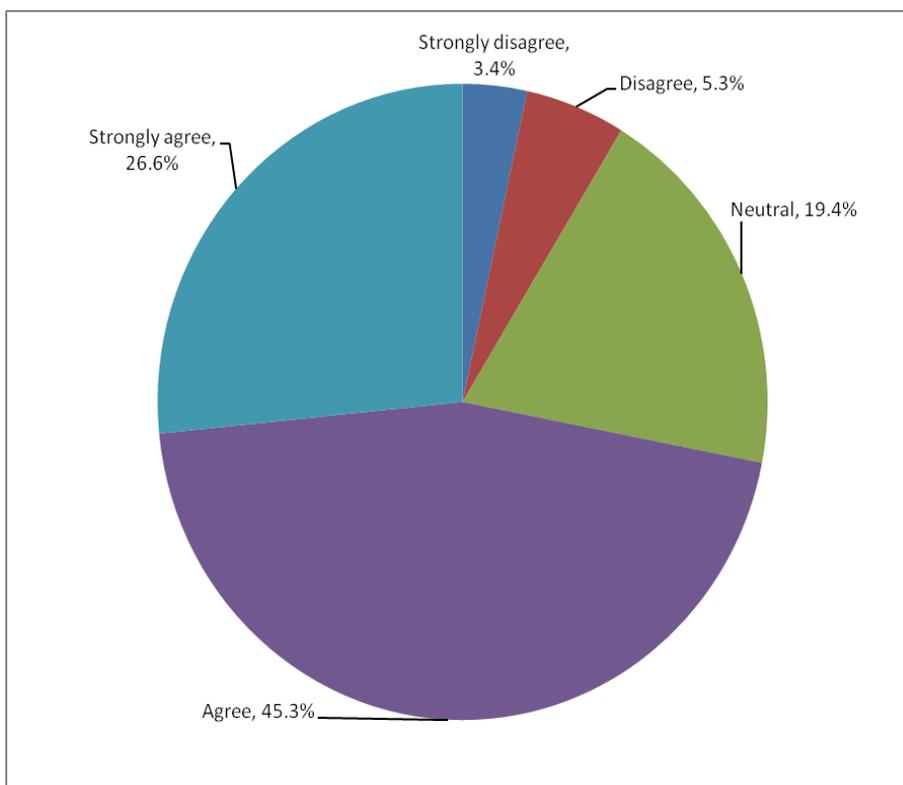
### Document Accuracy

Table 16 and Figure 16 show that of all respondents, 71.9% strongly agree or agree with the statement “Written materials provide accurate information”. Approximately 8.7% disagree or strongly disagree with this statement. Table 16 shows that a higher ratio of Manufactured Housing Respondents (74.2%) agreed with the statement than Housing Programs Respondents (72.2%) and Community Affairs Respondents (70.5%).

**Table 16. Document Accuracy by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	<b>23</b>	4	19	6	15	2
Disagree	<b>36</b>	1	35	10	26	0
Neutral	<b>131</b>	27	104	38	79	14
Agree	<b>307</b>	39	268	91	196	20
Strongly agree	<b>180</b>	38	142	38	116	26

**Figure 16. Document Accuracy, All Respondents**



**Comments about Documents**

Even though 69.5% or more of respondents agreed that the documents were clear and accurate, most of the comments for the documents were negative. The 6 negative comments had to do with complexities of documents, outdated documents and poor proof-reading. There was 1 comment that had both negative and positive aspects.

**Negative Comments/Suggestions:**

“The [Qualified Allocation Plan, regulations] and pointing system is the most complex, confusing and difficult system to figure out and work with. However, I have no suggestions.”

“Most poorer people dislike so many forms to fill that they shy away from tax credit properties. ...[A] property manager gives up explaining such a huge amount of information required that she is in a dilemma to pay attention to the property maintenance or keep spending time with people explaining complicated requirements....”

“It would really help if forms were updated as needed and an email would be submitted to [contract administrators] in need of the information instead of receiving a delinquent letter. There are forms on the system that need to be updated to help [contract administrators]. I am on the [subscription email list] and change are often not emailed regarding new documents. Thank you.”

**Mixed Comments:**

“Too many changes and extensive paper work. Improvement has been noted in recent years.”

## Customer Satisfaction Analysis

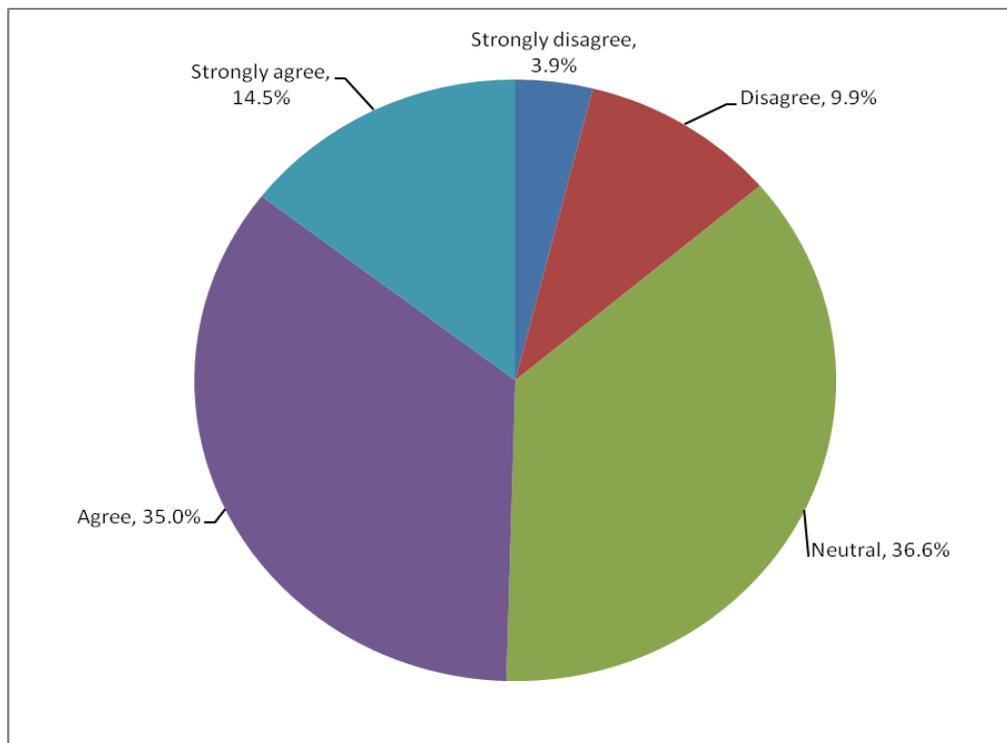
### FACILITY

Table 17 and Figure 17 show that of all respondents, 49.5% strongly agree or agree with the statement “The location of the TDHCA office is convenient”. This was the lowest rate of agreement out of all the statements. Approximately 13.8% disagree or strongly disagree with this statement. Table 17 shows that a higher ratio of Manufactured Housing Respondents (69.0%) agreed with the statement than Housing Programs Respondents (49.2%) or Community Affairs Respondents (42.7%).

Table 17. Location Satisfaction by Customer Type

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	22	4	18	5	16	1
Disagree	56	9	47	13	39	4
Neutral	207	30	177	64	130	13
Agree	198	29	169	47	130	21
Strongly agree	82	24	58	14	49	19

Figure 17. Location Satisfaction, All Respondents



*Comments about Facility*

There were no comments received about TDHCA's facility.

**COMPLAINT PROCESS**

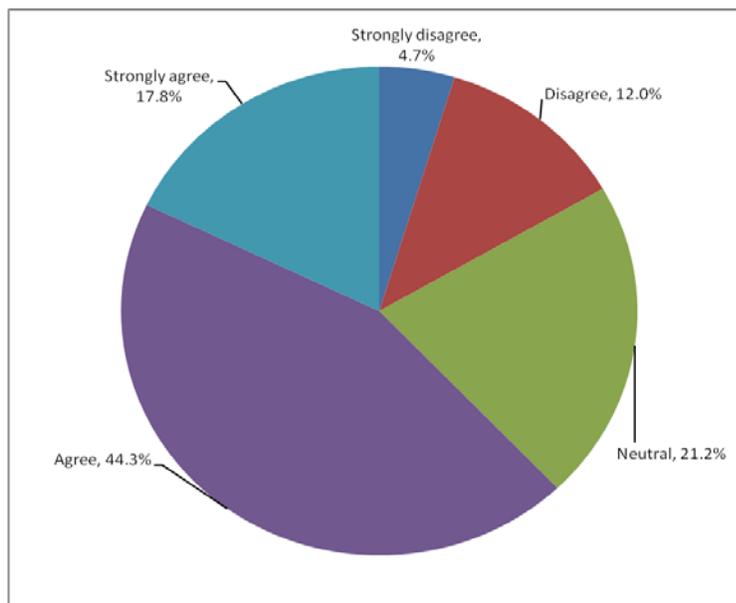
*How to File a Complaint*

Table 18 and Figure 18 show that of all respondents, 62.1% strongly agree or agree with the statement “I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees”. Approximately 16.7% disagree or strongly disagree with this statement. Table 17 shows that a higher percentage of Community Affairs Respondents (65.6%) agreed with the statement than Manufactured Housing Respondents (63.6%) and Housing Programs Respondents (60.4%).

**Table 18. How to File a Complaint by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	<b>28</b>	4	24	5	21	2
Disagree	<b>71</b>	9	62	17	48	6
Neutral	<b>126</b>	23	103	33	81	12
Agree	<b>263</b>	38	225	80	165	18
Strongly agree	<b>106</b>	28	78	25	64	17

**Figure 18. How to File a Complaint, All Respondents**



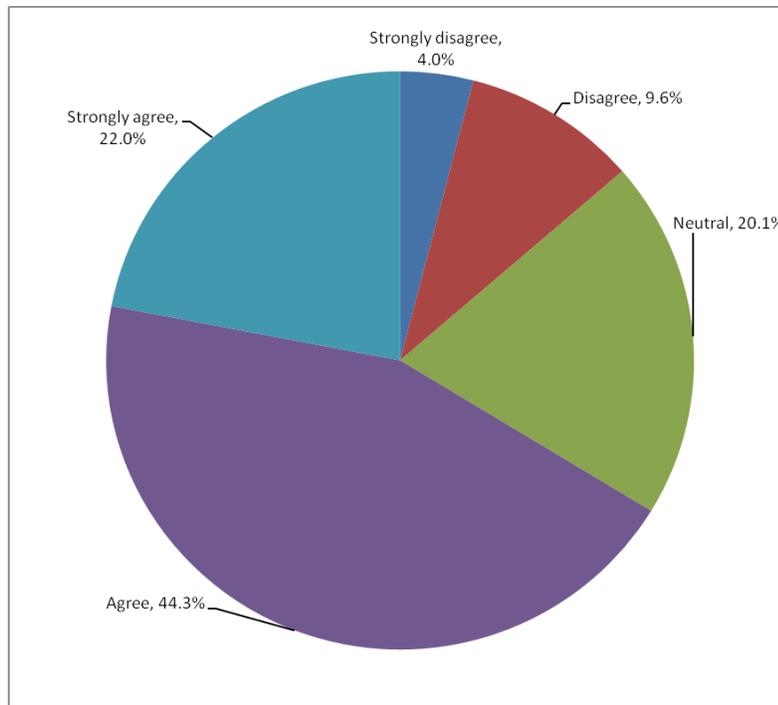
**Complaint Response**

Table 19 and Figure 19 show that of all respondents, 66.3% strongly agree or agree with the statement “If I complained, I believe it would be addressed in a reasonable manner”. Approximately 13.6% disagree or strongly disagree with this statement. Table 19 shows that a higher ratio of Manufactured Housing Respondents (70.9%) agreed with the statement than Community Affairs Respondents (68.7%) and Housing Programs Respondents (64.7%).

**Table 19. Complaint Response by Customer Type**

Ratings	All Respondents	Household Respondents	Organization Respondents	Community Affairs Respondents	Housing Programs Respondents	Manufactured Housing Respondents
Strongly disagree	25	8	17	3	19	3
Disagree	60	6	54	12	46	2
Neutral	125	16	109	37	77	11
Agree	276	37	239	86	168	22
Strongly agree	137	35	102	28	92	17

**Figure 19. Complaint Response, All Respondents**



## ***Customer Satisfaction Analysis***

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### ***Comments about Complaints***

There were no comments received about TDHCA's complaint system.

### **SUMMARY**

Amongst all respondents, the survey indicated a positive overall satisfaction with TDHCA customer service. There were two customer subgroup respondents (e.g. (1) Individuals and (2) Organizations) and three business-type respondents (e.g. (3) Community Affairs Respondents, (4) Housing Program Respondents, (5) Manufactured Housing Respondents). All respondent types have the same three statements with the highest average ranking:

1. "TDHCA staff members were courteous"
2. "TDHCA staff members demonstrated a willingness to assist".
3. "Communication is available in the appropriate language."

Four of the five respondent types (all except Manufactured Housing respondents) had the same three statements with the lowest average ranking:

1. "The location of TDHCA is convenient"
2. "The automated phone system is easy to navigate and helps me reach the correct division or individual when I call".
3. "I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees".

Manufactured Housing had the following three statements with the lowest average ranking:

1. "The location of TDHCA is convenient"
2. "The automated phone system is easy to navigate and helps me reach the correct division or individual when I call".
3. "If I complained, I believe it would be addressed in a reasonable manner"

For a majority of the statements, the differences in the percentage of respondents that agreed for the different types of business at TDHCA were very similar, all under 10% of each other. For 3 of the 15 statements, the differences between the types of business respondents were more than 10%, warranting further inquiry of any inconsistencies within the Department. The largest differences are summarized below:

1. Facility convenience: Manufactured Housing has an agreement rate 19.8% to 26.3% higher than Housing Program Respondents or Community Affairs, respectively
2. Willingness to assist: Manufactured Housing had an agreement rate 10.6% higher than Housing Programs.
3. Clear explanations: Manufactured Housing has an agreement rate 10.0% higher than Community Affairs.

### **CUSTOMER SATISFACTION ANALYSIS**

The analysis in this section identifies changes that would improve the survey itself, a summary of findings regarding the quality of service provided, and Department improvements to be made in response to the survey.

#### **SURVEY CHANGES**

The Customer Service Survey identified successes as well as provided guidance to improve the Department's customer service. Each customer service element required in the Strategic Plan Instructions was included in the survey, along with other elements which will be used internally. The additional comments included by 156 respondents helped give specific direction to TDHCA as to what worked and what needed improvement. For 2014, the main change TDHCA would make to the survey is to reach more randomly-sampled population and a broader population.

Having a randomly-sampled population would allow TDHCA to determine confidence levels and intervals and a definite response rate. Unfortunately, because of the large TDHCA customer base, the number of written surveys or out-going calls which would be needed to provide a random sample is cost prohibitive. However, TDHCA plans to encourage staff to include a link to the 2014 Customer Service Survey in all email correspondence while the survey is accepting responses. In this way, TDHCA is using the resources it has to encourage more customers to take the survey.

#### **SURVEY FINDINGS**

TDHCA is acting upon the results found in the 2012 Survey. Once the results were compiled, each division at TDHCA received a summary of comments about their programs to determine successes and challenges. Overall, 77.8% of respondents agreed that they were satisfied with their experiences at TDHCA, which was an increase from 66.9% in 2010. The customer service element with the highest overall satisfaction rate was the staff category, with 85.9% of all respondents agreeing that TDHCA staff members are courteous, and 82.1% of respondents agreeing that TDHCA staff members demonstrated a willingness to assist.

The customer service elements with the highest "disagree" selections were disagreeing with the statements "I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees" (16.7%) and "My requests for information or assistance are answered in a timely manner" (15.1%).

## **CUSTOMER SERVICE IMPROVEMENTS**

TDHCA has acted on the results of the 2010 Survey. Improvements listed by customer service category are included below.

### *Staff*

The highest percentage of respondents who agreed with the statements in the survey agreed that the staff was courteous and willing to assist. Even though these customer service elements were the highest ranking in the 2010 Survey, the percentage of respondents that agreed that staff was courteous increased from 81.8% in 2010 to 85.9% in 2012 and the percentage of respondents that agreed that staff was willing to assist increased from 74.6% to 82.1%. Part of this increase could be the result of its emphasis on Customer Service, such as the creation of a position which encompasses Network and Customer Service during the recalibration that occurred from winter to spring of 2012. Since 2010, Department implemented several customer-service related activities such as:

1. **Social Media:** Establishment of the Department's presence on Twitter and Facebook in late 2011 has expanded communication opportunities beyond the Department's historical communication routes to more broadly include current audiences as well as additional public members and potential stakeholders. As of mid-May 2012, the Department's Twitter followers numbered 117 and Facebook "Likes" numbered 127.
2. **Online Forums:** In 2011, the Department fully implemented the use of online forums, which have enhanced opportunities for stakeholders to participate in Department activities, such rules and plan development, and general input.

Similarly to the 2010 Survey, in the comment section of the survey some respondents specifically named TDHCA employees with which they had exceptionally good experiences. However, there were also comments that some staff members needed more training or noted that staff enforced rules inconsistently. This report and all comments pertaining to each division will be provided to directors and managers and integrated into the customer service enhancement plans and activities developed during the Department's 2012 recalibration.

### *Timeliness*

TDHCA uses phone, website, email, fax, conferences, teleconferences, web-conferences, public hearings, round tables, trainings, compliance reviews, flyers, brochures, social media and other mediums to communicate with customers. Timeliness had a positive reversal from the trend between the 2008 and 2010 Customer Service Survey. Although the percentage of respondents who agreed that staff members respond to e-mails and voice messages in a timely manner decreased almost 8 percentage points between 2008 and 2010, it increased dramatically between 2010 and 2012 from 61.5% to 71.0%.

To increase response time since 2010, TDHCA underwent intensive hiring to meet the demands of the increased productivity required as a result of the 2009 American Recovery and Reinvestment Act, other economic stimulus programs and disaster recovery for Hurricane Dolly and Ike. Between

## *Customer Satisfaction Analysis*

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2009 and 2011, staff increased by 111. In fact, due to spacing need caused by such a dramatic increase, several divisions, including the Manufactured Housing Division, needed to move off site. TDHCA now is in two different office buildings: one at 221 East 11th Street and one at 1106 Clayton Lane in Austin, TX.

In 2012, as the stimulus funding programs are being completed and after the disaster recovery programs were transferred to the General Land Office on July 1, 2011, the number of staff automatically contracted. From the highest number of employees in 2011, TDHCA reduced its workforce by 70 employees in 2012, with another 48 employees that are temporarily hired to complete the stimulus programs.

Besides having additional staff to improve response times, the implementation of the Department's Reservation System has greatly improved administrator access to program funds and streamlined staff/administrator communications. The reservation system was used only for the Housing Trust Fund program, but expanded to the HOME program in 2011.

Also in 2011, the Manufactured Housing Division reorganized their Customer Service Unit resulting in the number of calls answered of the calls received increasing from 39% to the present 83% on average. Goals have been established to exceed performance standards and processing times with titling, licensing, and consumer complaint resolution, resulting in a higher customer satisfaction.

### *Communications and Automated Phone System*

Regarding clarity of explanations and the automated phone system, there was a marked increase in respondents who agreed with the positive statements. For the statement "I was given clear explanations about services available to me," in 2010 only 61.8% of the respondents agreed, but in 2012 approximately 72.4% agreed with the statement. This is a dramatic improvement.

However, clarity of explanations was one of the statements that had large discrepancies between business types; Manufactured Housing had a 78.7% agreement rate and Community Affairs had 68.7% agreement rate. Also, in the open-ended comments section, the stimulus programs administered through Community Affairs (e.g. American Recovery and Reinvestment Act Weatherization Assistance Program) were mentioned more than once. Part of this difference may be in the addition or loss of staff due to economic stimulus program funds, as mentioned above. As will be printed in the 2013-2017 Strategic Plan which will be submitted to the Governor's office in July of 2012, the turnover rate for TDHCA almost doubled between 2010 and 2011, from 5.8% to 11.5%. This increase in turnover rate results in a need for more training and accommodating for learning curves. While Community Affairs' full time employee roster expanded and contracted, Manufactured Housing remained relatively stable, partially explaining the differences in rating for clear explanations.

In 2008, 42.8% of respondents agreed that the automated phone system helped them reach the correct person/division when they called, while 57.4% respondents agreed with that statement in 2010. While this is an increase, the correct routing of the automated phone system still was in the

bottom three statements with which respondents agreed. However, TDHCA has made efforts to provide information to the public outside of the phone system. Besides the use of the public website and email, TDHCA launched its Facebook page and Twitter accounts in 2011. In this way the public can communicate with TDHCA without having to navigate the automated phone system.

One question was added from the 2010 survey: “Communication is available in the appropriate language (for Organizations/Businesses, please consider the languages your clients speak).” In the 2012 survey, this statement was one of the top three statements with the highest levels of agreement. While not listed as a sample question in the Agency Strategic Plan Instructions, this question will help TDHCA when developing its Language Access Plan and serving the diverse demographics in Texas.

To promote a more educated customer, the Manufactured Housing Division regularly provides training to the manufactured housing industry and to special interest groups such as the taxing entities, appraisal districts, titling companies, and private trade associations. This training is available in person and also through webinars. In addition to their goal to significantly increase the number of calls handled, the Manufactured Housing Division also focuses on their Spanish speaking customers by dedicating adequate staff to assist this customer base, both in person and on the phone.

### *Website*

Some of the survey statements were changed for 2012 to receive additional feedback on the website, so a direct comparison with the 2010 survey results is not feasible. In addition, based on the comments received, some respondents did not distinguish between the public-facing pages and the web applications that require sub-grantees to log in.

The first statement about the website, “The public website contains the information I expect”, was new for the 2012 survey and received an agreement rate of 81.1%. Several new sections were added to the public website. In 2011, a new area was added for the newly-created Program Services Division to help sub-grantees comply with Environmental Review and Clearance, Davis Bacon, HUD Section 3 and Fair Housing requirements. In 2012, the newly-created Asset Management Division received its own area on the site. For manufactured housing, license holders are able to report and pay for installations performed, as opposed to mailing them in, enabling the Manufactured Housing Division to expeditiously inspect 90% of the installations reported.

Another new survey statement for 2012, “The website is easy to use” garnered agreement of 72.9%. Parts of the site received updated search tools since 2010, such as the lender locator on the Texas Homeownership Division’s pages and underwriting reports on the Real Estate Analysis Division’s pages. In March 2012, the Programs page was reorganized to group programs by category of assistance instead of funding source. In addition, feature boxes on program pages were added to redirect consumers to the Help for Texans page, which provides contacts for households to receive assistance. For Manufactured Housing, taxing entities are able to enter and release tax

## *Customer Satisfaction Analysis*

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liens, saving themselves and the Manufactured Housing Division an enormity of resources including staff time, material, and postage.

In 2010, 64.2% of respondents agreed that the website contained accurate information. In 2012, this percentage increased to 75.9%. Since 2010, some sections of the website were updated to include more real-time information, such as a HOME reservation summary which provides access to the status of the HOME reservation contracts, and the closing status database which provides a tracking system to view the status of pending loan closings. In conjunction with the launching of a new web-based computer system, the Manufactured Housing Division made website enhancements enabling users to view all ownership liens and tax lien information in real time.

### *Documents*

TDHCA produces various forms of written information including website text, printed and bound documents required by state and federal mandates, legal forms and documents for program compliance, titling and licensing documents for manufactured housing, and a variety of other documents. The agreement rate with positive statements about TDHCA's documents increased from 2010.

Similarly to the 2010 survey, more respondents in 2012 agreed that documents were accurate (71.9%) than that documents were clear (69.5%). This percentage has increased since the 2010 Survey in which 57.1% agreed that documents were clear and 62.6% agreed that documents were accurate.

Planning and development of the Department's single family, multifamily, and community services administrative recalibration is currently underway. The effort emphasizes the streamlining of program and cross-division documentation to enhance clarity and efficiencies for administrators and beneficiaries. The process incorporates opportunities for stakeholder and constituent input.

### *Facility*

TDHCA now occupies two office buildings and the satisfaction with the location increased from 2010 to 2012 from 44.0% to 49.5%. However, this rise in agreement that the location of the office was convenient was not uniform across business types. Only 42.7% of Community Affairs Respondents agreed that "The location of the TDHCA office is convenient" as compared to 69.0% of the Manufactured Housing Respondents. One explanation may be that 56.9% of respondents for Manufactured Housing respondents took the survey at the customer service center, while the Community Affairs and Housing Programs do not have a customer service center.

For those respondents for whom the office is not convenient, TDHCA attempts to reduce the need for customers for Community Affairs Programs or Housing Programs to come to TDHCA headquarters. Most required documents may be mailed or emailed. Trainings and outreach conducted by TDHCA are regularly scheduled at sites other than the TDHCA offices, partly in order to reach a larger number of people and partly because of the lack of meeting space at TDHCA.

Regarding persons with disabilities, TDHCA regularly schedules meetings at off-site locations in order to offer convenient parking and accessibility to all attendees.

The facility of Manufactured Housing Division was specifically designed to accommodate the consumer with a customer reception area and a self-contained call center. Additionally, the facility's design is conducive to a processing environment with accommodations to train staff, hold small mediation and dispute resolution meetings between the industry and consumer. The facility also has sufficient space for the Manufactured Housing Division to house scanning equipment to sustain a paperless environment.

### *Complaint-Handling Process*

More respondents agreed that they understood how to file a complaint (62.1%) compared to the 2010 survey responses (51.7%). The link with information on how to file a complaint is presented prominently on TDHCA's homepage. In addition, after the disaster recovery programs were transferred to the General Land Office, their complaint process was added to TDHCA's website.

Approximately 66.3% of the respondents agreed that they believed the complaint would be addressed in a reasonable manner in 2012, compared to 55.3% in 2010. The percentage increase could be because fewer complaints were received by the TDHCA. For the following calendar years, 198 complaints were received in 2010, but this number decreased to 153 in 2011 and only 58 were received for 5 months of 2012. Fewer complaints being submitted could indicate clearer communication about TDHCA programs in general. To facilitate a response for the complaints, the letter sent from TDHCA to indicate that the complaint has been received also includes the name, division and phone number of the TDHCA staff member who will be handling the complaint.

Based on voluntary compliance with the industry, the Manufactured Housing Division is able to resolve complaints in an average of 103 days which includes complaint investigation, inspection, repair, and final inspections. Approximately 30% of complaints are actually resolved in 30 days.

## Performance Measures

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### **CUSTOMER SERVICE PERFORMANCE MEASURES**

This section specifically addresses performance measure information related to customer service standards and customer satisfaction. This section also reports on the standard measures reported for the customer service report. The following performance measures, Goals 2 and 5 as reported to the Legislative Budget Board, concern customer service issues. State fiscal year 2011 performance and state fiscal year 2012 estimated performance is included.

**GOAL 2:** TDHCA will promote improved housing conditions for extremely low-, very low- and low-income households by providing information and technical assistance.

#### Strategy 2.1

Provide information and technical assistance to the public through the Public Affairs Division and the Housing Resource Center

Strategy Measure	2011 Target	2011 Actual	% of Goal	2012 Target
Number of information and technical assistance requests completed	5,000	8,405	168.10%	5,000

Explanation of Variance: The number of informational and technical assistance requests handled by the Housing Resource Center (HRC) varies based on economic conditions across the state. Throughout SFY 2011, the HRC has experienced a higher volume of requests than usual due in large part to the continuing economic downturn.

#### Strategy 2.2

To provide technical assistance to colonias, border communities and nonprofits.

Strategy Measure	2011 Target	2011 Actual	% of Goal	2012 Target
Number of on-site technical assistance visits conducted annually from the field offices	900	993	110.33%	900

Explanation of Variance: The Office of Colonia Initiatives (OCI) exceeded its projected performance measures for on-site technical assistance visits due to the continued marketing efforts of the Programs offered by the Department to nonprofit organizations and units of local governments. In addition, Border Field Office staff continues to provide technical assistance for the Texas Bootstrap Self-Help Housing Technical Assistance Program and Colonia Self-Help Center Program.

**GOAL 5:** To protect the public by regulating the manufactured housing industry in accordance with state and federal laws.

**Strategy 5.1**

Provide titling and licensing services in a timely and efficient manner.

Strategy Measure	2011 Target	2011 Actual	% of Goal	2012 Target
Number of manufactured housing statements of ownership and location issued	80,000	60,126	75.15%	70,000

Explanation of Variance: This measure is under the targeted amount due to the high number of applications received incomplete, currently about 39 percent. The Statements of Locations returned to the applicant for additional information will be resubmitted and reviewed for issuance.

**Strategy 5.2**

Conduct inspection of manufactured homes in a timely manner.

Strategy Measure	2011 Target	2011 Actual	% of Goal	2012 Target
Number of installation reports received	13,000	10,739	82.61%	11,000

Explanation of Variance: Performance is under the targeted projection due to receiving fewer installation reports than projected.

**Strategy 5.3**

To process consumer complaints, conduct investigations and take administrative actions to protect the general public and consumers.

Strategy Measure #1	2011 Target	2011 Actual	% of Goal	2012 Target
Number of complaints resolved	850	588	69.18%	600

Explanation of Variance: The Department has received fewer complaints than targeted, resulting in fewer complaints needing resolution.

Strategy Measure #2	2011 Target	2011 Actual	% of Goal	2012 Target
Average time for complaints resolution	180	99.2	55.11%	180

Explanation of Variance: The average time is under the targeted projection, which is desirable.

Strategy Measure #3	2011 Target	2011 Actual	% of Goal	2012 Target
Number of jurisdictional complaints received	750	504	67.20%	550

Explanation of Variance: This measure is under the targeted projection because the Department is receiving fewer complaints than projected.

## Performance Measures

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### STANDARD MEASURES

The following measures concern the Report on Customer Service. These customer service measures report on FY 2011 as the 2012 TDHCA Customer Service Survey was conducted this year.

#### Outcome Measures:

1. Percentage of surveyed customer respondents expressing overall satisfaction with services received

<b>2012 Actual</b>
77.8

*Explanation: 540 (out of 694\*) of the survey respondents agreed or strongly agreed that, overall, they were satisfied with their experiences at TDHCA.*

*\*The actual number of respondents was 715, but not all respondents answered all questions. For the overall satisfaction question, 694 respondents answered.*

2. Percentage of surveyed customer respondents identifying ways to improve service delivery

<b>2012 Actual</b>
21.8%

*Explanation: Number of survey respondents (156) who wrote in additional comments about TDHCA service delivery*

#### Output Measures:

1. Number of customers surveyed

<b>2012 Actual</b>
715

*Explanation: Total number of individuals who completed the survey.*

2. Number of customers served

<b>2011 Actual</b>	<b>2012 Estimated</b>
1,394,943	1,273,063

*Explanation: This category includes all households/individuals receiving assistance from TDHCA, as well as entities applying for TDHCA funding. It is anticipated that FY 2012 applications from entities will be similar to FY 2011 application counts in most cases. These figures are derived from performance measures and internal data. They may include some double counting.*

<b>Subrecipients and Licensees</b>	<b>2011</b>	<b>2012</b>
Comprehensive Energy Assistance Program Organizations	47	45
Community Service Block Grant Applicants (including Recovery Act)	53	51
Community Service Block Grant Discretionary Fund Applicants	43	15
Emergency Shelter/Solutions Grant Program Applicants	104	96
First Time Homebuyer and Mortgage Credit Certificate Programs participating lenders	71	60
Homeless Housing and Services Program Organizations	8	8
Homelessness Prevention and Rapid Re-housing Organizations (Recovery act)	56	0
Housing Trust Fund Single Family Administrators - Bootstrap	45	40
Housing Trust Fund Single Family Applicants - non-Bootstrap	61	107
Manufactured Housing Licensees	1,741	1,100
Multifamily HOME Applicants	17	39
Multifamily Housing Trust Fund Applicants	150	178
Multifamily Bond Applicants	1	1
National Foreclosure Mitigation Counseling Organizations	7	12
Neighborhood Stabilization Program Applicants	27	2
HOME Program Single Family Applicants	149	47
Section 8 Local Operators	21	18
Weatherization Assistance Program Organizations (including Recovery Act)	44	44
<b>TOTAL</b>	<b>2,645</b>	<b>1,863</b>

<b>Targeted Beneficiaries</b>	<b>2011</b>	<b>2012</b>
Colonia residence assisted from Office of Colonia Initiatives field office	18,170	12,000
Complaints other than Manufactured Housing	181	144
Calls regarding existing loans serviced by TDHCA	1,073	1,206
Households assisted with Housing Trust Fund Single Family - non-Bootstrap	280	612
Household receiving energy assistance	207,956	146,545
Households asst with HOME SF	1,091	1,294
Households asst with HTF SF - Bootstrap	80	115
Households receiving weatherization (including Recovery Act)	36,656	13,800

## Performance Measures

<b>Targeted Beneficiaries</b>	<b>2011</b>	<b>2012</b>
Housing Resource Center requests completed	8,405	5,000
Multifamily Units (Assisted)	209,133	217,971
Manufactured Housing inspections	10,873	9,000
Manufactured Housing jurisdiction complaints received	504	500
Manufactured Housing Statements of Ownership and Location	60,126	70,000
National Foreclosure Mitigation Counseling households	233	1,109
Neighborhood Stabilization Program SF Households	33	11
On-site tech asst from Office of Colonia Initiatives field office	1,093	900
Organizations/Individuals assisted from Office of Colonia Initiatives field office	1,148	1,000
Persons assisted with homeless/poverty funds (including Recovery Act)	831,801	786,936
Section 8 voucher holders	1,048	1,055
Single family bond loans/Mortgage Credit Certificates Issued	2,414	2,002
<b>TOTAL Individuals/Households</b>	<b>1,392,298</b>	<b>1,271,200</b>
<b>All Customers Served</b>	<b>2011</b>	<b>2012</b>
<b>GRAND TOTAL</b>	<b>1,394,943</b>	<b>1,273,063</b>

### Efficiency Measure:

#### 1. Cost per customer surveyed

<b>2012 Actual</b>
\$2.82

*Explanation: The cost of the Department's subscription to SurveyMonkey online survey program was \$200.00 for one year. There have been 30 surveys, including the Customer Service Survey, conducted by TDHCA on SurveyMonkey, which is approximately \$6.66 per survey. Approximately 100 paper surveys were produced. At \$.10 per copy, this is \$10. The Customer Service Report took approximately 100 hours of staff time to develop, administer and analyze. At an average of \$20 per hour, this is approximately \$2,000. The total cost of the survey was \$2,017. Per customers that completed the surveyed (715), this total is \$2.82 cents per survey.*

### Explanatory Measure:

#### 1. Number of customers identified

<b>2011 Projection</b>	<b>2012 Estimated</b>
4,316,113	4,330,201

*Explanation: TDHCA primarily serves households at or below 80 percent of the area median income. All of this population would be eligible for assistance through one or more of TDHCA's programs. All owners of manufactured homes in Texas would potentially need the services of the TDHCA Manufactured Housing Division. All*

owners of manufactured homes in Texas would potentially need the services of the TDHCA Manufactured Housing Division. These figures are derived from performance measures and internal data. They may include some double counting.

<b>Subrecipients and Licensees</b>	<b>2011</b>	<b>2012</b>
Comprehensive Energy Assistance Program Organizations	47	45
Community Service Block Grant Applicants (including Recovery Act)	53	51
Community Service Block Grant Discretionary Fund Applicants	43	15
Emergency Shelter/Solutions Grant Program Applicants	104	96
First Time Homebuyer and Mortgage Credit Certificate Programs participating lenders	71	60
Homeless Housing and Services Program Organizations	8	8
Homelessness Prevention and Rapid Re-housing Organizations (Recovery act)	56	0
Housing Trust Fund Single Family Administrators - Bootstrap	45	40
Housing Trust Fund Single Family Applicants - non-Bootstrap	61	107
Manufactured Housing Licensees	1,741	1,100
Multifamily HOME Applicants	17	39
Multifamily Housing Trust Fund Applicants	150	178
Multifamily Bond Applicants	1	1
National Foreclosure Mitigation Counseling Organizations	7	12
Neighborhood Stabilization Program Applicants	27	2
HOME Program Single Family Applicants	149	47
Section 8 Local Operators	21	18
Weatherization Assistance Program Organizations (including Recovery Act)	44	44
<b>TOTAL</b>	<b>2,645</b>	<b>1,863</b>

<b>Targeted Beneficiaries</b>	<b>2011</b>	<b>2012</b>
Households at or below 80% AMFI	3,474,338	3,474,338
Number of Manufactured Housing Units	839,130	854,000
<b>TOTAL</b>	<b>4,313,468</b>	<b>4,328,338</b>

<b>All Customers Identified</b>	<b>2011</b>	<b>2012</b>
<b>GRAND TOTAL</b>	<b>4,316,113</b>	<b>4,330,201</b>

Number of customer groups inventoried

<b>2012 Actual</b>
2

## **Performance Measures**

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***Explanation: The number of customer groups identified by TDHCA: (1) Households (Targeted Program Beneficiaries) and (2) Organizations (Subrecipients and Licensees).***

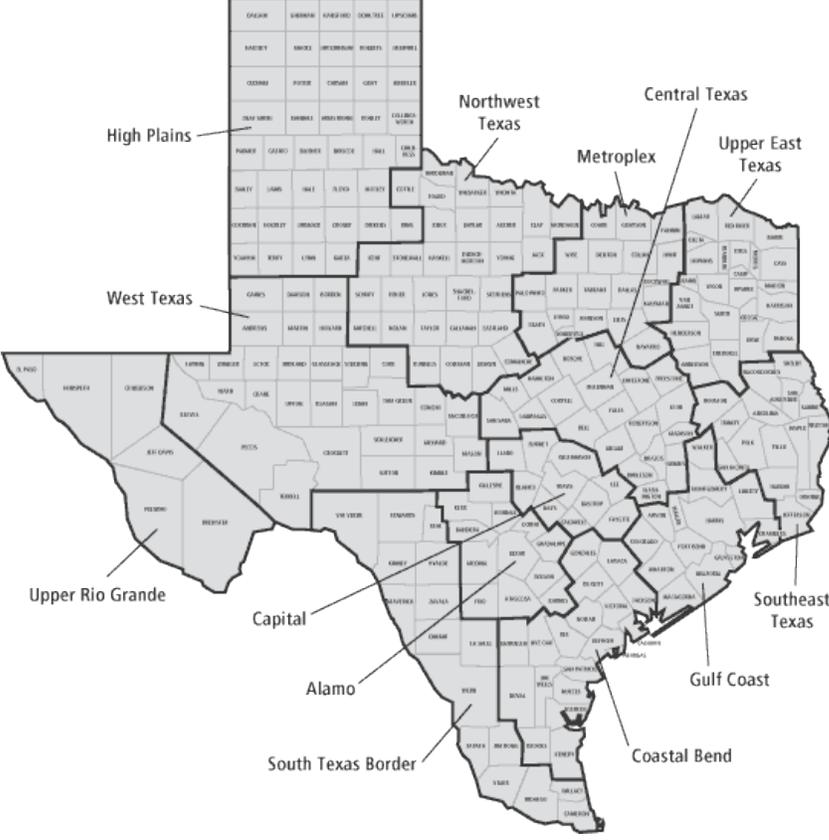
**APPENDIXES**

**APPENDIX A**

The following tables show the questions and programming included in the online survey.

English version:

Question Subject	Question
English/Spanish	<p>1. I would like to take this survey in:</p> <ul style="list-style-type: none"> <li>A. English</li> <li>B. Spanish</li> </ul>
Business with TDHCA	<p>2. Where do you live in Texas or, if you are part of a business or organization that does business with TDHCA, what areas does your organization serve?</p> <ul style="list-style-type: none"> <li>A. Region 1, High Plains (e.g. Panhandle)</li> <li>B. Region 2, Northwest Texas (e.g. City of Wichita)</li> <li>C. Region 3, Metroplex (e.g. Dallas/Fort Worth/Arlington)</li> <li>D. Region 4, Upper East Texas (e.g. Longview/Marshall)</li> <li>E. Region 5, Southeast Texas (e.g. Tyler/Jacksonville)</li> <li>F. Region 6, Gulf Coast (e.g. Houston/Sugar Land/Baytown)</li> <li>G. Region 7, Capital (e.g. Austin/San Marcos)</li> <li>H. Region 8, Central Texas (e.g. City of Waco)</li> <li>I. Region 9, Alamo (e.g. City of San Antonio)</li> <li>J. Region 10, Coastal Bend (e.g. Corpus Christi/Kingsville)</li> <li>K. Region 11, South Texas Border (e.g. Rio Grande Valley)</li> <li>L. Region 12, West Texas, (e.g. Midland/Odessa)</li> <li>M. Region 13, Upper Rio Grande (e.g. City of El Paso)</li> <li>N. All of Texas</li> </ul>

Question Subject	Question
	 <p data-bbox="462 1102 1388 1270">3. If language(s) other than English is needed to communicate with TDHCA, please indicate language(s) below (for Organizations/Businesses, please consider the languages your clients speak). Do not check any boxes if you communicate primarily in English.</p> <ul style="list-style-type: none"> <li data-bbox="511 1270 641 1302">A. Arabic</li> <li data-bbox="511 1302 974 1333">B. Chinese (Mandarin or Cantonese)</li> <li data-bbox="511 1333 641 1365">C. French</li> <li data-bbox="511 1365 641 1396">D. Korean</li> <li data-bbox="511 1396 657 1428">E. Spanish</li> <li data-bbox="511 1428 657 1459">F. Tagalog</li> <li data-bbox="511 1459 617 1491">G. Urdu</li> <li data-bbox="511 1491 706 1522">H. Vietnamese</li> <li data-bbox="511 1522 738 1554">I. Other (specify)</li> </ul> <p data-bbox="462 1596 1372 1890">4. My primary type of business/contact with TDHCA is: (Select One)</p> <ul style="list-style-type: none"> <li data-bbox="495 1627 1372 1732">A. Housing Assistance (e.g. homebuyer assistance, rental assistance, home repair assistance, foreclosure counseling, disaster relief and apartment development/rental)</li> <li data-bbox="495 1732 1372 1795">B. Community Affairs (e.g. weatherization, homelessness prevention and services, and utility payments)</li> <li data-bbox="495 1795 1258 1827">C. Manufactured Housing (titles, licensure, inspections, etc.)</li> </ul> <p data-bbox="462 1827 1331 1890"><b>[Programming: If A, go to Question 5; if B, go to Question 6; if C, go to Question 7.]</b></p>

Question Subject	Question
Customer Type	<p>5. What type of contact do you have with TDHCA? (Select One)</p> <p>A. I am an individual seeking information and assistance from TDHCA or seeking/receiving assistance through a local organization funded by TDHCA (e.g. <i>first time homebuyer assistance, rental assistance, home repair, etc</i>)</p> <p>B. I am a direct applicant, awardee, contract administrator, subrecipient or business working with TDHCA (e.g. <i>HOME awardee, Housing Tax Credit developer, etc.</i>)</p> <p><b><i>[Programming: If A, go to Question 8; If B, go to Question 11.]</i></b></p> <p>6. What type of contact do you have with TDHCA? (Select One)</p> <p>A. I am an individual seeking information and assistance from TDHCA or seeking/receiving assistance through a local organization funded by TDHCA (e.g. <i>weatherization, utility assistance, homeless services, etc. through a local provider</i>)</p> <p>B. I am a direct applicant, awardee, contract administrator, subrecipient, or business working with TDHCA (e.g. <i>Community Service Block Grant, Comprehensive Energy Assistance Program, Weatherization Assistance Program, Homelessness Prevention and Rapid Rehousing subrecipient, etc.</i>)</p> <p><b><i>[Programming: If A, go to Question 9; If B, go to Question 12.]</i></b></p> <p>7. What type of contact do you have with TDHCA? (Select One)</p> <p>A. I am an individual seeking information from TDHCA (e.g. <i>titles, statements of ownership and location, etc.</i>).</p> <p>B. I am a licensee or business working with TDHCA.</p> <p><b><i>[Programming: If A, go to Question 10; If B, go to Question 13.]</i></b></p>
	<p>8. What kind of housing assistance did you receive:</p> <p>A. Homebuyer Assistance</p> <p>B. Rental Assistance</p> <p>C. Home Repair Assistance</p> <p>D. Disaster Relief</p> <p>E. Foreclosure Counseling</p> <p>F. Other (specify)</p> <p><b><i>[Programming: Go to Question 14.]</i></b></p> <p>9. What kind of assistance did you receive?</p> <p>A. Homeless services</p> <p>B. Homeless prevention assistance</p> <p>C. Weatherization</p> <p>D. Utility bill payments</p> <p>E. Other (specify)</p> <p><b><i>[Programming: Go to Question 14.]</i></b></p> <p>10. Please mark what contact you have had with the Manufactured Housing Division:</p> <p>A. Statement of Ownership and Location</p> <p>B. Records and releases on tax and mortgage liens</p> <p>C. Installation inspections</p> <p>D. Other (specify)</p>

Question Subject	Question
	<p><i>[Programming: Go to Question 14.]</i></p>
	<p><b>11. Please indicate the programs areas with which you work:</b></p> <ul style="list-style-type: none"> <li>A. HOME Investment Partnerships Program (e.g Community Housing Development Organization Set-Aside, Homeownership Assistance, Homeowner Rehabilitation Assistance, Rental Housing Development, Tax Credit Assistance Program (Recovery Act), Tenant-Based Rental Assistance)</li> <li>B. Housing Trust Fund Program (e.g Affordable Housing Match Program, Amy Young Barrier Removal and Rehabilitation Program, Homeownership Assistance Program, Rural Housing Expansion Program, Texas Veterans Housing Assistance)</li> <li>C. Housing Tax Credit Program, Housing Tax Credit Exchange (Recovery Act), Multifamily Bond Program</li> <li>D. Colonia Self-Help Center Program or Texas Bootstrap Loan Program</li> <li>E. Neighborhood Stabilization Program</li> <li>F. First Time Homebuyer Program, Mortgage Credit Certificate Program, National Foreclosure Mitigation Counseling Program, Texas Statewide Homebuyer Education Program</li> <li>G. Other (specify):</li> </ul> <p><i>[Programming: Go to Question 14.]</i></p> <p><b>12. Please indicate the programs areas with which you work:</b></p> <ul style="list-style-type: none"> <li>A. Community Services (e.g. Community Services Block Grant Program, Emergency Shelter Grants Program, Homelessness Prevention and Rapid Re-housing Program (Recovery Act), Homeless Housing and Services Program, Section 8 Housing Choice Voucher Program)</li> <li>B. Energy Assistance (e.g. Comprehensive Energy Assistance Program, Weatherization Assistance Program)</li> <li>C. Other (specify)</li> </ul> <p><i>[Programming: Go to Question 14.]</i></p>
	<p><b>13. Please indicate your business with the Manufactured Housing Division. Did you receive training and/or an issuance for:</b></p> <ul style="list-style-type: none"> <li>A. Manufactured Housing Manufacturing</li> <li>B. Manufactured Housing Retailing</li> <li>C. Manufactured Housing Rebuilding</li> </ul>

Question Subject	Question
	D. Manufactured Housing Installations E. Manufactured Housing Broker F. Manufactured Housing Sales G. Other (specify) <b><i>[Programming: Go to Question 14.]</i></b>
<i>Please rate the following statements on the scale of 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).</i>	
Staff	14. TDHCA staff members are courteous.
	15. TDHCA staff members demonstrated a willingness to assist.
Timeliness	16. The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.
Communications	17. I was given clear explanations about services available to me.
	18. The automated phone system is easy to navigate and helps me reach the correct division or individual when I call.
	19. Communication is available in the appropriate language (for Organizations/Businesses, please consider the languages your clients speak).
Website	20. The public website contains the information I expect.
	21. The TDHCA public website is easy to use.
	22. The TDHCA public website contains accurate information on programs, services, and events.
Printed Information	23. Written materials (forms, instructions, information on programs and services, events, etc.) produced by TDHCA are clear.
	24. Written materials provide accurate information.
Facility	25. The location of the TDHCA office is convenient.
Complaint Process	26. I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees.
	27. If I complained, I believe it would be addressed in a reasonable manner.
General Satisfaction	28. Overall, I am satisfied with my experiences with TDHCA.
Survey Type	29. You heard about this survey A. Through Facebook B. Through Twitter C. Through a listserv announcement D. Email from a TDHCA program E. On TDHCA website F. Over the phone G. At a customer service center (written)
<i>Please add additional comments below.</i>	
Comments	30. Please use the space below to provide any additional comments or concerns.

**SPANISH VERSION**

Tema de la Pregunta	Pregunta
Inglés / Español	<p>12. Me gustaría responder a esta encuesta en:</p> <p>C. Inglés</p> <p>D. Español</p>
Asunto con TDHCA	<p>2. Donde vive en Texas o, si es parte de un negocio u organización que realiza gestiones de negocios con TDHCA, en que áreas ofrece servicio su organización?</p> <p>A. Región 1, High Plains – Altíplanos (por ejemplo, Panhandle)</p> <p>B. Región 2, Northwest Texas - Noroeste de Texas (por ejemplo, Ciudad de Wichita)</p> <p>C. Región 3, Metroplex (por ejemplo, Dallas/Fort Worth/Arlington)</p> <p>D. Región 4, Upper East Texas – Norte Este de Texas (por ejemplo, Longview/Marshall)</p> <p>E. Región 5, Southeast Texas - Sureste de Texas (por ejemplo, Tyler/Jacksonville)</p> <p>F. Región 6, Gulf Coast - Costa del Golfo (por ejemplo, Houston/Sugar Land/Baytown)</p> <p>G. Región 7, Capital (por ejemplo, Austin/San Marcos)</p> <p>H. Región 8, Central Texas - Centro de Texas (por ejemplo, Ciudad de Waco)</p> <p>I. Región 9, Alamo (por ejemplo, Ciudad de San Antonio)</p> <p>J. Región 10, Coastal Bend – Plegado Costero de Texas (por ejemplo, Corpus Christi/Kingsville)</p> <p>K. Región 11, South Texas Border - Frontera del Sur de Texas (por ejemplo, Valle del Rio Grande)</p> <p>L. Región 12, West Texas - Oeste de Texas (por ejemplo, Midland/Odessa)</p> <p>M. Región 13, Upper Rio Grande – Norte del Rio Grande (por ejemplo, Ciudad de El Paso)</p> <p>N. All of Texas - Todo Texas</p> 

Tema de la Pregunta	Pregunta
	<p>3. Si necesita otros idiomas que no es el Inglés para comunicarse con TDHCA, favor de indicar los idiomas a continuación:</p> <ul style="list-style-type: none"> <li>A. Árabe</li> <li>B. Chino (Mandarín o Cantonesa)</li> <li>C. Frances</li> <li>D. Coreano</li> <li>E. Español</li> <li>F. Tagalo</li> <li>G. Urdu</li> <li>H. Vietnamita</li> <li>I. Otro (especificar)</li> </ul> <p>4. Mi principal tipo de negocio con TDHCA es: (Seleccione Uno)</p> <ul style="list-style-type: none"> <li>A. Asistencia con Vivienda (<i>por ejemplo, asistencia para compradores de vivienda, asistencia con renta, asistencia con reparación de viviendas, asesoramiento con la ejecución de una hipoteca, recuperación tras un desastre y el fomento de apartamentos y alquiler</i>)</li> <li>B. Asuntos Comunitarios (<i>por ejemplo, climatización, prevención y servicios con la falta de vivienda, y los pagos de energía</i>)</li> <li>C. Viviendas Prefabricadas (<i>por ejemplo, títulos, licencias, inspecciones, etc.</i>)</li> </ul> <p><b>[Programación: Si es A, vaya a la pregunta 5, Si es B, vaya a la pregunta 6, Si es C, vaya a la pregunta 7.]</b></p>
Tipo de Cliente	<p>5. ¿Qué tipo de comunicación tiene con TDHCA? (Seleccione Uno)</p> <ul style="list-style-type: none"> <li>A. Soy un individuo buscando información y asistencia de TDHCA o buscando/recibiendo asistencia a través de una organización local financiada por TDHCA (<i>por ejemplo, asistencia con compra de vivienda por primera vez, asistencia con renta, reparaciones de viviendas, etc.</i>)</li> <li>B. Soy un solicitante directo, adjudicatario, administrador de contrato, sub-beneficiario o tengo negocio que trabaja con TDHCA (<i>por ejemplo, adjudicatario HOME, Promotor de crédito de impuestos de vivienda, etc.</i>)</li> </ul> <p><b>[Programación: Si es A, vaya a la pregunta 8; Si es B, vaya a la pregunta 11.]</b></p> <p>6. ¿Qué tipo de comunicación tiene con TDHCA? (Seleccione Uno)</p> <ul style="list-style-type: none"> <li>A. Soy un individuo buscando información y asistencia de TDHCA o buscando/recibiendo asistencia a través de una organización local financiada por TDHCA (<i>por ejemplo, climatización, asistencia con los pagos de energía, servicios para personas sin hogar, etc. a través de un proveedor local</i>)</li> <li>B. Soy un solicitante directo, adjudicatario, administrador de contrato, sub-beneficiario o tengo negocios con TDHCA (<i>por ejemplo, Community Service Block Grant, Comprehensive Energy Assistance Program, Weatherization Assistance Program, Homelessness Prevention and Rapid Rehousing (Recovery Act) subrecipient, etc.</i>)</li> </ul> <p><b>[Programación: Si es A, vaya a la pregunta 8; Si es B, vaya a la pregunta 11.]</b></p>

Tema de la Pregunta	Pregunta
	<p><b>12.]</b></p> <p>7. ¿Qué tipo de comunicación tiene con TDHCA? (Seleccione Uno)</p> <ul style="list-style-type: none"> <li>A. Soy un individuo buscando información de TDHCA (por ejemplo, títulos, declaraciones de propiedad y ubicación, etc.)</li> <li>B. Soy un licenciatario o tengo negocio que trabaja con TDHCA.</li> </ul> <p><b>[Programación: Si es A, vaya a la pregunta 9; Si es B, vaya a la pregunta 13.]</b></p>
	<p>8. ¿Qué tipo de asistencia de vivienda recibió o solicitó?</p> <ul style="list-style-type: none"> <li>A. Asistencia para Compradores de Vivienda</li> <li>B. Asistencia con la Renta</li> <li>C. Asistencia con Reparación de Vivienda</li> <li>D. Recuperación tras un Desastre</li> <li>E. Asesoramiento con la Ejecución de una Hipoteca</li> <li>F. Otro (especificar)</li> </ul> <p><b>[Programación: Vaya a la pregunta 14.]</b></p> <p>9. ¿Qué tipo de asistencia recibió o solicitó?</p> <ul style="list-style-type: none"> <li>A. Servicios para personas sin hogar</li> <li>B. Asistencia para la prevención de la falta de vivienda</li> <li>C. Climatización</li> <li>D. Asistencia con los pagos de energía</li> <li>E. Otro (especificar)</li> </ul> <p><b>[Programación: Vaya a la pregunta 14.]</b></p> <p>10. Favor de marcar para que asunto se ha comunicado con la División de Viviendas Prefabricadas:</p> <ul style="list-style-type: none"> <li>A. Declaración de Propiedad y Ubicación</li> <li>B. Registros y liberación de impuestos y gravámenes hipotecarios</li> <li>C. Inspecciones de instalación</li> <li>D. Otro (especificar)</li> </ul> <p><b>[Programación: Vaya a la pregunta 14.]</b></p>
	<p>11. Favor de indicar los programas con los cuales usted trabaja:</p> <ul style="list-style-type: none"> <li>H. <b>HOME Investment Partnerships Program</b> (e.g. Community Housing Development Organization Set-Aside, Homeownership Assistance, Homeowner Rehabilitation Assistance, Rental Housing Development, Tax Credit Assistance Program, Tenant-Based Rental Assistance)</li> <li>I. <b>Housing Trust Fund Program</b> (e.g. Affordable Housing Match Program, Amy Young Barrier Removal and Rehabilitation Program, Homeownership Assistance Program, Rural Housing Expansion Program, Texas Veterans Housing Assistance)</li> <li>J. <b>Housing Tax Credit Program, Housing Tax Credit Exchange (Recovery Act), Multifamily Bond Program</b></li> <li>K. <b>Colonia Self-Help Center Program or Texas Bootstrap Loan</b></li> </ul>

Tema de la Pregunta	Pregunta
	<p>Program</p> <p>L. Neighborhood Stabilization Program</p> <p>M. First Time Homebuyer Program, Mortgage Credit Certificate Program, National Foreclosure Mitigation Counseling Program, Texas Statewide Homebuyer Education Program</p> <p>N. Otro (especificar)</p> <p>12. Favor de indicar los programas con los cuales usted trabaja:</p> <p>D. Community Services (e.g. Community Services Block Grant Program, Emergency Shelter Grants Program, Homelessness Prevention and Rapid Re-housing Program, Homeless Housing and Services Program, Section 8 Housing Choice Voucher Program)</p> <p>E. Energy Assistance (e.g. Comprehensive Energy Assistance Program, Weatherization Assistance Program)</p> <p>F. Otro (especificar)</p> <p><i>[Programación: Vaya a la pregunta 14.]</i></p>
	<p>13. Favor de indicar que asunto ha tratado con la División de Viviendas Prefabricadas. ¿Ha recibido entrenamiento y/o una emisión para:</p> <p>A. Fabricación de Viviendas Prefabricadas</p> <p>B. Minoristas de Viviendas Prefabricadas</p> <p>C. Reconstrucción Viviendas Prefabricadas</p> <p>D. Instalaciones de Viviendas Prefabricadas</p> <p>E. Corredor de Viviendas Prefabricadas</p> <p>F. Ventas de Viviendas Prefabricadas</p> <p>G. Otro (especificar)</p> <p><i>[Programación: Vaya a la pregunta 14.]</i></p>
<p><i>Favor de calificar las declaraciones siguientes en una escala de 1 (muy en desacuerdo con la afirmación) a 5 (muy de acuerdo con la declaración).</i></p>	
Personal	14. Miembros del personal de TDHCA son atentos.
	15. Miembros del personal de TDHCA demostraron una buena voluntad al asistirle.
Puntualidad	16. El tiempo que tuve que esperar para una respuesta a un problema o cuestión, sea por teléfono, en persona, o por carta era razonable.
Comunicaciones	17. Me dieron explicaciones claras sobre los servicios disponibles para mí.
	18. El sistema telefónico automatizado es fácil de navegar y me comunica con la división o persona con quien quiero hablar.
	19. Comunicación es disponible en el idioma apropiado (para

## Appendixes

<b>Tema de la Pregunta</b>	<b>Pregunta</b>
	organizaciones/negocios, favor de considerar el idioma que sus clientes hablan).
<b>Sitio de Internet</b>	<b>20.</b> El sitio de internet contiene la información que espero encontrar.
	<b>21.</b> El sitio de internet de TDHCA es fácil de usar.
	<b>22.</b> El sitio de internet de TDHCA contiene información clara y precisa sobre los programas, servicios y eventos.
<b>Información Escrita</b>	<b>23.</b> Documentos (formas, instrucciones, información sobre programas y servicios, eventos, etc.) producidos por TDHCA son claros.
	<b>24.</b> Documentos proveen información exacta.
<b>Facilidades</b>	<b>25.</b> La localización de la oficina de TDHCA es conveniente.
<b>Proceso de Presentar Quejas</b>	<b>26.</b> Entiendo cómo presentar una queja con respecto a los programas, servicios, concesionarios o sub-beneficiarios de TDHCA.
	<b>27.</b> Si yo diera una queja, estoy confiado que se manejaría de una manera razonable.
<b>Satisfacción General</b>	<b>28.</b> En general, estoy satisfecho con mis experiencias con TDHCA.
<b>Tipo de encuesta</b>	<b>29.</b> Se enteró de esta encuesta a través de: A. Facebook B. Twitter C. Un anuncio de listserv D. Correo electrónico de un programa de TDHCA E. El sitio de internet de TDHCA F. Por teléfono G. En un centro de servicio de cliente (por escrito) H. Otro (specifar)
<i>Favor de añadir comentarios adicionales a continuación.</i>	
<b>Comentario</b>	<b>30.</b> Por favor, utilice el espacio abajo para proporcionar cualquier comentario adicional o expresar alguna duda.

**APPENDIX B**

The following two surveys were the written surveys available at the Manufactured Housing Office.

English Version:

*(If you provide/receive services through other TDHCA program areas other than Manufactured Housing, such as Community Affairs or Housing Assistance, please go online to take the survey at [www.tdhca.state.tx.us](http://www.tdhca.state.tx.us)).*

Business with TDHCA
<p>1. Where do you live in Texas or, if you are part of a business or organization that does business with TDHCA, what areas does your organization serve? (circle your choice)</p> <p>A. Region 1, High Plains (e.g. Panhandle)</p> <p>B. Region 2, Northwest Texas (e.g. City of Wichita)</p> <p>C. Region 3, Metroplex (e.g. Dallas/Fort Worth/Arlington)</p> <p>D. Region 4, Upper East Texas (e.g. Longview/Marshall)</p> <p>E. Region 5, Southeast Texas (e.g. Tyler/Jacksonville)</p> <p>F. Region 6, Gulf Coast (e.g. Houston/Sugar Land/Baytown)</p> <p>G. Region 7, Capital (e.g. Austin/San Marcos)</p> <p>H. Region 8, Central Texas (e.g. City of Waco)</p> <p>I. Region 9, Alamo (e.g. City of San Antonio)</p> <p>J. Region 10, Coastal Bend (e.g. Corpus Christi/Kingsville)</p> <p>K. Region 11, South Texas Border (e.g. Rio Grande Valley)</p> <p>L. Region 12, West Texas, (e.g. Midland/Odessa)</p> <p>M. Region 13, Upper Rio Grande (e.g. City of El Paso)</p> <p>N. All of Texas</p>

**Business with TDHCA**



2. If language(s) other than English is needed to communicate with TDHCA, please indicate language(s) below (for Organizations/Businesses, please consider the languages your clients speak). Do not circle any choices if you communicate primarily in English.
- A. Arabic
  - B. Chinese (Mandarin or Cantonese)
  - C. French
  - D. Korean
  - E. Spanish
  - F. Tagalog
  - G. Urdu
  - H. Vietnamese
  - I. Other (specify): \_\_\_\_\_

3. For Individuals only: Please mark what contact you have had with the Manufactured Housing Division:
- A. Statement of Ownership and Location
  - B. Records and releases on tax and mortgage liens
  - C. Installation inspections
  - D. Other (specify): \_\_\_\_\_

4. For Businesses/Organizations only: Please indicate your business with the Manufactured Housing Division. Did you receive training and/or an issuance for
- A. Manufactured Housing Manufacturing

<b>Business with TDHCA</b>					
B. Manufactured Housing Retailing C. Manufactured Housing Rebuilding D. Manufactured Housing Installations E. Manufactured Housing Broker F. Manufactured Housing Sales G. Other (specify): _____					
<i>Please rate the following statements on the scale of 1 (strongly disagree with the statement) to 5 (strongly agree with the statement). (Circle your choice.)</i>					
5. TDHCA staff members are courteous.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
6. TDHCA staff members demonstrated a willingness to assist.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
7. The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
8. I was given clear explanations about services available to me.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
9. The automated phone system is easy to navigate and helps me reach the correct division or individual when I call.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
10. Communication is available in the appropriate language (for Organizations/Businesses, please consider the languages your clients speak).					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
11. The public website contains the information I expect.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
12. The TDHCA public website is easy to use.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
13. The TDHCA public website contains accurate information on programs, services, and events.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
14. Written materials (forms, instructions, information on programs and services, events, etc.) produced by TDHCA are clear.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
15. Written materials provide accurate information.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
16. The location of the TDHCA office is convenient.					
1	2	3	4	5	n/a

## Appendixes

Business with TDHCA					
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
17. I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
18. If I complained, I believe it would be addressed in a reasonable manner.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
19. Overall, I am satisfied with my experiences with TDHCA.					
1	2	3	4	5	n/a
(strongly disagree)	(disagree)	(neutral)	(agree)	(strongly agree)	
20. Please use the space below to provide any additional comments or concerns.					
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(Si usted proporciona o recibe servicios a través de otros programas del TDHCA, como asistencia para la vivienda o con la utilidad, por favor visítenos en línea para participar en la encuesta en [www.tdhca.state.tx.us](http://www.tdhca.state.tx.us)).

**Pregunta**

1. Donde vive en Texas o, si es parte de un negocio u organización que realiza gestiones de negocios con TDHCA, en que áreas ofrece servicio su organización?
  - A. Región 1, High Plains – Altíplanos (por ejemplo, Panhandle)
  - B. Región 2, Northwest Texas - Noroeste de Texas (por ejemplo, Ciudad de Wichita)
  - C. Región 3, Metroplex (por ejemplo, Dallas/Fort Worth/Arlington)
  - D. Región 4, Upper East Texas – Norte Este de Texas (por ejemplo, Longview/Marshall)
  - E. Región 5, Southeast Texas - Sureste de Texas (por ejemplo, Tyler/Jacksonville)
  - F. Región 6, Gulf Coast - Costa del Golfo (por ejemplo, Houston/Sugar Land/Baytown)
  - G. Región 7, Capital (por ejemplo, Austin/San Marcos)
  - H. Región 8, Central Texas - Centro de Texas (por ejemplo, Ciudad de Waco)
  - I. Región 9, Alamo (por ejemplo, Ciudad de San Antonio)
  - J. Región 10, Coastal Bend – Plegado Costero de Texas (por ejemplo, Corpus Christi/Kingsville)
  - K. Región 11, South Texas Border - Frontera del Sur de Texas (por ejemplo, Valle del Rio Grande)
  - L. Región 12, West Texas - Oeste de Texas (por ejemplo, Midland/Odessa)
  - M. Región 13, Upper Rio Grande – Norte del Rio Grande (por ejemplo, Ciudad de El Paso)
  - N. All of Texas - Todo Texas



2. Si necesita otros idiomas que no es el Ingles para comunicarse con TDHCA, favor de indicar los idiomas a continuación:

**Appendixes**

<b>Pregunta</b>					
A. Árabe B. Chino (Mandarín o Cantonés) C. Francés D. Coreano E. Español F. Tagalo G. Urdu H. Vietnamita I. Otro (especificar): _____					
3. Para individuos solamente: Favor de marcar para que asunto se ha comunicado con la División de Viviendas Prefabricadas A. Declaración de Propiedad y Ubicación B. Registros y liberación de impuestos y gravámenes hipotecarios C. Inspecciones de instalación D. Otro (especificar): _____					
4. Para empresas y organizaciones solamente: Favor de indicar que asunto ha tratado con la División de Viviendas Prefabricadas. ¿Ha recibido entrenamiento y/o una emisión para: A. Fabricación de Viviendas Prefabricadas B. Minoristas de Viviendas Prefabricadas C. Reconstrucción Viviendas Prefabricadas D. Instalaciones de Viviendas Prefabricadas E. Corredor de Viviendas Prefabricadas F. Ventas de Viviendas Prefabricadas G. Otro (especificar) : _____					
<b>Favor de calificar las declaraciones siguientes en una escala de 1 (muy en desacuerdo con la afirmación) a 5 (muy de acuerdo con la declaración). Encierre en un círculo su elección.</b>					
5. Miembros del personal de TDHCA son atentos.					
1	2	3	4	5	no aplica.
(muy en desacuerdo)	(en desacuerdo)	(neutral)	(de acuerdo)	(muy de acuerdo)	
6. Miembros del personal de TDHCA demostraron una buena voluntad al asistirle.					
1	2	3	4	5	no aplica.
(muy en desacuerdo)	(en desacuerdo)	(neutral)	(de acuerdo)	(muy de acuerdo)	
7. El tiempo que tuve que esperar para una respuesta a un problema o cuestión, sea por teléfono, en persona, o por carta era razonable.					
1	2	3	4	5	no aplica.
(muy en desacuerdo)	(en desacuerdo)	(neutral)	(de acuerdo)	(muy de acuerdo)	
8. Me dieron explicaciones claras sobre los servicios disponibles para mí.					
1	2	3	4	5	no aplica.
(muy en desacuerdo)	(en desacuerdo)	(neutral)	(de acuerdo)	(muy de acuerdo)	
9. El sistema telefónico automatizado es fácil de navegar y me comunica con la división o persona con quien quiero hablar.					

<b>Pregunta</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>10. Comunicación es disponible en el idioma apropiado (para organizaciones/negocios, favor de considerar el idioma que sus clientes hablan).</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>11. El sitio de internet contiene la información que espero encontrar.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>12. El sitio de internet de TDHCA es fácil de usar.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>13. El sitio de internet de TDHCA contiene información clara y precisa sobre los programas, servicios y eventos.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>14. Documentos (formas, instrucciones, información sobre programas y servicios, eventos, etc.) producidos por TDHCA son claros.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>15. Documentos proveen información exacta.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>16. La localización de la oficina de TDHCA es conveniente.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>17. Entiendo cómo presentar una queja con respecto a los programas, servicios, concesionarios o sub-beneficiarios de TDHCA.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>18. Si yo diera una queja, estoy confiado que se manejaría de una manera razonable.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>19. En general, estoy satisfecho con mis experiencias con TDHCA.</b>					
<b>1</b> aplica. (muy en desacuerdo)	<b>2</b> (en desacuerdo)	<b>3</b> (neutral)	<b>4</b> (de acuerdo)	<b>5</b> (muy de acuerdo)	<b>no</b>
<b>20. Por favor, utilice el espacio abajo para proporcionar cualquier comentario adicional o expresar alguna duda.</b>					

## Appendixes

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Pregunta
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