Texas Department of Housing and Community Affairs

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.

COMPACT WITH TEXANS

In accordance with this chapter, beginning with the *2001-2005 Strategic Plan*, the Texas Department of Housing and Community Affairs (TDHCA) 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 Brenda Hull, Manager of the Housing Resource Center. Ms. Hull also oversees the Department's complaint process, performance measurement system, and strategic planning for the Agency.

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 2008-2009 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:** A chart 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

OVERVIEW

TDHCA is the State's lead agency responsible for providing affordable housing, community services assistance, energy assistance, and colonia programs and activities. TDHCA's mission is to help Texans achieve an improved quality of life through the development of better communities. To achieve its mission, 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, and rental payment assistance);
- funding for the development of rental housing (new construction or rehabilitation);
- energy assistance (utility payments or home weatherization activities); and
- assistance for homeless persons and emergency relief for individuals or families in crisis poverty (transitional housing, energy assistance, health and human services, child care, nutrition, job training and employment services, substance abuse counseling, medical services, and other emergency assistance).

Most of TDHCA's funding resources are awarded through formal, competitive processes. As such, funding is distributed to entities that, in turn, provide assistance to households in need. This distribution is done using a number of techniques.
- Almost all housing development, rehabilitation, and rental assistance related funding is awarded through formal competitive requests for proposals and notices of funding availability.
- First time homebuyer and down payment assistance is allocated through a network of participating lenders.
- Community services funds are predominantly allocated through a network of community based organizations.

Manufactured Housing Activities

TDHCA's Manufactured Housing Division administers the Texas Manufactured Housing Standards Act (Texas Act). The Texas Act 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 issuances of Statements of Ownership and Location (SOL); training and license issuances to individuals for manufactured housing manufacturing, retailing, rebuilding, installations, broker, or sales; records and releases on 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 it provides 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/assist_main.htm.

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

EXTERNAL CUSTOMERS

External customers are identified as two groups:
- Targeted Program Beneficiaries
- Direct Subrecipients and Licensees

Targeted Program Beneficiaries

TDHCA generally funds local organizations that serve individuals and households at the local level. TDHCA considers these households to be customers as TDHCA is responsible for contract oversight of the organization 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. The Department also considers households residing in multifamily housing funded by TDHCA to be customers because the Department monitors these properties for tenant eligibility, and funds enable the property to offer reduced rents to the tenants.

Most households served by TDHCA programs are at or below 80 percent of the area median family income. The exception to this would be households served through TDHCA's Single Family Bond homebuyer assistance programs, which enable households to have an income of up to 140 percent of the area median. Households contacting the agency for general information may have incomes above 80 percent of the area median. TDHCA considers all of these households as customers.

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

Direct Subrecipients and Licensees

The vast majority of the customers who have direct contact with the Department are subrecipients (which include funding applicants) and Manufactured Housing Division licensees. These are organizations or individuals 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, etc.; and other housing and community affairs entities.

2008-2009 GENERAL APPROPRIATIONS ACT STRATEGIES

This section identifies customers served by each strategy listed in the 2008-2009 General Appropriations Act and a brief description of the types of services provided to customers.

Goal 1: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.

1.1 **Strategy:** Provide federal mortgage loans and Mortgage Credit Certificates (MCCs), through the department's 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 and down payment assistance to eligible individuals and families.

1.2 **Strategy:** Provide federal housing loans and grants through the HOME Investment Partnerships (HOME) Program for very low and low income families, focusing on the construction of single family housing in rural areas of the state through partnerships with the private sector.
   - **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, and public housing authorities.
   - **Type of Assistance:** Homebuyer Assistance: down payment and closing costs; Owner-Occupied Housing Assistance: repair or reconstruction of substandard single family housing; Tenant-Based Rental Assistance: rental subsidy.

1.3 **Strategy:** Provide state housing loans and grants through the Housing Trust Fund for very low and low income households (single family activities).
   - **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:** Acquisition, rehabilitation and construction of single family housing; and predevelopment loans.

1.4 **Strategy:** Provide federal rental assistance through Section 8 certificates and vouchers for very low income households.
   - **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.

- **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.

1.6 Strategy: Provide federal housing loans and grants through the HOME Investment Partnerships (HOME) Program for very low and low income families, focusing on the construction of multifamily housing units in rural areas of the state through partnerships with the private sector.

- **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, and public housing authorities.
- **Type of Assistance:** Rental Housing Development and Preservation: acquisition, rehabilitation, and/or construction of affordable rental units.

1.7 Strategy: Provide state housing loans and grants through the Housing Trust Fund for very low and low income households (multifamily activities).

- **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, and public housing authorities.
- **Type of Assistance:** Acquisition, rehabilitation and construction of multifamily affordable housing; and predevelopment loans.

1.8 Strategy: Provide federal mortgage loans through the department's Mortgage Revenue Bond (MRB) program for the acquisition, restoration, construction, and preservation of multifamily rental units for very low, low, and moderate income families.

- **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: Promote improved housing conditions for extremely low, very low, and low income households by providing information and technical 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 through field offices.

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

Goal 3: Improve living conditions for the poor and homeless and reduce cost of home energy for very low income Texans.

3.1 Strategy: Administer homeless and poverty-related funds through a network of community action agencies and other local organizations so that poverty-related services are available to very low income persons throughout the state.

- **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 by providing grants to local organizations for energy related improvements to dwellings occupied by very low income persons and general assistance to very low income households for heating and cooling expenses and energy-related emergencies.

- **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 Department of Housing and Community Affairs federal and state 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: Administer and monitor federal and state subrecipient contracts for programmatic and fiscal requirements.

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

Goal 5: Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.

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

- **Targeted Program Beneficiaries:** Manufactured home consumers and licensees.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Process SOLs/titles for lien holders and consumers; licenses to manufacturers, retailers, brokers, installers, 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 consumer complaints, conduct investigations, and take administrative actions to protect general public and consumers.

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

5.4 Strategy: Provide for the processing of occupational licenses, registrations, or permit fees through TexasOnline.

- **Targeted Program Beneficiaries:** Manufactured home consumers and industry.
- **Subrecipients:** Not applicable.
- **Type of Assistance:** Ability to process license renewals online.

METHODS OF INPUT

OVERVIEW

The high number of programs combined with a delivery system that works through various organizations (e.g., nonprofits, for-profits, local governments, community action agencies, councils of governments, community development corporations, lending institutions, etc.) with differing levels of sophistication makes determining a specific level of customer satisfaction difficult. TDHCA has typically measured service quality through its public input process for the *State of Texas Low Income Housing Plan and Annual Report* (SLIHP), which was originally approved as a measure of service quality by the LBB and Governor's Office of Budget and Planning in the *2001-2005 State of Texas Strategic Plan.*

The 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 multiple public hearings held across the state, and during TDHCA Board of Directors meetings. TDHCA also accepts comment at program-specific hearings and workshops, and responds to comments or concerns received at any time during the year.

The 2008 SLIHP public input process started in January 2008. The public comment period was held from January 4, 2008, through February 6, 2008, after a draft version of the document was released. TDHCA received no public comment during this period regarding customer service. As a result, the Department chose to conduct a survey that specifically asked respondents about their experiences with TDHCA.

2008 TDHCA CUSTOMER SERVICE SURVEY

In May 2008, the Department conducted the online 2008 TDHCA Customer Service Survey (Survey). TDHCA used web-based survey software called Survey Monkey (www.surveymonkey.com) to develop a short, 11-question survey that specifically asked respondents about the seven customer service areas (facilities, staff, communications, website, complaint-handling processes, service timeliness, and printed information).

SURVEY QUESTIONS

The Survey contained 11 multiple choice questions, with an opportunity for the respondents to elaborate with additional comments. Staff decided that a brief format containing only multiple choice questions would encourage wider participation from respondents. As a result, the number of survey questions was kept to a minimum.

The Survey included the following questions. The first two questions, "Business with TDHCA" and "Customer Type," enabled the respondent to pick one choice. The following nine questions enabled the respondent to select one of four statements as answer options: "Agree," "Disagree," "No Opinion," and "Not Applicable." All questions required a response to the multiple choice options in order to complete the survey. In addition, questions 3-11 allowed respondents to add written comments to elaborate on their answer choices.

Question Subject	Question

Customer Type	What type of contact do you have with TDHCA? (Select One)
	    A. I am a direct applicant, awardee, subrecipient, licensee, or business working with TDHCA
	    B. I am an individual seeking information and assistance from TDHCA or receiving assistance through a local organization

Business with TDHCA	What is your primary type of business with TDHCA? (Select One)
	    A. Housing *(working with HOME, Housing Tax Credits, Single Family Bond, etc.)*
	    B. Community Affairs *(working with Emergency Shelter Grants Program, utility and weatherization programs, etc.)*
	    C. Manufactured Housing *(titling, licensure, inspections, etc.)*

General Satisfaction	Overall, I am satisfied with my experiences with TDHCA.
Facility	The location of the TDHCA office is convenient.
Staff	TDHCA staff members are knowledgeable and courteous.
Communications 1	TDHCA staff members respond to my e-mails or voice messages in a timely manner
Communications 2	The TDHCA automated phone system is easy to navigate and helps me reach the correct division or individual when I call.
Website	The TDHCA website contains clear and accurate information (including forms and instructions) on programs, services, and events.
Complaint Process	I understand how to file a complaint regarding TDHCA programs, services, licensees, or subgrantees and understand the process through which my complaint will be handled.
Service Timeliness	My requests for information or assistance are answered in a timely manner.
Printed Information	Documents produced by TDHCA are clear and accurate.

The "Business with TDHCA" question allows for the analysis of opinions of customers who have contact with certain sections of TDHCA. The Housing and Community Affairs choices reflect the two main program and 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.

The "Customer Type" question divides respondents into the two categories of customers. 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.

SURVEY TIMELINE

On April 28, 2008, TDHCA publicized the release of the survey via the Department website and email notices. An announcement and link was placed on the front page of the TDHCA website, and an email with a direct link to the survey was sent out to all TDHCA email list subscribers. The survey was available for completion until Wednesday, May 14, 2008.

CUSTOMERS SURVEYED

TDHCA's broad customer base makes it difficult to survey each organization and individual that has contact with the Department. Because of this, TDHCA elected to make the survey available to all as many individuals connected with the Department as possible.

TDHCA emailed notice of the survey to all TDHCA email lists. Email lists specifically address the Housing Tax Credit Program, Multifamily Bond Program, Housing Trust Fund, HOME Program, Manufactured Housing, First Time Homebuyer, Disaster Recovery 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.

Because these lists may not include all individuals who have contact with TDHCA, notice of the survey was also posted on the front page of the TDHCA website. This provided an opportunity to any individual visiting the site to click on a link and respond to the survey.

Email notices and website postings included the following language:

"Take Our Customer Service Survey!
Here is your opportunity to voice your opinion about TDHCA. We are conducting a quick online survey to see what you think of the Department's customer service. The survey will only take a minute to complete, but your input will be invaluable. We appreciate the feedback!"

With the exception of the Consumer News and Information and First Time Homebuyer email lists, which may also include members of the general public seeking information about TDHCA, staff assumed these lists primarily included individuals from organizations receiving funds from TDHCA programs (subrecipients). The website link was made available to survey all other individuals, including households seeking housing information, individuals seeking assistance with manufactured housing documents, and other program beneficiaries.

RESPONSE RATES

TDHCA emailed the Survey information to 3,169 individuals on the TDHCA email lists. This includes those subscribed to the Housing Tax Credit, Multifamily Bond, Housing Trust Fund, HOME Program, First Time Homebuyer, Disaster Recovery and/or Consumer News and Information e-mail lists.

Since an announcement of the Survey was posted on the front page of the TDHCA website, the survey was available for any member of the public to complete. Because of this, it is difficult to gauge how many individuals were informed about the survey. It is also difficult to estimate how many individuals took the survey after reading the notification on the website compared to those who received the e-mail.

Due to difficulties in assessing the response rate regarding the website notification, the response rate will be based on how many individuals received email notice of the survey, which totals 3,169.

The Survey closed on Wednesday, May 14, 2008. TDHCA's survey software reported 260 completed surveys. Out of 3,169 email list subscribers notified about the survey, this represents an 8.2 percent response rate.

SURVEY ISSUES AND ERRORS

As with any survey, the results of the Customer Service Survey may experience potential survey errors. The survey was available for the general public to complete was not conducted solely amongst a defined group of respondents, therefore, determining exact response rates is inherently difficult.

Secondly, because the survey was only available online, those individuals and households that have contact with TDHCA but do not have internet access were excluded from the sample. TDHCA receives many phone calls from individuals seeking information and assistance, and, additionally, the Manufactured Housing Division assists a large number of customers both on the phone and in person. Unless these individuals have a computer with internet access and received an e-mail notice or visited the website, they would not have been included in the survey.

In order to properly survey individuals and households receiving services from TDHCA programs and services, the Department would need to undertake the process of contacting each funding subrecipient and requesting their client lists. Many of these clients would need to be contacted by phone or traditional mail. Additionally, some subrecipients, specifically those that assist victims of domestic violence, may not have the ability to distribute their client lists for this purpose. This is a notable data limitation.

This survey was not a simple random sample (based on the fact that only individuals with email and access to TDHCA's website could have been surveyed), and it is not possible to calculate a proper confidence level and interval for this survey. As a result, this survey will not be used to reflect the opinions of entire TDHCA customer base, but will instead be used for informational purposes.

CUSTOMER-DETERMINED SERVICE QUALITY

The Department received 260 responses to the survey. The feedback from these responses is summarized below. Results are analyzed by survey question/customer service quality measure and are categorized by (1) all survey respondents, (2) targeted program beneficiaries, and (3) subrecipients and licensees. Total percentages may not add due to rounding.

CUSTOMER TYPE

TDHCA designated two customer groups that have contact with TDHCA: (1) targeted program beneficiaries and (2) subrecipients and licensees. Approximately 14 percent of respondents, or 37 individuals, identified themselves as targeted beneficiaries. Approximately 86 percent of respondents, or 223 individuals, identified themselves as funding subrecipients or licensees.
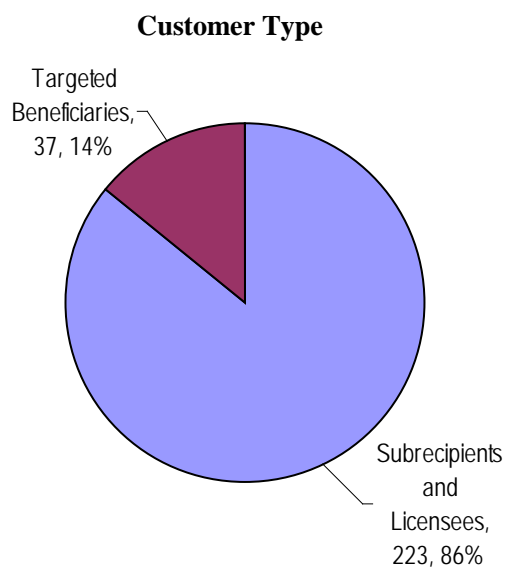
Customer Type

The customer service categories below are analyzed by these two customer types, as well as for all respondents.

BUSINESS WITH TDHCA

Of all respondents, 78 percent primarily had contact with the Housing section of TDHCA, 16 percent had contact with the Community Affairs section of TDHCA, and 7 percent had contact with the TDHCA Manufactured Housing Division. The breakdowns were similar for both the Subrecipents and Targeted Beneficiaries subgroups.

Respondent Business Type by Customer Type
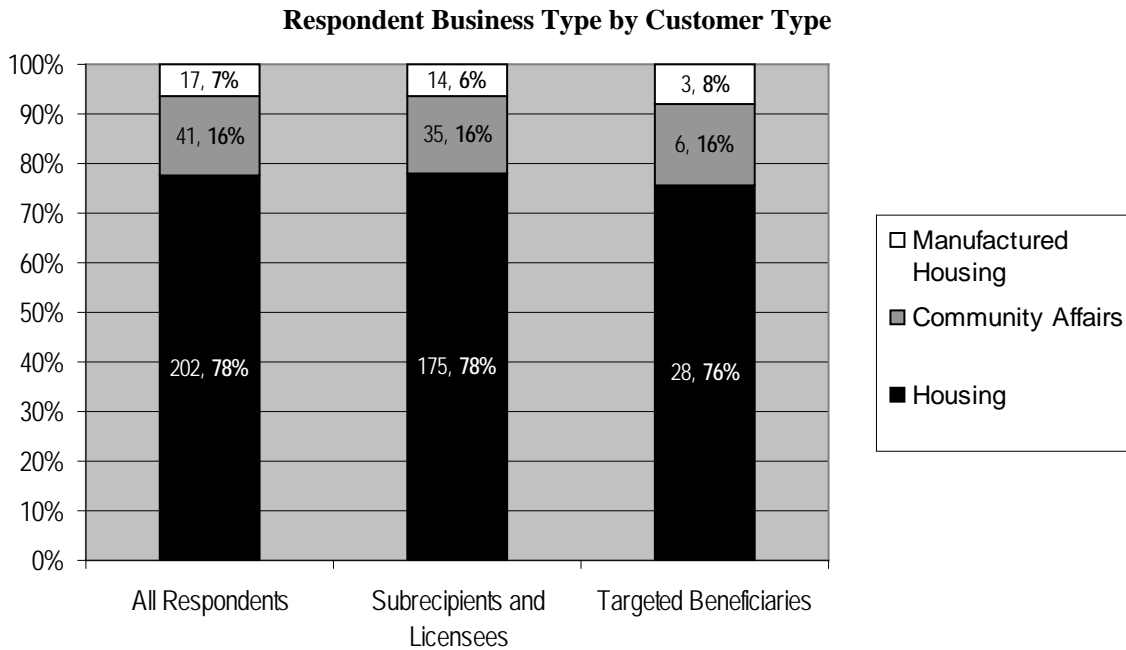
GENERAL SATISFACTION

Of all respondents, 72 percent stated that, overall, they were satisfied with their experiences with TDHCA. Approximately 18 percent disagreed with this statement, 9 percent had no opinion, and 2 percent did not find the statement applicable. Among the customer subgroups, Subrecipients indicated general satisfaction with TDHCA in a greater percentage than did Targeted Beneficiaries.

General Satisfaction by Customer Type
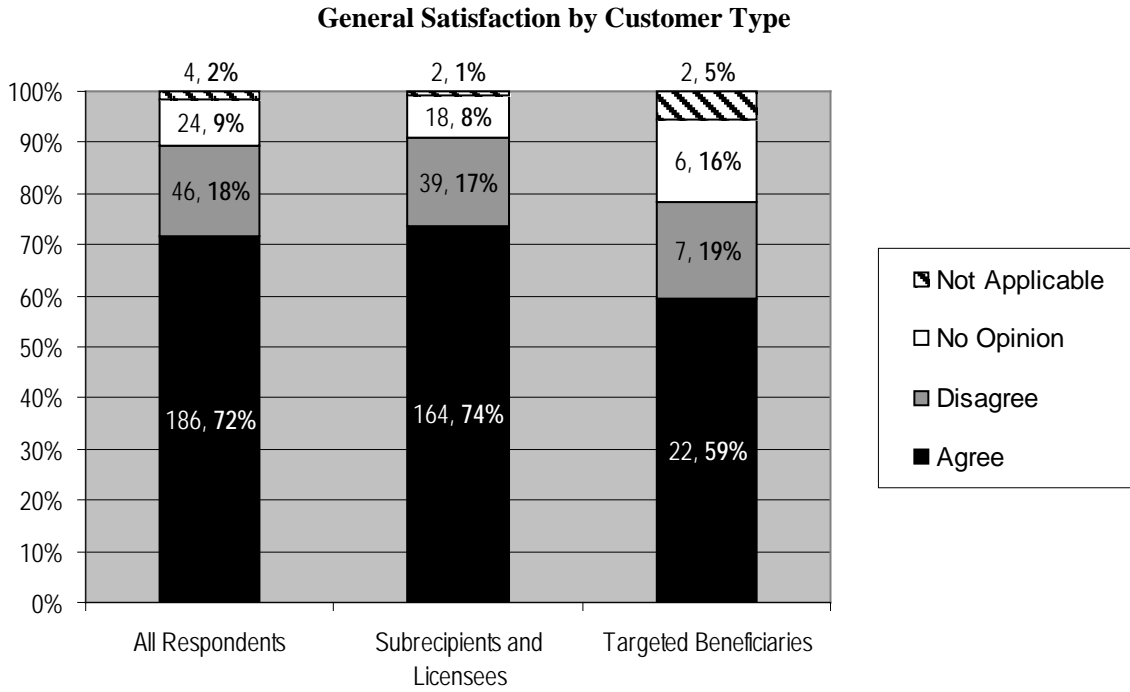
FACILITY

Of all respondents, 48 percent stated that the location of the TDHCA office is convenient. Approximately 15 percent disagreed with this statement, 27 percent did not have an opinion, and 10% did not find the statement applicable. Amongst Targeted Beneficiaries, 57 percent had no opinion or found the statement not applicable, reflecting the lesser likelihood of this customer group visiting the TDHCA offices.

**Facility Satisfaction by Customer Type**
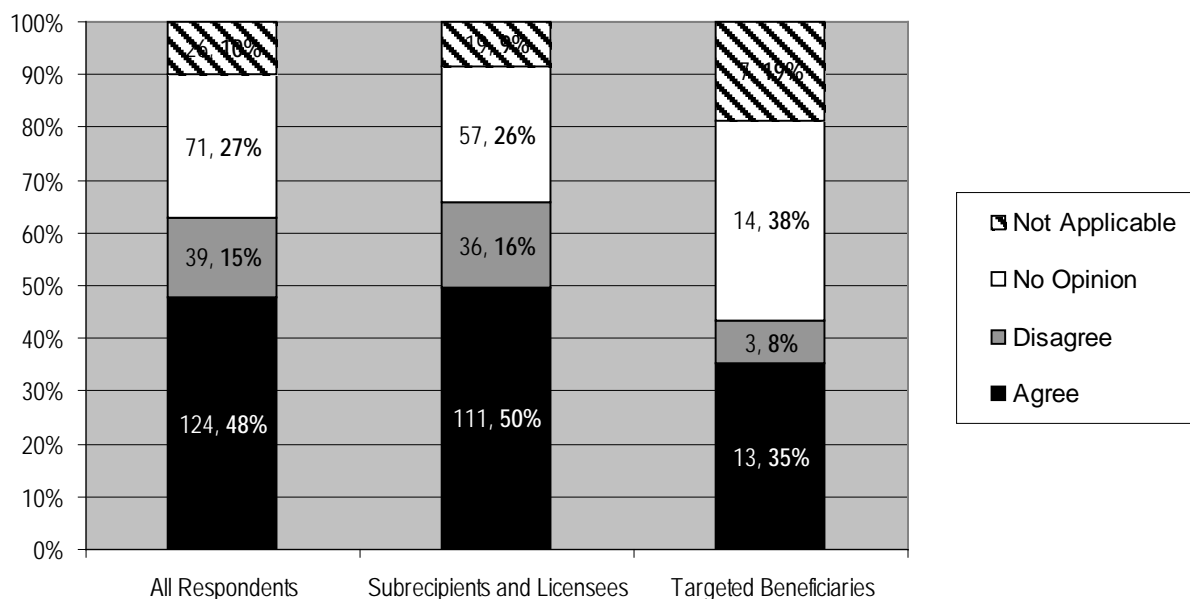
The following is a sample of the additional comments made by respondents regarding the facility:

- Parking can be difficult; office space for meetings is poor
- It is easy to find and get to, but parking can be tricky.
- There is no parking and you have to walk a long way when you finally find a parking area.
- Parking is a challenge sometimes
- Parking is a problem
- Security personnel are not efficient or knowledgeable about reaching the person you need to meet when dropping off items.
- Would like offices in other parts of state
- The location is convenient only if you live in central Texas.
- A local representative office would be nice
- I feel they should have a satellite office in Dallas
- Why not locate in Houston, the largest city in Texas?
- Need an office in Houston, TX
- I never go there in person
- Need to place offices in colonia areas closer to residents benefiting from programs- who lack transportation, money for gas. The Self-Help Centers are great but…very spread out.

STAFF

Of all respondents, 76 percent stated that TDHCA staff members are knowledgeable and courteous. Approximately 16 percent disagreed with this statement, 7 percent had no opinion, and 1 percent did not find the statement applicable. Amongst Subrecipients and Licensees, 80 percent agreed with the statement, 15 percent disagreed, and 5 percent had no opinion. Amongst Targeted Beneficiaries, 54 percent found staff knowledgeable and courteous, 22 percent disagreed, and another 22 percent had no opinion.

Staff Satisfaction by Customer Type
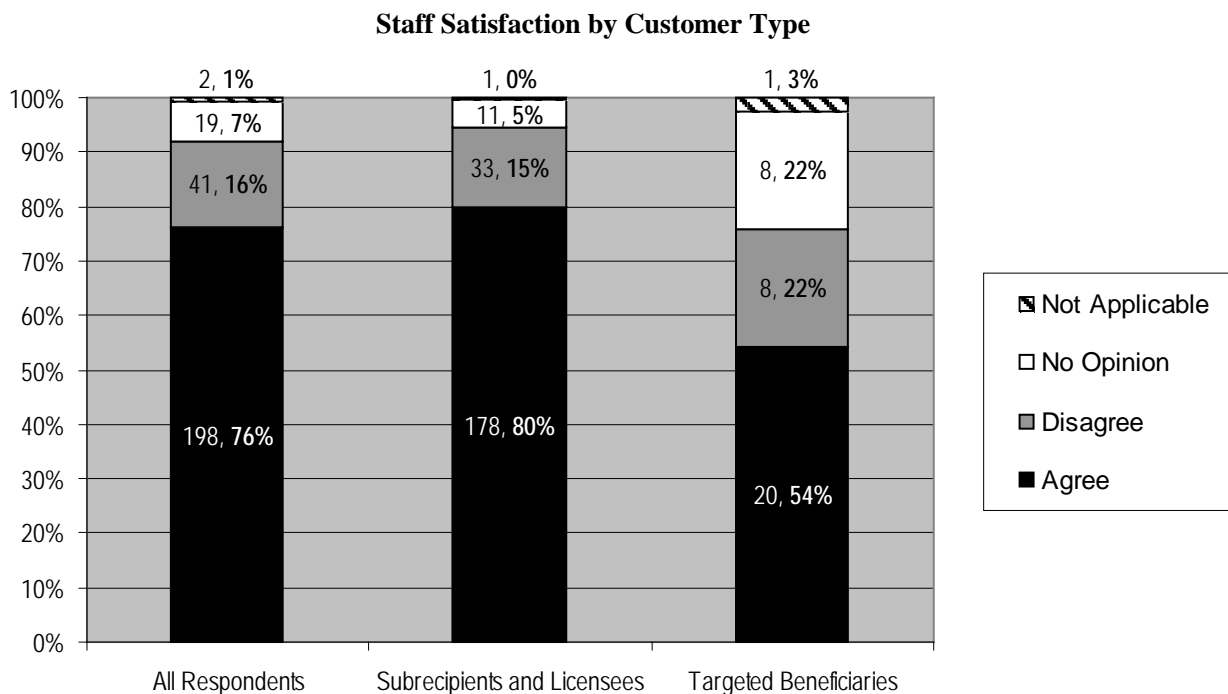
The following is a sample of the additional comments made by respondents regarding the staff:

- I am highly impressed with the professionalism of your staff.
- Through the years each and every one of the staff members has in many cases gone above and beyond what they need to do.
- Some are very friendly and customer-service oriented. Others are not.
- When we were working on HOME grants, they were great!
- All are very courteous and nice to work with. There has been a great deal of confusion regarding policies and procedures
- They are courteous but not always knowledgeable
- Courteous, yes - but not necessarily knowledgeable
- Some of them are, but majority are not.
- Generally courteous but the changes in program policies are not shared with all staff
- Staff is knowledgeable, unfortunately, their knowledge and confidence of their knowledge is destroyed with changes they are not informed of and have no control over...embarrassing for them and the applicant or business working with the agency
- There is very little real world experience in housing programs on staff..... there should be a requirement that staff actually have some experience in housing programs at the local level

COMMUNICATIONS

Of all respondents, 69 percent stated that TDHCA staff members respond to their e-mails or voice messages in a timely manner. Approximately 21 percent disagreed with this statement, 7 percent did not have an opinion, and 2 percent did not find the statement applicable. Amongst Subrecipients and Licensees, 72 percent agreed with the statement, 22 percent disagreed, and 6 percent did not have an opinion. Of Targeted Beneficiaries, 54 percent agreed, 17 percent disagreed, and 30 percent had no opinion or found the statement not applicable.

Communications Satisfaction by Customer Type
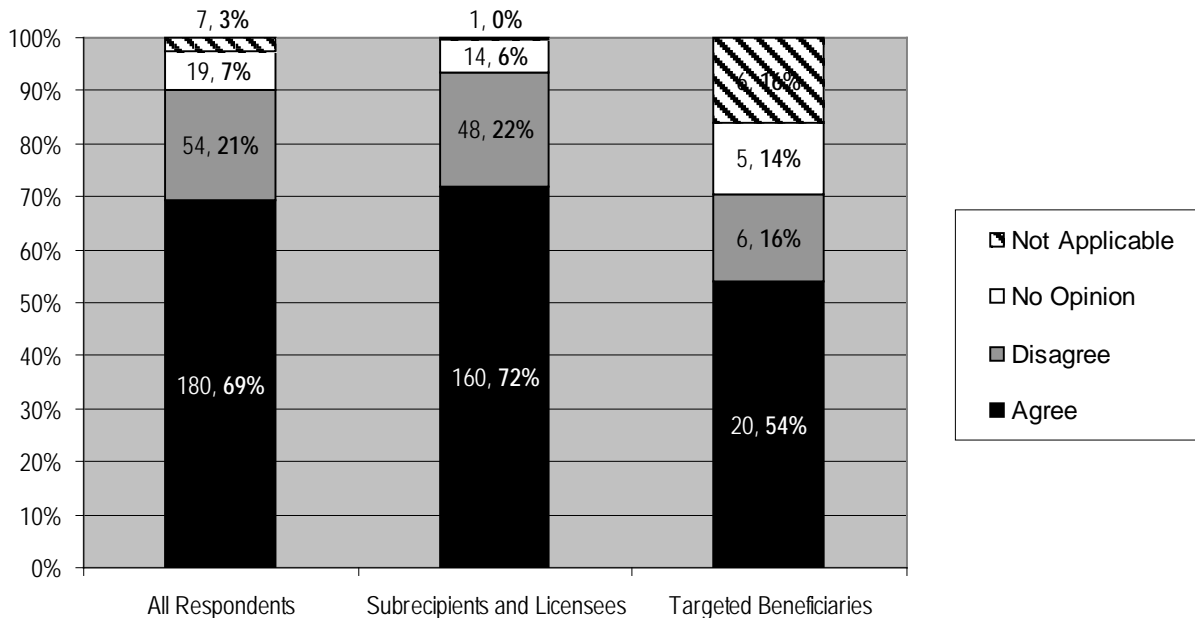
The following is a sample of the additional comments made by respondents regarding communication with the Department:

- In my experience, responses are usually received the same day or within 24 hours.
- They are phenomenal about responding promptly to my e-mails.
- Rank and file staffers do, but the higher up the chain of command I go, the more chance my e-mails or voice-mails will be ignored.
- Varies among Staff members
- They are courteous but not always timely with their answers
- I neither agree nor disagree, because at times responses are very prompt and at times I have to resend my request to get a response. But normally response time is good.
- Most of the time they do not respond at all...Unless you email someone you know.
- The phone line is always busy and my email information requests go unanswered.
- Sometimes we get no response at all to e-mails and calls

AUTOMATED PHONE SYSTEM

Of all respondents, 34 percent stated that the TDHCA automated phone system is easy to navigate and helps them reach the correct division or individual when they call. Approximately 19 percent disagreed with this statement, 38 percent had no opinion, and 9 percent did not find the statement applicable. The breakdown of these numbers was relatively consistent across the customer subgroups.

Satisfaction with Automated Phone System by Customer Type
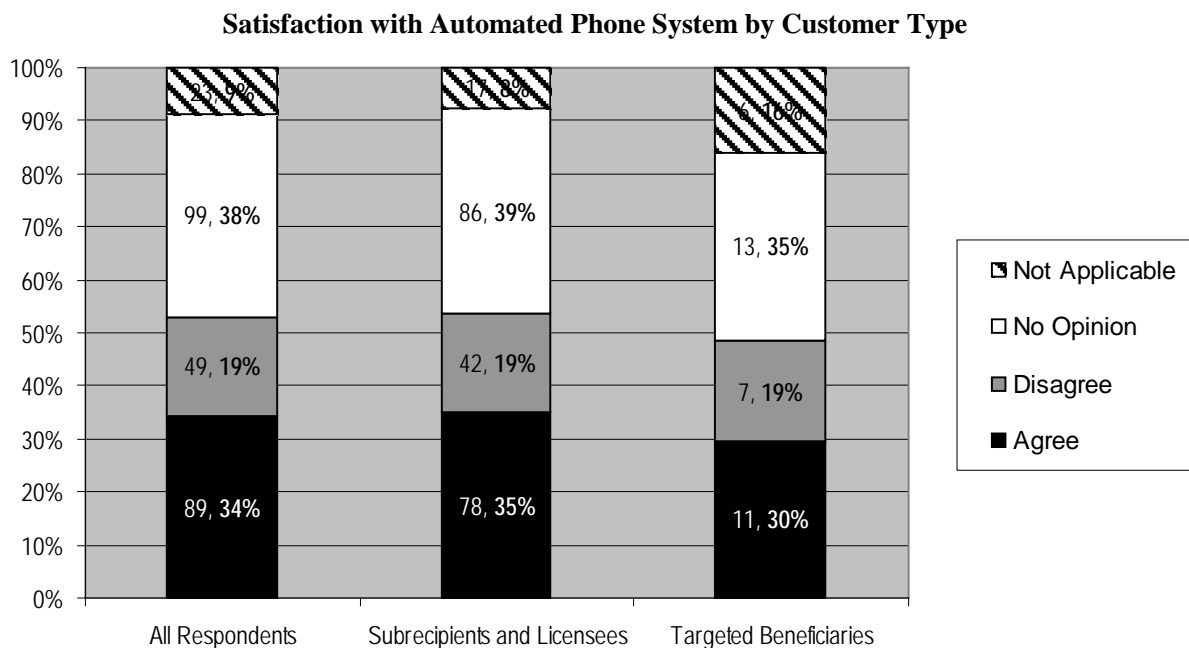
The following is a sample of the additional comments made by respondents regarding the phone system:

- I use direct numbers so I don't have to go through the automated system.
- The website provides readily available direct phone numbers to individuals.
- Automated phone systems of any type are trouble (not just yours). It's always better to talk to a real person.
- It needs a dial by name feature
- In most instances yes; however, it needs to be updated as often as your programs and staffs rotate.
- Would like to have a receptionist answer phone rather than voicemail.
- I can never get the person I want without talking to a real person.
- It takes a while to find who you are looking for
- I have never used the phone system

WEBSITE

Of all respondents, 75 percent stated that the TDHCA website contained clear and accurate information. Approximately 17 percent disagreed with this statement, 8% did not have an opinion, and 3 percent did not find the statement applicable. Amongst Subrecipients and Licensees, 76 percent agreed, 16 percent disagreed, 7 percent did not have an opinion, and 2 percent found the statement not applicable. Amongst Targeted Beneficiaries, 70 percent agreed, 19 percent disagreed, and 11 percent had no opinion on the statement.

Website Satisfaction by Customer Type
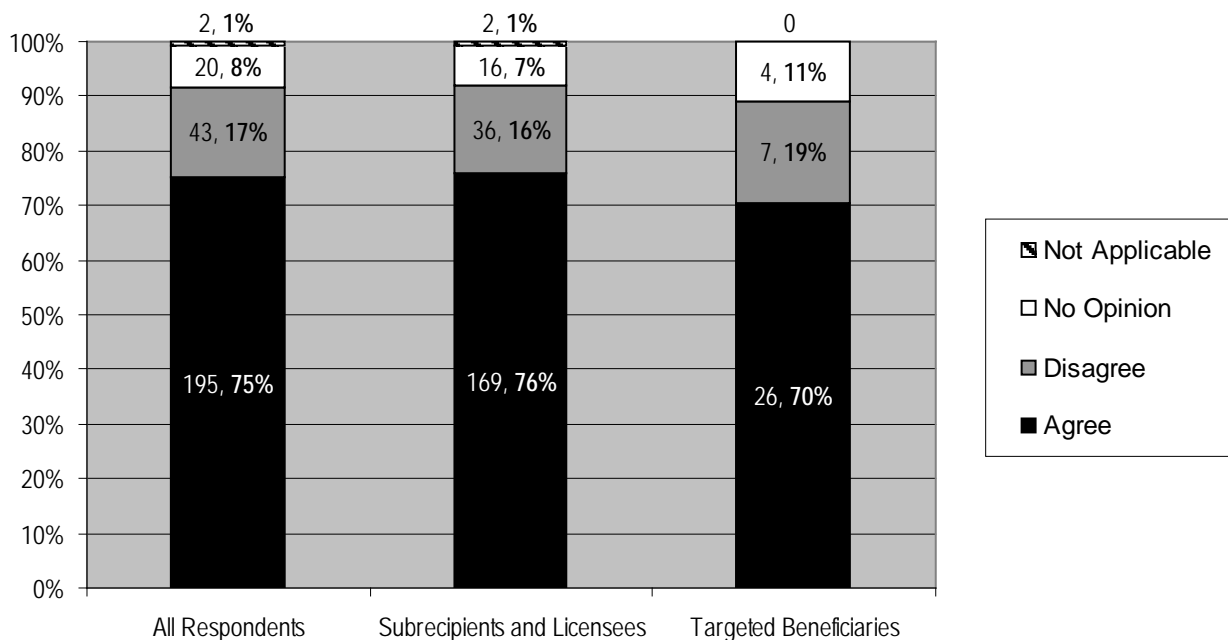
The following is a sample of the additional comments made by respondents regarding the website:
- The web site is one of the best in the State
- I use the website all the time for updates.
- The information is often overwhelming and organized in a confusing manner.
- The web site is difficult to navigate. But with so much information I do not know how you would make it any easier.
- Occasionally, the agency will move information around on the website without announcing that to their list serve constituency, making it difficult to find info
- Website has gotten very full and it is increasingly hard to find things.
- The web site is not user friendly especially if you are a first time user. No technical assistance is provided to help you troubleshoot
- We really need the forms in Spanish

COMPLAINT PROCESS

Of all respondents, 37 percent stated they understood how to file a complaint. Approximately 20 percent disagreed with this statement, 27 percent had no opinion and 10 percent did not find the statement applicable. Amongst Subrecipients and Licensees, 39 percent agreed, 20 percent disagreed, 27 percent did not have an opinion, and 15 percent found the statement not applicable. Amongst Targeted Beneficiaries, 30 percent agreed, 19 percent disagreed, 30 percent had no opinion on the statement, and 22 percent did not find the statement applicable.

Understanding of Complaint Process by Customer Type
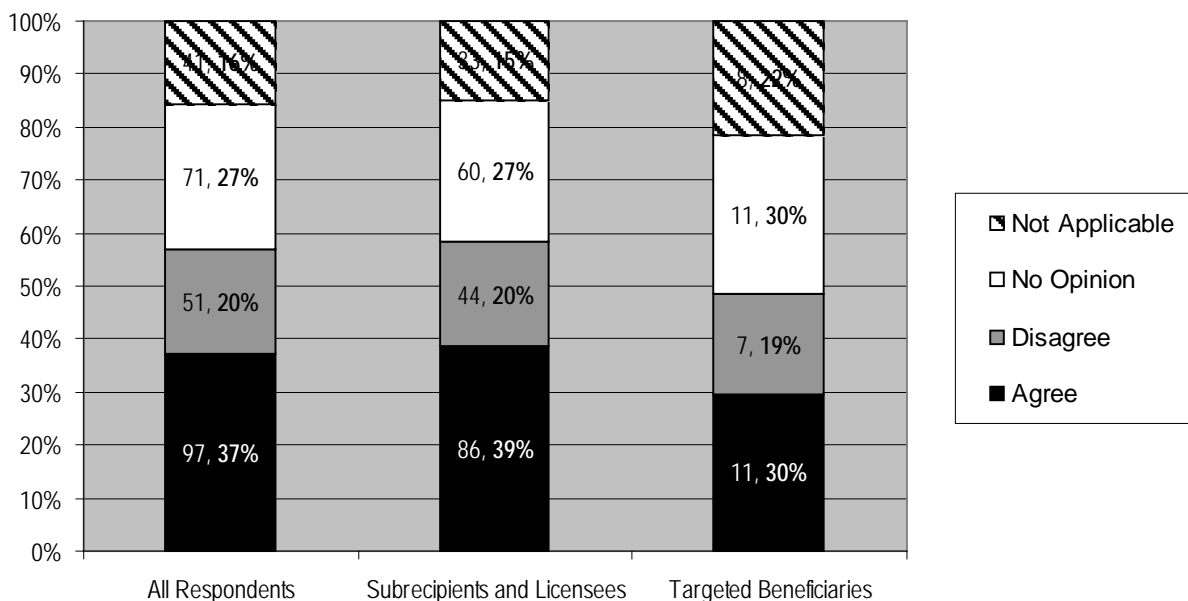
The following is a sample of the additional comments made by respondents regarding the complaint process:
- In addition to obtaining this info at the time of application, I know that this information is also available to me online.
- Never had a complaint in 6+ years, as staff always responds to and resolves problems.
- Have not had a reason to look for this information.
- I have never needed to register a complaint but I am sure the website would direct me.
- Not something I have ever seen on the website. Needs more visibility
- I would be very hesitant to file a complaint of any kind.   Any time I have ever seen anyone complain, they have not been treated well or respectfully.
- I know the process but I would be afraid to submit a complaint because I have to work with TDHCA on a daily basis
- I am worried about retribution if I file a complaint

SERVICE TIMELINESS

Of all respondents, 67 percent stated that their requests for information or assistance are answered in a timely manner. Approximately 22 percent disagreed with this statement, 7 percent had no opinion and 3 percent did not find the statement applicable. Amongst Subrecipients and Licensees, 70 percent agreed, 23 percent disagreed, 5 percent did not have an opinion, and 2 percent found the statement not applicable. Amongst Targeted Beneficiaries, 49 percent agreed, 19 percent disagreed, another 19 percent had no opinion, and 22 percent did not find the statement applicable.

Service Timeliness Satisfaction by Customer Type
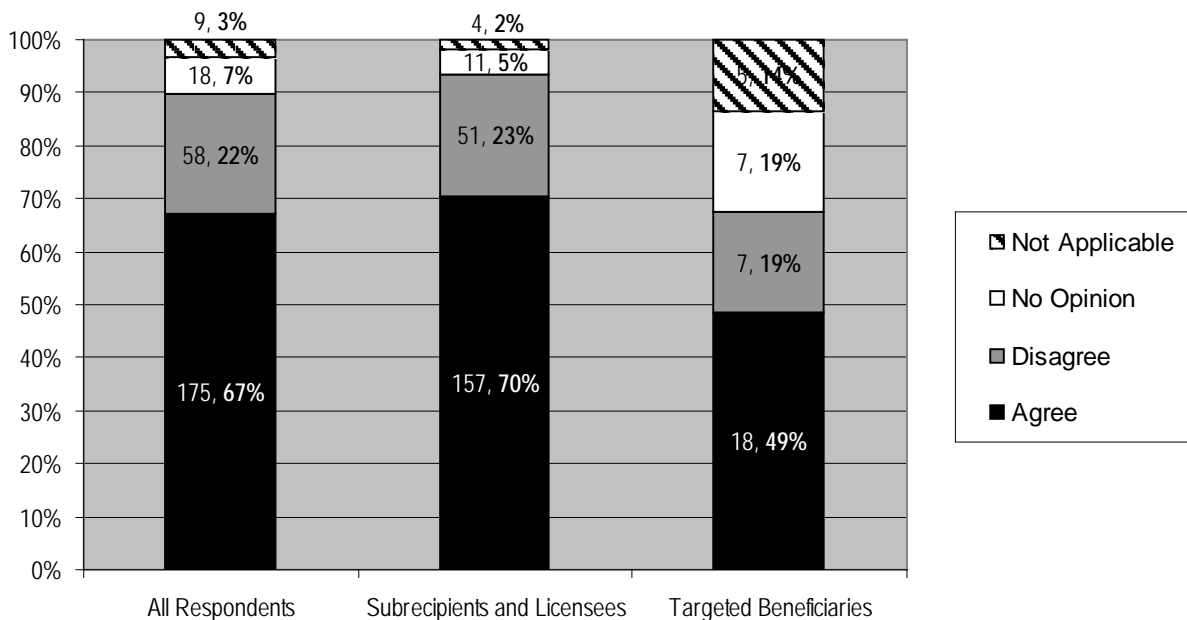
The following is a sample of the additional comments made by respondents regarding the service timeliness:
- TDHCA staff have always been very good about responding to questions & providing assistance
- Very timely in answering emails and phone calls
- I am an attorney with a major manufacturer and have contact with most of the states regarding manufactured housing and Texas is easily the best
- Often requires persistence
- Most of the time they are. On rare occasions, we have to bug folks more than once. We appreciate your help!
- Staffers are generally good about getting back to me, but higher up (i.e. division directors) are not.
- Most of the time. Occasionally, things fall into a black hole.
- Everything revolves around TDHCA's time table. Our needs never seem to be considered.
- Staff is too busy to respond timely in most cases
- Turn around time is horrific. TDHCA costs me thousands of dollars in interest waiting for SOL's.

PRINTED INFORMATION

Of all respondents, 67 percent stated that documents produced by TDHCA are clear and accurate. Approximately 22 percent disagreed with this statement, 9 percent had no opinion and 2 percent did not find the statement applicable. Amongst Subrecipients and Licensees, 69 percent agreed, 23 percent disagreed, 6 percent did not have an opinion, and 1 percent found the statement not applicable. Amongst Targeted Beneficiaries, 57 percent agreed, 11 percent disagreed, another 11 percent had no opinion, and 5 percent did not find the statement applicable.

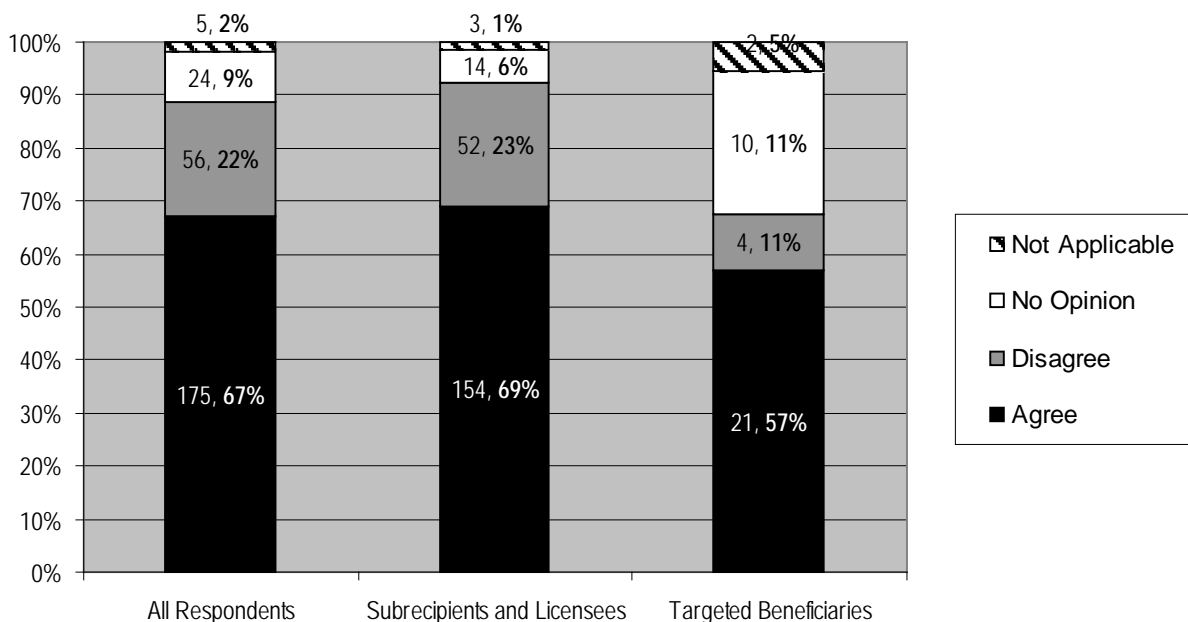**Printed Information Satisfaction by Customer Type**

The following is a sample of the additional comments made by respondents regarding printed information:

- Most of the time - but your staff is more than willing to explain
- For the most part I think that this is a true statement. But there are times when I have found the QAP and the HTC application less than clear.
- QAP could be shortened considerably.
- QAP and tax credit forms get longer and harder to follow every year
- Numerous errors in online forms. Not user friendly or well thought out
- Rules and application materials are often complex and need to be updated or amended after I have already started filling them out.
- Letters are addressed to the wrong person even after submitting updated contact information several times.
- No one understands the closing documents -- homeowners, consultants, cities, etc. & no one at TDHCA tries to explain them or the closing process.
- Need more documents in Spanish
- Number of forms required for most transactions is absurd

SUMMARY

Amongst all respondents, the survey indicated a positive overall satisfaction with TDHCA customer service. The Staff and Website categories had positive response rates of 76 and 75 percent, respectively. These same categories also had the lowest "disagree" percentage, meaning that respondents disagreed with the favorable survey statement less than in other categories.

The Service Timeliness and Printed Information categories had the highest rates of "disagree" selections with 22 percent each. This indicates that respondents were least satisfied with these customer service elements. The Complaint Process and Automated Phone System categories had the lowest rates of "agree" responses. However, these categories also had the highest rates of "No Opinion" and "Not Applicable" responses, indicating the survey respondents did not have as much familiarity with these two elements.

Focusing on the opinions of the TDHCA Subrecipients and Licensees customer group, the Staff, Website, and General Satisfaction categories had the highest overall levels of positive responses, with percentages ranging from 72 to 80 percent "agreeing." Service Timeliness and Printed Information elicited the highest levels of "disagree" responses among this customer group. Nearly a quarter expressed dissatisfaction with these two categories.

Looking at the Targeted Program Beneficiaries customer group, the Website category had the highest level of satisfaction, with 70 percent. The Staff category tallied the highest levels dissatisfaction, with 22%. The Automated Phone System and the Complaint Process also received proportionally high levels of dissatisfied responses among this customer group.

CUSTOMER SATISFACTION ANALYSIS

This section analyzes the findings of the Survey. The analysis 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

In general, TDHCA was satisfied with the survey. The questions reflected each customer service element, and answers enabled the Department to examine each customer area and make necessary changes. Approximately 47 percent of respondents filled out at least one "Additional Comment" in their own words, which provided valuable insight from customers. The main change TDHCA would make to the survey is to reach a broader and more random sample population.

Because this survey only reached those who have email or visit the website, future surveys may incorporate those who do not have such access. This might include surveying people over the phone when they call seeking information, mailing surveys to clients who received assistance from TDHCA subgrantees, and making surveys available to customers who visit the Department (such as individuals who visit the Manufactured Housing Division for title assistance). TDHCA would also specifically distribute the survey to organizations and developers utilizing TDHCA funds. A better sample population would also enable the Department to determine confidence levels and intervals so that a reliable statement that reflects all TDHCA customers can be determined. Furthermore, a fixed survey population would enable the Department to calculate a definite response rate.

SURVEY FINDINGS

TDHCA takes the Survey results seriously, and welcomes customer service comments on how it can improve its ratings in future surveys. Survey respondents expressed a 74 percent general satisfaction rate with TDHCA. The customer service element with the highest overall satisfaction rate was the Staff, with 76 percent of respondents agreeing that TDHCA staff members are knowledgeable and courteous.

The customer service elements with the highest percentage of "disagree" selections were Service Timeliness and Printed Information, both with 22 percent of respondents disagreeing with the statements "My requests for information or assistance are answered in a timely manner" and "Documents produced by TDHCA are clear and accurate."

CUSTOMER SERVICE IMPROVEMENTS

TDHCA has strived to improve how the Department interacts with its customers and distributes information. Improvements listed by customer service category are included below.

Facility

Compared to the results of the previous customer service survey conducted in 2006, the results of the 2008 survey reflect improved customer satisfaction with the Department's facility location. The 2006 survey received comments that the building lacked meeting space near the lobby for visitors to meet with staff. TDHCA recognized this concern and the Department's Staff Services division developed an online meeting room reservation system in 2006 so that TDHCA staff can identify open rooms throughout the building and make the most of available space. This step helped reduce meeting space conflicts, and may be one factor in the 9-point increase in positive responses over the previous survey in this category.

Echoing a complaint from the 2006 survey, several comments in the current survey mentioned that parking for TDHCA's downtown building is an issue, especially due to the distance from free parking garages and the relative lack of parking spaces for those with disabilities. TDHCA continues to improve communication regarding parking downtown including a detailed map available on the website with parking options highlighted. In addition, TDHCA regularly schedules meetings with an anticipated attendance by persons with disabilities at off-site locations in order to offer convenient parking and accessibility to all attendees.

Staff

A majority of survey respondents agreed that TDHCA staff members are knowledgeable and courteous. Some respondents specifically named TDHCA employees they felt had done an especially good job. These staff members will be recognized for receiving this customer praise. However, multiple comments also mentioned that the knowledge of staff members is sometimes undermined by policy or program changes that are not communicated thoroughly to all staffers. This report and the detailed comments are being provided to all directors and managers.

Communications and Automated Phone System

In January 2006, TDHCA implemented a consumer toll-free number with an Automated Attendant system that enables callers to connect directly with the division of their choice. The use of this system also eliminates the need for a dedicated employee to answer the main telephone line, but callers are still able to speak to an employee if they choose the option. Survey comments expressed frustration with the number of menu selections required of callers in such a system, and the difficulty in locating a specific individual based on the menu options provided. Since the system was implemented, TDHCA has made changes as problems have been identified. One improvement to the system was the addition of a consolidated staff phone directory on the Department's website, which helps consumers to contact staff members directly and therefore bypass the extra step of the automated system. Additionally, the Housing Resource Center and Public Affairs Divisions conducted an informal survey of all callers who connected to those divisions via the automated phone system in November 2007. Staff members collected suggestions from callers about the automated system and developed a plan to reorganize the recorded phone menu for improved efficiency. These improvements may be implemented in 2008.

The Manufactured Housing Division maintains a separate toll-free number, but this division can also be reached through a menu option in the main TDHCA Automated Attendant system. Some survey comments concerned telephone wait times for customers contacting the Manufactured Housing Division. However, these customer concerns have been recently addressed by several division initiatives. The Manufactured Housing Division has implemented a new toll-free number called "Support Services," which serves the needs of license

holders, title companies, attorneys, and lenders. This reduces the call volume on the division's main 800-number line and allows more consumers to get through by phone. Additionally, Manufactured Housing has created specialized staff groups with individual extensions so that callers can be directed to representatives trained to handle specific scenarios, thereby reducing some inconsistencies in information being provided.

Finally, the division has enhanced the website enabling users to e-mail questions instead of calling, to view any correspondence sent to applicants with incomplete applications, to submit an electronic form requesting clarification on the law, rules, or procedures, to submit an electronic form to report illegal activity, to subscribe to the Manufactured Housing mailing list, and to view all memos and letters sent to special interest groups.

While these changes have improved the delivery of customer service, the Manufactured Housing Division still faces the challenge of managing a large number of calls daily. Efficiency is expected to improve further as vacant staff positions are filled and employee training is completed. Also, current high call volume, partly due to changes in manufactured housing titling law in effect since January 2008, is expected to gradually decrease as familiarity with the new guidelines expands.

Website

TDHCA strives to make all information and documents available on the website, as well as make website materials accessible to persons with vision impairments.

There was a mix of comments regarding the website; some wrote that the website was "great" and it was easy to find information, others wrote that the website was "confusing" and "overwhelming." However, 75 percent of respondents agreed that the website contains clear and accurate information.

TDHCA is constantly seeking ways to reorganize and improve the website so that it is easier for stakeholders, households, and industry professionals to locate information of interest. Various changes have been made to the website over the past year and a half, which the Department believes are useful improvements.

Three features were added to the website to streamline consumer access to the important contact information. First, the online staff directory now lists the office phone numbers of all Department employees, so that customers can bypass the automated phone system and reach individuals directly. Secondly, a "Quick Assistance" box is now spotlighted on the website's main page, listing phone numbers that address common consumer requests. Prominently featuring this frequently requested information online improves the user friendliness of the website and provides an alternative information source to the agency's toll-free main phone line. In addition to this, a "Foreclosure Prevention" page was created to help homeowners that are facing foreclosure find the help they need. It includes frequently asked questions, tips, and resource referrals. This assistance page is announced in a feature box on the website's main page, so that it is immediately visible to the site's visitors.

Also new to the website are several updates useful to program applicants. First is a high profile "Notices of Funding Availability" page that consolidates all of the Department's available opportunities for funding in one convenient place for easy accessibility by visitors. A HOME "Disaster Relief" page now displays active and pending disaster relief contract data dynamically from an internal database. And the "Multifamily Preservation Clearinghouse" now offers improved usability and accessibility.

Additionally, several other new features to the TDHCA website provide improved methods for subrecipient reporting. Subrecipients of community services, energy assistance, and disaster recovery programs can utilize two new online systems for submitting programmatic and financial data to TDHCA. In addition to this, the new Bootstrap Loan Program Reservation System has upgraded the system for nonprofit owner-builder housing providers to register for funding.

To the Manufactured Housing section of the website, the Department has added the Manufactured Housing "Illegal Activity" submission form so that Web visitors can report illegal activity online. Another online submission form allows visitors to enter questions and get clarifications regarding Manufactured Housing rules and laws. This also includes a response page available to the public.

A new addition to the TDHCA e-mail list, to which any member of the public can subscribe, is a feature that allows subscribers to be notified when Housing Tax Credit development activity occurs in their area. E-mail list members can now select up to ten zip codes that they would like to receive e-mail updates about. Interested customers can subscribe to this service through the Department's website.

Complaint-Handling Process

A large portion of survey respondents indicated that the complaint-submission process was "not applicable" or evoked "no opinion" from them. The Department presumes these responses were common because many respondents have not had a reason to file a complaint, and therefore have not used the process. The main page of the Department's website currently provides a link labeled "File a Complaint," which leads to easily navigated consumer entry forms. Overall, TDHCA and the Manufactured Housing Division are pleased with the complaint processes and no changes have been implemented or are intended.

Service Timeliness

TDHCA strives to answer all phone calls, e-mails, and letters as quickly as possible. A large majority of survey respondents agreed that requests for information and assistance are answered by TDHCA staff in a timely manner. However, this category had one of the highest rates of "disagree" responses.

A few commenters noted that they have experienced lengthy waits for return phone calls or responses to e-mails. TDHCA is currently considering revisiting Department policies and timelines for return calls and correspondence. These policies would be distributed to all staff members.

Printed Information

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.

While most survey respondents agreed that TDHCA documents are clear and accurate, a few noted that some forms contained errors or that some agency documents, such as the QAP, were too long and complicated. TDHCA values these comments and regularly reviews the forms and applications for clarity and ease of use.

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. Fiscal year 2007 performance and fiscal year 2008 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	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of information and technical assistance requests completed	5,400	3,824	70.8%	4,900

Explanation of Variance: A new toll free number for the entire agency has resulted in more calls being directly routed to the appropriate division instead of being forwarded to the Housing Resource Center. The Department has also continued to improve its website so that potential requests can be resolved via the internet instead of through the Housing Resource Center.

Strategy 2.2 To provide technical assistance to colonias through field offices				
Strategy Measure (A)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of on-site technical assistance visits conducted annually from the field offices	600	963	160.5%	800

Explanation of Variance: Technical assistance visits to units of local government and nonprofit organizations continued to increase due to various changes to the programs administered through the field offices.

Strategy Measure (B)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target***
Number of colonia residents receiving assistance	1,700	827	48.6%	7,650

Explanation of Variance: The Border Field Offices focus on empowering the non-profit organizations to work with the colonia residents on a one-on-one basis. The units of local government and non-profit organizations provide the direct assistance to colonia residents on behalf of the Department. Therefore, the number of direct contacts between the Department and the colonia residents has decreased.

*Note that the definition of the measure has changed for 2008 and now includes assistance provided through the Colonia Self-Help Centers as well as the Colonia field offices.

Strategy Measure (C)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of entities and/or individuals receiving informational resources	1,200	631	52.5%	1,000

Explanation of Variance: Marketing of Colonia Initiatives, including the number of entities and/or individuals requesting and receiving information resources is a key performance goal. These figures were expected to increase upon the release of the Texas Bootstrap Loan Program NOFA in 2007. However, the new Texas Bootstrap Reservation System has delayed the release of the NOFA.

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 (A)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of manufactured housing statements of ownership and location issued.	89,000	86,035	96.7%	90,000

Strategy Measure (B)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of licenses issued	4,435	2,602	58.7%	4,000

Explanation of Variance: Performance is under the targeted projection due to receiving fewer applications for new and renewed licenses.

Strategy 5.2				
Conduct inspections of manufactured homes in a timely manner.				
Strategy Measure (A)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of routine installation inspections conducted	8,000	4,603	57.5%	6,000

Explanation of Variance: The Department has experienced a higher level of non-routine inspection activity including an increased amount of affordable housing property inspections and complaint/investigative inspections. In addition, there have been several inspectors out on extended leave due to injuries. Although the measure is below the targeted number, the Department is meeting the program's statutory requirement to inspect at least 25% of installation inspections received. The actual year-to-date inspection rate is 30.76%.

Strategy Measure (B)	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of non-routine installation inspections conducted	2,500	2,100	84%	2,200

Explanation of Variance: Education and enforcement keep the number of inspections with deviations low, which is desirable.

Strategy 5.3				
To process consumer complaints, conduct investigations, and take administrative actions to protect the general public and consumers.				
Strategy Measure	**2007 Target**	**2007 Actual**	**% of Goal**	**2008 Target**
Number of complaints resolved	1,700	1,052	61.9%	1,250

Explanation of Variance: The Department has made an effort to encourage the informal resolution of customer concerns prior to their issues becoming official complaints. The effort has helped to reduce the number of complaints officially received, which reduces the number of complaints resolved.

DEPARTMENT-DESIGNATED MEASURES

The following numbers concern TDHCA's complaint process. These are internal numbers as there is no formal performance measure associated with non-manufactured housing complaints.

Number of Complaints Received in FY 2007: 142
Number of Complaints with TDHCA jurisdiction: 83
Complaints Receiving TDHCA Response within 15 Days of Receipt (FY 2007): 100%
Complaints Resolved in FY 2007: 83

As of May 20, 2008, there have been 107 complaints filed for FY 2008. This figure is on track to approximately match the total FY 2007 complaint figure, with an average of about 12 complaint submissions per month.

STANDARD MEASURES

The following measures concern the Report on Customer Service. These customer service measures report on FY 2008 as the 2008 TDHCA Customer Service Survey was conducted this year.

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

2008 Actual
72%

Explanation: 186 (out of 260) of the survey respondents indicated that, overall, they were satisfied with their experiences at TDHCA.

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

2008 Actual
47%

Explanation: Number of survey respondents (122) who wrote in additional comments about TDHCA service delivery

Output Measures:
1. Number of customers surveyed

2008 Actual
260

Explanation: Total number of individuals who completed the survey.

2. Number of customers served

2007 Actual	2008 Estimated
999,860	944,867

Explanation: This category includes all households receiving assistance from TDHCA, as well as entities applying for TDHCA funding. It is anticipated that FY 2008 applications from entities will be similar to FY 2007 application counts. These figures are derived from performance measures and internal data. They may include some double counting.

Subrecipients and Licensees	2007	2008
MFB Applicants	93	93
HTC Applicants	111	111
MF HOME Applicants	28	28
SF HOME Program Applicants	221	221
CSBG, CEAP and/or WAP organizations	125	127
HTF SF (Bootstrap)	28	28
MH licensees	2,602	4,000
ESGP Applicants	123	123
TOTAL	*3,331*	*4,731*

Targeted Beneficiaries	2007	2008
SF Bond loans	2,727	2,016
Existing loans serviced by TDHCA	8,762	8,762
Section 8 voucher holders	1,064	1,494
HRC/DPA information requests	3,824	4,900
On-site tech asst from OCI field office	963	800
Orgs/indiv asst from OCI field office	631	1,000
Colonia residence asst from OCI field office	827	7650
MH SOLs	86,035	90,000
MH inspections	6,703	8,200
MH complaints resolved	1,052	1,250
MH juris complaints received	845	1,200
Other complaints	142	140
MF units	229,744	242,764
Households asst with HOME SF	413	1,255
Households asst with HTF SF (Bootstrap)	115	228
Persons asst with homeless/poverty funds	565,822	512,244
Household receiving energy assistance	83,529	51,502
Households receiving weatherization	5,404	3,004
TOTAL	*998,602*	*938,409*
GRAND TOTAL	999,860	944,867

Efficiency Measure:

1. Cost per customer surveyed

2008 Actual
$0.23

Explanation: The cost of the Department's subscription to SurveyMonkey online survey program was $59.85 for three months of service from April 24, 2008, through July 24, 2008. Per customer surveyed (260), this total is 23.02 cents.

Explanatory Measure:

1. Number of customers identified

2007 Actual	2008 Estimated
3,840,537	3,851,296

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.

Subrecipients and Licensees	2007	2008
MFB Applicants	93	93
HTC Applicants	111	111
MF HOME Applicants	28	28
SF HOME Program Applicants	221	221
CSBG, CEAP and/or WAP organizations	125	127
HTF SF (Bootstrap)	28	28
MH licensees	2,602	4,000
ESGP Applicants	123	123
TOTAL	*3,331*	*4,731*
Targeted Beneficiaries	**2007**	**2008**
Households at or below 80% AMFI	3,042,565	3,042,565
Number of MHs in Texas	794,641	804,000
TOTAL	*3,837,206*	*3,846,565*
GRAND TOTAL	3,840,537	3,851,296

Number of customer groups inventoried

2008 Actual
2

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