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DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT

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invitation to a career

By the turn of the century, urban population in the United States will be roughly double what it is today—with over 100 million more residents in urban America. This means that in less than half a century we must provide as many homes, parks, public facilities, and buildings as we have in the past three centuries.

The syndrome of population increase, inner-city decay, congestion, and consequent human misery is one of the most serious domestic crises facing our Nation.

■ Within the next 15 years, about 40 million people will be added to our cities—a number about equal to the present combined metropolitan population of New York, Chicago, Los Angeles, Philadelphia, Detroit, San Francisco, Boston, and Washington, D.C.

■ By 1975, we will need more than 2 million additional homes each year, schools for about 7 million additional students, health and welfare facilities for 5 million more people age 60, and over, and transportation facilities for 200 million people and more than 115 million automobiles.

■ Nearly 6 million families now live in sub-standard housing.

■ About 5 million impoverished families, some 1 million elderly poor, and over 3½ million disadvantaged children now live in our cities.¹

How we meet this crisis—how promptly and how well we respond to the needs of urban America—will strongly affect the welfare of all America. We must have sound development of our urban areas—physical, sociological, and economic development. We must solve the physical and social problems that cause urban blight. We must make our cities beautiful as well as functional. We must give them the kind of environment that lifts man's spirit.

The people working in the Department of Housing and Urban Development are helping to achieve these aims. Their contributions will be vital in shaping the future of our Nation, for HUD plays an important part in activities that affect the entire urban population—already 70 percent of the total population of America.

Established in 1965, HUD is a new and dynamic Federal agency—an action agency, strong on ideas and short on bureaucracy. Its staff is socially conscious and keenly aware of HUD's mission as the focal point for Government-wide coordination of aids to urban areas and of thought, innovation, and imagination directed toward cities and their problems.

New problems are demanding new solutions. Imaginative programs must be translated into practical action. More and more State and local governments, large-scale developers, and private consulting firms are working with HUD to meet these needs.

HUD offers a wide scope for professionalism. Its programs are long-range as well as short-range to encourage innovation. You can start a promising career by joining the ranks of men

and women dedicated to improving the urban environment.

There are many opportunities in HUD's regional offices in New York, Philadelphia, Atlanta, Chicago, Fort Worth, San Francisco, and Puerto Rico; in its field offices in every State and Puerto Rico; and in headquarters offices in Washington, D. C.

This brochure will give you a general idea of the scope of career opportunities HUD offers.

LIAISON AND COORDINATION

HUD programs concern development of the Nation's communities and metropolitan areas. They hold forth hope in many problem situations . . . a family caught in the slums, unable to afford a decent home . . . a senior citizen seeking a home suited to his needs and within his means . . . a neighborhood needing a center where low-income people may find social services and community and recreation activities . . . a community unable to finance construction of needed public facilities . . . a city fighting blight at its core and losing population to the suburbs . . . a depressed industrial area struggling to rebuild its economic base . . . a metropolitan region growing more congested daily, with no plan to guide its development . . . highways and streets choked with traffic while public transportation grows less effective . . . needed open space fast disappearing from the urban scene.

HUD provides money to help solve such problems—money in the form of loans and grants. To make sure that this money is used effectively, HUD technical specialists (urban planners, engineers, lawyers, financial analysts, relocation advisers, realty officers, and many others) review applicants' proposals in the light of feasibility and of conformance to the law and to HUD regulations. Reviews by these specialists must be coordinated, and applicants must have a single knowledgeable person in HUD with whom to work.

The Urban Renewal Representative, the Metropolitan Development Representative, the Housing Management Assistant, and the Model Cities Representative fill this role. They are the generalists, the liaison, the coordinators. They must

¹ Central cities of metropolitan areas.

know HUD requirements, be able to impart them to applicants (State and local governments, nonprofit organizations, colleges and universities), provide proper guidance and aid to applicants, and see that HUD requirements are fulfilled. Each concerns himself with his special program in the following manner:

The Urban Renewal Representative

- Works with local government officials in developing community resources to eliminate slum areas through redevelopment, rehabilitation, or conservation and to provide neighborhood facilities where low-income people may go for health and social services and community and recreation activities.
- Assists communities in preparing their urban renewal and neighborhood facilities plans.
- Evaluates the desirability of the plans and the community's capability to undertake the proposed project.
- Insures that projects move to completion smoothly and efficiently.

The Metropolitan Development Representative

- Helps communities solve the vexing problems of orderly growth and urban beautification, preservation of open space, sewage disposal, and water supply.
- Assists applicants in developing their plans and applications.
- Coordinates the review by HUD's technical specialists.
- Follows through to see the projects are properly completed.

The Housing Management Assistant

- Serves as primary liaison between HUD and local housing authorities.
- Insures that HUD-subsidized low-rent housing provided by these authorities is developed, used, and maintained in the most efficient way possible.
- Advises on and reviews all general management matters from planning to maintenance.

The Model Cities Representative

- Works on comprehensive city improvement projects that involve coordinated attack, from

both the human and the physical standpoint, to rebuild or restore entire neighborhoods.

- Coordinates all government activities involved in such endeavor—HUD's and those of other Federal and local government agencies.

- Serves as HUD's representative with the participating city.

PLANNING, DESIGN, AND ENGINEERING

By the year 2000 about four out of every five Americans will be living and working in metropolitan areas. These people will require a host of added community services, including sewer and water systems and public and private buildings. We are already face to face with a long list of critical urban ills. The rebuilding process cannot wait. But to put more and more facilities in place with no consideration for their immediate and long-term needs or for the relationships between buildings and open spaces, social services, and community facilities is an exercise in futility. Nor can the role that beauty plays in shaping the values, molding the attitudes, and feeding the spirit of our urban residents be ignored.

HUD's technical specialists concerned with planning, design, and engineering play a vital role in insuring that the future American city is



a monument to man's technical talents and his esthetic senses. These specialists include the Urban Planner, the Architect, the Urban Design Specialist, the Civil, Electrical, and Mechanical Engineer, the Construction Analyst, and the Landscape Architect.

The Urban Planner

Has the role of furthering the orderly, attractive growth and renewal of urban areas. In this role, as assigned:

- Makes policy and provides general administrative direction for such key HUD programs as the Urban Planning Assistance program and the Community Renewal program.
- Writes and administers policies upon which comprehensive planning is based.
- Develops programs and procedures to improve the coordination among planning functions in metropolitan areas.
- Furnishes technical assistance to State and local governments and regional organizations, bringing them experience gained by HUD in working with similar agencies across the country.
- Serves on a team of specialists advising top management on new policy directions and possible new legislation.
- Reviews and advises on urban renewal or model cities project plans, regional planning programs, applications for urban planning assistance.



The Architect

- Gives leadership in developing imaginative ideas for upgrading properties and neighborhoods and in enhancing the esthetic value of the community.
- Advises on and insists upon superior architectural design.
- Insures that projects comply with HUD policies and regulations, that their design and construction features and their cost estimates are sound, and, in some cases, that the construction or maintenance is proceeding on a timely and economical basis and in accordance with plans.
- Works with some of the Nation's most renowned architects and planners as a review and advising specialist.

The Urban Design Specialist

- Uses his training in architecture or urban planning to provide leadership in enhancing the living, esthetic, cultural, and recreational amenities and values and in contributing to the visual design for the entire urban complex.
- Guides and encourages local agencies, planners, developers, and architects to achieve superior urban and architectural design.
- Brings together and coordinates architectural, environmental, and urban planning principles to enhance city living.

The Civil, Mechanical, and Electrical Engineer

- Has a wide range of action—from the physical inspection of the construction of a water or sewer system to the rebuilding of whole neighborhoods. He may work ankle-deep in mud or ankle-deep in the broadloom of a mayor's office.
- Gives technical advice and guidance to individuals applying for mortgage insurance and to communities, colleges and universities, and non-profit organizations applying for loans or grants to finance the planning and construction of urban renewal projects, low-rent housing, housing for senior citizens, college housing, water and sewer systems, streets and other public facilities.
- Reviews plans, specifications, and cost estimates.
- Conducts site inspections to insure that engineering aspects of projects are technically ade-

quate and conform to the best engineering practices and to HUD's requirements.

- Recommends solutions to engineering design and construction problems; advises on methods, costs, and materials.

The Construction Analyst

- Does architectural analysis of proposed residential properties ranging from single-family dwellings to extensive subdivision developments and high-rise apartments.

- Analyzes drawings and specifications to determine whether the proposed construction meets Federal Housing Administration standards for plot planning, building planning, materials, equipment, and construction.

- Considers visual appeal, livability, structural soundness, suitability of mechanical equipment, and other elements.



- Prepares cost estimates.

- Performs compliance inspections during construction and advises builders on FHA property standards.

The Landscape Architect

- Guides local housing authorities in landscaping and planting of space surrounding low-rent housing.

- Reviews plans for vehicular and pedestrian travel facilities, recreational areas, and parking areas.

- Assists in the preparation of plans and specifications or reviews those prepared by others.

- On larger projects, evaluates and makes recommendations concerning the maintenance of existing structures, utility and heating systems, streets, sidewalks, lawns, and plantings.



PROGRAM STAFF SUPPORT

Along with familiar skills and talents, new ones unheard of a decade ago are called into play to give program administrators the support they need in attacking today's and tomorrow's urban problems. HUD's program staff supporters include attorneys, economists, finance specialists, realty specialists, sociologists, and program assistants.

The Attorney

- Is involved in the whole process effecting social change in urban ghettos—not just in the technical aspects of legal documents related to HUD programs.
- Provides legal advice and services to administrative officials of HUD.
- Works in many fields of law, including traditional real property law and mortgage financing, land-use planning law, construction contract law, municipal law, administrative law, and civil rights.
- May provide Department-wide legal services in such specialized areas as intergroup and labor relations, litigation and financing, legal opinions, and research or legislation.



- May provide all nature of legal services (except those provided on a centralized basis) needed by an Assistant Secretary or a Regional Administrator and his staff—negotiating, drafting and interpreting loan-and-grant agreements; drafting and interpreting contracts, model ordinances, rules, regulations, statutes; legal review and evaluations of applications and proposals; legal aspects of leasing, acquisition, construction, financing, and management of housing projects and the organization of local public bodies and nonprofit organizations; legal aspects of Federal and State relationships; mortgage financing and real property law.

- In many instances, consults with and advises State and local government officials.

The Economist

- Is a key staff adviser and participant in HUD's program planning, development, and evaluation, and in the conduct of its programs.
- Evaluates proposals for new programs and helps formulate new legislation.
- Participates in developing the implementing procedures and program policies to put new programs into operation.
- Assesses existing programs in terms of their objectives, accomplishments, and economic effect.
- Takes part in a continuing review of economic developments, with particular reference to the capital, labor, housing, and mortgage markets, in terms of their effects on HUD's programs.
- Assesses the economic outlook as a guide for major policy determinations and their timing, new program formulations, and the preparation of program budgets.
- As a Housing Economist or Housing Market Analyst, keeps abreast of such developments as population migration; employment and income; housing conditions, needs, and demand; housing construction starts; the volume of houses sold; housing construction costs; the relation of housing activity to the national economy and other factors influencing governmental participation.
- Evaluates project applications as to economic feasibility in particular localities.

The Financial Analyst

- Uses his knowledge of corporate and municipal finance to develop financing programs that are sound for the loan applicant and for the Government.
- Evaluates the financial condition of applicants for low-interest-rate loans for such facilities as college housing, senior citizens housing, sewer and water, and other public facilities.
- Develops the financial terms and conditions necessary to protect the Government's interest, including establishment of bond maturity and redemption schedules, and specifications of loan security and loan conditions.
- Reviews interim financing arrangements and provides technical aid to the borrower's representative in developing bond issues or other means of financing projects.
- Works with bank officials and other members of the financial community as well as government officials.



The Fiscal Management Analyst

- Guides local public agencies in the fiscal management of urban renewal programs and projects.
- Analyzes cost, financing, administrative organization, and management of urban renewal programs of local public agencies.
- Reviews applications for loans or grants and, to see that municipalities are capable of financing proposed projects, analyzes local indebtedness, borrowing capacity, tax and revenue receipts, and cost of municipal services.
- Recommends project financing plans.
- Advises local agencies on fiscal and administrative requirements, and helps them resolve accounting, financial, and management problems during the planning and execution of projects.
- Visits local agencies to determine that their overall administration, from project inception to completion, is in accordance with applicable provisions of Federal contracts and HUD and local agency policy.

The Loan Assistant and Specialist

In the Federal Housing Administration

- Makes mortgage credit analyses to determine the credit eligibility of mortgagors and the degree of credit risk in mortgage transactions submitted to FHA for insurance.
- Makes credit investigations.
- Estimates the maximum amount and amortization period of loans.
- Determines the mortgagor's effective income, prospective monthly housing expense and other recurring charges, and settlement requirements.
- Analyzes all of the elements of mortgage credit risk.

In the Renewal Assistance Administration

- Concentrates on low-interest loans for rehabilitation in urban renewal areas.
- Works with staffs of local public agencies, guiding, advising, and training them, and making sure of their capability to carry out their responsibilities under the rehabilitation loan program.
- Consults with representatives of lending agencies and officials of government agencies that have related programs.

- Evaluates loan applications and makes recommendations as to the financing plan best suited to meet the needs of the borrower and to accomplish the objective of community conservation and rehabilitation.

The Program Assistant

Is a generalist who serves in a variety of roles. He may:

- Conduct research on assigned topics and draft statistical and narrative reports for use of other staff members.
- Review proposed policy, procedures, regulations, applications, plans or contracts for consistency with agency policies and procedures and sound professional practice.
- Analyze existing and proposed programs, identify actual or potential problem areas, measure progress toward objectives of established programs, define new program needs, and recommend changes needed in existing programs.
- Develop explanations and justifications for legislative proposals, budget requests, and reports.
- Carry out varied special assignments as assistant to program administrators.



The Realty Specialist

In the Federal Housing Administration

- Takes part in mortgage servicing and in acquisition, management, and disposal of acquired properties (homes and multifamily projects).
- Works directly with mortgagees, services delinquent mortgage accounts, and plans and executes forbearance programs.
- Handles acquisition of home or project properties and supervises and controls activities of contract management brokers in pricing, repair, and resale of acquired property.
- Develops disposition programs and reviews and approves repairs.

In the Housing Assistance Administration

- Evaluates sites proposed for construction of low-rent housing projects to determine suitability as to size, location, topography, retail business facilities, public transportation, streets, sanitation facilities, schools, churches, and cost.
- Evaluates proposed acquisition of individual single-family or multifamily structures for rehabilitation or lease.
- Has staff responsibility for disposing of excess land or structures.

In the Renewal Assistance Administration

- Evaluates local public agency proposals for acquiring and disposing of property in urban renewal areas.
- Assists these agencies in identifying and solving problems in their acquisition and disposition programs.

The Appraiser

- Makes valuation analyses of real property.
- Based on professional appraisal methods and techniques, estimates the value of existing improved or unimproved property or new or proposed construction (residential, industrial, or commercial).
- If specializing in land disposition under the Renewal Assistance Program, advises and assists local governments in developing solutions to difficult land disposition problems.

The Sociologist

Serves in various roles related to the human aspects of community planning and development. Such as:

A Community Organization Specialist

- Advises HUD and local government officials and others on ways to obtain the interest, co-operation, and involvement of all elements of the public in programs and projects assisted by HUD.
- Visits local communities and discusses with government officials, civic leaders, and project residents the community's plans and problems.
- Offers guidance and aid to local communities in developing techniques for identifying and developing local leadership.
- Works with the community to assure maximum coordination with and use of existing public and private welfare facilities of health, education, and social services.
- Reviews plans for programs and projects to be aided by HUD to see that they include provision for adequate citizen participation.

An Intergroup Relations Specialist

- Advises and assists urban and housing developers in realizing HUD's objective of giving all eligible members of the public equal opportunity for full participation in every facility and service receiving HUD assistance.



- Assists HUD officials in maintaining cordial liaison with minority groups, public officials, builders, lenders, religious and civic groups, and others concerned with advancing equal opportunity in housing.

- Presents to appropriate HUD officials the viewpoints and needs of these groups with respect to HUD programs, policies, and procedures.

- Help staff members to coordinate, guide, implement and evaluate basic policy, procedures, program plans and operations so as to provide equal opportunity.

A Relocation Adviser

- Guides and assists local public agencies in planning and effecting relocation of people displaced through governmental action.
- Advises on the development of constructive relocation programs.
- Reviews and advises on project feasibility, family displacement, present and anticipated rehousing resources, and adequacy of the locality's plans for carrying out HUD's relocation requirements.
- Assists local agencies in establishing and implementing conditions under which relocation payments will be made.

An Urban Sociologist

- Advises on patterns of population change, neighborhood structure, family adjustment, relationships between governmental agencies at the same and different levels, and on related matters.
- Researches many subjects, such as: effect of urban mores concerning racial minorities on the character of and need for housing in the central city or its suburbs; potential impact of changed attitudes toward minority groups on population movements and on the nature and availability of housing resources; and institutional and social background of restrictive practices in metropolitan areas.
- Assists in the development of strategies to help central cities and suburbs adjust their social, economic, and physical patterns to the growth and demand for mobility that characterize urban development today.

ADMINISTRATIVE MANAGEMENT

To play the significant role assigned to it in building a better America, HUD must be organized in such a way that the Secretary can harness all its resources to the greatest advantage. HUD's entire staff must be strongly motivated, capable, flexible, and responsive. Its administrative management—Personnel Specialists, Budget Analysts, Management Analysts, Computer Systems Analysts and Programers, Accountants, Auditors, and Investigators—must be highly competent, imaginative, and resourceful.

The Personnel Specialist

- Applies professional know-how in seeking, attracting, selecting, developing, and retaining effective, able personnel to staff HUD's important programs.
- Formulates and recommends personnel programs and personnel management policies and evaluates program effectiveness and results.
- Advises operating officials and employees on such aspects of personnel management as effective staffing and manpower utilization, career ladders, classification of positions, and supervisor-employee relationships.
- Identifies training needs and plans and initiates training programs.



The Budget Analyst

- Takes part in the formulation, presentation, and execution of budgets for the various programs and activities. In this way, helps management to allocate HUD resources in the most effective manner.
- Analyzes program operations and financial and workload data.
- Prepares or reviews program and financing schedules, statements of source and application of funds, budget expenditure projections and other statements, justifications, and reports essential to the budget processes.
- Insures that appropriated funds are expended in accordance with directives of Congress and the Bureau of the Budget.
- Studies budgetary implications of proposed or pending legislation and of proposed program and organizational changes.

The Management Analyst

- As a staff assistant to management, proposes solutions to a wide variety of management problems.
- Analyzes the organization, mission, or functions of organizational entities and recommends organization to achieve effective, efficient, and economical operation.



- Recommends new or revised management policies and practices.
- Devises procedures and forms to implement new programs or activities.
- Recommends revisions in existing procedures, forms, reporting systems, and records to eliminate duplication or overlapping and to streamline operations.
- Assists in the installation of organization and procedure changes.

The Computer Systems Analyst and Programmer

- Designs systems or develops plans for accomplishing work processes through the use of electronic computers and related devices.
- Identifies the nature and scope of subject matter processes and problems to be automated and organizes the work processes and functions into data systems for processing.
- Selects or designates the kind of equipment to be used.



- Specifies the nature and sequence of actions to be taken.

The Auditor

The Field Auditor

- Ascertains that HUD funds made available to local governments, public and private institutions, and other participants in HUD programs are properly and effectively expended.
- Conducts field audits of the financial management practices and accounts of these participants.
- Advises program participants in the installation and operation of their accounting systems.
- Because of the unusual variety of programs, the diversity of the participants in these programs and their many different financing methods, copes with almost every conceivable type of accounting system.
- Promotes HUD's image through effective contacts with officials of local governments, colleges



and universities, financial institutions, and other public and private organizations.

The Internal Auditor

- Reviews effectiveness of internal financial and program operations.
- Through independent audits of financial transactions, fiscal procedures, and management practices, provides management with information it needs to evaluate HUD programs and procedures.

The Accountant

- Maintains and operates systems of fiscal and cost accounts to reflect financial activity under HUD programs and administrative activities, and to assure adequate control of funds.
- Develops and refines existing accounting systems.

The Investigator

- Investigates fully and promptly all charges of irregularities relating to: bids and contracts; construction, financial and real estate transactions; compliance with equal opportunity requirements; and other HUD operations.
- Collects facts, observes conditions, and examines records.
- Interviews a wide range of people from top Federal, State, and local officials to underworld characters.
- Prepares investigative reports and works with the Department of Justice in developing cases for prosecution.



HOW TO JOIN

For further information about career opportunities in the Department of Housing and Urban Development, write to one of the offices listed below.

College Recruitment Coordinator
Department of Housing and Urban
Development
Washington, D.C. 20410



HUD REGIONAL OFFICES

- Region I:** 26 Federal Plaza, New York, New York 10007.
- Region II:** Widener Building, Chestnut and Juniper Streets, Philadelphia, Pennsylvania 19107.
- Region III:** 645 Peachtree-Seventh Building, Atlanta, Georgia 30323.
- Region IV:** Room 1500, 360 North Michigan Avenue, Chicago, Illinois 60601.
- Region V:** Federal Office Building, Room 13-A-01, 819 Taylor Street, Fort Worth, Texas 76102.
- Region VI:** 450 Golden Gate Avenue, P. O. Box 36003, San Francisco, California 94102.
- Region VII:** Ponce De Leon Avenue and Bolivia Street, P. O. Box 3869, GPO, San Juan, Puerto Rico 00936.



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