



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410-0500

Office of General Counsel
Departmental Enforcement Center

VIA FEDEX

Ms. Melanie Ann Carlin


Re: Superseding Notice of Final Determination

Dear Mr. Melanie:

By notice dated September 24, 2025 (Notice), you were informed of the proposed debarment actions against you by the U.S. Department of Housing and Urban Development (HUD) for a three-year period from December 17, 2024, the date of your suspension. You were informed of your right to submit, within 30 days of your receipt of the Notice, a written request for a hearing in opposition to the proposed debarment action. The Notice also advised you that if you did not respond within 30 days, a final determination would be issued.

You did not respond to the Notice within the required 30 days and therefore, your debarment has become final. During your period of debarment, you are excluded from procurement and nonprocurement transactions, as either a principal or participant, with HUD and throughout the Executive Branch of the Federal Government. Your debarment is now effective until December 16, 2027. Your suspension is hereby superseded by this debarment.

This action is separate and independent of any other enforcement actions that HUD has taken or may take in the future. Nothing herein waives HUD's or any other agency's right to investigate or take any action that they deem appropriate.

Sincerely,

**BRIAN
MURRAY**

Mark G. Borum
Director

Departmental Enforcement Center

Digitally signed by: BRIAN MURRAY
DN: CN = BRIAN MURRAY C = US
O = U.S. Government OU =
Department of Housing and Urban
Development, Office of General
Counsel
Date: 2025.12.23 12:30:51 -05'00'

cc:

