A description of these related materials and their organization are so complex and involve such a diversity of subjects and activities that it is not feasible to summarize them adequately for the needs of a new leadership in one volume of manageable proportions.

This introductory volume, therefore, covers those matters which would appear to be of most immediate interest to a new Secretary: information concerning the Office of the Secretary; the establishment and organization structure of the Department; its current staffing; and its resources in positions at managerial levels and their current status.

Information on other significant areas, such as the Department's budget, its legislative authorizations, and the detailed operations of organization units under the direction of the respective Assistant Secretaries, has been organized in other volumes designed to provide coherence and facility of access.

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THE POST OF SECRETARY

Establishment of the Office

The Department of Housing and Urban Development Act of 1965 (P.L. 89-174) established the Department and placed at its head a Secretary to be appointed by the President by and with the advice and consent of the Senate. Like all Presidential employees, he serves at the pleasure of the President.

Describing the character of the Secretary’s office, in addition to his overall function of "supervision and direction" of the Department, the Act says:

"The Secretary shall, among his responsibilities, advise the President with respect to Federal programs and activities relating to housing and urban development; develop and recommend to the President policies for fostering the orderly growth and development of the Nation's urban areas; exercise leadership at the direction of the President in coordinating Federal activities affecting housing and urban development; provide technical assistance and information, including a clearinghouse service to aid State, county, town, village, or other local governments in developing solutions to community and metropolitan development problems; consult and cooperate with State Governors and State agencies, including, when appropriate, holding informal public hearings, with respect to Federal and State programs for assisting communities in developing solutions to community and metropolitan development problems and for encouraging effective regional cooperation in the planning and conduct of community and metropolitan development programs and projects; encourage comprehensive planning by the State and local governments with a view to coordinating Federal, State and local urban and community development activities; encourage private enterprise to serve as large a part of the Nation's total housing and urban development needs as it can and develop the fullest cooperation with private enterprise in achieving the objectives of the Department; and conduct continuing comprehensive studies, and make available findings, with respect to the problems of housing and urban development."
The Post of Secretary--Cont'd.

Oath of Office

Since he is "appointed to an office of honor", the Secretary is required to take the following oath of office:

"I, . . ., do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; and I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."

Salary Level and Pay Periods

The Secretary, like other Cabinet officers, is paid at the rate of Level I of the Executive Schedule--currently, $35,000 per annum. This rate can be changed only by legislative action. Unlike other employees, his salary is paid twice a month, on the first and 15th days of the month.

Medical Facilities

By tradition, Cabinet officers may use the medical facilities of the Department of Defense. Admission to, for example, Walter Reed or Bethesda Naval Medical Center for hospitalization or out-patient treatment normally is arranged for by the President's personal physician; and in all cases it is essential that the White House be notified prior to admission or at the earliest possible moment thereafter. The hospitalization fee is $49 a day and covers all charges, including surgery and medication.
Fringe Benefits and Deductions

The Secretary is automatically covered by the Civil Service Retirement System and cannot waive this coverage. He is also automatically covered in the maximum amount ($32,000) under the Federal Employees Group Life Insurance program, unless he waives coverage prior to the end of his first pay period or subsequently drops the insurance. He may elect additional optional insurance coverage of $10,000 with added premiums based on the age of the insured. He is, in addition, eligible to participate in the Federal Employees Health Benefits program. Deductions for these services and for the Federal income tax withholding are made in computing his bi-monthly pay check.

Travel Arrangements

Expenses of official travel are reimbursed to the Secretary under Standard Government Travel Regulations upon filing of vouchers with the Finance staff. Where determined as necessary by the Secretary he may be reimbursed on an actual expense basis (up to a maximum per diem of $30.00) rather than at the standard $16 per diem rate.

Secretarial Assistance

The position of the principal secretary to the Secretary of the Department is now classified in grade GS-13 ($14,409 - $18,729 per annum). This is the same rate at which comparable positions are paid in the Department of State, Treasury, Justice, Agriculture,
Interior, and Commerce. In the Departments of Labor, Health, Education and Welfare, and Transportation the top secretary is paid at the rate of the next lower grade, GS-12 ($12,174 - $15,828 per annum). The position is vacant in the Post Office Department, but has been reported previously at GS-14 ($16,946 - $22,031 per annum); and in the Department of Defense it is classified in GS-15 ($19,780 - $25,711 per annum).

Because of the confidential nature of the position it is in Schedule C rather than the competitive career service. It need not--but can--be filled by a career employee. The incumbent in either case is covered by the Civil Service Retirement System and, unless she waives coverage of Federal Employees Life Insurance, is included in that program for coverage in the amount of her annual salary (rounded off to the next highest $1,000) plus $2,000. She may also participate in the Federal Employees Health Benefits program.

Secretary’s Flag

The Secretary, as a member of the President's Cabinet is given certain privileges, some honorary and others more material in nature.

Among the honors of office there is a specially designed Secretary's Flag, in addition to the Department Flag, bearing the Departmental seal, which is displayed in his immediate office and conference room and in any conference room or auditorium where an official meeting is being conducted and the Secretary is the
principal speaker. (The Under Secretary and Assistant Secretaries also are entitled to flags, differing from the Secretary's Flag.)

Official Limousine

An official limousine and chauffeur are assigned to the Secretary for use in his official capacity. The general rule that Government cars may not be used for transportation between home and office does not apply to the Secretary. The car is equipped with a telephone and a direct line to the White House.

The chauffeur is paid under the Wage Board (i.e., prevailing rate) scale at WB-6, or $3.20 per hour, or an annual salary of $6,531. This is the highest rate of the grade. In addition he is paid overtime at the rate of time and a half ($4.80 per hour). He also receives a yearly allowance of $125 for uniforms.

The Department of State, Interior, Labor, and Transportation pay their top chauffeurs at WB-7 ($6,260.80 to $6,026.40 per annum); the other seven, like HUD, pay WB-6.

Other Special Facilities

Among other special facilities and conveniences available to the Secretary are -

-- Special telephones connected directly to the White House in both his office and residence.

-- A fully equipped conference room reserved for his use, located within his office suite.

-- A private dining room also in the office suite; this is in addition to the larger Secretary's Staff Dining Room located on the second floor of the building, which is available to employees in senior level positions within the Department as approved by the Secretary from time to time.
-- A fund, limited for the fiscal year 1969 to $2,500, which is available only on personal authorization of the Secretary for his expenses incidental to official entertainment.

-- Personally embossed stationery for his official use. Such stationery is illegal for Government officials generally.

-- A master control key which summons elevator No. 4 from wherever it may be located to the point where the key is used. These master keys are held only by the Secretary and the Under Secretary, except that a reserve key in case of loss is kept by the Director, Office of General Services.
POWERS OF THE SECRETARY

General

With the few exceptions noted below, all powers and functions of the Department are vested in the Secretary and may be exercised only by him, or by such officers and organization units and in such manner has he may prescribe.

In this respect the Department of Housing and Urban Development conforms much more closely to the ideal pattern recommended by the First Hoover Commission, and supported with varying degrees of success by Presidents of both parties, than does any other Cabinet Department.

Powers with Respect to Organization

The Secretary's power to organize and reorganize the Department is almost, but not quite, unlimited from a legal standpoint.

By law, the following positions exist in the Department and could not be abolished by action of the Secretary:

a. An Under Secretary.

b. Six Assistant Secretaries, one of whom is required by the Departmental Status Act to be "Federal Housing Commissioner", to "...head a Federal Housing Administrator within the Department", and, in addition to such duties and powers as may be prescribed by the Secretary, to "...administer, under the supervision and direction of the Secretary, departmental programs relating to the private mortgage market".

c. A General Counsel

d. An Assistant Secretary for Administration

e. A Director of Urban Program Coordination

f. A Federal Insurance Administrator
Powers of the Secretary—Cont'd.

Functional Assignments to Assistant Secretaries. In general, the functional assignments now held by Assistant Secretaries reflect the organizational decisions of the Secretary, as do their titles. The organizational titles, "Assistant Secretary for Renewal and Housing Assistance", or "Assistant Secretary for Metropolitan Development", for example, are functional titles assigned by the Secretary, and may be revoked or modified by him at will. The Presidential Commissions in each case merely appoint the person named as "an Assistant Secretary". There are certain qualifications which need to be made to this general proposition, however, as follows:

Assistant Secretary - Federal Housing Commissioner. As noted above, an Assistant Secretary is required by the Act to have the additional title of Federal Housing Commissioner, to head a Federal Housing Administration within the Department, and in addition to any other duties which the Secretary may assign to him to "...administer, under the supervision and direction of the Secretary, departmental programs relating to the private mortgage market."

There exists no definitive legal interpretation of the phrase last quoted above. As a matter of practice, the Federal Housing Commissioner as head of the Federal Housing Administration in the Department has continued to direct the programs of mortgage and home improvement loan insurance which were vested in FHA before the establishment of the Department. New programs have been assigned to this Assistant Secretary from time to time where they employ insured mortgages as an essential element in the financing process involved, as in the case of the Rent Supplement program and the new programs of subsidized assistance to home
Powers of the Secretary--Cont'd.

ownership and rental housing for low and moderate income people enacted in the Housing and Urban Development Act of 1968. In addition, the Assistant Secretary for Mortgage Credit and Federal Housing Commissioner has been assigned various duties of a more general nature, such as serving as principal adviser to the Secretary in connection with such matters as interest rates, the supply of mortgage funds, and liaison with the home building and mortgage lending industries. He has also been assigned responsibility for carrying out the Land Sales Full Disclosure Act, which was part of the Housing and Urban Development Act of 1968.

Since all functions and powers of the former FHA and Federal Housing Commissioner were vested by the Act in the Secretary (and not in the "Assistant Secretary" or the new "Federal Housing Commissioner" or the "Federal Housing Administration within the Department"), it is a reasonable interpretation of the Departmental Act as a whole to delimit narrowly the function or combination of functions that, as a matter of law, must be assigned to the Assistant Secretary with that title. Thus, if the basic section 203 and 207 mortgage insurance programs (concerned as they are with the national flow of mortgage funds, rather than with special purposes) were assigned to the Assistant Secretary who is Federal Housing Commissioner, the provision that there be such an Assistant Secretary and Commissioner would have been given meaningful effect, and the office would not be a hollow shell. Beyond this, it is extremely doubtful whether, as a matter of law, any other specific function would be required to be assigned to this Assistant Secretary, nor would the law preclude any other specific function or...
functions now so assigned from being withdrawn and assigned elsewhere should the Secretary so determine. In a specific case, therefore, the considerations involved in assigning new or reassigning other existing functions would be practical rather than legal.

**Assistant Secretary for Equal Opportunity.** An additional position of Assistant Secretary was established in the Department by title VIII of the Civil Rights Act of 1968. While the statutory language does not say so, the Congressional intent appears obvious that the functions established by title VIII should be a principal (though not necessarily the sole) responsibility of an Assistant Secretary. For convenience and economy, the Secretary has also assigned to this Assistant Secretary the related functions of the Department under the Civil Rights Act of 1964 and various Executive Orders dealing with equal opportunity in housing and employment.

**Vacant Assistant Secretaryship.** Section 1708 of the Housing and Urban Development Act of 1968 established a sixth Assistant Secretary position in the Department. The President has made no appointment to this office, and no functions have been assigned to it by the Secretary.

The statutory language is silent as to any specific duties for this Assistant Secretary, and the reports of both the House and Senate Committees make it clear that he would have any functions and duties that the Secretary might prescribe. Both the Administration's proposal and the Committee reports in both Houses reflect the assumption that this Assistant Secretary would direct the research and development activities of the Department and coordinate the provision of engineering and technical advice on a Department-wide basis. In view of a change
of Administrations and of the fact that this position has never been
activitated, there is room for doubt as to how greatly the new Secretary
would be constrained by this history in terms of the uses he might elect
to make of this Assistant Secretaryship. Clearly he would not be limited
to research and development and to technical advice in terms of the functions
he could assign to this office. On the other hand, if he chose to omit
all or a substantial part of these functions from the duties of such
an Assistant Secretary, good Congressional relationships would dictate
prior consultation with the ranking members of the House and Senate
Committees to avoid a possible adverse reaction.

Director of Urban Program Coordination. This statutory position has
never achieved the degree of identification and clarity of function which
the Act appears to contemplate. The history of this position and the
present status of the matter, together with some of the problems
involved, are summarized in Background Paper No. 1.

Succession of Powers; Acting Secretary

Executive Order 11274 of March 30, 1966, provides that in the event
of a vacancy in the Office of Secretary or during his absence or
inability to act, the Under Secretary shall act as Secretary.

In the absence or other inability to act of both the Secretary and
the Under Secretary, the Order provides that the Assistant Secretaries and
the General Counsel shall act as Secretary in whatever order the Secretary
may prescribe from time to time. The Secretary has not issued an order
prescribing the sequence of succession.
Powers of the Secretary—Cont’d.

Whenever no order prescribing this sequence is in effect, the Assistant Secretaries and the General Counsel serve as Acting Secretary in the order in which they took office.

This provision for an Acting Secretary is not deemed to include the Assistant Secretary for Administration, since he is not a Presidential appointee.

Delegations of Authority

Since all powers exercised in the Department are vested by law in the Secretary, a system of delegations of authority is essential to permit subordinate officials to take actions which otherwise could be taken only by the Secretary, and to define the limits of the authority of these officials. The Secretary has delegated to the Under Secretary all of the powers held by the Secretary, with the result that any action requiring the authority of the head of the Department can be validly taken by either the Secretary or the Under Secretary.

Delegations of authority in the Department fall into two general classes:

(1) Delegations of authorities which are administrative, technical, or ministerial in nature. This consists mainly of certain formal actions which are required by law to be taken by the Head of the Department or someone to whom he has specifically delegated the authority involved, and includes such matters as the power to certify vouchers for payment, act as Contracting Officers on behalf of the Government, authenticate documents, etc.

(2) Delegations of substantive powers involved in carrying out the programs of the Department.

The remainder of the discussion which follows deals with delegations of the latter class.
The Secretary's power of delegation rests primarily on section 7(d) of the Departmental Act, which reads in pertinent part as follows:

"The Secretary may delegate any of his functions, powers, and duties to such officers and employees of the Department as he may designate, may authorize such successive redelegations of such functions, powers and duties as he may deem desirable, and may make such rules and regulations as may be necessary to carry out his functions, powers, and duties."

The flow of legal authority through delegations is widely assumed--perhaps more than the purely objective facts would merit--to have a significant effect on the flow of power through an organization. The pattern established when HUD became a department created a flow from the Secretary, to Assistant Secretaries, to their headquarters staffs and to Regional Administrators, to Assistant Regional Administrators, and to their regional office subordinates. The flow through (and selective retention of) power at the Assistant Secretary level reflects the fact that in HUD, Assistant Secretaries operate as line officials as well as staff to the Secretary. The redelegation of authority by them to Regional Administrators reflects the fact that under this theory of organization the Regional Administrators are responsible to the Assistant Secretaries for the operation of their respective programs in the field, despite the fact that at the same time they report to and have a direct line of communication with the Secretary. The line of delegation thus both reflects and affects the thinking and the mode of operation of officials at all levels.
The typical pattern in which the Secretary has exercised his authority to delegate may be summarized in these stages:

1. The Secretary has delegated to Assistant Secretaries with respect to particular programs, the powers, functions and duties flowing from the authorizing legislation. In making this delegation, the Secretary may, and often has, reserved to himself certain powers or final actions. Delegations now in effect have delegated virtually all program power except those requiring coordination at the Secretary's level, such as the establishment of income limits, the determination of applicable interest rates discretionary with the Secretary, the issuance of notes to the Secretary of the Treasury in connection with programs financed by borrowings, etc. Program delegations usually take the form of authorizing the Assistant Secretary to exercise all the powers vested in the Secretary by the particular law, with specific enumerated exceptions.

2. These delegations to Assistant Secretaries have authorized their General Deputies to exercise the same powers concurrently with and in the absence of the Assistant Secretaries. They also carry the authority—whether or without specified limitations—to make successive redelegations.

Although an objective has been to decentralize authority to the regions, a good deal of authority has nevertheless been retained at headquarters, primarily for approval or reservation of funds and
applications. The current pattern of delegations has restricted the authority of the Assistant Secretaries to delegate such approval powers to their Deputy Assistant Secretaries in charge of major programs, (e.g., the Deputy Assistant Secretaries for Housing Assistance, Renewal Assistance, Community Resources Development).

The power of Assistant Secretaries to redelegate to these program Deputies has been restricted to mainly ministerial authorities, because the Secretary wished to assure that policy and major decision-making functions were retained at the Assistant Secretary level.

For decentralized programs the Assistant Secretaries have redelegated program authority to the Regional Administrators who in turn redelegate them to Assistant Regional Administrators with program responsibility (e.g., the Assistant Regional Administrators for Housing Assistance, for Metropolitan Development, for Renewal Assistance, etc.) The critical stages at which delegated authority is most commonly exercised in the field are those involving the approval of applications; the execution of contracts for financial assistance; and approval of requisitions of funds.

3. An important exception to the general pattern described above occurs in the operations of FHA, where the authority to issue commitments to insure and to insure mortgages has been delegated by the Assistant Secretary-Commissioner directly to the Directors of
Powers of the Secretary—Cont'd.

the 76 FHA field insuring offices. In this case, the Regional Administrators are not in direct line of delegation, but exercise certain broad review and control functions over the operation of the insuring offices through the Assistant Regional Administrators for FHA, especially with respect to programs involving multi-family projects, whether or not subsidized.

A list of Secretary's delegations now in effect is available as Background Paper No. 2.
ESTABLISHMENT OF THE DEPARTMENT

The establishment of a Department of Housing and Urban Development as the eleventh Cabinet Department of the Executive Branch was the outgrowth of a long series of actions and developments reflecting the growing national concern over the problems of housing and the urban environment, and the increasing involvement of the Federal Government in the development of national policies and the exercise of national leadership in this area.

In the 1930's, a series of major Congressional actions gave rise to new agencies and new forms of Federal activity connected with housing—notably the establishment of the savings and loan system and the Federal Home Loan Bank Board; the development of mortgage insurance and the establishment of the Federal Housing Administration; and the initiation of subsidized low rent public housing and the creation of the United States Housing Authority.

In 1942, the principal housing programs and agencies of the Government were brought together in a single agency for the first time, through the establishment by the President of the National Housing Agency. This action was taken under the temporary war powers of the President, and was aimed primarily at the more effective prosecution of the war effort.
In 1947, the temporary war agency was replaced by a permanent Housing and Home Finance Agency, brought into being through the exercise of the peacetime reorganization powers of the President.

In 1950, the Federal National Mortgage Association (then in the Reconstruction Finance Corporation) and the Community Facilities Service (then in the General Services Administration) were transferred by Presidential reorganization action to the HHFA.

Throughout this period, and through the balance of the 1950's, the Congress greatly increased the activities and responsibilities of the Federal Government's housing agency. In addition--through the assignment of such functions as urban renewal and grants for comprehensive urban planning--the Congress manifested an evolving though not specifically declared view of the agency as its primary instrument for obtaining advice and for articulating policy in connection with urban problems in the broad, reaching beyond the boundaries of housing as such. This expanding perspective is evident in the opening language of the first major policy statement enunciated by the Congress in this field in the Housing Act of 1949, which although styled a "Declaration of National Housing Policy", begins as follows:

"The Congress hereby declares that the general welfare and security of the Nation and the health and living standards of its people require housing production and related community development sufficient to remedy the serious housing shortage, the elimination of substandard and other inadequate housing through the clearance of slums and blighted areas, and the realization as soon as feasible of the
goal of a decent home and a suitable living environment for every American family, thus contributing to the development and redevelopment of communities and to the advancement of the growth, wealth, and security of the Nation." (Emphasis supplied)

In 1961, the President recommended legislation to establish a Department of Urban Affairs and Housing. In early 1962, when it appeared unlikely that this bill would reach a vote in the House of Representatives, the President submitted a Reorganization Plan to the same general effect, with technical differences due largely to the limitations on reorganization power as compared with what could be accomplished by legislation. The Congress, however, did not permit the Plan to take effect.

In March 1965, the President in a special Message to the Congress on Problems and Future of the Central City and its Suburbs, declared:

"Our urban problems are of a scope and magnitude that demand representation at the highest level of government."

Shortly thereafter legislation was recommended to the Congress to create a Department of Housing and Urban Development. After debate and amendment, the bill was passed by the Congress and signed into law September 9, 1965. By its terms, it became effective sixty days later, on November 9, 1965 (Public Law 89-174, 42 U.S.C. 3531)
Establishment of the Department—Cont'd.

In establishing the Department, the Congress characterized its action and intentions as follows:

"DECLARATION OF PURPOSE

"Sec. 2. The Congress hereby declares that the general welfare and security of the Nation and the health and living standards of our people require, as a matter of national purpose, sound development of the Nation's communities and metropolitan areas in which the vast majority of its people live and work.

"To carry out such purpose, and in recognition of the increasing importance of housing and urban development in our national life, the Congress finds that establishment of an executive department is desirable to achieve the best administration of the principal programs of the Federal Government which provide assistance for housing and for the development of the Nation's communities; to assist the President in achieving maximum coordination of the various Federal activities which have a major effect upon urban community, suburban, or metropolitan development; to encourage the solution of problems of housing, urban development, and mass transportation through State, county, town, village, or other local and private action, including promotion of interstate, regional, and metropolitan cooperation; to encourage the maximum contributions that may be made by vigorous private homebuilding and mortgage lending industries to housing, urban development, and the national economy; and to provide for full and appropriate consideration, at the national level, of the needs and interests of the Nation's communities and of the people who live and work in them."

Although legally in existence on and after November 9, 1965, the Department was largely inoperative for a period since the President had not yet appointed a Secretary and other officers provided for in the Act. After nomination by the President and confirmation by the Senate, Robert C. Weaver took office as the first Secretary of the new Department on January 18, 1966. Secretary's Organization Order No. 1, which established the organization of the Department in substantially its present form, was issued February 24, 1966.
ORGANIZATION OF THE DEPARTMENT

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Office of the Secretary

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**Assistant Commissioner for Home Mortgages**

Assistant Commissioner  
Lester H. Thompson  
Ralph Vitale

Develops and recommends new or revised policies and procedures governing the operation of the department’s property improvement loan insurance programs; approves certain loan applications; approves financial institutions and insurance contracts; determines non-compliance with statutes and rules governing the program; and manages defaulted loan operations.

Assistant Commissioner  
J. Guy Arrington  
George Hipps

Develops, recommends and establishes policy and methods of operation for home mortgage insurance and insured rehabilitation loans and for the servicing of insured home mortgages. Approves financial institutions as mortgagees and certifies mortgagees to approve mortgage insurance applications. Provides technical assistance to mortgagees and issuing offices on mortgage servicing.

**Assistant Commissioner for Property Disposition**

Assistant Commissioner  
Wm. K. Cameron  
William O. Sanford

Recommends policy, develops procedures and establishes a program for management, rehabilitation and sale of acquired properties and all phases of property management and disposal activities. Provides training and advice in these to field offices. Assists in disposition of certain Government-owned (AEC) property.

**Assistant Commissioner for Property Improvement**

Assistant Commissioner  
H. J. Arrington  
Ralph Vitale

Supervises and coordinates the fiscal management functions of FHA, including the development and maintenance of accounting systems and of accounting systems and procedures; fiscal policy, procedures and analysis; insurance servicing; expenditure controls; financial statement preparation and interpretation; and safeguarding records and tangible assets.
### Staffing Data

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<th>Block No.</th>
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**Assistant Secretary for Mortgage Credit & General Housing Commissioner**

**Assistant Commissioner for Administration**

- Assistant Commissioner: Horace B. Bazr, GS-16
- Assistant Commissioner: Joe B. Montgomery, GS-15

*Supervises and coordinates the administrative management functions for FHA, including budget formulation and execution; personnel administration; auditing of mortgages and financial institutions; management and organization studies; records, manuals, work measurement and directives systems; contract examination and in connection with acquired properties; defense and compliance coordination; and operations analyses.*

**General Counsel for FHA**

*See Block No. 15, Chart No. 3*

**Assistant Commissioner for Field Operations**

- Assistant Commissioner: Vacancy, GS-17
- Assistant Commissioner: Joseph W. Maguire, GS-16

*Responsible for the execution of all programs in the field. Coordinates and supervises the Regional Operations Commissioners who have direct responsibility for program execution and insurance supervision; and reviews proposed operating plans and procedures which concern field offices.*

**Assistant Commissioner for Technical Standards**

- Assistant Commissioner: Charles A. Dieman, GS-17
- Assistant Commissioner: Donald C. Jordan, GS-16

*Establishes and maintains architectural and engineering standards, methods, procedures and techniques, including design, minimum planning, construction and property requirements. Develops standards procedures and criteria for property appraisal and valuation, estimating construction cost, determining credit risk, rating mortgage and physical security, and granting mortgage credit. Researches new design, methods, techniques and materials.*

**Assistant Commissioner for Multi-Family Hsg.**

- Assistant Commissioner: Morton W. Schoener, GS-17
- Assistant Commissioner: Robert N. Jones, GS-16

*Develops and recommends basic policies, administrative program requirements, and methods of operation for the insured multifamily, housing medical facilities programs, services insured and government-held project mortgages and administers the rent supplement, section 236, and management assistance programs.*

**Field Insuring Offices**

*Insuring offices, service offices and valuation stations which conduct the operations and functions of FHA programs including property management, mortgage servicing, Title I collections, minority group housing, project mortgage closings, market analyses and public relations. Manages and coordinates all underwriting activities including valuation, mortgage credit, land planning and special engineering services.*
### DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

#### ASSISTANT SECRETARY FOR HOUSING AND URBAN ASSISTANCE

<table>
<thead>
<tr>
<th>Division</th>
<th>Director</th>
<th>Level</th>
<th>Office</th>
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</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>James Banks</td>
<td>IV</td>
<td>Devises policy and procedures and provides advice and coordination regarding the development, growth, and operation of community programs.</td>
<td>GS-15</td>
</tr>
<tr>
<td></td>
<td>Robert A. Jones</td>
<td>III</td>
<td>Performs central role of oversight, planning, and control for the entire development of community programs.</td>
<td>GS-16</td>
</tr>
<tr>
<td>Housing Assistance Administration</td>
<td>Robert T. McCrae</td>
<td>V</td>
<td>Provides headquarters administration of the 3:2:1 conventional loan program and support of the grants, code enforcement and development, demolition projects, and use of new materials and techniques.</td>
<td>GS-16</td>
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<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>III</td>
<td>Develops and enforces policies and procedures for program operations, maintains and evaluates performance of regional staffs.</td>
<td>GS-16</td>
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</table>

#### STRATEGIC PLANNING DIVISION

<table>
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<th>Division</th>
<th>Director</th>
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<th>Description</th>
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<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>Devises, plans, and procedures with respect to the strategic development of community programs.</td>
<td>GS-16</td>
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</table>

#### FINANCIAL MANAGEMENT DIVISION

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<th>Division</th>
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<th>Description</th>
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<tbody>
<tr>
<td>Planning and Evaluation</td>
<td>Margaret L. Ross</td>
<td>Develops and administers programs and procedures to ensure their coordination and efficient execution of community programs.</td>
<td>GS-16</td>
</tr>
</tbody>
</table>

#### COMMUNITY RELATIONSHIP DIVISION

<table>
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<th>Division</th>
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<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>Coordinating efforts in regional offices and ensures uniform and efficient implementation of policies and procedures.</td>
<td>GS-16</td>
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#### ADMINISTRATION DIVISION

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<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>Provides administrative and management services to the technical aspects of the development process.</td>
<td>GS-16</td>
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#### MANAGEMENT DIVISION

<table>
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<tbody>
<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>Develops and administers programs and procedures to ensure their coordination and efficient execution of community programs.</td>
<td>GS-16</td>
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#### ENGINEERING DIVISION

<table>
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<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>Provides central role of oversight, planning, and control for the entire development of community programs.</td>
<td>GS-16</td>
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#### OPERATIONAL SERVICES DIVISION

<table>
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<tr>
<th>Division</th>
<th>Director</th>
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<tr>
<td>Tenant Services</td>
<td>Charles W. Harris</td>
<td>Provides central role of oversight, planning, and control for the entire development of community programs.</td>
<td>GS-16</td>
</tr>
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</table>
20 FEDERAL RELATIONS STAFF

Director
Mary Green (Acting)
GS-15

Provides assistance, studies, analyses and recommendations for improving the coordination of federal urban programs. Develops and coordinates relationships with other agencies whose programs have an impact on economy development. Provides staff assistance to federal agencies; and represents the Department in various intergovernmental relationships, and evaluation of coordinating mechanisms, identifies federal programs, gaps or inadequacies and recommends solution methods to achieve improved performance and Federal-Municipal operational efficiency.

6 NEIGHBORHOOD CENTERS STAFF

Director
Vivian

Provides staff assistance in the administration of the Neighborhood Centers Pilot Program. Director serves as the permanent chairman of the program's inter-agency committees.

7 DIVISION OF PROGRAM DEVELOPMENT & EVALUATION

Director
Bernard Russell
Lawrence Housten
GS-17
GS-16

Develops policies, standards and criteria for the development and evaluation of all aspects of the model cities program. Evaluates procedures and specific policies on program development and evaluation. Coordinates the activities of various Department programs and evaluates the impact of federal and local policies, and conforming with applicable Federal Community requirements and program policies.

8 DIVISION OF PROGRAM OPERATIONS & TECHNICAL ASSISTANCE

Director
John R. McLean
GS-15

Provides assistance to regional offices in the development of program assistance for the model cities program including assistance in: identification, development and evaluation of training and technical assistance programs, and technical assistance to state and local agencies in the development and administration of comprehensive programs. Reviews proposed model cities programs for conformance to national and other criteria.
BOARD OF DIRECTORS

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION

President
*National W. Larkin

Executive Vice President (Acting):
Harry M. Gilbert

VICE PRESIDENT (FISCAL MANAGEMENT)
James W. Conditone GS-16

OFFICE OF THE CONTROLLER
John L. Butler GS-15

OFFICE OF EXAMINATION & AUDIT
Alexander J. Steenberg GS-15

OFFICE OF THE GENERAL COUNSEL, GNMA
*Robert N. Reid

OFFICE OF THE SECRETARY TREASURER
Arthur Hornstein GS-16

OFFICE OF LOANS
Frank W. Pease GS-16

OFFICE OF PERSONNEL
Gordon D. Wiley GS-14

OMNIA AGENCY

FEDERAL OFFICES

Agency Office
Atlanta GS-15
Chicago GS-15
Dallas GS-15
Los Angeles GS-15
Phoenix GS-15

NOTE: This Chart depicts staffing as of October 7, 1958, related to the organization of the Federal National Mortgage Association, prior to the operation of title VII of the Housing and Urban Development Act of 1966, which created the Federal National Mortgage Corporation within the Department assigning those functions which were in the Secretary. Working relationships between the two during the period of operation are detailed in an Interdepartmental Functional Agreement dated September 1, 1956, and a Memorandum of Understanding dated November 19, 1956. The Omnla AGENCY chart as of the date of this chart, approved the FNMA Board on October 30, 1958.
Chart 2 shows in functional form the offices attached directly to the Secretary and Under Secretary, and the staffing of these offices as of November 2, 1968.

The various individuals and units making up the Office of the Secretary (which term is used in a collective sense to include the Under Secretary and the staff reporting directly to him) have functioned with a degree of collective identity, although for obvious reasons with a good deal of flexibility. For example, the question of which individuals and functions are most directly supervised by each of the two top officers of the Department has been a matter for arrangement between them. The exception is the Office of the Deputy Under Secretary, for reasons implicit in its title.

The Secretary and the Under Secretary have each had one or more personal and special assistants, varying from time to time in number and in duties. Such assistants are sometimes full-time employees, and sometimes consultants who serve periodically or intermittently.
In addition to these individual assistants, the Office as presently constituted includes several organizational units with continuing functional responsibilities. These are:

- Deputy Under Secretary
- Division of Public Affairs
- Office of Congressional Services Staff
- Labor Relations
- Regional Support Staff
- Division of International Affairs
- Inspection Division
- Office of Business Participation

The workload of these offices varies widely in volume and specific detail from time to time. Their general areas of responsibility and activity are briefly described in the following pages.
In addition to the Administrative Officer the staff of this Office as of November 2, 1968 includes 1 professional and 1 clerical employees.
To these ends, he conducts comprehensive studies and analyses of developments, trends, and problems relating to national housing and community development goals and makes recommendations for changes in program policies and objectives; integrates these studies into policy formulation through the development of a formal planning-programming-budgeting system for the Department; conducts analyses of the housing and mortgage markets; designs or directs the design of data systems to serve the needs of the Department; assembles and evaluates statistical data for Department use; and provides functional supervision for the Secretary with regard to the performance of aforementioned functions throughout the Department.
The Deputy Under Secretary supervises the following organizational units in his office. Each staff is headed by a Director.

**Office of Economic and Market Analysis**

This office conducts comprehensive studies and analyses in the areas of National and local housing markets and needs, the capital and mortgage markets, and public finance, including economic analysis involving the inter-relationships of housing and capital needs, Department programs, and legislative proposals with the National economy. This office develops policies, standards and procedures for the conduct of comprehensive market analysis for Department programs and exercises functional supervision over the establishment of income limits for Federally assisted housing programs and comprehensive market analysis performed by Regional offices of Economic and Market Analysis.

**Program Analysis and Evaluation Staff**

This staff undertakes and reviews comprehensive studies and analyses of Department programs and formulates recommendations for program objectives; evaluates the effectiveness of programs in meeting their objectives; identifies and evaluates areas where Departmental policies may be initiated or more effectively implemented; and recommends changes in program policy or emphasis.
This staff coordinates the formal PPB system of the Department as part of the Secretary's policy formulation and evaluation system; provides for preparation and review of program memoranda, financial plans and special analytic studies as Department-wide position documents; and provides the identification of the budgetary and financial aspects of the system with the staffs of the Assistant Secretary for Administration.

Data Systems Development Staff

This staff serves as the HUD focal point for policies, guidelines, criteria and standards governing selection, acquisition, and purposes of manual and automated data products, data needs, data systems, and data processing equipment within the Department including the development of concepts, plans, and priorities related thereto. This function complements and provides the policy base for activities of the Reports Management and Control function and the ADP System Management and Operations Office in the Office of the Assistant Secretary for Administration.
Statistical Reports and Analysis Staff

This staff serves as the central unit within the Department for identifying, assembling, analyzing, and disseminating quantitative data needed for Department-wide use and for uses outside the Department. Its reporting and analysis functions complement the development functions of the Data Systems Development Staff.

In addition to the Deputy Under Secretary the staff of this Office as of November 2, 1968 includes 29 professional and 20 clerical employees.
LABOR RELATIONS STAFF

The Special Assistant to the Secretary for Labor Relations serves as principal policy advisor and consultant to the Secretary on labor regulations, conditions and trends, wage matters, relations with organized labor and related labor relations activities.

The Special Assistant and his staff are responsible for

- Developing procedures for obtaining and disseminating prevailing wage rate determinations required in connection with Department programs.

- Providing for uniform administration of Department responsibilities under the Davis-Bacon and related labor standards Acts, and applicable regulation of the Secretary of Labor.

- Developing and overseeing the application of Departmental policies and methods for enforcement of labor standards provisions included in contracts.

- Handling or arranging for the handling of complaints and inquiries from Members of Congress, labor unions, contractors and other sources concerning labor matters.
Serving as liaison for the Department with the Department of Labor (except for certain matters dealing with equal employment opportunity, which are assigned to the Assistant Secretary for Equal Employment).

The Special Assistant works with representatives of labor, the building industry, contractors and state and local governments to promote understanding of Departmental objectives and to secure cooperation and support in carrying out labor-related aspects of Department programs.

In addition to the Special Assistant the staff of this Office as of November 2, 1968 includes 6 professional and 3 clerical employees.
DIVISION OF PUBLIC AFFAIRS

Press Services Staff

Serving as a link between the press and the Department, the Press Services Staff answers several thousand inquiries a year from the news media, prepares press releases and offers specialized information on HUD programs through press desks serving each Assistant Secretary. Arrangements for press conferences, interviews and speeches of top HUD officials are made by this office. Assistance is also given in the preparation of articles and illustrations for magazines, newspapers and book publishers.

Consumer Services Staff

The Consumer Services Staff helps keep the public informed about the Department's activities. It answers more than 40,000 mail and 20,000 phone inquiries annually and maintains stocks of publications, recent speeches, material on HUD programs and other material needed to handle requests for information. Public interest groups and selected individuals are kept current on developments in housing and urban development by a monthly Newsletter (printed in both English and Spanish) and selective mailings. Additionally, this office arranges speakers for meetings and briefings for groups visiting the Department and staffs a Community Development Information Center (ground floor of the HUD building).
Radio and Television Services Staff

The production of all filmed and tape-recorded materials at HUD is supervised by this office. Assistance is given the media and private organizations in preparing materials on housing and urban development.

Publications Services Staff

This office plans and prepares periodicals, reports and studies published by the Department, including a monthly magazine.

In addition to the Director the staff of this Division as of November 2, 1968 includes 37 professional and 15 clerical employees.
CONGRESSIONAL SERVICES STAFF

The Assistant to the Secretary for Congressional Services serves as the Secretary's principal adviser with respect to Congressional services and is responsible for the provision of services to the Congress for the Department. With the aid of his staff he is responsible for the following activities:

-- providing information and answering inquiries from Congressional offices on Department programs and activities.

-- informing members of Congress and Congressional committees of programs and legislative plans and actions of the Department in which they have an interest.

-- assuring that the principal staff of the Department is kept informed of Congressional views.

-- working with the General Counsel in the handling of legislative activities which involve Congressional relations.

-- providing an interchange of views in areas of Congressional interest with citizens and public interest groups and with advisory committees established by the Department.
-- contributing to policy formulation through representation of Congressional points of view and the explanation of Department policies to the Congress.

-- preparing replies to inquiries referred to the Secretary by members of Congress and the White House.

In addition to the Assistant to the Secretary this Office as of November 2, 1968 includes 5 professionals and 5 clerical employees.
Office of the Secretary & Under Secretary--Cont’d.
Regional Support Staff--Cont’d.

-- Assists program Assistant Secretaries on request, in resolving operating problems between headquarters and regional staffs that result from inadequate coordination, misunderstandings or similar causes.

-- Prepares special reports on regional problems and performance as requested by the Secretary.

In addition to the Director the staff of this office as of November 2, 1968 includes 3 professional and 1 clerical employees.
DIVISION OF INTERNATIONAL AFFAIRS

This staff advises and assists the Secretary with respect to the Department's international activities. The objectives of HUD's international operations are:

-- to acquire, evaluate and disseminate foreign housing and urban information;

-- to strengthen HUD decision making on domestic programs by providing operational and policy elements of the Department with relevant foreign experience;

-- to build meaningful cooperative relationships with foreign counterpart experience;

-- to coordinate the involvement of HUD resources in support of other U. S. Government international programs.

The Division collects, evaluates and disseminates information from other countries regarding innovations and practices in the field of housing and urban development.

The Division supplies support and advice for the Department of State in the formation of policy positions that the United States will assume internationally regarding matters within HUD's competence. It also provides participants for international meetings when appropriate. Under an interagency agreement with AID, it gives technical assistance to that agency and provides similar services to other U. S. government
DIVISION OF INSPECTION

The Division of Inspection is responsible for the development and administration of a program to maintain the integrity of the Department's programs and activities.

Director's Staff. This staff performs all the supervisory, administrative and supporting duties for the Division, including its field staff located in the regional offices. It includes a mail and file room which controls and services over 23,500 files; maintains a data bank on over 325,000 individuals and firms connected with present or past investigations or inspections; and processes some 25,000 pieces of correspondence a year, including 4,000 investigative reports from the Federal Bureau of Investigation.

Investigations Branch. The staff of this Branch is located primarily in the HUD regional centers, with a small supporting group in Washington. While geographically located in the regional offices, these are headquarters employees who report to the Division in Washington. Each regional staff, headed by a field Director, is responsible for maintaining liaison with all HUD program and administrative officials, with the U. S. Attorneys, the Federal Bureau of Investigation, and with other Government agencies and law enforcement officials.
The Investigation Branch conducts investigations of possible violations of law or regulation and other irregularities in the administration of Department programs and activities, including such investigation of possible criminal violation as may be necessary for prompt administrative action or for referral to the Department of Justice or other Government agency.

Jurisdiction for investigation is assigned to either the Investigation Branch or other agencies, depending on the nature of the case. Primary responsibility for the investigation of cases involving specific criminal statutes relating to the Department's activities or which are integral to program operations rests mainly with the Division. However, by agreement with the Attorney General, primary jurisdiction for investigations of fraud, false statements and forgeries relating to the FHA was assigned to the FBI. Subsequent agreements assigned to HUD's Investigations Branch primary jurisdiction to investigate all violations of labor standards and prevailing wage rates as they pertain to HUD, including FHA. Additionally, all primary investigations necessary to establish prima facie violations of Federal criminal statutes as well as follow up investigations to determine administrative actions are conducted by the Investigations Branch.

Subsequently, where the Department of Justice undertakes prosecution in connection with a criminal violation, the Branch provides support services including the development of additional investigative information on request, making staff available as witnesses for the Government, etc.
Examination Branch. The Examination Branch is responsible for the development and administration of a program to maintain the integrity of programs and activities Department-wide. It does through examinations of selected actual or potential problem areas, reporting to the Secretary and Under Secretary on the integrity and effectiveness of operations and of control procedures.

Civil Rights Inspection Branch. This Branch is responsible for:

(a) Investigation of complaints of discrimination in employment within the Department. These complaints are referred to the Inspection Division by the Assistant Secretary for Equal Opportunity, and the reports of investigation are made to him.

(b) Periodic or continuing reviews and inspections of the equal opportunity operations and procedures of the Department, as necessary to insure the integrity and effectiveness of such operations and procedures.

(c) Investigation of specific problems or complaints in the area of equal opportunity when requested by the Secretary, Under Secretary, or Assistant Secretary for Equal Opportunity.
WORKLOAD OF THE INSPECTION DIVISION

Some idea of the volume and distribution of this Division's investigative workload is given by the following summary:

TOTAL INVESTIGATIONS OPENED: (Criminal -- excluding FBI investigation)

FISCAL YEAR 1968 AND PROJECTED 1969

<table>
<thead>
<tr>
<th>Division</th>
<th>Fiscal 1968</th>
<th>Projected 1969</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Housing Administration</td>
<td>344</td>
<td>392</td>
</tr>
<tr>
<td>Renewal and Housing Assistance</td>
<td>139</td>
<td>180</td>
</tr>
<tr>
<td>Office of the Secretary</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Metropolitan Development</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Model Cities and Governmental Relations</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Federal National Mortgage Association</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>506</strong></td>
<td><strong>600</strong></td>
</tr>
</tbody>
</table>

In addition to the Director the staff of this Division as of November 2, 1968 includes 47 professional and 26 clerical employees.
Prior to mid-1967, Federal research, development and demonstration activities relating to housing, metropolitan growth and urban problems were limited in size, often not related closely to each other, or directly to the Department's most important goals, programs, and problems. Projects were normally awarded in response to unsolicited proposals.

The Federal Housing Administration had an Office of Experimental Housing and Technical Studies Division. Other offices of the Department conducted more or less independently such specialized programs as: the Low-Income Housing Demonstration Program; the Urban Planning Research and Demonstration Program; the Urban Renewal Demonstration Program; Transportation Research; and the study of ways for providing financial assistance in connection with natural disasters.

Establishment of the Office of Urban Technology and Research

In order to create a coordinated and comprehensive research effort, and to lay a sound foundation for its necessary future enlargement, the Secretary in May 1967, established an Office of Urban Technology and Research in the Office of the Secretary, and directed that all but the most closely program-oriented of the Department's R&D programs be transferred to it.
The Director of this Office is the principal advisor to the Secretary on all scientific and technological activities of the Department. The Office (1) serves as a focal point within the Department to coordinate all of its R.D.& D. activities; (2) serves as the principal interface with other Federal Departments and agencies engaged in urban-related research and development work; (3) exercises a line responsibility for the direct administration of certain R.D.& D. projects; and (4) develops the Department's R.D.& D. program-budget and defends it before the Bureau of the Budget and the Congress.

The Office currently has a total staff of 32 of which 20 are professional.

The Department had appropriated $11.0 million for general research alone (the total for all R.D.& D. activities is appreciably higher) in Fiscal Year 1969, in comparison with $0.5 million in Fiscal Year 1967 and $10.0 million in Fiscal Year 1968. The Bureau of the Budget recommended $25.0 million for Fiscal Year 1970.

1967 - 1968 Activities

In the past twenty months, considerable progress has been made in laying a foundation for a comprehensive R.D.& D. program by establishing new policies, creating more effective management tools, and initiating
new projects. The following are examples:

1. **Procurement Policy** - The Department has moved strongly toward the conception and development of a comprehensive R.D.& D. program closely related to the Department's most important and urgent needs and utilizing primarily competitive bidding procedures to select those to carry out its professional studies.

2. **Internal Management** - The formulation, review and selection of R.D.& D. projects is accomplished on a Department-wide basis under the leadership of the Office of Urban Technology and Research. Research Coordinators representing each major component of the Department express the research needs of the operating programs and other responsibilities of their respective office; as a body, the Research Coordinators participate with the Director of the Office of Urban Technology and Research in the process of determining the Department's program-budget-apportionment.

Department Circular No. 3600.2, of July 23, 1968, provides new Departmental guidelines for the formulation of an integrated research program-budget estimate. Initially, composite plans for each program are submitted in broad terms; later review of complete project plans allows the careful selection of those projects judged to be of greatest value to the Department.
Development of Program Planning Budgeting System (P.P.B.S.) Structure - A P.P.B.S. framework has been developed for the Department's R.D.& D. program. Since the basic purpose of research is to help the Department improve its efficiency and effectiveness, the framework is keyed directly to the basic goals and missions of the Department. The first overall P.P.B.S. study, based on the framework, is now in preparation.

Research and Development Contract Management - An intra-Department group has been studying the methods used to manage the Department's R.D.& D. projects. Its report, to be issued shortly, is expected to suggest implementation of uniform contracting procedures, a management information system to provide information on a timely basis, and other needed management techniques.

"Loop Closing" - A study is being made to determine how best to formalize the procedures by which the results of R.D.& D. activities influence the efficiency and effectiveness of the Department's operating programs.

Project Obligations Made in Fiscal Year 1968

A total of $15,500,000 (including Transportation) was obligated for some 100 projects in Fiscal Year 1968. A few examples of the more significant projects are described briefly in the following paragraphs:
(1) **Urban Institute** - The Department awarded the first contract to the newly formed Urban Institute. It was created with the principal objective of building a continuing, interdisciplinary capability to study complex urban problems as a whole, including their relationship to Federal, State and local institutions, organizations, policies and programs. The Institute will become a center of knowledge about city problems; will be oriented to problem solving in the cities; and will develop new knowledge useful to this and other Departments having urban concerns.

(2) **"In-Cities" Experimental Housing Project** - In Fiscal Year 1968 this Project was the principal R. & D. effort initiated and directed toward the Departmental goal of assuring decent housing for our lower-income families. Zoning ordinances, building codes, craft labor rules, financial policies, city administrative practices, etc., all serve as difficult obstacles to the prompt introduction of housing innovations which could reduce both cost and construction time. The experiment, consisting of a group of interrelated sub-experiments to be conducted in each of 10 - 20 cities, is designed to measure the character and magnitude of such constraints, to determine their influence, and to learn the extent to which they will yield in the presence of information and experience.

(3) **Model Cities Evaluation** - An overall Departmental plan was developed to evaluate the impact of the Model Cities program on local residents, institutions and organizations. A number of R. & D. projects were
initiated to provide information needed for such an evaluation, including the design, development and testing of prototype City information procedures; a study of the planning and decision making process in selected cities; and resident observer studies in which model neighborhood residents will be trained and will work with professionals to study the effect of the program on their neighborhoods.

(4) University Summer Studies - During the summer, studies in specific subject areas were conducted at nine universities. Each study brought together a multi-discipline team from within the host University, other Universities, members of city governments and representatives of community interests. The studies generally addressed how to make more effective use of scientific and technological tools in the design and operations of cities; how to make use of, and organize, their local communities' physical and social resources for stabilizing and obtaining increased security of these communities; and what organizational and administrative methods can improve the provision of urban services.

(5) Public Utilities - The cost of providing essential municipal services is oftentimes so great that the provision of other services is seriously limited. Three contracts have been awarded to the Atomic Energy Commission to study problems related to basic
services: the technical and economic factors involved in the volume reduction of solid waste through underwater combustion and collection of the residue, using the sewer system for disposal; less expensive and more efficient ways of constructing small horizontal tunnels for water, sewer, and other utilities systems; and the possibility of supplying large quantities of thermal energy (heat), now generated by nuclear power plants as a wasted by-product, for city use.

The Department is also involved in active cooperative R.D.& D. activities with the Departments of Commerce; Defense; Health, Education and Welfare; the Bureau of the Census, the Atomic Energy Commission and the Office of Economic Opportunity.

Significant Aspects of the Program's Future

In the next year or so, the following appear to be the most important matters requiring the attention of the Department in the R. & D. area:

--Further developing administrative mechanisms designed to assure that R.& D. results are utilized promptly and effectively by the operating program managers.

--Attending to the successful execution of the large, pioneering "In-Cities" experimental housing project.
Office of Urban Technology and Research—Cont'd.

--Developing a major innovative housing program responsive to Section 108 of the 1968 Act—an experimental undertaking potentially ten times the size of the In-Cities experiment.

--Improving or creating institutional relationships to draw upon the technological skills of the Universities and of scientists, engineers, architects, planners and others, both for advice and for active participation in urban research efforts.

--Encouraging by all available means a broadening of the country's urban-related R.& D. professional base, including the development of programs, funding and organizational competence at the State and local level.

--Improving communication and coordination among and between all Federal Departments and agencies having urban-related R.& D. activities.

Successful solution of these problems, in addition to the energetic pursuit of the research efforts already under way, can be expected to require substantial growth in the professional and administrative staff now assigned to this area of activity in the Department.
Significant Information for Appointing Officers and New Appointees 
Leave and Other Benefits 
Civil Service Retirement 
Social Security 
Life Insurance 
Health Benefits 
Travel and Moving Expenses; Per Diem Allowances
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal Employment Opportunity</td>
<td>25</td>
</tr>
<tr>
<td>Political Activity of Government Employees (Hatch Act)</td>
<td>26</td>
</tr>
<tr>
<td>Conflicts of Interest</td>
<td>28</td>
</tr>
<tr>
<td>Conduct and Responsibilities of Employees</td>
<td>28</td>
</tr>
<tr>
<td>Prohibited Activities in General</td>
<td>28</td>
</tr>
<tr>
<td>Gifts and Entertainment</td>
<td>28</td>
</tr>
<tr>
<td>Dual Compensation</td>
<td>28</td>
</tr>
<tr>
<td>Outside Employment</td>
<td>29</td>
</tr>
<tr>
<td>Membership in Organizations</td>
<td>29</td>
</tr>
<tr>
<td>Temporary Consultants and Advisors (Special Government Employees)</td>
<td>29</td>
</tr>
<tr>
<td>Disclosure of Financial and Employment Interests</td>
<td>30</td>
</tr>
<tr>
<td>Restrictions on Partners of Employees</td>
<td>30</td>
</tr>
<tr>
<td>Divestiture of Conflicting Interests</td>
<td>30</td>
</tr>
<tr>
<td>Conduct and Responsibilities of Former Employees</td>
<td>31</td>
</tr>
<tr>
<td>Counselling</td>
<td>32</td>
</tr>
</tbody>
</table>
**APPOINTMENTS MADE BY THE PRESIDENT WITH ADVICE AND CONSENT OF THE SENATE**

<table>
<thead>
<tr>
<th>TITLE</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level I - $35,000</td>
<td>Secretary</td>
</tr>
<tr>
<td>Level III - $29,500</td>
<td>Under Secretary</td>
</tr>
<tr>
<td>Level IV - $28,750</td>
<td>General Counsel</td>
</tr>
<tr>
<td>Assistant Secretary for Mortgage Credit and Federal Housing Commissioner</td>
<td>Robert C. Wood</td>
</tr>
<tr>
<td>Assistant Secretary for Renewal and Housing Assistance</td>
<td>Thomas C. McGrath</td>
</tr>
<tr>
<td>Assistant Secretary for Model Cities and Governmental Relations</td>
<td>Philip N. Brownstein</td>
</tr>
<tr>
<td>Assistant Secretary for Metropolitan Development</td>
<td>Don Hummel</td>
</tr>
<tr>
<td>Assistant Secretary for Equal Opportunity</td>
<td>H. Ralph Taylor</td>
</tr>
<tr>
<td>Assistant Secretary*</td>
<td>Charles M. Haar</td>
</tr>
<tr>
<td>Assistant Secretary for Equal Opportunity</td>
<td>Walter B. Lewis</td>
</tr>
<tr>
<td>Assistant Secretary*</td>
<td>Vacant</td>
</tr>
</tbody>
</table>

Except as noted in the next paragraph, the functional titles shown above for Assistant Secretaries are assigned in Organization.

*An additional Assistant Secretary position was established by section 1708 of the Housing and Urban Development Act of 1968. There has been no appointment to this office, and no functions have been assigned to it by the Secretary. The Committee reports indicate that this position would be used to supervise the research programs and the engineering and technical services of the Department, but this explanatory statement is not reflected in the statutory language and is not legally binding on the Secretary.
Orders of the Secretary. The commission signed by the President in each case appoints the individual simply as "an Assistant Secretary of the Department of Housing and Urban Development."

With respect to the title of Assistant Secretary for Mortgage Credit and Federal Housing Commissioner, the descriptive language "for Mortgage Credit" was added by the Secretary. However, the Departmental Status Act requires that there be in the Department "... a Federal Housing Commissioner ... who shall be one of the Assistant Secretaries ...". This portion of the title, therefore, can be regarded as statutory.

Recess Appointments

Recess appointments are appointments made by the President during the adjournment of the Senate to positions requiring Senate confirmation.

Only one officer of the Department is serving under a recess appointment: Mr. Walter B. Lewis, Assistant Secretary for Equal Opportunity. Mr. Lewis' nomination to this position was sent to the Senate, but was not acted upon before the 90th Congress adjourned. Subsequently the President appointed him Assistant Secretary.

Under the law, if an individual serving under a recess appointment is to continue in the office his nomination must again be sent to the Senate within 40 days after the Senate again meets.
The Exercise of Appointing Authority

Appointing authority is the legal power to make appointments to positions in the Department, and embraces the power to reassign, promote, demote, and dismiss as well as the power to make the original appointment.

Appointing authority is vested by law in the Secretary, and may be exercised only by him (or a person duly acting as Secretary) except to the extent that he may delegate such authority to other officers and employees of the Department.

The personnel delegations presently in effect in HUD authorize:

(a) The Assistant Secretary for Administration, and through him the Director of Personnel, or his designee, to take final action with respect to headquarters positions and employees in Grades GS-1 through GS-15, or equivalent rates, and Wage Board positions and employees at all grades, except in both cases positions and employees in FHA.
(b) The Regional Administrators, or their designees, to take final action with respect to Regional Office positions and employees exclusive of FHA in Grades GS-1 through GS-15, or equivalent rates, and Wage Board positions and employees at all grades; provided, however, that at Grades GS-14 and GS-15 prior Central Office counterpart or program head approval must be obtained.

(c) The Assistant Secretary for Mortgage Credit and Federal Housing Commissioner, or his designee, to take final action with respect to FHA positions and employees at Grades GS-1 through GS-15, or equivalent rates, and Wage Board positions and employees at all grades; provided, however, that prior approval of the Secretary, or his designee, is required for all positions and employees in Grades GS-16 and above or in Schedule C, and positions and employees to head first-line field establishments regardless of grade.

These delegations can be extended, modified or withdrawn by the Secretary at any time.

Required Clearances; Commitments and Announcements

Civil Service regulations provide that all appointments and assignments to positions in Grades GS-16, GS-17 and GS-18 ($22,835-$28,000 per annum) be made only after the Commission has approved
the grade level of positions and the qualifications of the proposed appointees. Appointments and assignments to competitive positions in the Executive Salary Schedule (Levels I through V) also require Commission approval of the candidates' qualifications.

Under certain circumstances security investigations are required in accordance with Executive Order 10450. Because of the necessity for obtaining these approvals of positions and candidates, and the fact that the Department has little or no control over the time involved neither firm commitments for employment nor announcement of key appointments should be made by any official or employee of the Department until the required clearances have not only been provided but received. This is a practical rule of thumb, and to disregard it can lead to serious embarrassment for candidates, for the Secretary, and for the White House. Except where special arrangements are desired on a case basis, the Office of Personnel arranges for official notification to candidates for employment and for reporting dates as soon as clearances are completed.

Reassignments and Separations

Career employees in competitive positions can be reassigned to positions of equal rank and pay, for which they are qualified. A career employee in such a position is not subject to reassignment to a position which would result in loss of rank or pay; or to
termination of services except under serious charges, or by virtue of a disability retirement, or reduction in force brought about by reorganization or curtailment of functions or funds. If action based on charges is proposed it is considered an adverse action, against which the employee has appeal rights, depending on the circumstances, within the Department, to the Civil Service Commission, and to the Courts.

Some positions in the Government are exempt by statute or regulation from application of the rules affording career employees protection from arbitrary dismissal, although the separation of the incumbents of such jobs still follows an orderly process prescribed by the Civil Service Commission. Most of these excepted positions are of a policy-making or confidential nature; some involve the advocacy of policy. It is essential that the individuals serving in them have the personal confidence of those who appoint them. Lack of such personal confidence therefore is an acceptable basis for taking action to terminate the services of employees in these positions, or to reassign them to other available positions in HUD for which they meet Civil Service qualification standards. The general rules governing the separation of non-career employees are summarized in the following section.
PROVISIONS FOR SEPARATING EMPLOYEES SERVING IN EXCEPTED POSITIONS
(Non-Career, Schedule A (other than Attorneys) and Schedule C)

The following are the basic provisions for separating from HUD employment any employees serving in excepted (i.e., non-competitive) positions. It must be emphasized, however, that their application in specific cases may involve exceptions to the rules and procedures cited here. The procedures governing separation, demotion, or reassignment of employees are established by law and regulation and create employee rights which can be enforced. Procedural errors may serve as a basis for employee appeals to the Civil Service Commission and the courts, and have often resulted in nullification of the action taken.

Separation Procedures

An employee may be removed by the appointing officer when the employee's qualifications or working relationships required for the position change or cease (or when the Civil Service Commission revokes the exception of the position and thereby places it back in the career service). There are essentially three types of procedures prescribed for the removal of employees from excepted positions. The kinds of cases and the procedure required in each are summarized below:

GROUP 1

Coverage: All non-veterans (except for the special situation described in Group 3 below), and veterans with less than one year of current continuous Federal service (except for the special situation described in Group 2 below).
Coverage: Non-veterans 1-th status, who continue to serve in a position whose status is changed from competitive to excepted, for so long as they continue to serve in that position.

Procedure: The employee must receive advance written notice of the action, specifying reasons for it. He has a right to answer in writing, and must receive a final written decision from an appropriate official of the Department, whether or not he has made a written answer. This decision is final.
Provisions for Separating Employees
Serving in Excepted Positions--Cont'd.

Salary Savings and Highest Rate Provision

An employee who is reduced in rank from a position above GS-18 to GS-18 or under, may have his salary in the reduced grade set at the step nearest his previous salary.

An employee in GS-18 or under who is reduced in grade, and who served the preceding two years in HUD in grades higher than the reduced grade, may retain his present salary for two years.

An employee in GS-18 or under who is reduced in grade, and who served the preceding two years in HUD, may have his salary in the reduced grade set at the step nearest his previous salary.
KINDS OF POSITIONS--APPOINTMENT AND TENURE

For purposes of appointment and tenure, each position in the executive branch of the Federal service is assigned to one of the categories or sub-categories described below. The Assignment of a position may be changed by an official personnel action to reflect changed circumstances, correct a previous error, or for similar reasons; however, at any given point in time each position is recorded as falling in one of the following groups:

1. Competitive positions, to which appointment is made only after the successful completion of an examination prescribed by the Civil Service Commission. (The form of examination prescribed may or may not be a competitive process, but this has no bearing on the status of the position.) An appointee to a competitive position is eligible for Civil Service status following successful completion of a probationary period of one year. The majority of positions falls in this group.

2. Excepted positions are those excepted from the competitive service by statute or by specific authority of the Civil Service Commission. Appointment to an excepted position does not confer or provide eligibility for competitive status; conversely, it does not deprive of competitive Civil Service status employees who have already achieved
such status in other positions. Excepted positions may be:

(a) **Statutory.** Positions established by law to which the appointments are to be made by the Secretary of a Department are sometimes excepted by express language, such as provision that they shall be appointed "without regard to the provisions of the civil service laws". There are no such statutory positions in the Department at the present time. Positions filled by appointment of the President with confirmation by Senate are not, of course, in the Civil Service system.

(b) **Non-career executive positions.** These are positions in Grades GS-16, GS-17 and GS-18 under the Executive Assignment System for which competitive procedures are not required (as contrasted with career executive positions in these grades). These positions are excepted from the competitive service by authority of the Civil Service Commission, and typically carry significant responsibility for policy determination or advocacy.

(c) **Schedule A includes positions, neither policy-making nor confidential, for which it is not practicable to examine.**
Special note concerning attorneys. The largest single group of positions in Schedule A consists of attorneys. While all attorney positions are in Schedule A, and are thus technically in the excepted service, they are by universal practice and acceptance treated as a separate competitive service within that schedule. Thus the ordinary rules for separation of employees from excepted positions as outlined herein are, in the case of attorneys, applied only to those who (in addition to being in Schedule A as are all attorneys) also occupy positions which because of policy-making or similar responsibilities are also classified as non-career executive assignments or as Schedule C. There are three such positions currently in the Department, and they are so identified in the appropriate lists of excepted positions.

(d) Schedule B. This Schedule consists of positions, neither policy-making nor confidential, for which the Commission determines it is not practicable to hold a competitive examination. Its most common use is for 90-day appointments for students in a professional field of study at the college level who are employed under a work-study program. There are no employees in HUD at the present time in this Schedule.
Kinds of Positions--Appointment and Tenure--Cont'd.

(e) **Schedule C.** This Schedule includes policy-making, policy-advocating, and confidential positions below Grade GS-16, and some positions in the Executive Salary Schedule which are established under Presidential (not legislative) authority. Confidential assistants and secretaries to the Secretary, Under Secretary, Deputy Under Secretary, and Assistant Secretaries typically are appointed under Schedule C authority.

(f) **W.A.E.** ("When actually employed"). This term designates another major group of positions excepted from the competitive service, and applies principally to experts and consultants employed on a temporary or intermittent basis and paid only for those days on which they actually work for the Government.

The following pages list the excepted positions now authorized by the Civil Service Commission, and the incumbents of those positions now filled.
<table>
<thead>
<tr>
<th>Position Title</th>
<th>Grade</th>
<th>Incumbent</th>
<th>Type of Appointment</th>
<th>Personal Status</th>
<th>Veteran Status</th>
<th>Years Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Insurance Administrator</td>
<td>Level IV</td>
<td>Vacant</td>
<td>Sch. C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Under Secretary for Policy Analysis and Program Evaluation</td>
<td>Level V</td>
<td>William B. Ross</td>
<td>Sch. C</td>
<td>X</td>
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</tr>
<tr>
<td>Assistant to the Secretary for Congressional Services</td>
<td>GS-18</td>
<td>L. Edward Lashman, Jr.</td>
<td>NEA</td>
<td>X</td>
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<tr>
<td>Executive Assistant to the Secretary</td>
<td>GS-17</td>
<td>Jay Janis</td>
<td>NEA</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>Special Assistant to the Secretary</td>
<td>GS-17</td>
<td>John Frantz</td>
<td>NEA</td>
<td>X</td>
<td>X</td>
<td>31</td>
</tr>
<tr>
<td>Director, Office of Equal Opportunity</td>
<td>GS-17</td>
<td>Vacant</td>
<td>NEA</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Special Counsel and Assistant to the Under Secretary</td>
<td>GS-17</td>
<td>Vacant</td>
<td>NEA</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Director, Inspection Division</td>
<td>GS-17</td>
<td>William H. T. Smith</td>
<td>Sch. A</td>
<td>X</td>
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<tr>
<td>Director, Division of International Affairs</td>
<td>GS-16</td>
<td>James A. Moore</td>
<td>NEA</td>
<td>X</td>
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<tr>
<td>Director of Public Affairs</td>
<td>GS-16</td>
<td>Gerald Huard</td>
<td>NEA</td>
<td>X</td>
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</tr>
<tr>
<td>Deputy Director of Public Affairs</td>
<td>GS-16</td>
<td>Robert Murray</td>
<td>Taper*</td>
<td>X</td>
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<tr>
<td>Deputy Assistant to the Secretary for Congressional Services</td>
<td>GS-16</td>
<td>Andrew I. Hickey</td>
<td>NEA</td>
<td>X</td>
<td>X</td>
<td>22</td>
</tr>
</tbody>
</table>

* Temporary appointment, pending establishment of a register
<table>
<thead>
<tr>
<th>Position Title</th>
<th>Grade</th>
<th>Incumbent</th>
<th>Type of Appointment</th>
<th>Personal Status</th>
<th>Veteran Status</th>
<th>Years of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Regional Support</td>
<td>GS-16</td>
<td>Booker T. McGraw</td>
<td>NEA</td>
<td>X</td>
<td>X</td>
<td>27</td>
</tr>
<tr>
<td>Special Assistant for Labor Relations</td>
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### Office of the Secretary (continued)

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<td>J. Guy Arrington</td>
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<td>Marie McGuire</td>
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<td>Sol Ackerman</td>
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<td>Years Service</td>
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* Temporary appointment, pending establishment of a register
## OFFICE OF METROPOLITAN DEVELOPMENT

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<th>Veteran Status</th>
<th>Years Service</th>
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<td>Sch. C</td>
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<tr>
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<td>Arthur A. Davis</td>
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<td>Deputy Assistant Secretary for Metropolitan Development</td>
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Non-Career, Schedule A (other than Attorneys) and Schedule C

(From information available as of November 30, 1968)
Non-Career, Schedule A (other than Attorneys) and Schedule C
(From information available as of November 30, 1958)

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<td>Technical Assistant to the President</td>
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</table>
The great majority of all positions in the Department fall into one of three major categories for purposes of grade level and compensation:

--- The Executive Level positions, established to accommodate mainly the Cabinet, sub-Cabinet, bureau head, and similar positions.

--- The so-called "supergrades": three classified grades designated as GS-16, 17 and 18, which were created above the older classified structure which was topped by grade GS-15.

--- The regular classified positions, ranging from GS-1 through GS-15.

These groups are briefly characterized and their rates of compensation given below.

Executive Pay Levels. The Federal Executive Salary Act of 1964 established the Federal Executive Salary Schedule with pay divisions from Level I through Level V, and specified the positions for inclusion at each level. Additional positions have been added to the Schedule from time to time.

The Act further provides that, in addition to the positions specifically designated and those added by subsequent legislation, the President may establish positions for not more than 34 individuals at Levels IV and V "when he considers that action necessary to reflect changes in organization, management responsibilities, or workload in any Executive agency".
The salaries attaching to these levels under present law are as follows:

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<td>II</td>
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<td>III</td>
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<td>IV</td>
<td>$28,750</td>
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<td>V</td>
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</tbody>
</table>

The Act creating the Department places the position of Secretary in Level I; the Under Secretary in Level III; the General Counsel and the Assistant Secretaries (except for the Assistant Secretary for Administration) in Level IV; and the Assistant Secretary for Administration in Level V. In addition, the Secretary is authorized (apart from any positions that may be established under the Presidential authority cited above) to fix the compensation of not more than seven other positions in the Department at Level V.

Supergrades. Positions classified in GS-16, GS-17 and GS-18 are numerically restricted by law. The existing statutory authorization is for not to exceed 2,577 such positions (with exceptions allowed for engineering research and development positions; professional positions in medicine and the natural and physical sciences; hearing examiners; and a specified number of positions in certain agencies). HUD has 117 supergrade positions.
The table on the following page shows the number and the organizational distribution of Executive Level and supergrade positions now in the Department.
EXECUTIVE POSITIONS IN HUD (as of November 15, 1968)

<table>
<thead>
<tr>
<th>Office of the Secretary</th>
<th>Executive Salary Act Level</th>
<th>Classification Act Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate Office</td>
<td>I  II  III  IV  V</td>
<td>18  17  16</td>
</tr>
<tr>
<td>Other Staff Offices</td>
<td>-   -   -   -</td>
<td>0   2   6</td>
</tr>
<tr>
<td>National Commission on Urban Problems</td>
<td>-   -   -   -</td>
<td>1   1   1</td>
</tr>
<tr>
<td>Office of General Counsel</td>
<td>-   -   -   -   1</td>
<td>1   2   8</td>
</tr>
<tr>
<td>Office of the Under Secretary</td>
<td>-   -   1   1</td>
<td>0   3   3</td>
</tr>
<tr>
<td>Office of Urban Research &amp; Technology</td>
<td>-   -   -   1</td>
<td>1   1   2</td>
</tr>
<tr>
<td>Federal National Mortgage Association</td>
<td>-   -   -   1</td>
<td>-   -   -</td>
</tr>
<tr>
<td>Federal Insurance Administrator</td>
<td>-   -   -   1</td>
<td>-   -   -</td>
</tr>
<tr>
<td>Assistant Secretary for Administration</td>
<td>-   -   -   1</td>
<td>1   3   5</td>
</tr>
<tr>
<td>Assistant Secretary for Equal Opportunity</td>
<td>-   -   -   1   1</td>
<td>-   -   -</td>
</tr>
<tr>
<td>Assistant Secretary for Mortgage Credit and FHA Commissioner</td>
<td>-   -   -   1   1</td>
<td>0   6   11</td>
</tr>
<tr>
<td>Assistant Secretary for Metropolitan Development</td>
<td>-   -   -   1   2</td>
<td>1   1   6</td>
</tr>
<tr>
<td>Assistant Secretary for Model Cities and Government Relations</td>
<td>-   -   -   1   2</td>
<td>0   4   4</td>
</tr>
<tr>
<td>Assistant Secretary for Renewal and Housing Assistance</td>
<td>-   -   -   1   2</td>
<td>1   3   10</td>
</tr>
<tr>
<td>Regional Offices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Region I</td>
<td></td>
<td>1   1   3</td>
</tr>
<tr>
<td>Region II</td>
<td></td>
<td>-   1   2</td>
</tr>
<tr>
<td>Region III</td>
<td></td>
<td>-   1   2</td>
</tr>
<tr>
<td>Region IV</td>
<td></td>
<td>1   -   3</td>
</tr>
<tr>
<td>Region V</td>
<td></td>
<td>-   1   2</td>
</tr>
<tr>
<td>Region VI</td>
<td></td>
<td>-   1   2</td>
</tr>
<tr>
<td>Region VII</td>
<td></td>
<td>-   -   1</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>1   0   1   8   11</td>
<td>9   34  74 = 117</td>
</tr>
</tbody>
</table>
Regular Classification Grades GS-1 through GS-15. The great majority of both professional and clerical positions in the Department are classified in the regular grades GS-1 through GS-15. The Classification Act and related legislation state the policy that Federal pay should be based on equal pay for substantially equal work for all employees, and that Federal pay rates should be comparable with those of private industry for the same levels of work. Pay rates for each grade are established by legislative action, and may be adjusted by the Congress either upward or downward, while the grade levels, per se, remain constant. The legislation provides for annual pay comparability surveys of the private sector as against the Federal Government to provide a basis for adjustments in the pay structure. Within each grade, including for this purpose grades GS-16 and 17, there is a specified range of pay rates providing periodic step increments which increase in dollar amount and time intervals with the length of time in the grade. A chart on the following page shows the grade and salary structure of positions covered by the Classification Act.
SCHEDULE OF ANNUAL SALARY RATES BY GRADE

GENERAL SCHEDULE

<table>
<thead>
<tr>
<th>Rates Within Grade &amp; Waiting Period for Next Step Increase</th>
<th>Amount of Within Grade Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>52 Weeks</td>
<td></td>
</tr>
<tr>
<td>104 Weeks</td>
<td></td>
</tr>
<tr>
<td>156 Weeks</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>$3,889</td>
<td>$4,019</td>
</tr>
<tr>
<td>4,231</td>
<td>4,372</td>
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<tr>
<td>4,600</td>
<td>4,753</td>
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<td>4,732</td>
<td>5,106</td>
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<tr>
<td>6,321</td>
<td>6,532</td>
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<tr>
<td>6,981</td>
<td>7,214</td>
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<tr>
<td>7,699</td>
<td>7,956</td>
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<tr>
<td>8,462</td>
<td>8,744</td>
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<tr>
<td>9,297</td>
<td>9,607</td>
</tr>
<tr>
<td>10,203</td>
<td>10,543</td>
</tr>
<tr>
<td>11,174</td>
<td>11,580</td>
</tr>
<tr>
<td>12,409</td>
<td>12,889</td>
</tr>
<tr>
<td>13,415</td>
<td>13,885</td>
</tr>
<tr>
<td>14,965</td>
<td>15,511</td>
</tr>
<tr>
<td>16,800</td>
<td>17,469</td>
</tr>
<tr>
<td>18,235</td>
<td>18,959</td>
</tr>
<tr>
<td>19,264</td>
<td>19,999</td>
</tr>
</tbody>
</table>

UPPER LEVEL POSITIONS

- 19 -
Wage Board Rates. Blue collar workers are paid under a wage board schedule based on surveys of prevailing wage rates conducted approximately once a year. Only a small percentage of HUD employees (such as duplicating machine operators, etc.) are in blue collar jobs.

Pay Procedures. HUD paydays are at the close of every two-week period. Salary checks issued on a Friday cover not the immediately preceding two weeks, but for most employees the two-week period next before that time. The two-week lag is provided to allow time for posting and making adjustments to accommodate last-minute changes, and reduces substantially the cost of the payroll operation.

Deductions are made before checks are issued for the withholding of retirement payments; Federal income tax and, as authorized, State income taxes; life insurance and health benefits premiums; U. S. savings bonds deductions; United Givers Fund; and union dues for those members requesting such deductions.
# List of Executive Level and Supergrade Positions in HUD

*(By Organization, Title, Grade, and Name, with Summary Totals)*

## Office of the Secretary

<table>
<thead>
<tr>
<th>Level</th>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level I</td>
<td>Secretary</td>
<td>Robert C. Wood</td>
</tr>
<tr>
<td>Level III</td>
<td>Under Secretary</td>
<td>Vacant</td>
</tr>
<tr>
<td>Level IV</td>
<td>Assistant Secretary*</td>
<td>Vacant</td>
</tr>
<tr>
<td>Level V</td>
<td>Deputy Under Secretary for Policy Analysis and Program Evaluation</td>
<td>William B. Ross</td>
</tr>
</tbody>
</table>

### GS-18
Assistant to the Secretary for Congressional Services L. Edward Lashman

### GS-17
Executive Assistant to the Secretary Jay Janis
Director, Office of Economic and Market Analysis Henry Schechter
Director, Inspection Division William H. T. Smith
Special Counsel and Assistant to the Under Secretary Vacant
Director, Program Analysis and Evaluation Staff Jerome Pickard

### GS-16
Director of Regional Support Booker T. McGraw
Special Assistant for Labor Relations Vacant
Director of Public Affairs Gerald Huard
Deputy Director of Public Affairs Robert Murray
Deputy Assistant to the Secretary for Congressional Services Andrew Hickey
Director, Division of International Affairs James Moore
Director, Data Systems Development Staff Roderick Symmes
Director, Planning, Programming and Budgeting Robert Colwell
Director, Systems Staff Wayne Daugherty
Director, Statistical Reports and Analysis Staff

*New Position (Housing and Urban Development Act of 1963); so far undesignated.*
NATIONAL COMMISSION ON URBAN PROBLEMS

GS-18

Executive Director, National Commission on Urban Problems

Howard Shuman

GS-17

Adviser to the Commission for Low Cost Housing (Deputy Executive Director)

Vacant

GS-16

Assistant to the Commission for Demography and Local Revenues

Allan Manvel

OFFICE OF GENERAL COUNSEL

Level IV
General Counsel

Thomas C. McGrath

GS-18

Deputy General Counsel

Ashley Foard

GS-17

Associate General Counsel (Legislation and Policy Regulations)
General Counsel (FHA)

Hilbert Fefferman
Adolphus Prothro

GS-16

Assistant General Counsel for Operations and Coordination
Assistant General Counsel for Federal Legislation
Assistant General Counsel for Metropolitan Development
General Counsel, FNMA

Paul Boesch
Irving Margulies
John Bell
Vacant
GS-16 (Cont'd)

Associate General Counsel (FHA)
Associate General Counsel (Chief Counsel, RHA)
Associate General Counsel (General Legal Services)
Chief Counsel, MD

ASSISTANT SECRETARY FOR ADMINISTRATION

Level V
Assistant Secretary for Administration

Dwight A. Ink

GS-18

Deputy Assistant Secretary for Administration

Lewis Williams

GS-17

Director, Office of Financial Systems and Services
Director, Office of Management and Organization
Director of Personnel
Director, Office of Budget

John Kurelich
Guy Chamberlin
Arthur L. Tackman
Vacant

GS-16

Director of Audit
Budget Officer
Director, Office of General Services
Deputy Director of Personnel
Director, Office of ADP Systems Management and Operations

Elmer Muhonen
Nathaniel Eiseman
Richard Althaus
Robert Mello
David Albright

ASSISTANT SECRETARY FOR EQUAL OPPORTUNITY

Level IV
Assistant Secretary for Equal Opportunity

Walter B. Lewis

Level V
Deputy Assistant Secretary for Equal Opportunity

Vacant
ASSISTANT SECRETARY FOR MORTGAGE CREDIT & FHA COMMISSIONER

Level IV

Assistant Secretary for Mortgage Credit and
Federal Housing Administration Commissioner

Philip N. Brownstein

Level V

Deputy Assistant Secretary for Mortgage Credit
and Deputy FHA Commissioner

Philip J. Maloney

GS-17

Executive Assistant Commissioner
Charles Dieman

Assistant Commissioner for Technical Standards
Morton Schomer

Assistant Commissioner for Multifamily Housing
Vacant

Assistant Commissioner for Field Operations
M. Carter McFarland

Assistant Commissioner for Programs
William Cameron

Assistant Commissioner for Property Disposition

GS-16

Assistant Commissioner for Administration
Horace Bazan

Assistant Commissioner -- Comptroller
Lester Thompson

Assistant Commissioner for Home Mortgages
J. Guy Arrington

Assistant Commissioner for Property Improvement
Charles Walsh

Deputy Assistant Commissioner for Technical Standards
Donald Jordan

Deputy Assistant Commissioner for Multifamily Housing
Robert Jones

Deputy Assistant Commissioner for Programs
R. Harold Denton

Deputy Assistant Commissioner for Field Operations
Joseph Maguire

Director, Project Mortgage Servicing Division
Marsh Cunningham

Director, Architectural Division
S. Porter Driscoll

Regional Operations Commissioner FHA, Region VI
Vacant

Director, Low and Moderate Income Housing
Morton A. Baruch

Division

iv
ASSISTANT SECRETARY FOR RENEWAL AND HOUSING ASSISTANCE

Level IV
Assistant Secretary for Renewal and Housing Assistance

Level V
Deputy Assistant Secretary, Housing Assistance Administration

Level V
Deputy Assistant Secretary, Renewal Assistance Administration

GS-18
Deputy Assistant Secretary

GS-17
General Deputy, Renewal Assistance Administration
General Deputy, Housing Assistance Administration
Director, Office of Community Development

GS-16
Deputy Director, Office of Community Development
Director, Operational Services Division
Director, Plans, Programs and Evaluation Staff
Director, Program Management Division
Director, Neighborhood Programs Division
Director, Rehabilitation & Codes Division
Director, Redevelopment Division
Assistant to the Assistant Secretary for Problems of the Elderly and Handicapped
Director, Tenant Services Division, HAA
Director, Production Division, HAA
Project Manager, Surplus Land for Community Development

Don Hummel
Vacant (Arthur E. Rosfeld, Acting)
Robert E. McCabe
Howard Wharton
Robert Maffin
Abner Silverman
James Banks
Vacant
Arthur E. Rosfeld
Morton Leeds
Howard Wolaver
Richard Ives
Ralph Herod
Vacant
Marie McGuire
Clifton P. Lander, Jr.
William Fitzgerald
John Clinton
ASSISTANT SECRETARY FOR METROPOLITAN DEVELOPMENT

Level IV
Assistant Secretary for Metropolitan Development

Level V
Director, Urban Management Assistance Administration ** (Proposed)

Level V
Office of Urban Transportation Development and Liaison *

Level V
Director, Community Resources Development Administration
(Designated Acting Deputy Assistant Secretary MD)

GS-18
Deputy Assistant Secretary

GS-17
Director Office of Plans, Programs and Evaluation
Deputy Director, Urban Management Assistance Administration ** (Proposed)

GS-16
Director, Engineering Division
Director, Community Facilities Division
General Deputy, Community Resources Development Administration
(Designated Acting Director)
Director, Plans, Programs and Evaluation Staff
Director Division of Metropolitan Area Analysis
Director Division of Planning Standards MD

* Obsolete; function transferred to DOT.

** These two positions are proposed for establishment pursuant to reorganizations recently approved by the Secretary. Norman Beckman, designated for the Level V position, is still carried in the obsolete Level V position of Director, Office of Intergovernmental Relations, and Urban Program Coordination to be superseded by the new position; and Howard Ball, present encumbers the GS-17 position of Deputy Director, Office of Inter-Governmental Relations and Urban Program Coordination now assigned to MD.
ASSISTANT SECRETARY FOR MODEL CITIES AND GOVERNMENTAL RELATIONS

Level IV
Assistant Secretary for Model Cities and Governmental Relations

Level V
Director, Model Cities Administration

GS-17
Deputy for Model Cities and Governmental Relations
Deputy Director, Model Cities Administration
Director Program Development and Evaluation

Vacant
John Buggs
Bernard Russell

GS-16
Director, Program Operations and Technical Assistance

John McLean

Deputy Director for Program Development
Chief, Federal, State and Local Tax Study

Lawrence Houstoun
Vacant

ASSISTANT SECRETARY FOR URBAN TECHNOLOGY AND RESEARCH

GS-18
Director Office of Urban Technology and Research, Office of the Secretary

Thomas F. Rogers

GS-17
Assistant Director for Research Planning and Coordination, Office of Urban Technology and Research, Office of the Secretary

Albert Weinstein

GS-16
Director of Technology, Office of Urban Technology and Research
Urban Research and Technology Director (Utilities)

James R. Simpson
Richard M. Michaels

FEDERAL INSURANCE ADMINISTRATOR

Level IV

Vacant

vii
GOVERNMENT NATIONAL MORTGAGE ASSOCIATION*

Level V
President, Federal National Mortgage Association
Vacant

GS-17
Executive Vice President
Harry Gilbert

GS-16
Secretary-Treasurer
Vacant
Vice President (Fiscal Management)
James Considine

REGIONAL OFFICES

GS-18
Regional Administrator, Region I
Regional Administrator, Region IV
Judah Gribetz
Francis Fisher

GS-17
Regional Administrator, Region II
Regional Administrator, Region III
Regional Administrator, Region V
Regional Administrator, Region VI
Deputy Regional Administrator, Region I
Warren Phelan
Edward Baxter
William Collins
Robert Pitts
Anne Roberts

GS-16
Regional Administrator, Region VII
Deputy Regional Administrator, Region III
Deputy Regional Administrator, Region II
Deputy Regional Administrator, Region IV
Deputy Regional Administrator, Region V
Assistant Regional Administrator for RA, Region VI
Jose Febres-Silva
Charles Adams
Vacant
Don Morrow
Leonard Church
James Richardson

*These positions were established in FNMA and are not current.
Assistant Regional Administrator for Renewal Assistance, Region I
Assistant Regional Administrator for Renewal Assistance, Region IV
Assistant Regional Administrator for Housing Assistance, Region I
Assistant Regional Administrator for FHA, Region I
Deputy Regional Administrator, Region VI
Assistant Regional Administrator FHA, Region II
Assistant Regional Administrator FHA, Region III
Assistant Regional Administrator FHA, Region V
Assistant Regional Administrator FHA, Region IV
Assistant Regional Administrator FHA, Region VI

Charles Horan
A. Dean Swartzel
Herman Hillman
Ralph Morhard
Ward Elliott
William T. Stansbury
Harold Albright
Asa B. Hatcher, Jr.
James L. Smith
Arthur L. Timmel
OFFICE OF THE GENERAL COUNSEL  
Supergrade Positions - Schedule C & Schedule A  
(Statutory)

**Level IV**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Counsel</td>
<td>Thomas C. McGrath</td>
</tr>
<tr>
<td>Deputy General Counsel</td>
<td>Ashley Foard *</td>
</tr>
<tr>
<td>Associate General Counsel (Legislation and Policy Regulations)</td>
<td>Hilbert Fefferman</td>
</tr>
<tr>
<td>General Counsel (FHA)</td>
<td>Adolphus M. Prothro *</td>
</tr>
<tr>
<td>Assistant General Counsel for Operations and Coordination</td>
<td>Paul Boesch</td>
</tr>
<tr>
<td>Assistant General Counsel for Federal Legislation</td>
<td>Irving Margulies</td>
</tr>
<tr>
<td>Assistant General Counsel for Metropolitan Development</td>
<td>John Bell</td>
</tr>
<tr>
<td>Associate General Counsel (FHA)</td>
<td>John Kopecky</td>
</tr>
<tr>
<td>Associate General Counsel (RHA)</td>
<td>S. Leigh Curry *</td>
</tr>
<tr>
<td>Associate General Counsel (General Legal Services)</td>
<td>Joseph Burstein</td>
</tr>
<tr>
<td>Chief Counsel, MD</td>
<td>Vacant (Obsolete position)</td>
</tr>
</tbody>
</table>

All attorney positions are by law included in Schedule A, as explained in the section on excepted appointments, but they may be designated as Schedule C or Non-Career Executives by the CSC if they are policy-making or confidential jobs. This list includes all attorney positions in grade GS-16 and above. The three positions marked (*) have been designated by the Civil Service Commission for occupancy by non-career assignment.
LEVEL I - $35,000
Secretary

LEVEL III - $29,500
Under Secretary

LEVEL IV - $28,750
General Counsel (OCC)¹
Assistant Secretary for Equal Opportunity (EO)
Assistant Secretary for Mortgage Credit and Federal Housing Commissioner (FHA)
Assistant Secretary for Renewal and Housing Assistance (RHA)
Assistant Secretary for Metropolitan Development (MD)
Assistant Secretary for Model Cities and Government Relations (MGCR)
Assistant Secretary³
Federal Insurance Administrator

LEVEL V - $28,000
Deputy Under Secretary for Policy Analysis and Program Evaluation (CS)
Assistant Secretary for Administration (ADM)
Deputy Assistant Secretary for Equal Opportunity (EO)
Office of Urban Transportation Development and Liaison

Robert C. Wood
Thomas C. McGrath
Walter B. Lewis²
Philip N. Brownstein
Don Hummel
Charles M. Haar
H. Ralph Taylor
Vacant
Vacant - Schedule C

William B. Ross² - Schedule C
Dwight A. Ink
Vacant
Vacant

¹For full organizational title see attached list
²Veterans Preference
³New position (Housing and Urban Development Act of 1968); so far undesignated
Deputy Assistant Secretary for Mortgage Credit

Deputy Assistant Secretary, Housing Administration (RHA)

Deputy Assistant Secretary for Renewal Assistance Administration (RHA)

Director, Office of Intergovernmental Relations and Urban Program Coordination (Director, Office of Urban Management Assistance Administration, proposed)

Director, Community Resources Development Administration (Designated Acting Deputy Assistant Secretary) (ND)

Director, Model Cities Administration (MCRA)

Director, Urban Transportation Administration*

One position available for designation

GS-18 - $28,000

Assistant to Secretary for Congressional Services (OS)

Executive Director, National Commission on Urban Problems

Deputy General Counsel (OGC)

Deputy Assistant Secretary for Administration (ADM)

Deputy Assistant Secretary for RHA (RHA)

Deputy Assistant Secretary, Metropolitan Development (MD)

Director, Office of Urban Technology and Research (UTR)

Philip J. Maloney2 - Schedule C

Vacant - Schedule C

Robert E. McCabe2 - Schedule C

Norman Beckman2

Arthur Davis2 - Schedule C

Walter Farr2 - Schedule C

Vacant

Vacant

L. Edward Lashman2 (NEA)5

Howard Shuman2

Ashley Foard (NEA)

Levis Williams

Howard Wharton (NEA)

Vacant

Vacant

Thomas F. Rogers

*Formerly assigned to President FNMA

†Non-Career Executive Assignment

‡Obsolete, function transferred to DOT
Regional Administrator, Region I
Regional Administrator, Region IV

GS-17 - $22,264 - $28,000

Executive Assistant to the Secretary (OS)
Director, Office of Economic and Market Analysis (OS)
Director Inspection Division (OS)
Special Counsel and Assistant to the Under Secretary
Director, Program Analysis and Evaluation Staff (OS)
Adviser to the Commission for Low Cost Housing (Deputy Executive Director) National Commission on Urban Problems
Associate General Counsel (Legislation and Regulation) (OGC)
General Counsel, FHA (OGC)
Special Assistant to the Secretary (OS)
Director, Financial Systems and Services (ADM)
Director, Office of Management and Organization (ADM)
Director, Office of Personnel (ADM)
Director, Division of Budget and Management (ADM)
Director, Office of Equal Opportunity (EO)
Executive Assistant Commissioner (FHA)
Executive Vice-President (FNMA)

Judah Gribetz
Francis Fisher
Jay Janis
Henry Schechter
William H. T. Smith
Vacant
Jerome Pickard
Vacant
Hilbert Fefferman - Schedule A
Adolphus Prothro (NEA)
John Frantz (NEA)
John Kurelich
Guy Chamberlin
Arthur L. Tackman
Vacant
Vacant
Vacant
Harry Gilbert
Assistant Commissioner for Technical Standards (FHA)

Assistant Commissioner for Multifamily Housing (FHA)

Assistant Commissioner for Field Operations (FHA)

Assistant Commissioner for Programs (FHA)

Assistant Commissioner for Property Disposition (FHA)

General Deputy, Renewal Assistance Administration (RHA)

General Deputy, Housing Assistance Administration (RHA)

Director, Office of Community Development (RHA)

Director, Office of Plans, Programs and Evaluation (MD)

Deputy for Model Cities and Governmental Relations (MCCR)

Deputy Director, Model Cities Administration (MCCR)

Director, Program Development and Evaluation (MCCR)

Deputy Director, Office of Intergovernmental Relations and Urban Program Coordination (Proposed Deputy Director Urban Management Assistance Administration) (MCCR)

Assistant Director for Research Planning and Coordination (UTR)

Regional Administrator, Region II

Regional Administrator, Region III

Regional Administrator, Region V

Regional Administrator, Region VI

Charles Dielman\(^2\) (NEA)

Morton Schomer\(^2\) (NEA)

Vacant

M. Carter McFarland (NEA)

William Cameron\(^2\)

Robert Naffin\(^2\) (NEA)

Abner Silverman\(^2\) (NEA)

James Banks (NEA)

Fred McLaughlin\(^2\)

Vacant

John Buggs (NEA)

Bernard Russell\(^2\)

Howard Ball\(^2\)

Albert Weinstein\(^2\)

Warren Phelan\(^2\)

Edward H. Baxter\(^2\)

William Collins

Robert B. Pitts
Deputy Regional Administrator, Region I

GS-16 - $22,835 - $28,000

Director of Regional Support (OS)

Special Assistant for Labor Relations (OS)

Director of Public Affairs (OS)

Deputy Director for Public Affairs (OS)

Deputy Assistant to Secretary for Congressional Services (OS)

Director, Division of International Affairs (OS)

Director, Data Systems Development Staff (OS)

Director, Planning, Programming and Budgeting Systems Staff (OS)

Director, Statistical Reports and Analysis Staff (OS)

Assistant to the Commission for Demography and Local Revenues, National Commission on Urban Problems

Assistant General Counsel for Operations and Coordination (OCC)

Assistant General Counsel for Federal Legislation (OCC)

Assistant General Counsel for Metropolitan Development (OCC)

Associate General Counsel, FHA (OCC)

Associate General Counsel, RHA (OCC)

Assistance to the Commission for Demography and Local Revenues, National Commission on Urban Problems

Assistant General Counsel for Operations and Coordination (OCC)

Assistant General Counsel for Federal Legislation (OCC)

Assistant General Counsel for Metropolitan Development (OCC)

Associate General Counsel, FHA (OCC)

Associate General Counsel, RHA (OCC)

Temporary appointment pending establishment of Civil Service register.

Anne Roberts

Booker T. McCraw (NEA)

Gerald Huard² (NEA)

Robert Murray (TAPER)⁶

Andrew Hickey² (NEA)

James Moore² (NEA)

Roderick Symmes²

Robert Colwell²

Wayne Daugherty²

Allen Manvel

Paul Boesch - Schedule A

Irving Margulies - Schedule A

John Bell - Schedule A

John Kopecky² - Schedule A

S. Leigh Curry² (NEA)
Joseph Burstein - Schedule A
Vacant - Schedule A (Obsolete position)
Elmer Muhonen^2
Nathaniel Eiseman
Richard Althaus^2
Robert Mello^2
David Albright^2
Horace Bazan^2
Lester Thompson
J. Guy Arrington^2 (NEA)
Charles Walsh^2 (NEA)
Donald Jordan^2
Robert Jones^2
R. Harold Denton
Joseph Maguire^2
Vacant - Schedule A
Vacant
James Considine

^To be superseded by ARA for FHA, Region VI; pending CSC approval
^These positions were established in FNMA and are not current.
Director, Project Mortgage Servicing Division (FHA)

Director, Architectural Division (FHA)

Deputy Director Office of Community Development (RHA)

Director, Operational Services Division (RHA)

Director, Plans, Programs and Evaluation Staff (RHA)

Director, Program Management Division (RHA)

Director, Neighborhood Programs Division (RHA)

Director, Rehabilitation and Codes Division (RHA)

Director, Redevelopment Division, RHA

Assistant to the Assistant Secretary for Problems of the Elderly and The Handicapped (RHA)

Director, Tenant Services Division, HAA (RHA)

Director, Production Division, HAA (RHA)

Director, Engineering Division (HD)

Director, Community Facilities Division (HD)

General Deputy, Community Resources Development Administration (HD) (Designated Acting Director)

Director, Plans, Program and Evaluation Staff (HD)

Director, Division of Metropolitan Analysis (HD)

Project Manager, Surplus Land for Community Development

Marsh Cunningham

S. Porter Driscoll

Vacant

Arthur Rosfeld

Morton Leeds

Howard Wolaver

Richard Ives

Ralph Herod

Vacant

Marie McGuire (NEA)

Clifton P. Lander, Jr.

William Fitzgerald

Paul Walker

Leo Morris

Robert M. Paul (NEA)

Vacant

Vacant

John Clinton
Director, Division of Planning Standards

Director, Program Operations and Technical Assistance (NCGR)

Director, Low & Moderate Income Housing (FHA)

Deputy Director for Program Development (NCGR)

Chief, Federal, State and Local Tax Study (NCGR)

Director of Technology (UTR)

Urban Research and Technology Director (UTR)

Regional Administrator, Region VII

Deputy Regional Administrator, Region III

Deputy Regional Administrator, Region II

Deputy Regional Administrator, Region IV

Deputy Regional Administrator, Region V

Assistant Regional Administrator for RA, Region VI

Assistant Regional Administrator for RA, Region I

Assistant Regional Administrator for RA, Region IV

Assistant Regional Administrator for RA, Region I

Assistant Regional Administrator for FHA, Region I

Deputy Regional Administrator, Region VI

Robert H. Doyle

John McLean (TAPER)

Morton A. Baruch

Lawrence Houston

Vacant

James R. Simpson

Richard M. Michaels

Jose Febres-Silva

Charles Adams

Vacant

Don Morrow

Leonard Church

James Richardson

Charles Horan

A. Dean Swartzel

Herman Hillman

Ralph Norhard

Ward Elliott
Assistant Regional Administrator for FHA, Region II

William T. Stansbury

Assistant Regional Administrator for FHA, Region III

Harold Albright

Assistant Regional Administrator for FHA, Region IV

James L. Smith

Assistant Regional Administrator for FHA, Region V

Asa B. Hatcher

Assistant Regional Administrator for FHA, Region VI

Arthur L. Timmel
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<th>ORGANIZATION SYMBOL</th>
<th>ORGANIZATION DESIGNATION</th>
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<tr>
<td>ADN</td>
<td>Administration</td>
</tr>
<tr>
<td>EO</td>
<td>Office of Equal Opportunity</td>
</tr>
<tr>
<td>FHA</td>
<td>Federal Housing Administration</td>
</tr>
<tr>
<td>HAA</td>
<td>Housing Assistance Administration</td>
</tr>
<tr>
<td>MCCR</td>
<td>Model Cities and Government Relations</td>
</tr>
<tr>
<td>MD</td>
<td>Metropolitan Development</td>
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<tr>
<td>OCC</td>
<td>Office of General Counsel</td>
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<tr>
<td>OS</td>
<td>Office of the Secretary</td>
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<tr>
<td>RAA</td>
<td>Renewal Assistance Administration</td>
</tr>
<tr>
<td>RHA</td>
<td>Renewal Housing Administration</td>
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<tr>
<td>UTR</td>
<td>Urban Technology and Research</td>
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SIGNIFICANT INFORMATION FOR APPOINTING OFFICERS
AND NEW APPOINTEES

There are a number of aspects of Federal employment which are of personal interest and concern both to new appointees, and to those who are discussing possibilities of appointment or employment with potential candidates. Most of these deal with systems, such as leave and retirement, which cannot be described fully in a brief summary. The highlights which will be of most interest and use to high level people new to Government service are summarized in the following pages.

LEAVE AND OTHER BENEFITS

Leave

The Secretary and all other officials appointed by the President with salaries above the highest rate under the Classification Act ($28,000) are excluded from the coverage of the Annual and Sick Leave Act which applies to most employees of the executive branch. The rationale for their exclusion is that, unlike individuals in less responsible Government positions, they are essentially in duty status and subject to call regardless of where they are at all times. It is their privilege to determine when and for how long they can absent themselves from their offices for personal reasons of relaxation or medical attention, and it is the responsibility of each to keep his superior officer informed of his whereabouts so that he is available upon call.
In HUD these officials include, in addition to the Secretary, the Under Secretary, the program Assistant Secretaries, and the General Counsel.

All other full-time employees (and part-time employees with a regularly scheduled tour of duty) are covered by the Annual and Sick Leave Act. Full-time employees earn annual leave at the following rates:

<table>
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<tr>
<th>Years of Creditable Service</th>
<th>Annual Leave Earned Per Pay Period</th>
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</thead>
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<tr>
<td>Less than 3</td>
<td>4 hours</td>
</tr>
<tr>
<td>Three, but less than 15</td>
<td>6 hours</td>
</tr>
<tr>
<td>Fifteen or more</td>
<td>8 hours</td>
</tr>
</tbody>
</table>

Sick leave is accrued without regard to years of service at the rate of four hours every pay period.

Civil Service Retirement

Most employees are covered by the Civil Service Retirement System, to which both the employees and the Government contribute. Brochures describing the operations and benefits of the system are available from the Office of Personnel and from the Civil Service Commission.

Regardless of his length of service, an employee who is separated from the Government rolls, or who is transferred to a Federal position which is not subject to Civil Service Retirement deductions, may
receive a lump-sum refund of his credit if his separation and
application for refund both take place at least 31 days prior to any
annuity for which he may be eligible and he is not reemployed within
31 days in a position subject to Civil Service retirement deductions.

Under Civil Service retirement provisions, an employee reaches
mandatory retirement at age 70, and is entitled to an immediate
annuity if he meets specified conditions including the completion of
15 years of service. He is eligible for optional retirement and an
immediate annuity at age 62 with five years of civilian service; at
age 60 with 20 years—including five years of civilian—service; or
at age 55 with 30 years, including five years of civilian service, and
again, meets other specified conditions.

Disability retirement is provided for upon meeting specified
conditions, after five years of civilian service.

Social Security

Under some conditions, an employee may be covered by the Social
Security Act. Most of those under social security are temporary or
intermittent employees.

Life Insurance

Most employees are covered automatically by Federal Employees'
Group Life Insurance beginning on the day they enter Federal employment,
for life insurance and accidental death and dismemberment insurance. The cost is shared by the Government and the employee on a one-third, two-thirds basis unless he waives coverage before his first pay day. Coverage ceases 31 days after he leaves the Department even to transfer to another Federal agency; but in most situations he can reactivate it (in another agency) or if he leaves Government service, can convert to an individual policy of life insurance without the necessity of undergoing a physical examination. For employees separating for retirement, protection continues in most cases without further cost to the employee, but with coverage decreasing at the rate of 2 percent a month until it reaches 25 percent of the original coverage.

Health Benefits

The Federal Government provides health protection programs which are within the range of benefits provided by plans in the private sector. New and prospective employees should be aware of the various options as to coverage which are available. Information is available from the Office of Personnel or the Civil Service Commission.
EXECUTIVE ORDER 11375 OF OCTOBER 13, 1967, STATES: "IT IS THE POLICY OF THE GOVERNMENT OF THE UNITED STATES TO PROVIDE EQUAL OPPORTUNITY IN FEDERAL EMPLOYMENT FOR ALL QUALIFIED PERSONS, TO PROHIBIT DISCRIMINATION IN EMPLOYMENT BECAUSE OF RACE, COLOR, RELIGION, SEX, OR NATIONAL ORIGIN, AND TO PROMOTE THE FULL REALIZATION OF EQUAL EMPLOYMENT OPPORTUNITY THROUGH A POSITIVE, CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAM.

It is important to note that newly appointed employees who must travel to their first official duty stations receive no reimbursement for travel or the transportation of household goods unless they are employed in manpower shortage occupations designated by the Civil Service Commission.

SIGNIFICANT INFORMATION FOR APPOINTING OFFICERS AND NEW APPOINTEES--CONT'D.
program in each executive department and agency. The policy of equal
opportunity applies to every aspect of Federal employment and policy
and practice." Subsequently added to the list of items for which
discrimination is proscribed, are lawful political affiliations,
physical handicap and marital status.

It is the policy of the Department that these requirements be
met in the spirit and the letter, and HUD's record in this field
compares favorably with that of the Government as a whole.

**POLITICAL ACTIVITY OF GOVERNMENT
EMPLOYEES (HATCH ACT)**

With the exceptions noted below, the Hatch Act prohibits
partisan political activity on the part of the Department's employees
--as with other, specific exceptions--it prohibits such activity for
all employees of the executive branch. The prohibition applies to
part-time, temporary and intermittent as well as full-time, permanent
employees; but experts and consultants paid on a per diem basis,
when actually employed, or without compensation are subject to the
Act only on those days when they are on active duty.

In general, officials who are appointed by the President by and
with the advice and consent of the Senate and who are responsible for
making national or international policy determinations regarding the
administration of Federal laws are exempt from these restrictions.
In HUD, the following officials are in the exempt category: The Secretary, Under Secretary, six program Assistant Secretaries, and the General Counsel.

Not exempt from Hatch Act provisions are: the Deputy Under Secretary, the Federal Insurance Administrator, the Assistant Secretary for Administration, Deputy Assistant Secretaries, and all other lower-ranking employees.
CONFLICTS OF INTEREST

The Department has issued Standards of Conduct Regulations pursuant to Executive Order 11222, dated May 8, 1965, and to Civil Service Commission Standards issued under authority of the Executive Order. These standards place upon employees the general responsibility for avoiding any involvement that might tend to damage the Department's image, and they also reflect the specific provisions of the criminal statutes (Title 18 U.S. Code, Sections 201-209) proscribing certain actions by present and former Government officials and employees.

CONDUCT AND RESPONSIBILITIES OF EMPLOYEES

Prohibited Activities in General. Employees are required by the Standards to avoid any action which might either result in or create the appearance of using public office for private gain; giving preferential treatment; impeding efficiency or economy; losing independence or impartiality; making decisions outside Departmental channels; utilizing confidential information to further their private interests; or affecting adversely public confidence in the integrity of the Government.

Gifts and Entertainment. With certain reasonable exceptions, employees may not accept gifts, entertainment, loans, or anything of monetary value from any person who has contractual or business relations with the Department.

Dual Compensation. The law provides that a Government employee may not receive compensation from any other source for the services rendered by
Temporary-Consultants and Advisers (Special Government Employees). A special Government employee--an adviser or consultant who is employed for less than 130 days in any 365-day period--is subject to some of the restrictions on regular
Conflicts of Interest--Cont'd.

employees, including the prohibition against using his employment for private gain, using inside information, and receiving or soliciting gifts from persons dealing with the Department. In general, private employment and certain financial restrictions do not apply.

Disclosure of Financial and Employment Interests. Full time Department employees (including Presidential appointees) who are responsible for making decisions or taking action in regard to contracting and procurement, in administering or monitoring grants and subsidies, or in regulating or auditing a non-Federal enterprise are required to file statements (on Form HUD-844) disclosing their outside employment and financial interests. Similarly, all special Government employees file such statements (on Form HUD-844A). These statements are reviewed to assure that there are no real or apparent conflicts of interest and are held in confidence by the Department. Required statements are filed upon entrance of the employee on duty and are brought up to date annually.

Restrictions on Partners of Employees. The criminal statute prohibits a partner of an officer or employee of the Government, including a special Government employee, from acting as agent or attorney before the Government for other than the United States in connection with any particular matter with respect to which the officer or employee or special Government employee has dealt, or which was within his official responsibility.

DIVESTITURE OF CONFLICTING INTERESTS

Where it is shown by an employee's statement or by any other disclosure that an employee has a conflicting interest, the employee is required to divest himself of such interest within 60 days after notification that a
conflict exists. Divestment may be by disposing of the interest or in certain cases by placing it in a trust the provisions of which have been approved by the Department. (Reasonable periods for divestiture have been negotiated in the past in the case of difficult-to-recruit new employees.)

CONDUCT AND RESPONSIBILITIES OF FORMER EMPLOYEES

Former employees and former special employees of the Department are subject to specific statutory limitations with respect to their employment after they have left Government service. A former employee is prohibited (by 18 U.S.C. 207) from acting as an attorney or agent for anyone in connection with a matter in which the United States is a party or has a substantial interest and in which the former employee participated personally and substantially as a Government employee. This applies to such specific matters as contracts, grants, etc., and is a permanent bar.

Additionally, a former employee is barred for one year after his Federal employment has ceased from appearing as agent or attorney for another person before any court, department, or agency in connection with a matter in which the Government has an interest and which was within the area of his official responsibility at any time within one year prior to the end of such responsibility.

Because of these prohibitions, all entering employees are furnished with the Standards and are briefed as to the particular limitations to which they would be subject in later employment. (This has sometimes made recruitment
difficult, but, in view of the specific and technical prohibitions in the criminal law, the information should, in all fairness, be made available before employment is accepted.)

COUNSELLING

The General Counsel is the Department Counselor responsible for coordinating counselling services of the Department with respect to standards of conduct. The Assistant General Counsel for Operations and Coordination and the Associate General Counsel for Mortgage Credit are Deputy Counselors in Washington and the Regional Counsels are Deputy Counselors in their respective regions. They are responsible for interpreting the Standards and are available to give advice and guidance to current and prospective employees on questions of conflicts of interest.

Additional information available from Transition Officer or the Office of General Counsel:

1. Executive Order 11222, issued by the President 5/8/65
2. 18 U.S.C. 201-209 (Criminal Statute)
3. Department Regulations on Standards of Conduct
4. Form HUD-844: Employee's Confidential Statement of Outside Interests
5. Form HUD-844A: Temporary Employee's and Consultant's Confidential Statement of Outside Interests
Summary of Program Status, Activity, and Budget
Proposals for the Fiscal Year 1970

This volume includes a brief description of each program in the Department; pertinent highlight data with respect to past and current activity under the program; and the program levels and fund authorizations to be included in the Budget for submission to the Congress in January. It also provides summary tables of program levels, appropriations, operating expenses and staffing on a Department-wide basis.

Legislative and Budgetary Authority
Background Materials

This volume provides in summary form the history of the legislative authorities under which the Department operates; the history of appropriations or other funding of such authorities; the present status of current authorizations, including expiration dates and other statutory limits on program size or duration; and a description of the process through which the budget and legislative programs of the Department, under existing practice, are developed.

Organization of H.U.D.—Functional Statements

This is a reference volume which consists of an indexed compilation of outstanding Secretary's Organization Orders and memoranda setting forth in detail the organization of the Department and the assignment of functions at each level in the headquarters and regional offices.
Assistant Secretary Briefing Volumes

Separate briefing volumes have been prepared for the use of incoming Assistant Secretaries in each of the program areas, namely:

- Assistant Secretary for Equal Employment
- Assistant Secretary for Mortgage Credit and Federal Housing Commissioner
- Assistant Secretary for Renewal and Housing Assistance
- Assistant Secretary for Model Cities and Governmental Relations
- Assistant Secretary for Metropolitan Development

A separate briefing volume is also provided for the General Counsel.

While all these volumes will be provided and available to the Secretary and Under Secretary, it is recognized that collectively they are too voluminous for their extensive personal use. These volumes are designed primarily to be of assistance, along with more general material, to the Assistant Secretaries as they take office.

Background Papers

A series of background papers have been prepared covering a wide range of policy, organizational and program issues. These papers have been numbered for convenience of reference. A list of background papers and their reference numbers immediately follows this page.

As this volume is presented, all background papers have been prepared in initial draft and are in the process of final editing. It is anticipated that all will be available in final form before December 31, 1968.
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