Housing Opportunities for Persons with AIDS (HOPWA) Program





Guide for Conducting Voluntary Consumer Satisfaction Surveys

For Use by HOPWA Grantees and Project Sponsors

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT WASHINGTON, DC 20410-7000



Dear Colleagues:

It is with great pleasure that the Office of HIV/AIDS Housing is providing this Housing Opportunities for Persons with AIDS (HOPWA) *Guide for Conducting Voluntary Consumer Satisfaction Surveys*. This program tool is intended to support HOPWA grantees by involving consumers in consultations on program planning using feedback on the quality and content of service delivery. The guide can be accessed from the HOPWA section of the Homelessness Resource Exchange (http://www.hudhre.info).

This survey tool is designed to help HOPWA grantees and project sponsors to voluntarily and confidentially hear from clients in assessing quality and in identifying needs. The guide addresses methods for electronic use and anonymity by respondents. The tool covers a range of topics that include:

- The type of housing provided;
- The safety and habitability of housing provided;
- Case manager support and knowledge of existing local services;
- The appropriateness and satisfaction of existing services provided;
- Unmet needs for services; and
- Other customer service concerns and comments.

HUD and the HOPWA technical assistance team have partnered with a number of communities to help test this survey format and their comments on this experience has been incorporated into this guide. Please find both a PDF version and Microsoft Word version of the attachments, along with a Spanish edition of the feedback form. Grantees may also wish to adapt the Survey tool to help meet local program needs.

Please make use of this guide as you work to enhance your programs. If you have any comments concerning this material, please send your questions to the Office of HIV/AIDS Housing at hopw.nc.nih.gov or contact your local HUD Community Planning and Development field office.

Sincerely,

David Vos Director Office of HIV/AIDS Housing

TABLE OF CONTENTS

Page 2.	Acknowledgements
Page 3.	Purpose and Overview Designed as a tool for local information gathering, analysis and fostering better client outcomes and program quality improvements Information regarding guidance for use of survey tools
Page 4.	Learnings from the Survey Pre-test
	 Preferred survey distribution method
	 Other findings or suggestions
Page 6.	Implementation Guidance
	❖ Accessing the survey tool
	 Distribution method, and marketing the survey
	Use of client incentives
	Motivating staff
	❖ Sample timeline
Page 11.	Analysis of Results
	Use of information gathered
	 Addressing low consumer satisfaction
Page 13.	Collaboration and Cross Program Approaches
Page 13.	Technical Assistance Resources
	 Contact info: HOPWA technical assistance providers
	❖ HOPWA resources on-line
Appendices	Copies of Survey Document
* *	A) English version
	B) Spanish version

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This guide was developed in collaboration with HUD's Office of HIV/AIDS Housing.

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Purpose of this Guide

This guide is designed for the sole purpose of assisting grantees of the Housing Opportunities for Persons with AIDS (HOPWA) program of the U.S. Department of Housing and Urban Development (HUD) – and their sub-recipient project sponsors – to gather and analyze information from HOPWA-assisted households regarding their satisfaction with the housing and support services they receive.

Survey Overview

The survey is meant to be 100% voluntary and no confidential personal information is requested. Feedback from consumers is intended to help HOPWA grantees and project sponsors identify program strengths and weaknesses, make quality improvements and foster better client outcomes. Under no circumstances should HOPWA services be contingent upon participation in the survey by otherwise eligible persons.

The survey tools provided have been designed to establish residents'/consumers' level of satisfaction in four domains:

- Overall satisfaction with the program providing the housing and/or services
- Satisfaction with staff of this program
- Satisfaction with case management and/or housing advocacy services
- Satisfaction with housing quality and property management services (facility-based housing)

There are a total of 42 elements, comprising both multiple choice and open-ended questions. The final four, which are optional, ask some basic demographic questions to help determine how well survey respondents mirror the overall demographic composition of the community and program. The survey is available in English and Spanish.

Public Reporting / Collection of Information Clearance

OMB clearance is not needed because the tool is not intended for federal reporting. It is intended use is by local grantees and project sponsors for local information gathering purposes only. No personal identifying information is captured or recorded, and all responses are to be reviewed in the aggregate.

Learnings from Pre-testing of the Survey

In 2010, a preliminary test implementation of the survey was conducted in nine communities across the U.S. The nine communities were located in the following states: CA, LA, ME, MT, NE, ND, SD, TX and WA. Grantees in these locations volunteered to test the ease of administration and efficacy of the survey in garnering consumer feedback. Survey documents were distributed and collected locally, and then forwarded to Building Changes for data entry and reporting.

Although both online and paper-based surveying options were available, all sites opted to use only paper surveys because they thought that would get the highest response rate. In fact, test sites indicated that the overall acceptance of the survey by consumers was high, and several sites indicated a higher than average response rate. Two sites reported a 10% and 22% response rate, with one site reporting nearly 95% participation.

A follow-up questionnaire of the test site administrators was conducted six months after the surveying was completed. The questionnaire asked a series of questions regarding the test site administrators' experience in utilizing the survey tool in their community. The key questions and the administrators' responses are listed below:

How was the survey's length in terms of consumers' ability to focus and complete the questions? All the sites said the length of the survey was appropriate and that clients were okay with it.

How many weeks do you think grantees/program sponsors should plan on to capture the majority of consumers' responses?

The response range was 2 to 12 weeks, with most preferring 2-4 weeks. One respondent suggested taking 3-4 weeks to plan a kick off event and then allowing just 1 week for residents to complete the survey. Another said that after 2 weeks people will either "misplace or throw the survey away." One suggested giving it to consumers "as soon as services are provided" with the option to either complete and drop it off that day, or mail it in later.

Was there anything in particular about the survey itself that was difficult for clients to navigate?

Only one respondent indicated any difficulties for clients. They reported, "Clients do not know the difference between HOPWA-funded case management and Ryan Whitefunded case management. Their responses appear to indicate that they were talking about a Ryan White Case Manager rather than a HOPWA-funded Case Manager. They also had a hard time distinguishing between the services provided by the agency and the service questions related to the case manager."

Were you able to make use of response data to improve program quality? If so, how? Six sites had affirmative answers:

• "Most comments were pleased with services delivered. Therefore, we will be attempting to maintain services rather than changing services."

- "We were able to recognize positive outcomes of staff interaction, as well as follow up on an issue described."
- "Yes, this is the first time we were able to survey only people benefiting from HOPWA assistance, so it created a nice baseline."
- "I disseminated the results of the survey as they reinforced how well we were administering the program."
- "We've made some adjustments in staff responsibilities and have improved contacts with clients/landlords to ensure housing stability."
- "We are working to improve the overall quality of the services being provided by case managers."

Were you able to make use of response data to design new programs or adjust the scope of services offered and if so, how?

Three sites replied "not yet," and four said "No" or "N/A". Two had substantive answers:

- "No, data re-enforced program services model."
- "We used data to enhance scope of services for clients."

If you found some level of satisfaction to be low, what are you doing to improve it?

Five sites answered N/A. The remaining four respondents said:

- "We did not find this."
- "All in all, I feel the majority of responses were positive."
- "Was able to follow up on an issue described and review the outcome."
- "We need more data to do this. We would like to implement it on an on-going basis. But we need to see about funding."

Do you have any suggestions or strategies for bolstering participation rates at other sites?

None of the sites used incentives to try to boost the response rate; however, respondents did offer two primary suggestions:

- Following up with additional mailings, or a personal phone call, reminding each client to please consider completing the survey.
- Offering some kind of a low-cost incentive, such as a drawing for a food voucher or retailer gift card.

Did you coordinate this HOPWA satisfaction survey with Ryan White program questionnaires in the area?

Two sites indicated that there had been cross-program collaboration in surveying consumers. One respondent administers both the Ryan White and HOPWA programs for their area, so it was an internal decision and easy to coordinate. In the other case, although they collaborated on data collection, the HOPWA program administrator indicated that they hadn't yet seen the Ryan White data results.

Implementing the Survey in Your Community

As stated earlier, this survey is meant to be 100% voluntary and no confidential personal information is requested. Feedback from consumers is intended to help local HOPWA grantees and project sponsors identify program strengths and weaknesses, make quality improvements and foster better client outcomes.

All consumers who receive assistance from HOPWA funding should be offered the chance to complete a survey.

Accessing the Survey as a Microsoft Word-formatted Document

HOPWA grantees can download copies of the Master Survey in English and Spanish from the HUDHRE.info/HOPWA website. The Master Survey documents can be customized for each local region by adding logos in the header and including the address and deadline for returning completed surveys. It is recommended that once the local survey has been finalized, a "PDF" copy is made and that copy is what gets distributed. This way no additional, or inadvertent, changes can be made.

Accessing the Online Survey

The Master Survey documents can be utilized to create an online format through a number of websites, such as SurveyMonkey, KwikSurveys, BooRoo, and Zoomerang to mention a few. These entities provide a variety of survey templates available in an online format. The Department of Housing and Urban Development does not endorse any particular survey product; however, grantees are encouraged to research options.

Most online survey products offer access to the survey in one of two ways electronically:

- 1) Directly through the survey website to email addresses that you upload. Each recipient receives a unique invitation. This enables you to (a) track who has responded and who hasn't and (b) send out reminder messages only to those who haven't yet responded. Because each response can thus be tied to a specific individual, it means that these responses are not anonymous. Care must be taken to keep respondents' names confidential and to disregard the ability link their name to their individual response.
- 2) As a web-link embedded in a message sent from an email program. This doesn't allow for either tracking whether any particular person has responded or sending targeted follow-up emails. This methodology will result in a pool of anonymous (untraceable) responses. All follow-up correspondence must be sent to the whole group regardless of whether they have already responded.

The web address for the online survey can also be distributed in print; and if a consumer has access to a computer, they can simply log onto the website and complete a survey anonymously. The survey can be designed so that it doesn't ask for any personally identifying information. Because there is no ability to track individual responses, there would be no way of knowing who they are or how they learned about the survey. It would be the same as if they had received the web address embedded in an email. You could add a question regarding how they heard about the survey if you wanted, but this isn't currently asked.

The online survey can also be easily customized for your local use and various information gathering. Remember, care should also be taken to ensure that the survey does not discuss HIV/AIDS or HOPWA in order to provide an additional level of confidentiality for recipients.

Using the Survey Website to Enter and Store Data

Even if all of the surveys are distributed and returned in paper format, the survey administrator might find that the online survey product offers the most efficient tools for data entry, storage, analysis and reporting. For example, some offer an unlimited number of responses, an easy-to-use reporting tool, and SPSS (Statistical Package for the Social Sciences) integration for more sophisticated computer program data analysis. Tutorials on the website guide the user through all the steps, and HOPWA technical assistance (TA) providers can also offer some help in survey set-up and analysis. Contact information for HOPWA TA providers can be found online

at: http://www.hudhre.info/index.cfm?do=viewHopwaNatlTechAsst.

Distributing and Marketing the Survey

HOPWA Technical Assistance Program

Some, but not all, HOPWA programs have in place mechanisms for soliciting input and feedback from residents and consumers. This can include resident "councils" or advisory groups that are standing bodies composed of program clients and residents who have volunteered to participate in the governance of a residence, or perhaps to advise on the design and implementation of program services. If this is the case in your agency or community, then this group would be a good place to start in terms of building an environment that leads to high response rates. Their buy-in and involvement will be a strong motivator for others in the community, especially if these consumer representatives make a personal investment in getting their peers to participate.

Equally important is getting buy-in from staff. In addition to mailing surveys to all residents receiving HOPWA rental assistance and/or support services currently, and/or in a defined prior period, it makes sense to ask front-line staff members to play an active role in survey distribution and marketing. For example, case managers and housing advocates can have a stack on their desks, and for a defined period (e.g. 2 to 6 weeks) they could ask every consumer they see if they had received a survey form and if they have filled it out. If the answer to either question is no, then the staff member could suggest taking a few minutes to fill it out and drop it off at a designated spot before they leave. If they are to be mailed back, a pre-addressed, stamped envelope might also help increase the response rate.

Senior management will also need to endorse the survey project. Of course the primary reason for conducting the survey is to assure that the agency's customers are satisfied with the services that they are receiving, whether housing, case management or other support services. Agency leaders, both board and staff, are typically quite eager to gain this

information, and they can use it directly to bolster fundraising appeals, as well as to explore ways that program quality and success can be improved. The higher the response rate, the more certainty there is that responses are reflective of the whole, so management should see the wisdom in doing the best job possible to elicit consumer input and feedback.

One advantage to having a short turn-around period for surveying is that you can build it up as a community-wide activity and treat it like a campaign with "all hands on deck". Two weeks later survey collection is over, you celebrate your consumers' participation and move quickly into analysis. Within a reasonable period (1 to 2 weeks) you can distribute and post the results of your survey. If possible, have the community report-back meeting scheduled when you begin survey distribution. That way, consumers will see that you're serious about holding yourselves accountable for both sharing and acting on the feedback you receive. You don't have to have all your plans for what your responses will be, but you can demonstrate genuine interest and concern with what your customers said.

Use of Incentives

It is quite common, and also respectful of the value of the time that consumers put into completing surveys, to offer some kind of tangible incentive for survey participation. This could be in the form of a gift card for a meal at a local eatery, or a movie, but should not be paid for by HOPWA funds; rather unrestricted funding or in-kind donations. Each community has its own standards, so if your agency has never offered incentives, you might want to check with your colleagues to see what your community standard is.

It should be noted that any goods or services that consumers are eligible for under the HOPWA program are distinct and separate from any incentive or request to complete the survey. Incentives are in no way associated with a consumer's ability to gain access to HOPWA housing or services.

In many cases, program managers require consumers to complete a task or request before providing the incentive, and in this case it makes sense to offer the incentive along with the blank survey. What better time to clearly communicate your appreciation and trust in your customers than when you're asking them to evaluate your programs, your staff and the buildings you operate? You want to hear from them, regardless of whether or not they are happy, so extending yourself to show that you earnestly seek their feedback is a good investment.

If you decide that you only want to offer incentives on a lottery basis, then the kind of community meeting described above would be a good venue. And the prospect of receiving a reward for attending the report-back will also increase that meeting's participation.

Other Ways to Boost the Response Rate

The most common suggestion from our test sites was "following up with additional mailings, or a personal phone call, reminding each client to please consider completing the survey." If you are able to recruit resident leaders or consumer representatives in helping with the survey, they can be very effective as peers in creating an environment that puts a positive community value on survey participation. Front-line staff can also be very helpful in "talking up" the survey process by explaining how helpful it will be to hear from residents and consumers and reminding them that their responses will help assure and improve the quality and appropriateness of the housing and services they receive.

What to Do if the Response Rate is Low

It is useful to keep an accurate count of survey responses received. If they arrive by mail, make sure that they quickly get to the identified staff recipient and that they make a daily count. Likewise, if they are being left at an office location, these surveys should be collected and delivered to the designated staff person daily. Online survey toos of course, keeps a constant count of surveys completed. Whatever collection method you choose, make sure that you have a way to quickly know the number of responses received.

As the deadline approaches, you should be able to have a sense of how you're doing. Several of the test sites indicated that they got surveys returned from virtually all the residents of the buildings that they operate. With staff on site every day and the peer pressure from other residents, this is not surprising. It's much harder to stay in contact with residents of scattered-site housing and those who only access HOPWA-funded services, not housing.

If you notice that the response rate is low, then the first thing you want to do is reach out in some way with words of encouragement. Personal contact is best. Going door to door is not out of the question. Phone calls and letters can also work. If these methods are utilized, measures to protect consumer confidentiality must be considered. For those receiving the survey electronically, you can send follow-up emails. You may also decide to extend the deadline for completion and notify consumers of the change.

If you've surveyed consumers before, then you already know what's worked in the past and how responsive your clientele tends to be. In this case, please set yourself a goal that's higher than in the past, and put in a little extra effort to try and beat your prior best response. If this is your first surveying experience, then view it as a learning experience. Do your best, observe how it goes and strive to do better the next time around.

There is no magic to response rates. Blind mailings rarely get responses higher than 2%, but if you personally ask people close to you to do it...and you remind them...you'll get a much higher rate. Remember, some of the beta test sites had response rates of 10%, 22% and nearly 95%. Warmth, encouragement, incentives and peer pressure all work!

Sample Time Line for Distributing Consumer Satisfaction Surveys (CSS)

Timing	Activities
Determine survey release date	Meet with Ryan White (RW) program staff to discuss a joint CSS process, release date timing & cost share. (Note that if collaborating with the RW process, the time line below would need to be adjusted.)
After RW discussion	Inform HOPWA sub-recipients/partners & agency staff about process & timing of proposed CSS.
T-minus 8 weeks	Send out a general CSS reminder to all parties; invite key staff/partners to discuss details.
T-minus 6 weeks	Download, review & edit survey tools, as needed. Continue discussions to get all on board.
T-minus 4 weeks	Verify that all programs are ready; finalize (e)mailing lists; meet with consumer representatives; notify all consumers that a survey is coming; start building momentum; advertise incentives.
T-minus 2 weeks	Select and set up electronic survey tool account; import online survey; edit as needed; upload email addresses.
T-minus 1 week	Print materials; secure incentives; send out final reminders; build anticipation.
Distribution week	Distribute surveys in print, via email and web-link; all staff talk it up & keep talking for 4 weeks; notify consumers of date(s) for follow-up meeting to discuss survey results – soon after close.
1 week after distribution	Make first tally of responses received; share response tallies with all parties; note high and low response rates; contact those sites to understand what's positive / negative; keep momentum; begin data entry in the online database or other databases; continue entering as surveys come in.
2 weeks after distribution	Send out email reminders to all who haven't yet responded; do so weekly until response period expires; for paper distribution, remind case workers to check with all incoming consumers, etc.
3 weeks after distribution	If this is final week, then really talk it up and push for completion; make daily tallies; follow up with sites that are lagging; find out what would help; if response very low then extend deadline!
4 weeks after distribution	Final, final push; may require individual phone calls to low responding sites, or even an on-site gathering with consumers to complete; provide food & drink; have a special lottery for the group.
5 weeks after distribution	Gather all surveys; finalize tallies; celebrate numbers; continue data entry to completion.
6 weeks after distribution	Conduct initial data analysis – frequencies and simple calculations first. Examine preliminary results and discuss with program managers, as needed; share results with staff & partners first, then consumers. Begin more sophisticated analysis, if desired and numbers & capacity exist.
In the following weeks	Review findings in more detail to explore specific ideas for improvement that were brought up in the surveys responses and in follow-up staff, sub-recipient, partner and consumer meetings.
Ongoing	Consider annual or bi-annual surveying to maintain program quality & dialogue with consumers.

Analyzing Survey Responses

The first level of analysis, and probably where most programs will stop, is to look at how many times each answer choice was selected for each question. This type of analysis is called "frequency" and is typically represented as a percentage. Thus, for each choice available you will calculate the percentage of the whole that its responses represent. Assume, for example, that there were 100 respondents, and five possible answers. Answer A received 15 of the 100 responses (A=15 responses), B=25 responses, C=10 responses, D = 40 responses and E = 10 responses. Then the frequencies will be: A - 15%, B - 25%, C -10%, D - 40% and E - 10 %. In this example calculating the percentages was easy because the total number of respondents was 100. Please note, however, that in any survey the total sum of the percentages reported should always equal 100%, regardless of the number of responses. The numerator of the fraction will change for each answer choice because it is based on the number of responses received for that choice, while the denominator stays the same; it represents the total number of respondents who answered that question.

Some of the questions include a "not applicable" (NA) response choice. In addition to reporting the overall response frequencies, you could recalculate the percentages to show the frequencies excluding the NA responses. So for example, if choice E above represented "Not Applicable", and it was chosen 10 times, we would reduce the denominator total by 10. Instead of being 100 respondents, it would become 90. We would then recalculate the percentages using the same numerator as before, but with the revised denominator. Answer A would then be: 15/90 or 16.7%; B = 25/90 or 27.8%, C = 10/90 or 11.1% and D = 40/90 or 44.4%. You see that each of these percentages is higher than before, vet because E is excluded from these calculations, they still total to 100%.

This shows a more accurate distribution of responses among only those who found the question applicable. When the NA percentage is only 10%, as in the above example, it's not a big difference; but if half the respondents checked "NA", then you can see that the relative weight among those who did answer would increase significantly. The wording for this more refined analysis might go something like this: "Of those who received the service, X% indicated that they were..."

Some simple data comparisons that might be useful in understanding how well the responses received represent your whole service population include:

- Comparing the race and ethnicity (Q40) of the respondents to the overall HIV/AIDS population in your programs and service area.
- Grouping the responses based on the type of program services they received to get as complete a perspective as possible for each service type independent of the others.
- Comparing the zip code (Q42) of respondents to those of facility-based programs to see what the response level was in various properties or neighborhoods.
- Grouping responses by facility-based program zip codes to get a better sense of how multiple respondents in a single zip code view the housing and services they receive.

- Comparing responses sorted by the level of safety respondents feel in their unit/ building (Q36) and zip codes of known facility-based properties.
- Grouping responses by level of satisfaction in various program areas and looking for patterns relative to, for example, length of time in the program (Q1), gender (Q39), race/ethnicity (Q40), age (Q41) or zip code (Q42).

Using Survey Results to Enhance Program Outcomes

Of course the great hope is that your consumers highly rate all the housing and service programs they receive from you and your subcontractors and partners. This is not always the case, in which case some remedial action may be required. Even if your ratings are good, we hope that you'll strive for excellence in all program areas to meet HOPWA's program goals of housing stability and access to care and support for your clients!

It's important to look not only at the quantitative results that come from aggregating the surveys, but also at the narrative comments in each section. It's not unusual to have one or two people who come across as negative or disgruntled in a narrative response; however, reading through the narrative comments can provide insight into negative responses chosen under the multiple choice sections. Often it's an aspect of another service, but they can't see the difference, or have tried to resolve it with the provider unsuccessfully, so they're telling you about it. In other cases, you could discover that staff may not be communicating effectively, which can lead to misconceptions in consumer expectations and the limits of the program design.

In fact, there are so many possible causes that it might make sense to set up community meetings for those consumers who receive the housing and/or other program services in question to provide an open forum to talk about the survey results and gather more clarity. You might also convene one or more focus groups of consumers to drill down to specifics, while allowing participants the option to express their personal opinions more freely. Again, your openness to gathering detailed consumer input, while protecting confidentiality helps demonstrate your commitment to delivering services well.

If it's a matter of miscommunication or misunderstanding, then you can go over the program parameters and goals so that everyone understands what's available and under what circumstances. This may prompt a dialogue in which consumers challenge the design or limits of the program because they have ideas for how it could be more helpful. Please encourage their suggestions! Don't promise anything in the meeting except to review their ideas in light of funding and agency guidelines, etc. However keep in mind that HOPWA is a flexible program, and you may be able to make adjustments that would better serve your clientele as long as they meet regulatory guidelines and/or approval through your local HUD Field Office.

Sometimes the cause of the indignation is out of your control. In those cases, it's important to communicate to consumers that you are on their side and working as hard as you can to mitigate the issue. Again, ask for their suggestions and input on what could make it better for them. You may discover that there are ameliorating steps that you could take.

If the area of low satisfaction is in regard to a service provided by a subcontracting or partner agency, then you'll need to communicate this information to them as soon as possible. Also, remember that if they are unwilling to change their approach or the quality of their services at all – or quickly enough – you may need to look for another agency with which to partner or subcontract. Presumably the contract with them includes a pre-defined communications and grievance plan. Know in advance what these protocols are in case the agency in question responds negatively or defensively to the feedback you're offering.

Cross Program Approaches

The survey tool will be useful in operating and assessing other HUD-related programs. Additionally, the Ryan White HIV/AIDS Treatment Modernization Act of 2006 includes guidance regarding requirements for periodic assessment of needs in all entitlement areas. The CARE Act encourages collaboration across its various "Parts" or program areas. In recent years, there has been increased encouragement for collaboration between Ryan White, HOPWA, and other federal programs at the state and local level in needs assessment, program planning and resource allocation. Consumer surveys constitute a key source of "primary data" in the Ryan White needs assessment process.

Typically, the standard Ryan White Consumer Survey asks only a few questions related to housing; however, participant feedback often indicates that lack of adequate housing is one of the greatest barriers to care and treatment compliance. Similarly, consumers often rank affordable housing as their greatest unmet need. Collaborative efforts can result in many Ryan White programs and other HUD programs collaborating with HOPWA programs in developing and conducting consumer surveys, and efficiently sharing the burden of staffing and out-of-pocket costs.

Note that the Ryan White program year begins on March 1. The timing of periodic needs assessment activities may not match plans for consumer surveying that is being proposed for HOPWA grantees. If you haven't already done so, we would recommend contacting the appropriate Ryan White administrator to help assure that you will be able to collaborate effectively. They can also provide you with a copy of their most current needs assessment tools and guidance. Resources may also be found at the "Target Center," online technical assistance library for Ryan White communities at: http://careacttarget.org/search/.

HOPWA Technical Assistance

All grantees and project sponsors can access HUD-funded technical assistance on consumer satisfaction surveying and other topics through the HOPWA National Technical Assistance Program. Grantees may contact their local HOPWA Technical Assistance provider for more information. A complete listing of HOPWA TA providers can be found at: http://www.hudhre.info/index.cfm?do=viewHopwaNatlTechAsst.

Additional information on HOPWA technical assistance and downloadable resources can be found on HUD's TA website: http://www.hudhre.info/index.cfm?do=viewHopwaHome.

Appendices

- **❖**English Survey Tool
- **❖Spanish Survey Tool**