
CHAPTER 1. ORGANIZATIONAL OVERVIEW

- 1-1. GENERAL. This chapter describes, in a general way, the responsibilities of and relationships between the three levels of organizations in the Department: (1) Headquarters, (2) Regional Offices, and (3) Field Offices. An overview of each of these is given below and more detailed descriptions are contained in other chapters of this Handbook.
- 1-2. OBJECTIVES AND PHILOSOPHY. HUD programs relate closely in purpose and legislative requirements and generally operate on a decentralized basis close to their users. The organization structure is designed to:
- a. Facilitate the integration of closely related, decentralized programs at Regional and Field Offices and maximize one-stop service at these offices for program users;
 - b. Provide mechanisms at Regional Offices to ensure proper supervision and coordination of Field operations, including meeting both program goals and social concerns; and
 - c. Establish clear accountability and authority of Primary Organization Heads ¹ for the programs and functions assigned to them by the Secretary.
- 1-3. RELATIONSHIPS AND ACCOUNTABILITY.
- a. Headquarters Primary Organization Heads (HPOH) ¹ are accountable to the Secretary for the administration of their programs and functions. They direct the activities of these programs and functions in Headquarters and, as applicable, in the Field. While HPOHs rely on the Regional Administrators - Regional Housing Commissioners (Regional Administrators or RAs) for the overall

¹ Generally an Assistant Secretary. See Handbook 1105.1 for a complete definition of Primary Organization Head positions.

direction and accomplishment of program objectives in the Field, they retain the ultimate responsibility to the Secretary for the operation of their programs. To meet this responsibility, HPOHs retain the final authority for monitoring and evaluating specific technical performance of both Regional and Field Offices and for providing technical support and guidance. They develop and recommend policy to the Secretary and issue policy directives to the Field.

- b. Regional Administrators are also accountable to the Secretary. There is a direct line of authority and responsibility from the Secretary to Regional Administrators, who are responsible for carrying out those functions which are not limited to a single program or operational area; for supervising staff, managing programs, evaluating operations, and representing the Department; and for coordinating program and social goals. Regional Administrators are responsible for assessing and monitoring program performance and goal achievement within the Regional Office, and they supervise and direct Field Office Managers in the full range of Field Office Manager responsibilities. Regional Administrators may report directly to the Secretary on any issue which, in the judgement of the Regional Administrators, should be called to the attention of the Secretary.
- 1-4. HEADQUARTERS. Headquarters makes and interprets policy; establishes priorities and goals; promulgates standards, criteria, and procedures; and grants waivers. Headquarters delegates authority to Field Officials for decentralized programs; allocates funds and staffing to Regional Offices; provides technical guidance and assistance; and directs, monitors, and evaluates program administration and technical performance of Regional and Field Offices. Headquarters is responsible for conducting formal performance evaluation reviews of Regional Offices to assess overall program administration and performance, including policy and procedural compliance, and general management of the component of the Regional Office responsible for program delivery.

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- 1-5. REGIONAL OFFICES. Regional Offices are responsible for

the following:

- a. Regionwide representational functions. Representing the Secretary with Governors, other state and local government officials, other Federal agencies, clients, and the general public. Coordinating with the activities of other Federal departments and agencies having jurisdiction within the same Region.
- b. Regionwide managerial functions. Supervising, directing, and providing technical support to Field Offices. (Note: While Regional Offices have technical staff which are the first line of response for technical support and guidance on technical issues for Field Offices, HPOHs retain the final authority for these functions.) Monitoring and evaluating the overall management and performance of Field Offices, including monitoring productivity, timeliness of service, cost-effectiveness, utilization of resources, and quality of performance. Ensuring that program goals are met and that programs are functioning in accordance with policies, criteria, and procedures established by Headquarters. Allocating and redistributing program funds and administrative resources to offices within the Region.
- c. Regionwide operational functions. Operating regionwide programs for liquidating programs, Field Accountant service for Public Housing Agencies, Fair Housing and Equal Opportunity compliance, energy activities, environmental review and compliance, and for other specified program functions as approved by HPOHs. Reconsidering program decisions made by Field Offices, as requested, and providing administrative support activities within the Region.
- d. Jurisdictional Area operational functions. Regional Offices also have the full program operating functions as outlined below for a Category A Office.
- e. Indian program functions. Because of the unique

governmental status and geographic spread of Indian tribal jurisdictions and Alaska Natives, all Departmental activities for Indians, except

mortgage insurance activities, are administered by separate organizations which differ from the standard jurisdictions and which often cross standard Regional boundaries. Indian program administration is discussed in other parts of this Handbook.

1-6. FIELD OFFICES. Field Offices supervise and direct their assigned programs and activities and administer these programs pursuant to the policies and other directives of the Secretary, the Primary Organization Head responsible for the assigned programs or functions, and the Regional Administrator. Since all Field Office Managers report directly to an RA (except a D Office), these offices have a common organizational status. They differ only in the nature and type of programs which are assigned to each office as a result of workload or client service requirements. Field Offices are referred to by the name of the city in which they are located; they may be referred to by the category assigned to the office as indicated below. Field Office Managers are responsible to Regional Administrators for the performance of all assigned functions, including the integration of program and other HUD objectives. Field Office Managers supervise and direct their immediate subordinate supervisors and represent the Department within the jurisdictional area of the office.

a. CATEGORY A OFFICE. A Category A Office is normally responsible for the following decentralized programs:

(1) Housing/Public Housing Programs.

(a) Multifamily housing development. Advising and assisting both public and private sponsors and applicants in all aspects of project development from review of applications and proposals through construction and project closeout, including interprogram relationships, housing assistance plans, project selection

criteria, site and neighborhood standards, environmental and energy requirements, and minority participation; and reviewing all applications and

proposals for completeness and consistency with Departmental program policies and criteria.

- (b) Multifamily housing management. Advising and assisting public and private agencies and owners in the management of HUD-insured, HUD-held, and assisted housing; operating the Public Housing Modernization program; performing periodic reviews of housing project operations, and disposing of projects acquired by the Department.
- (c) Single-family housing development: Determining if mortgagees are Secretary approved and if a participating mortgagee is in the Direct Endorsement program; determining conformance with site and neighborhood design and construction standards; determining if site built and manufactured housing has appropriate inspections and certifications; issuing conditional and firm commitments for mortgage insurance; performing reconsiderations and complaint inspections; and, where applicable, performing environmental and energy assessments and processing subdivision applications.
- (d) Single-family housing management. Monitoring the operations of mortgagees, providing advice and assistance to mortgagors, administering the assignments of mortgages to the Department, servicing HUD-held mortgages, disposing of properties acquired by the Department, resolving Title I complaints, recommending administrative sanctions, and recovering defaulted Title I loans.

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- (2) Community Planning and Development programs.
 - (a) Administering the Community Development Block Grant (CDBG) program (Entitlement Cities program, State Block Grant program, and HUD-administered Small

Cities program), Section 108 Loan Guarantee program, Emergency Shelter Grants program, the Urban Development Action Grant (UDAG) program (authority for final grant approval, certain grant amendments, and grant reductions is reserved by Headquarters), the Rental Rehabilitation program, the Section 312 Rehabilitation Loan program, the Urban Homesteading program, and, as assigned, Secretary Discretionary Fund programs.

- (b) Administering former categorical programs, including the Urban Renewal, Model Cities, Basic Water and Sewer Facilities, Open Space Land, Neighborhood Facilities, Comprehensive Planning Assistance, Neighborhood Self-Help Development, and the Liquidating Fund.
- (c) Conducting statutory-mandated environmental, energy, and relocation/acquisition activities.

(3) Fair Housing and Equal Opportunity (FHEO) programs: Reviewing and monitoring the FHEO aspects of all Departmental programs in connection with civil rights laws, Executive Orders, and other regulations and directives to protect individuals from discrimination based on race, color, sex, national origin, religion, creed, age, or handicap.

- b. CATEGORY B OFFICE. A Category B Office is normally responsible for all decentralized housing programs. Other minor functions may be assigned/outstationed to meet program and client servicing requirements.
- c. CATEGORY C OFFICE. A Category C Office is normally responsible for all decentralized single-family,

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- insured housing programs. Other minor functions may be assigned/outstationed to meet program and client servicing requirements.
- d. CATEGORY D OFFICE. A Category D Office is responsible only for limited single-family insured housing functions. It is a component part of the

Housing Development Division of another office. It has no organizational structure and the staff reports through the Chief to the Housing Development Division Director of its parent office.

- e. STATIONS. A Station is responsible only for certain single-family valuation/inspection functions. A Station is not officially designated as a Field Office of the Department. It is a component part of the Housing Development Division of another office. It is usually established to meet unusual workload or service requirements in another city, and is referred to by the city name in which it is established.
 - f. DELEGATIONS. Final authorities have been delegated to Field Offices to promote rapid processing of the activities assigned to them without duplicate processing or reviews in other Field Offices. Field Office Managers ensure that cases forwarded from subordinate Category D Offices or Stations are not subjected to duplicative processing and reviews in the parent office.
- 1-7. JURISDICTIONAL AREAS. Regional and Field Offices are assigned specific geographical jurisdictions. These are delineated in Appendix III. Indian programs and the Title I Property Improvement and Mobile Home Program are exceptions to the standard Regional and Field Office jurisdictions.
- 1-8. EXCEPTIONS. The Office of Inspector General and certain designated components of the Assistant Secretary for Housing operate on a centralized basis. The Field staffs of these organizations report directly to their Headquarters components.

1-9. CHARTS.

- a. Appendix I is a listing of Regional and Field Offices by Region and by category of office.
- b. Appendix II is a map of the designated jurisdictional area for each office.
- c. Appendix III is a listing of the designated jurisdictional area for each office.

- d. Appendix IV contains organizational charts which generally outline the standard organizational structure for Regional and Field Offices.
(Note: The approved organizational structure for some offices is not identical to those outlined in Appendix IV.)