
CHAPTER 1. FUNCTIONS OF ORGANIZATIONAL LEVELS

1-1. FUNCTIONS OF ORGANIZATIONAL LEVELS. This chapter describes, generally, the responsibilities and relationships within the basic Departmental structure. The organizational pattern of the Department creates three levels of organizational responsibility and function. These are:

a. Headquarters.

- (1) Headquarters makes and interprets policy; establishes priorities and goals; promulgates standards, criteria and procedures for all levels of operation, and grants waivers as appropriate; delegates final authority to Field officials for decentralized programs; allocates funds to Field officials; provides technical guidance and assistance to Regional and Field Offices; and directs, monitors and evaluates Departmentwide program administration and performance.
- (2) Headquarters Primary Organization Heads are responsible to the Secretary for the administration of the programs and functions assigned them. They direct the Department's activities with respect to these functions at Headquarters and, as applicable, in the Field. They rely on Regional Administrators for the overall direction and accomplishment of their program objectives in the Field but they have the responsibility for providing technical support and guidance to the Field Offices and monitoring and evaluating their specific technical program performance.

b. Regional Offices.

- (1) Regional Offices, headed by Regional Administrators, supervise Area Offices and monitor and evaluate overall program performance and general management of the Area Offices and their subordinate offices. Regional Administrators represent the Secretary in the Regions with the Governors, on the Federal Regional Councils, and with other Federal agencies. They are responsible, among other things, for assuring that program goals are met and, as necessary, for redistributing among Area Offices program funds which become available. Regional Administrators distribute administrative resources to the offices within their respective Regions. They assure that programs are functioning in accord with policies, criteria and procedures established by the Primary Organization Heads.

- (2) Regional Administrators have responsibility for coordinating the activities of the Department of Housing and Urban Development (HUD) with the related program activities of other Federal departments and agencies having jurisdiction within the same Region. Regional Administrators are responsible for program performance evaluation of Field Offices on a continuing basis (i.e., goal achievement, management performance, and accommodating social concerns). Office productivity, timeliness of service (e.g., FHA processing times), cost-effectiveness, utilization of resources, and quality of performance will also be monitored on a continuing basis. In this connection, formal review of Field Offices will be undertaken at least annually or more frequently as special circumstances warrant.
 - (3) Regional Offices have program operational responsibility only for liquidating programs, for Field Accountant service for PHA's, for private market financing, and for Fair Housing and Equal Opportunity compliance. They do, however, act on requests for reconsideration of program decisions of Area and Service Offices. Regional Offices are the focal point for Administrative support activities within the Region.
- c. Field Offices. Field Offices are responsible for the delivery of programs for which they have delegated authority. There are three types of Field Offices as follows:
- (1) Area Offices.
 - (a) Headed by Area Managers, are responsible for operating and decision-making functions in the Field and are the Department's principal point of contact for program participants and sponsors. Area Offices carry out the full range of decentralized HUD programs, including insured housing programs, assisted housing programs, community development block grants, completion of categorical community development grant programs and comprehensive planning assistance programs. In most instances, delegations to take approval actions have been decentralized to this level. Area Offices receive initial assignments of program funds from Headquarters and are provided technical program guidance and policy from the relevant Program Assistant Secretaries.

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- (b) Area Managers supervise and direct the programs and activities carried out in the Area Office jurisdiction, and are responsible to the Regional Administrator for supervising and coordinating programs within the Area Office boundaries. They administer programs for which operations have been decentralized pursuant to the delegated authority and policy and other directives of the Secretary and Assistant Secretaries responsible for the assigned programs or functions. Area Managers supervise multifamily Service Offices within the Area Office jurisdiction. Area Managers represent HUD within the jurisdiction of the Area Office.
- (2) Service Offices, within a specific portion of an Area Office's jurisdiction, are sub-offices of the Area Office Housing Division. These Offices are headed by a supervisor who reports to the Director of the Housing Division in the Area Office. They issue single-family mortgage insurance commitments, process reconsiderations, endorse mortgages for insurance on single family properties, service single family mortgages, dispose of single family properties and process subdivision applications. Service Offices disseminate information on all HUD programs or, as appropriate, refer inquiries to the Area Office. Service Offices are the principal point of contact with lending institutions and others in the community concerned with HUD single family activities. Some Service Offices are authorized by Headquarters on an exception basis to perform multifamily functions -- see below.
- (3) Multifamily Service Offices, headed by a supervisor, are authorized to perform all multifamily, as well as single family, housing functions. These offices report directly to the Area Manager and have the same organizational status and structure as the Housing Division in the Area Office, but are headed by a Supervisor rather than a Director.
- (4) Valuation and Endorsement Stations (V/E Stations), headed by a supervisor, are sub-offices of the Housing Division and report to the Director through the Deputy Director for Housing Development. (In the case of a V/E Station under a Multifamily Service Office, the V/E Station reports to the Service Office Supervisor through the Deputy Supervisor for Housing Development).
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Valuation and Endorsement Stations receive applications for single family mortgage insurance, issue conditional and firm commitments and endorse mortgages for insurance on single family properties, perform inspections and process reconsiderations for single family properties and, on request, perform inspections for multifamily properties. They disseminate information on all HUD programs, or as appropriate refer inquiries to the Area Offices.

- d. Exceptions to these principles.
- (1) Regional Offices are collocated with the Area Office in the Regional Office cities. At Denver the Regional and Area Offices are combined into a Regional/Area Office under the direction of the Regional Administrator. The office performs the program functions of an Area Office and the operating, administrative and representation functions of a Regional Office. In other Regional Office cities, the Regional and Area Offices are collocated, but are not consolidated. Common administrative services are provided by the Regional Office. In all other respects, the two offices are organized and function independently and retain their separate titles and identities.
 - (2) The Federal Disaster Assistance Administration operates through a field structure independent of the general HUD Field structure.
 - (3) The Office of Inspector General, the Office of Interstate Land Sales Registration, and the Federal Insurance Administration operate their programs on a centralized basis. The field staffs of these organizations report directly to their Headquarters components.
 - (4) Strategic Storage Centers for mobile homes are operated under Headquarters direction of the Assistant Secretary for Housing as a part of the disaster temporary housing program.
 - (5) The Government National Mortgage Association (GNMA) operates its programs on a centralized basis under a private contract for local operations. GNMA has no Field staff.

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