




U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-2000

December 18, 2007

ASSISTANT SECRETARY FOR
FAIR HOUSING AND EQUAL OPPORTUNITY

MEMORANDUM FOR: Keith Nelson, Assistant Secretary for Administration, A

FROM: 
Kim Kendrick, Assistant Secretary for Fair Housing and
Equal Opportunity, E

SUBJECT: Reorganization of the Office of Fair Housing and Equal Opportunity

This memorandum is to request authorization to implement the reorganization of the Office of Fair Housing and Equal Opportunity (FHEO). These actions will result in an improved alignment of FHEO resources and will provide an accurate reflection of our Office's mission.

The reorganization is necessary to provide FHEO with concentrated and efficient operation to address the Department's mission and objectives. The reorganization will also ensure that the goals of each effected organizational component are best met, workloads are more efficiently managed and employee skills are better utilized. It will yield clearer distinctions within the Office's program functions, strengthen the Department's response to existing and emergent fair housing issues, and facilitate more effective use of available resources and skills. Additionally, the shift in responsibilities among the offices and divisions is to optimize resources by realigning staff skills and expertise.

To support this request, the following documents are provided:

- A. List of Specific Organizational Changes;
- B. FHEO Functional Statements;
- C. Current and Proposed Organizational Charts;
- D. Highlights Document;
- E. Article 5 Requirements; and
- F. Employee From/To Staffing Charts.

The resource impact of this reorganization involves: establishing five (5) new Supervisory positions in Headquarters and four (4) new Supervisory positions in the Field, reassigning approximately 62 employees in Headquarters and seven (7) employees in the Field. The additional staff needs to accomplish this reorganization is 13 positions. FHEO will need to fill these positions to ensure that FHEO manages its workload and meet its mission as well as the goals of the President's Management Agenda and the Secretary's priorities to increase minority homeownership.

FHEO intends to stay within our current FTE level of 600. As normal attrition occurs, including potential retirements of current staff, we will advertise and fill vacated slots as necessary

to maintain the efficiency and effectiveness of our operations.

It is crucial that we implement the reorganization as soon as possible. I request, therefore, that the package be expedited through the Departmental clearance process.

Your cooperation in this matter is appreciated. If you have any questions or concerns you may contact Karen A. Newton, Deputy Assistant Secretary for Operations and Management at extension 4275.

Attachments

PROPOSED ORGANIZATIONAL CHANGES—OCTOBER 2007

General Deputy Assistant Secretary

Action:

- The Office of Field Oversight would be renamed the Field Oversight Division and organizationally placed under the Office of Management and Budget.
- The Field Regional Directors and field staff would be organizationally placed under the Deputy Assistant Secretary for Enforcement.

Staffing:

- No additional staff positions needed for the Field Oversight Division. The additional staff positions needed for the Field is listed below.

Office of Policy, Legislative Initiatives and Outreach

Action:

- Establish a new Deputy Assistant Secretary (DAS) position and rename the Office of Policy, Legislative Initiatives and Outreach to the Deputy Assistant Secretary for Policy and Programs. Since this office will be responsible for all of the program responsibilities in FHCO in addition to the policy, legislative initiatives and outreach responsibilities, the office director position is being established as a DAS so that it will be comparable and in alignment to the other DAS positions in the organization. The current director is SES and we will reassign her to the DAS position.
- Establish a Staff Assistant position to the DAS.
- Establish the Office of Policy, Legislative Initiatives and Standards. Under this office organizationally place the Policy and Legislative Initiatives Division; Education and Outreach Division; and move the Program Standards and Compliance Division that is currently under the Deputy Assistant Secretary for Enforcement and Programs and rename it the Standards and Compliance Division.
- Organizationally place the Office of Programs, Fair Housing Initiatives Program Division (FHIP) and the Economic Opportunity Division that are currently under the Deputy Assistant Secretary for Enforcement and Programs under the Deputy Assistant Secretary for Policy and Programs.

Staffing:

- Two additional staff positions needed.

Office of the Deputy Assistant Secretary for Enforcement and Programs

Action:

- The Office of the Deputy Assistant Secretary for Enforcement and Programs would be renamed the Office of the Deputy Assistant Secretary for Enforcement.
- Abolish the Young Implementation Office and organizational code.
- Establish the Office of Disability Rights, rename the Compliance and Disability Rights Division that is currently under the Office of Enforcement to the Compliance Division, and establish the Disability Policy Division. This Office would increase the awareness of the civil rights of people with disabilities and to provide technical assistance, guidance

and training programs to private individuals, fair housing organizations, housing providers, and local governments.

- Establish an Office Director position for the Office of Disability Rights, a Staff Assistant position to the Office Director, and a Division Director position for the Director, Disability Policy Division.
- Establish two divisions under the Office of Systemic Investigations. The Investigations Division and the Fair Lending Division. These divisions are being established to meet the need to investigate more individual and systemic fair lending complaints and to work on fair lending policy development. The Congress, consumer advocates and the public have demanded that HUD do more to combat predatory lending and lending discrimination. To meet this need, the Department is investigating more individual and systemic lending complaints, but the investigations linger because of the complex nature of the cases, lack of staff dedicated to this effort and lack of staff with expertise in the fair lending industry.
- Establish a Division Director position for the Investigations Division and the Fair Lending Division.
- Establish five Equal Opportunity Specialist (Fair Lending) positions.

Staffing:

- Three additional staff positions needed for the Office of Disability Rights.
- Seven additional staff positions needed for the Office of Systemic Investigations.

Office of the Deputy Assistant Secretary for Operations and Management

Action:

- Rename the Office of Information Services and Communications to the Office of Information Services, Systems and Technology.
- Abolish the Technology Support Branch and organizational code and place the staff in the Information and Communications Division.
- Abolish the Correspondence Unit and organizational code and place the staff in the Office of the Director.
- Rename the Office of Management, Planning and Budget to the Office of Management and Budget.
- Establish the Management Planning Division under the Office of Management and Budget. This Division is being established to handle the Management Plan, Annual Performance Plan, Performance and Accountability Report (PAR) activities, TEAM/REAP reporting, and management of the OIG and GAO internal and external audit activities.
- Establish a Division Director position for the Management Planning Division.

Staffing:

- One additional staff position needed.

Office of Fair Housing and Equal Opportunity-Regional Offices

Action: The title of the Intake Branch in the ten Regional Offices will be changed to Customer Service Centers.

Discussion: The title of the Intake Branch is being changed in an effort to improve customer service skills and to ensure consistency among staff when documenting telephone calls, complaint inquiries, investigations and conciliations. The employees in these branches will remain on the same position description and pen and ink changes will be made accordingly. There will be no physical relocation of staff and no office moves will occur. The ten Regional Offices are located in Boston, New York, Philadelphia, Atlanta, Chicago, Fort Worth, Kansas City, Denver, San Francisco and Seattle.

Staffing: No additional staff positions needed.

Atlanta Regional Office

Action: Establish a new FHEO Field Office under the Miami FHEO Center in Tampa, Florida.

Discussion: The Tampa FHEO Office would be responsible for 12 counties in the west-central Florida, encompassing a population of over 5.5 million people, 19% of whom would be racial minorities. Over the years the jurisdiction has experienced a growth of ethnic minorities and a growing number of migrant and seasonal workers, without any resultant decrease in the surrounding jurisdictions. Four Fair Housing Assistance Program agencies operate in the 12-county area, who together investigated 113 fair housing complaints in FY 2007. At any given time, the Department has one or more active FHIP grants in the area, with the Department having awarded a performance-based enforcement grant to Bay Area Legal Services in FY 2007. At this time last year, there were two active enforcement grants in the area.

Population Comparison:

The population that would be served by the Tampa FHEO Office is comparable to the population of several mid-size States where the Department has FHEO Regional Offices, Centers, field offices or combination of both. The 12-county area served by the Tampa office has an estimated population of over 5.5 million people, which compares with: the total population of Missouri (pop. 5,842,713), where FHEO has a Kansas City Regional Office and St. Louis Field Office; Maryland (pop. 5,615,727), where FHEO has a Center; Wisconsin (pop. 5,556,506), where FHEO has a field office of approximately six staff; and Minnesota (pop. 5,167,101) where FHEO has field office of four.

Moreover, the Tampa metropolitan statistical area itself, at 2.7 people is the 19th largest MSA in the country, and comparable to several others that has FHEO field offices. The MSAs slightly larger than Tampa's (St. Louis, San Diego, and Minneapolis) all have field offices and the MSA's that are slightly smaller (Baltimore, Denver, Pittsburgh, and Portland) all have FHEO Center Offices or field offices.

Workload Comparison:

The work in the Tampa office compares with the work in similar-sized jurisdictions. The FHEO Tampa Office would be responsible for the investigation of housing discrimination complaints (127 filed in FY 2007, and 17 in the first two weeks of FY 2008); Government Technical Monitor (GTM) activities for seven Fair Housing Assistance Program (FHAP) agencies (four within its 12-county jurisdiction, and three others nearby); provide monitoring responsibilities, conduct performance assessments and provide ongoing technical assistance, as needed. The Office would handle the GTM activities for the Fair Housing Initiatives Program (FHIP) agencies in the Tampa area, including a recent performance-based grant; program monitoring of ten entitlement recipients; program monitoring of 14 public housing agencies; monitoring of all multi-family front-end reviews; and education and outreach efforts to educate the public on their fair housing rights and obligations.

The workload compares to offices serving populations of similar size. The area receives a comparable number of FHIP awards or more than other jurisdictions, and has more FHAP agencies than most comparable jurisdictions.

This Office would be structured and aligned as the other FHEO Field Offices. We will establish a Supervisory Equal Opportunity Specialist, two Equal Opportunity Specialists and an Equal Opportunity Assistant position.

Staffing: Four additional staff positions needed.

Fort Worth Regional Office

Action: The reporting relationship of the Oklahoma Field Office will change from the New Orleans FHEO Center to the Fort Worth FHEO Center.

Discussion: The decision to change the reporting relationship will allow the New Orleans FHEO Center to focus resources on issues associated with post Katrina Recovery.

Staffing: No additional staff positions needed.

Action: Upgrade the Houston Field Office under the Fort Worth FHEO Center to a FHEO Center.

Discussion: The decision to upgrade the Houston Field office to a FHEO Center is based on a number of considerations, including: the increase of population in the city and surrounding areas that receive assistance from HUD; Houston is the sixth largest metropolitan area in the country with over 4.5 million residents; the city's proximity to the Gulf Coast; and the increased demand for enhanced customer service and technical assistance to residents affected by hurricanes Katrina and Rita.

Population Comparison:

While Houston is the sixth largest population in the nation, it's one of the only MSAs among the most populous in the nation where FHEO does not have a Center. HUD has Centers in the five MSAs that are larger than Houston (New York, Los Angeles, Chicago, Dallas, and Philadelphia) and in five of the six MSAs that immediately follow Houston in population ranking (Miami, Atlanta, Detroit, Boston, and San Francisco). The Washington, DC, MSA, which is eighth in population size, while it does not have a Center, is home to HUD Headquarters. The Seattle MSA, which has a population of 3.3 million and is the fifteenth largest MSA, also has a Center. Much less populous MSAs like Denver and Columbus are also home to Centers. Also, while many of the States with MSAs of comparable size or smaller have Centers, few matches Texas in terms of the geographic area. An additional Center in Texas is critical to providing fair housing service to the largest state in the continental United States. The State of California, which follows Texas in size, has two Centers. FHEO's New York, Philadelphia, Atlanta, and Chicago Offices all have multiple Centers within closer proximity than there are in the Fort Worth Region.

Workload Comparison:

The Houston Office is currently responsible for all program monitoring and compliance activities for HUD-funded entities within the Houston HUD office jurisdiction. The staff processes discrimination complaints filed under the Fair Housing Act and other concurrent jurisdictions. Approximately 41 percent of the residents are minority with 22 percent reporting that they were foreign born. The Houston Office also services Galveston and the Golden Triangle area of Beaumont, Port Arthur and Orange. The Office is responsible for 20 CDBG Entitlement Communities, 412 Multi-family insured and non-insured properties, and 53 public housing agencies.

The Houston Center would assume the oversight of the San Antonio Fair Housing Office, which currently reports the Fort Worth FHEO Center. The San Antonio Fair Housing Office will continue to conduct all fair housing monitoring and compliance activities for HUD funded entities in the San Antonio HUD jurisdiction. This includes 19 CDBG Entitlement Communities, 99 public housing authorities and 423 insured and non-insured multi-family properties. In addition, the San Antonio Office monitors three FHIP-funded agencies within its jurisdiction and services three FHAP agencies. The San Antonio office will also investigate Title VIII complaints. In addition, the Houston staff would assist in investigating cases in Southwestern Louisiana since Southwestern Louisiana is half the distance to Houston as it is to New Orleans. This would allow the New Orleans FHEO Center to focus resources on issues associated with post Katrina Recovery.

There are several FHIP-funded organizations in the jurisdiction of the Houston Center. HUD funded a private enforcement grant in the Greater Houston area in FY 2006, which is still active. HUD also provided enforcement grants to the San Antonio Fair Housing Council each of the last three years, and a performance-based grant to the Austin Tenants Council. Outside of the state fair housing agency, there are no FHAP-funded agencies within the Center's jurisdiction.

This Center would be structured and aligned as the other FHEO Centers to include the FHEO Center Director and two branches, Enforcement and Program Compliance. We will establish two Supervisory Equal Opportunity Specialist Branch Chief positions.

Staffing: Two additional staff positions needed.

San Francisco Regional Office

Action: Establish a new FHEO Field Office under the San Francisco FHEO Center in Las Vegas, Nevada.

Discussion: The Las Vegas office would serve the fair housing needs of the State of Nevada, where presently the Department receives over 100 complaints of discrimination per year and receives reports of predatory discriminatory lending against Hispanics. Nevada is the nation's seventh largest state in area and has a population of roughly 2.5 million people, according to the 2005 census estimate. The Las Vegas metropolitan statistical area accounts for most of the population, with approximately 1.8 million people. The Las Vegas MSA is the fastest growing metropolitan area in the United States, with its population having increased by 25% since 2000. Nevada is also the fastest growing state in the nation.

Population Comparison:

The Las Vegas MSA compares in size with the Columbus, OH, MSA (pop 1.72 million), and Indianapolis (pop. 1.67 million). FHEO has a Center in Columbus consisting of nine persons in the immediate office. The Indianapolis Office, which serves the State of Indiana and reports to the Columbus Center, has five persons. The Indianapolis MSA has about 130,000 fewer people than Las Vegas.

The fair housing needs in Las Vegas are much more dramatic than in other comparably sized MSA's, however. The Las Vegas area has doubled in population every 10 years and the latest projections show that it is presently exceeding that growth rate. This growth is fueled by the jobs available in the service industry, the construction trades, the tourist trade, and the ever-growing retail sector. This explosion in population has created a shortage in affordable housing that does not seem to be adequately addressed. The growth in housing construction seems to be focused on middle and upper income families. The very small growth in affordable housing is affecting a major portion of its minority community. Hispanics are the largest minority in the Las Vegas area, making up 28% of the total population. This population is mainly monolingual, and is challenged when it comes to finding affordable housing, determining where to file a discrimination complaint, or learn about predatory lending practices.

Workload Comparison:

HUD has seen a continuous increase in case filings from Nevada the last three years. In 2005, it received 43 complaints, in 2006, 88 complaints, and in 2007, 109 complaints. One hundred-fifteen (115) of these 240 cases alleged disability discrimination, with 72 alleging race and 35, national origin. HUD believes these increases are due in large part to the efforts of Silver State

Fair Housing, a fair housing group, referring cases to HUD. One hundred-three cases were closed "no cause," 76 were settled, and 13 concluded with "cause" recommendations (most of subsequently settled). Several states of comparable size (Arkansas, Mississippi) and much larger (Oklahoma, Maryland, South Carolina, Minnesota) received comparable or many fewer complaints than Nevada. FHEO has field offices in many of these states.

A recent QMR of the Las Vegas Field Office observed that the Field Office needs a stronger FHEO presence because of the alleged number of predatory loans in Las Vegas and the alleged mistreatment of Hispanics by local landlords. The QMR team examined copies of OIG and FBI reports alleging predatory lending. According to the U. S. Attorney, this area not only has a high incidence of predatory lending, but also other unfair lending practices. Additionally, a congressional staff member said the need for a FHEO presence was "paramount for the large Hispanic population, which faces a cruel rental market, let alone buying market." It is alleged that the lack of affordable housing has resulted in the working poor facing cancelled leases, housing discrimination and predatory lending. Furthermore, representatives from Federal, State, and local elected officials have urged HUD to establish a FHEO office in Las Vegas

The most active fair housing organization in the state is the Silver State Fair Housing Council, in Reno, which has received FHIP enforcement grants every year since at least 2004. The organization received its second performance based grant of over \$200,000 in FY 2007. There is no fair housing organization in Las Vegas, itself, making the FHEO presence more critical. Nevada has no substantially equivalent State agency either.

The Las Vegas staff will be tasked with significant program monitoring responsibilities as well. In the Las Vegas MSA, there are over 3000 public housing units and over 8500 Section 8 vouchers. The Housing Authority of Las Vegas accounts for 2000, or two-thirds, of the housing units in this MSA, and administers 4200 of the Section 8 vouchers. The Clark County Housing Authority manages most of the remaining share of units and vouchers, with the North Vegas Housing Authority also administering a significant share of Section 8 vouchers. CDBG Entitlement Communities include Henderson, Las Vegas, and Clark County (Clark County includes North Las Vegas). The Northern part of the State has 764 public housing units and approximately 4000 Section 8 vouchers. The Reno Housing Authority manages all the Low-Income Public Housing Units and 3000 of the Section 8 vouchers, with the Nevada Rural Housing Authority administering the balance. CDBG Entitlement Communities in this region include Reno, Sparks, Carson City, and the State of Nevada Consortium with 14 individual grantees.

This Office would be structured and aligned as the other FHEO Field Offices. We will establish a Supervisory Equal Opportunity Specialist, two Equal Opportunity Specialists and an Equal Opportunity Assistant position.

Staffing: Four additional staff positions needed.

OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY
2007 Reorganization-Functional Statements

**OFFICE OF THE ASSISTANT SECRETARY FOR FAIR HOUSING
AND EQUAL OPPORTUNITY**

The Assistant Secretary is responsible for fair housing and civil rights policy, the enforcement of the fair housing and equal opportunity laws within HUD's jurisdiction, and the management of the Office of Fair Housing and Equal Opportunity. The mission of the Office of Fair Housing and Equal Opportunity is to create equal housing opportunities for all persons living in America by administering laws that prohibit discrimination in housing on the basis of race, color, religion, sex, national origin, age, disability, and familial status. The Assistant Secretary provides supervision and guidance to the General Deputy Assistant Secretary, Deputy Assistant Secretary for Policy and Programs, Deputy Assistant Secretary for Enforcement and the Deputy Assistant Secretary for Operations and Management.

**OFFICE OF THE GENERAL DEPUTY ASSISTANT SECRETARY FOR
FAIR HOUSING AND EQUAL OPPORTUNITY**

The General Deputy Assistant Secretary is responsible for fair housing and civil rights policy, the enforcement of the fair housing and equal opportunity laws within HUD's jurisdiction, and the management of the Office of Fair Housing and Equal Opportunity. The General Deputy Assistant Secretary supervises the Deputy Assistant Secretary for Policy and Programs, Deputy Assistant Secretary for Enforcement, and Deputy Assistant Secretary for Operations and Management.

**OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR
POLICY AND PROGRAMS**

The Office of the Deputy Assistant Secretary for Policy and Programs oversees the development and implementation of fair housing and civil rights policy, and legislation; manages and administers the Fair Housing Initiatives Program; provides oversight of recipients of HUD funds, including economic opportunity for very low and low-income persons; and implements the Department's fair housing education and outreach programs. The Office provides support to the Assistant Secretary on testimony, speeches and press releases.

The Office of the Deputy Assistant Secretary for Policy and Programs supervises the Office of Policy, Legislative Initiatives, and Standards and the Office of Programs.

OFFICE OF POLICY, LEGISLATIVE INITIATIVES AND STANDARDS

The Office of Policy, Legislative Initiatives and Standards develops and implements fair housing and civil rights-related program requirements and oversees the consistent and accurate inclusion of fair housing and civil rights related program requirements in the Department's programs. Reviews and analyzes legislations for fair housing impact and develops guidance to

communicate the requirements to HUD staff, funded recipients, housing industry groups, state and local governments, nonprofit organizations, and the general public. Working with the Office of Policy Development and Research, the Office regularly evaluates the effectiveness of FHEO programs, policies and procedures and recommends adjustments, where appropriate. It provides information to the Secretary, Office of Public Affairs and the Assistant Secretary on the impact of policy and legislation on HUD and FHEO operations. It oversees the development and implementation of television, radio and print advertisements and public service announcements that educate the public on fair housing laws. The Office is also responsible for the management of services of the National Fair Housing Training Academy (NFHTA).

The Office of Policy, Legislative Initiatives and Standards includes the Policy and Legislative Initiatives Division, Standards and Compliance Division and Education and Outreach Division.

POLICY AND LEGISLATIVE INITIATIVES DIVISION

The Policy and Legislative Initiatives Division is responsible for reviewing and responding to all policy driven legislative matters having fair housing impact. The Division works with other HUD program offices, industry groups and other agencies to develop and implement fair-housing related initiatives, including the provision of technical assistance to industry stakeholders. Additionally, the Division serves as liaison with other program offices to develop crosscutting initiatives to promote fair housing compliance and also provides technical assistance on compliance with a variety of applicable fair housing laws. The Division is also responsible for the Annual Fair Housing Report to Congress and the FHEO Quarterly Newsletter.

STANDARDS AND COMPLIANCE DIVISION

The Standards and Compliance Division is responsible for developing and coordinating civil rights related program requirements for HUD programs that are covered by Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, as amended, and Section 109 of Title I of the Housing and Community Development Act of 1974. The Division provides technical assistance and training to HUD program staff on civil rights related program requirements. The Division also coordinates, implements, manages, and monitors the Civil Rights Front-End and Limited Monitoring Protocol; reviews and analyzes all HUD directives; and produces FHEO standards for risk analysis and program monitoring reviews of HUD funded recipients. The Division works with the Offices of Housing, Community Planning and Development and Public and Indian Housing to ensure that housing and equal opportunity standards are established in all HUD program regulations, handbooks, notices and other issuances. The Division is the focal point for Title VI program requirements and the Secretary's obligation to affirmatively further fair housing in all HUD programs.

EDUCATION AND OUTREACH DIVISION

The Education and Outreach Division develops policies, procedures and strategies to implement FHEO's education and outreach programs and activities. The Division conducts

marketing and outreach programs and activities in underserved communities and distributes fair housing program information to states and local communities, partners and industry groups. It performs education and outreach activities designed to heighten public awareness of all forms of housing discrimination prohibited under the Fair Housing Act. The target audience of all the Division's activities is the general public, operating with the primary goal of raising the public's general awareness of the Fair Housing Act and the protection it provides.

The Division uses various mass media (public service announcements, electronic medium, print advertisements, internet, etc) to communicate the Department's fair housing mission, "Ensuring Equal Opportunity in Housing." It participates in industry group conferences, conventions and other events to broaden the fair housing message, "Fair Housing, It's Not an Option; It's the Law." The Division coordinates the annual National Fair Housing Month activities in April and the Fair Housing National Policy Conference.

In addition, the Division is responsible for the management of services of (NFHTA). The (NFHTA) is the educational arm of the Department of Housing and Urban Development's Office of Fair Housing and Equal Opportunity (FHEO). In FY 2007, FHEO awarded a long-term contract to the USDA-Graduate School to manage and operate the Academy. NFHTA was established to provide the highest level of professional training from practitioners to civil rights professionals responsible for enforcing fair housing laws throughout the country.

OFFICE OF PROGRAMS

The Office of Programs is responsible for providing consistent administration and management of FHEO's competitive funding program, the Fair Housing Initiatives Program and for the administration of Section 3 of the Housing and Urban Development Act of 1968 that helps foster local economic development, neighborhood economic improvement and individual self-sufficiency for very low and low-income persons.

The Office of Programs includes the Fair Housing Initiatives Program Division and the Economic Opportunity Division.

FAIR HOUSING INITIATIVES PROGRAM DIVISION

The Fair Housing Initiatives Program (FHIP) Division is responsible for administering and managing grant activities; and developing and implementing national standards, policies and practices for FHEO's competitive funding program. The Division ensures that the program is in compliance with all OMB and Departmental requirements. The staff develops notices of funding availability based on fair housing policies and statements of work for competitive grants. It also provides written guidance and technical assistance regarding the technical evaluation panel process, negotiation of awards, grant close outs, and performance problems.

ECONOMIC OPPORTUNITY DIVISION

The Economic Opportunity Division is responsible for overseeing and monitoring complaints and issues relative to HUD's administration of Section 3 of the Housing and Urban

Development Act of 1968, and HUD's responsibilities under Executive Order 11246 with respect to HUD assisted programs. The Division provides policy direction, review, and coordination of issues affecting economic opportunities in housing, community development and facilities, employment, and other matters relating to economic development.

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR ENFORCEMENT

The Office of the Deputy Assistant Secretary for Enforcement has the responsibility for enforcing the Federal Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 109 of the Housing and Community Development Act of 1974, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, the Age Discrimination Act of 1975 and Executive Order 11063. The Office serves as liaison with the Department of Justice on civil rights matters. The Office also manages the Fair Housing Assistance Program (FHAP). The Office of the Deputy Assistant Secretary for Enforcement supervises the FHEO Regional Directors.

The Office of the Deputy Assistant Secretary for Enforcement supervises the Office of Systemic Investigations, Office of Enforcement, Office of Disability Rights, and the Ten Regional Offices.

OFFICE OF SYSTEMIC INVESTIGATIONS

The Office of Systemic Investigations is responsible for identifying, coordinating, conducting, conciliating and otherwise managing the investigation of systemic complaints, Secretary-initiated investigations, and other high-profile complaints. The results of these investigations remedy systemic housing discrimination practices, provide housing and other relief for great numbers of persons, and help increase homeownership. These cases involve the wide range of prohibited discriminatory practices, including discrimination in mortgage lending, homeowners' insurance, zoning and land use, environmental justice, and design and construction. In addition, the Office investigates and or assists the Regional Offices with high-profile complaints and provides nationwide training efforts in specialized areas to build the Regional Offices' capacity to investigate complex fair housing cases. Staff assigned to this Office will be located in Headquarters and Fort Worth, Texas.

The Office of Systemic Investigations includes the Investigations Division, and the Fair Lending Division.

INVESTIGATIONS DIVISION

The Investigations Division will investigate a broad range of Secretary-initiated investigations and other high-profile investigations under the Fair Housing Act and other fair housing statutes. The Division will lead its own investigations and will coordinate among, and assist, the Regional Offices on such investigations. The Division will provide policy guidance and other assistance to the Regional Offices to ensure consistency in direction and relief obtained in high-profile and Secretary-initiated investigations. The Division staff will be located in Headquarters and in Fort Worth, Texas.

FAIR LENDING DIVISION

The Fair Lending Division will investigate, direct and coordinate the Department's fair lending activities, which includes: investigation of Secretary-initiated cases, investigation and coordination of high-profile individual or systemic lending complaints, issuance of policy direction and provision of other assistance to the Regional Offices on lending cases and fair lending oversight of the government-sponsored enterprises.

OFFICE OF ENFORCEMENT

The Office of Enforcement is responsible for developing policies and guidance for enforcement of the Federal Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 109 of the Housing and Community Development Act of 1974, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, the Age Discrimination Act of 1975 and Executive Order 11063. The Office also develops policies and guidance, and provides management oversight for FHEO's non-competitive funding program, the Fair Housing Assistance Program (FHAP). The Office reviews requests for reconsideration of Fair Housing Act cases, reviews cases with possible First Amendment implications and serves as a liaison with Counsel on legal issues that arise in cases. The Office also coordinates efforts with the Department of Justice on civil rights matters.

The Office of Enforcement includes the Enforcement Division and Fair Housing Assistance Program Division.

ENFORCEMENT DIVISION

The Enforcement Division is responsible for providing national guidance and technical assistance on civil rights statutes and regulations enforced by FHEO. At the request of complainants, the Division reviews and reconsiders Fair Housing Act complaints dismissed by the FHEO Regional Offices. Further, the Division reviews and finalizes decisions issued under Title VI of the Civil Rights Act of 1964 and plans and conducts on-site investigations under Title VI, Title II of the Americans with Disabilities Act, Section 109, and the Environmental Justice Act, for novel and complex cases or cases that fall within the jurisdiction of more than one Federal agency. The Division also reviews and refers Title VIII zoning and land-use cases to the Department of Justice; and resolves non-concurrence issues with the Office of General Counsel. The Office reviews requests for reconsideration of Fair Housing Act cases, reviews cases with possible First Amendment implications and serves as a liaison with Counsel on various legal issues that arise in cases.

FAIR HOUSING ASSISTANCE PROGRAM DIVISION

The Fair Housing Assistance Program Division is responsible for oversight and management of FHEO's non-competitive funding program. The Division is responsible for assisting Federal, State, and local public and private agencies in developing and executing fair

housing enforcement programs. Further, the Division reviews State and local fair housing laws and certifies laws to determine that they are substantially equivalent to the Federal Fair Housing Act. The Division is also responsible for providing funding to those substantially equivalent agencies to conduct case processing, training, education and outreach, partnership activities, providing and improving agency data and information systems, and capacity-building activities.

OFFICE OF DISABILITY RIGHTS

The Office of Disability Rights is responsible for developing policies and procedures concerning disability rights to ensure compliance with Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; Section 109 of the Housing and Community Development Act of 1974; the Age Discrimination Act (ADA) of 1975; and the Architectural Barriers Act (ABA) of 1968. The Office also assists the Office of Enforcement on disability-related Fair Housing Act issues. Additionally, the Office coordinates disability policy initiatives with the Offices of Housing, Community Planning and Development, and Public and Indian Housing.

The Office of Disability Rights includes the Compliance Division and the Disability Policy Division.

COMPLIANCE DIVISION

The Compliance Division is responsible for formulating policies, administering compliance standards, and providing technical assistance on the design, construction and alteration of housing and other buildings to meet the requirements for accessibility required by the Fair Housing Act, Section 504, the ADA and the ABA.

DISABILITY POLICY DIVISION

The Disability Policy Division is responsible for educating HUD staff (Headquarters and Field Offices) about the housing needs and the civil rights of people with disabilities and providing technical assistance to increase knowledge and needs of people with disabilities to HUD staff, partners and consumers, housing providers, and local governments. The Division is responsible for developing technical guidance and training programs. The Division makes recommendations based on analyzing and researching policies, and also reviewing procedures and regulations affecting people with disabilities.

REGIONAL OFFICES OF FAIR HOUSING AND EQUAL OPPORTUNITY

The FHEO Field responsibilities are located in three types of offices: Fair Housing and Equal Opportunity Regional Offices, Fair Housing and Equal Opportunity Centers and Fair Housing and Equal Opportunity Field Offices. The FHEO Regional Offices are led by a Director for Fair Housing and Equal Opportunity, who is responsible for managing the FHEO activities and resources throughout the offices within the jurisdiction. The FHEO Regional Offices are responsible for administering the Department's programs in connection with equal opportunity

and civil rights including the Fair Housing Act, Title VI, Section 109 of the Housing and Community Development Act, Section 504 of the Rehabilitation Act, Section 3 of the HUD Act of 1968, the American with Disabilities Act, the Age Discrimination Act, and relevant Executive Orders. The FHEO Regional Offices are also responsible for processing and investigating fair housing discrimination complaints, Section 3 complaints, implementing civil rights requirements in HUD programs, conducting compliance reviews, managing and monitoring the FHIP/FHAP program activities, implementing voluntary programs, and coordinating education and outreach program activities.

OFFICE OF THE DEPUTY ASSISTANT SECRETARY FOR OPERATIONS AND MANAGEMENT

The Office of the Deputy Assistant Secretary for Operations and Management is responsible for the development, direction and supervision of the Office of Fair Housing and Equal Opportunity's (FHEO) operations, management, budget, contract oversight, program evaluation, planning, information services, human resources and administrative functions. The Office develops policy for and oversees the formulation, justification and execution of FHEO's budget. It provides guidance for the development of FHEO's performance measures outlined in the Strategic Plan, Annual Performance Plan and Management Plan. The Office evaluates FHEO performance activity and utilization of resources to achieve performance goals. It is responsible for personnel, training, staff allocation and contract administration. Further, the Office coordinates and manages all Office of Inspector General (OIG) and General Accounting Office (GAO) internal and external audits, including OIG hotline complaints. The Office supervises the affirmative action and equal employment opportunity functions of the organization.

Additionally, the office is responsible for the development of policies and procedures for the development of mission critical automation systems; development and execution of FHEO proposed automation projects budget; and processing of FHEO's correspondence. A representative from the office participates as a voting member of the Department's Technical Evaluation Board Working Group. The Office supervises FHEO participation in the Quality Management Review program.

The Office of the Deputy Assistant Secretary for Operations and Management supervises the Office of Information Services, Systems and Technology; Office of Management and Budget; and Office of Administrative Services.

OFFICE OF INFORMATION SERVICES, SYSTEMS AND TECHNOLOGY

This Office of Information Services, Systems and Technology is responsible for the oversight and management of all automation (computer) related activities and the processing of correspondence for the Office of Fair Housing and Equal Opportunity (FHEO). The Office serves as FHEO's representative and participates as a voting member of the Departmental Technical Investment Board Working Group (TIBWG). Further, the Office oversees the development and execution of FHEO proposed automation project budgets; processes related to tracking the timeliness of the completion of all Congressional, White House, Secretarial, and

Freedom of Information Act (FOIA) requests and internal FHEO correspondence, and assures that telephone resources are reserved for large or national conference calls.

The Correspondence staff is responsible for tracking Congressional, White House, Secretarial, Freedom of Information Act (FOIA) inquiries and internal FHEO correspondence, and Departmental clearances to ensure efficient processing. Serves as liaison with the Executive Secretariat and uses the Departmental correspondence tracking system to monitor the progress of responses to incoming correspondence. The staff reviews outgoing correspondence for conformance with Departmental standards, maintains chronological files of incoming and outgoing correspondence, and provides management and support staff with technical assistance related to correspondence issues. Further, the staff receives and sorts all incoming mail and dispatches all outgoing correspondence, receives, coordinates and monitors all incoming public Web generated correspondence intended for FHEO, and serves as the FHEO point of contact for Records Management Liaison Officer (RMLO) activities.

The Office of Information Services, Systems and Technology include the Information and Communications Division.

INFORMATION AND COMMUNICATIONS DIVISION

The Division is responsible for system activity. The Division provides support to Headquarters offices with regard to infrastructure issues (workstations acquisition, LAN configuration, printer placements, etc.) and serves as the first level experts to resolve user problems and provides technical assistance. It serves as the point of contact for all communication devices including laptops and blackberries. The Division manages all Web activities for FHEO, including the government-wide e-Government initiative. The Division is responsible for providing necessary systems to carry out the functions of FHEO. These major systems support the complaint and compliance review processes. Additionally, the Division ensures that systems collect necessary program activity that will reflect accurate accounting of workload and goal accomplishments.

OFFICE OF MANAGEMENT AND BUDGET

The Office of Management and Budget is responsible for providing and coordinating the operations, management, budget, program evaluation, management planning, and the contract oversight functions of the Office of Fair Housing and Equal Opportunity (FHEO). The Office services the program component of FHEO through budget preparation and execution, development and implementation of program management, performance evaluation and planning processes, and procurement and contract oversight responsibilities. The Office serves as liaison with the Chief Financial Officer (CFO) on management controls and financial matters, as well as, coordinates and implements the Continuity of Operations Plan (COOP) and Quality Management Review (QMR) programs. The Office serves as the primary point of contact between the Field and FHEO Headquarters.

The Office of Management and Budget includes the Management Planning Division, Budget Division and Field Oversight Division

MANAGEMENT PLANNING DIVISION

The Management Planning Division is responsible for planning and developing the Headquarters and Field Management Plans to ensure inclusion of overall priorities, goals and objectives as well as conducting performance reviews and adjustments of National performance goals; management controls; and vulnerability and front-end risk assessments. The Division is also responsible for the coordination and implementation of the Government Performance Results Act (GPRA), five years Strategic Plan, the Annual Performance Plan (APP) and the year end Performance and Accountability Report (PAR) activities. Additionally, the Division develops and coordinates the Management Control Certification and the preparation of the Commercial Activities Report (OMB Circular A-76) and updates the Catalog of Federal Domestic Assistance. It also develops and reviews resource allocation guidelines and employee time reporting definitions to provide Headquarters direction on indicators of major work accomplishments, tasks included in performing the work, and time required to achieve the tasks (TEAM/REAP Reports). Other responsibilities include the management of Office of Inspector General (OIG) and General Accounting Office (GAO) internal and external audit activities, including responses to the OIG hotline complaints; the institution of internal controls; identification of management or operational deficiencies and the development of recommendations to alleviate such deficiencies.

BUDGET DIVISION

The Budget Division is responsible for budget formulation and execution, and contract administration. It reviews, analyzes and interprets legislation, appropriation language, and budgetary directives and guidelines as provided by the CFO, Office of Management and Budget (OMB) and Congress. The Division advises the Assistant Secretary for Fair Housing and Equal Opportunity on budget matters, including the budgetary implications of policy and legislative proposals. The Division prepares basic procedures for budget formulation, presentation and execution for FHEO's Salaries and Expenses (S&E) and program accounts. The Division also reviews and coordinates the submission of budget estimates to OMB and Congress for three accounts: the Fair Housing Assistance Program (FHAP), the Fair Housing Initiatives Program (FHIP) and the Salaries and Expenses (S&E) accounts. The Division establishes and maintains financial systems for Funds Control of FHEO's appropriated funds, directs the maintenance of the overall FHEO obligations and expenditures, and forecasts and analyzes the FHIP, FHAP and S&E accounts. It negotiates the resolution of budget and financial issues and interprets and responds to budget and financial directives, requests, and guidance received from the Department, OMB and Congress. The Division develops and implements plans to respond to financial system integration requirements and prepares questions and answers, tables and backup information on pertinent Fair Housing issues for the Assistant Secretary in preparation for testimony before OMB and Congress. The Division reviews and revises the Administrative Control Funds policies and procedures for FHEO's program and S&E accounts to assure that obligations and expenditures stay within legally authorized budget limits.

The Division is responsible for the procurement and contracting execution process. It prepares the annual procurement plan and provides analysis and recommendations on contract funding. The Division is also responsible for approving requisitions for supplies and services.

FIELD OVERSIGHT DIVISION

The Field Oversight Division is one of the primary points of contact between the Field and FHEO Headquarters. The Division is responsible for advising and assisting on all matters relating to the implementation of FHEO programs and activities in the Regional and Field Offices, including coordinating Regional and field requests and responses and analyzing performance data. The Division is responsible for serving in an ombudsman role to ensure that internal and external complaints are addressed in an unbiased and objective manner. The ombudsman function will ensure that both the complainant and the FHEO office and staff are given the opportunity to provide the office with information and feedback concerning FHEO staff or field office. The Division is responsible for coordinating with the Office of Departmental Operations and Coordination in the implementation of the entire OMR process for FHEO. The Division is also responsible for coordinating the quarterly Headquarters and Field Director's meetings, serving as a central depository of e-mails from Headquarters and the Field, monitoring the Regional/Field offices performance through the continuation of the GAO initiated Telephone Survey project and establishing a web-based calendar that would be shared between program offices in Headquarters and Field where all important FHEO events and dates would be listed in one place.

OFFICE OF ADMINISTRATIVE SERVICES

The Office of Administrative Services is responsible for providing and coordinating human resources and the management and administrative services for the Office of Fair Housing and Equal Opportunity (FHEO). The Office services the program component of FHEO nationwide through administration of personnel services; employee training and technical assistance; and administrative support, including space management, development and distribution of publications, and directives and forms management. The Office provides advisory and technical services to FHEO management and staff on issues involving personnel and/or organizational changes and other administrative related issues.

The Office is also responsible for providing technical assistance to offices within FHEO during proposed and final space realignments. Further, it coordinates the provision of space with the Office of Administration. The Office is responsible for equipment and furniture acquisition, and performs health and safety inspections. The Office manages the issuance and control of investigators' identification cards and badges, oversees the installation of office telephone systems, and serves as the liaison for publications and forms at the Clearinghouse and HUD's warehouse. Additionally, the Office implements programs and procedures that provide efficient and effective coordination of program training activities. In this capacity, the Office provides training technical assistance, and implements programs and procedures that provide training activities (i.e., classroom, distance learning, conferences, or any other training related activities).

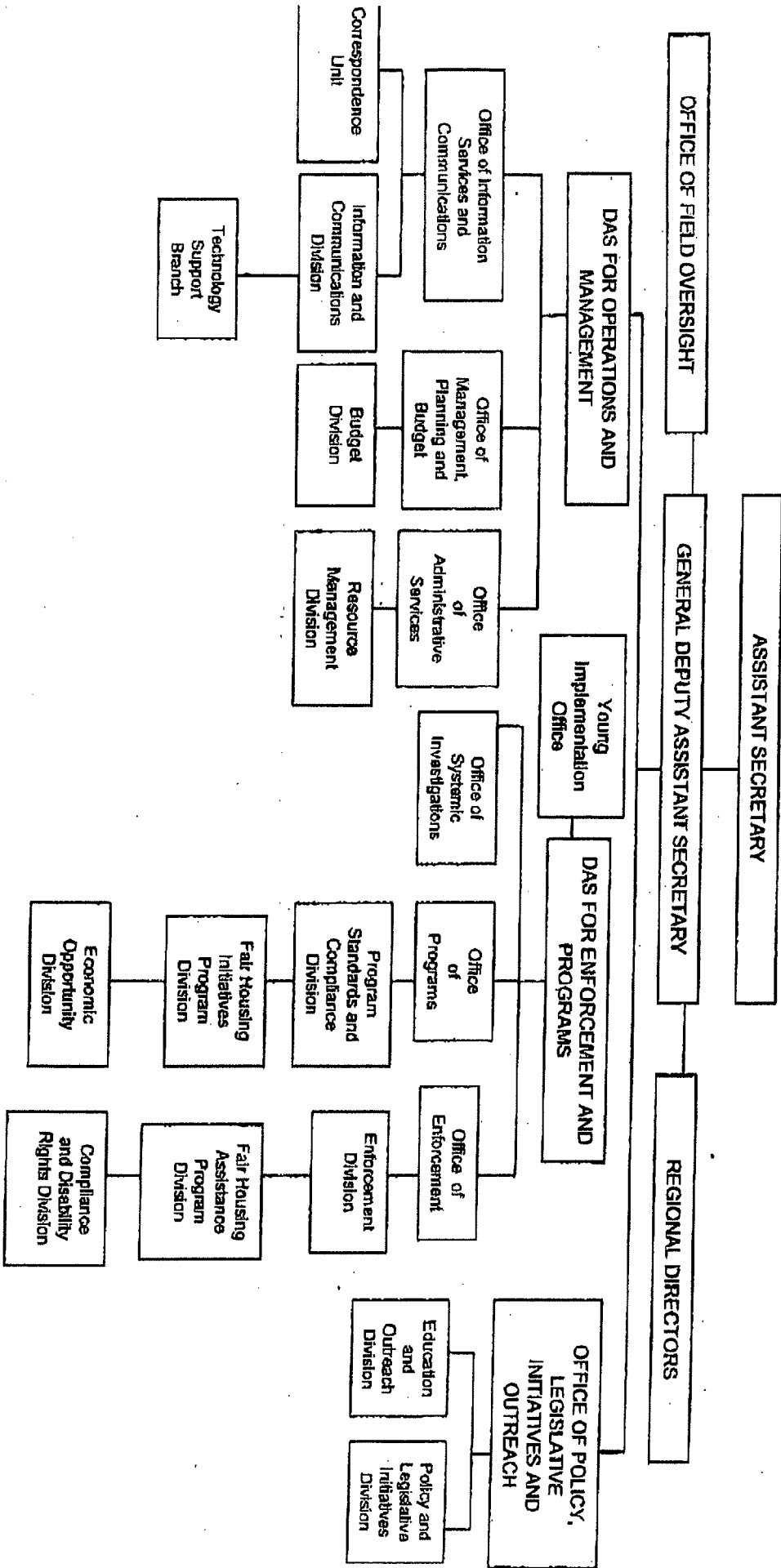
The Office of Administrative Services includes the Resource Management Division.

RESOURCE MANAGEMENT DIVISION

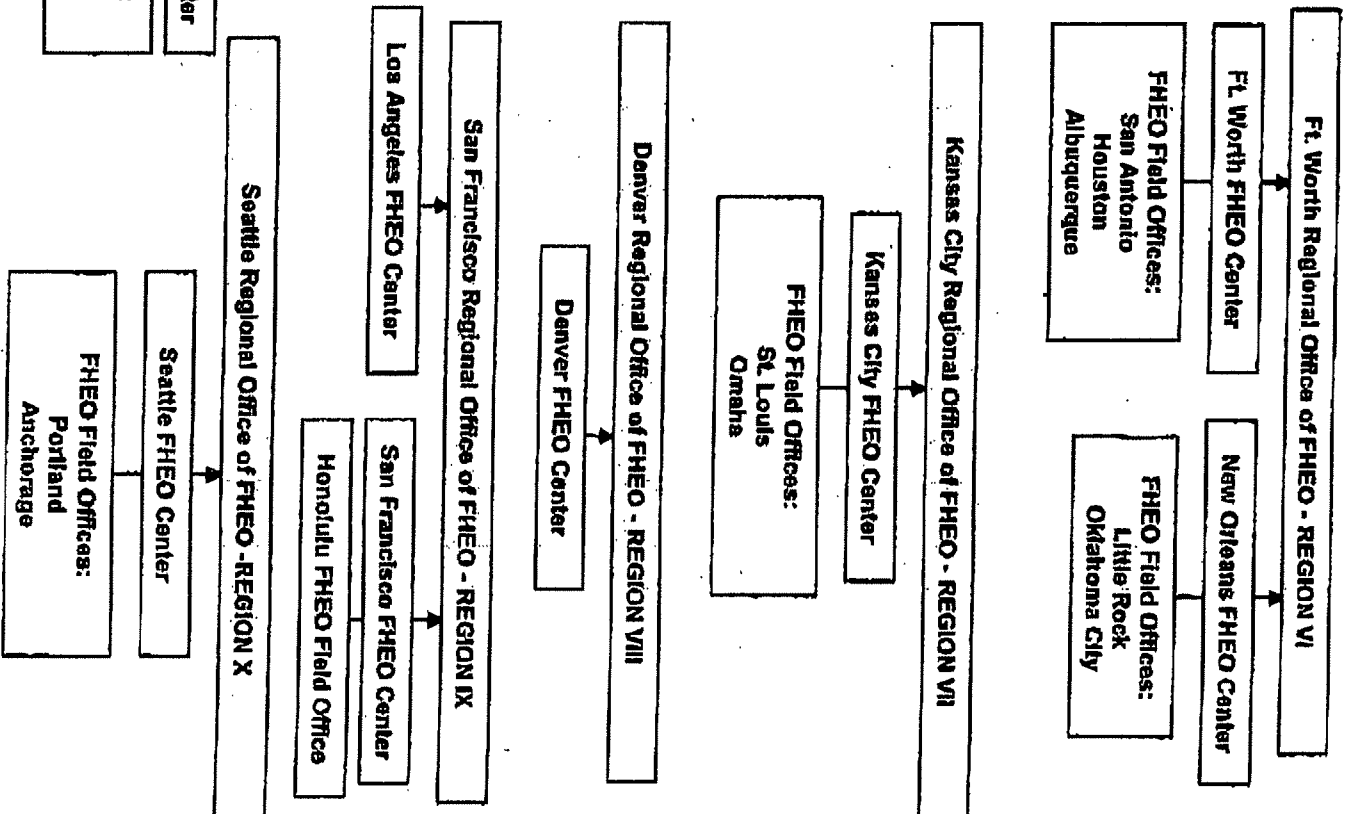
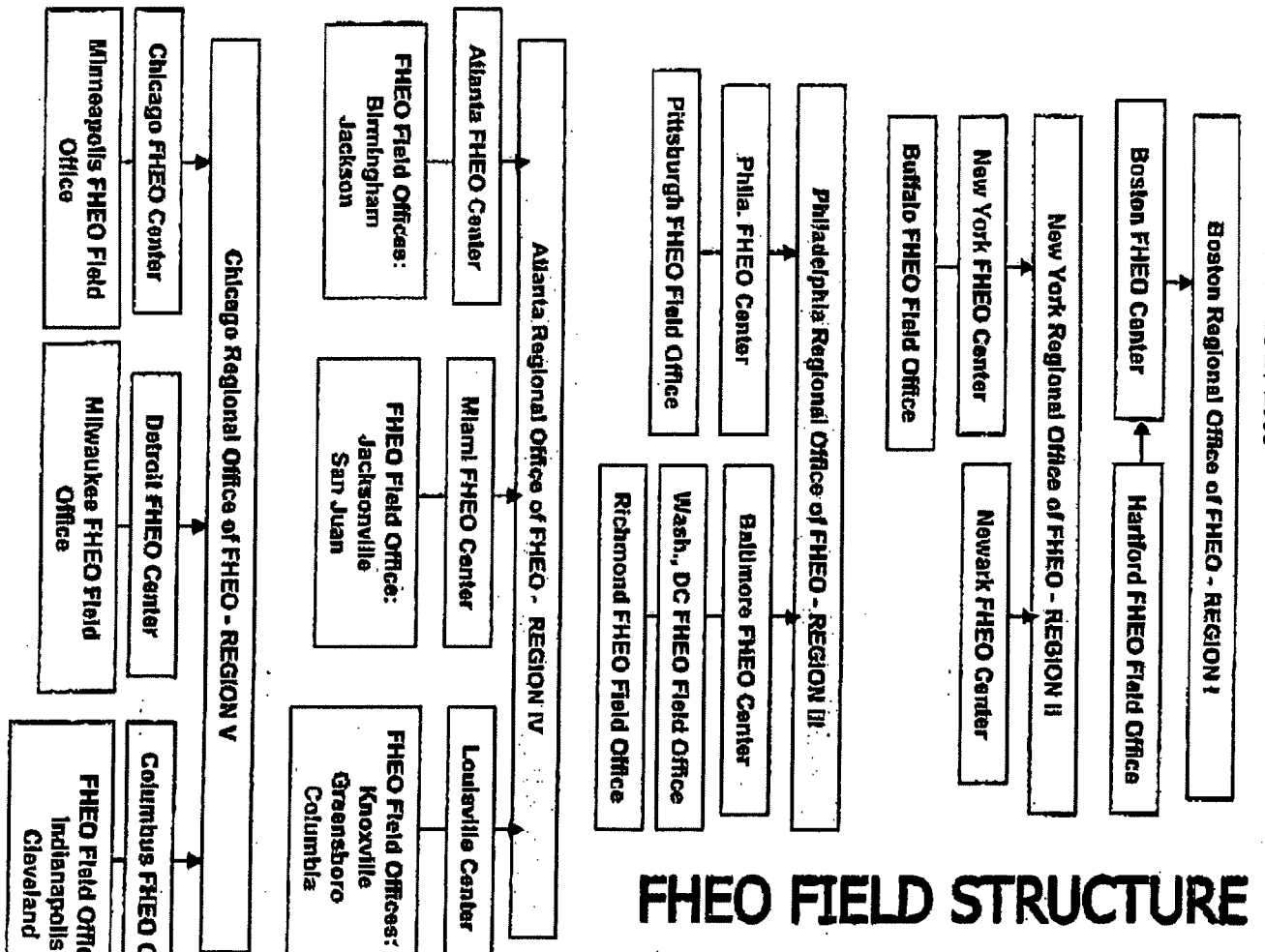
The Resource Management Division is responsible for executing and processing all personnel actions, recruitment actions and related documents for Headquarters and Field employees. The Division manages the performance appraisal process for FHEO staff (EPPES), management staff (PACS) and executive management staff (EPACS); and provides advisory services to management on employee relations and labor management relation issues. The Division also develops policies and procedures on various human resources issues. Other human resource services provided by the Division include: managing the time and attendance program, government-issued credit cards, and incentive awards programs; administering temporary employee services; and developing and distributing the FHEO annual staffing plans and other staffing related documents.

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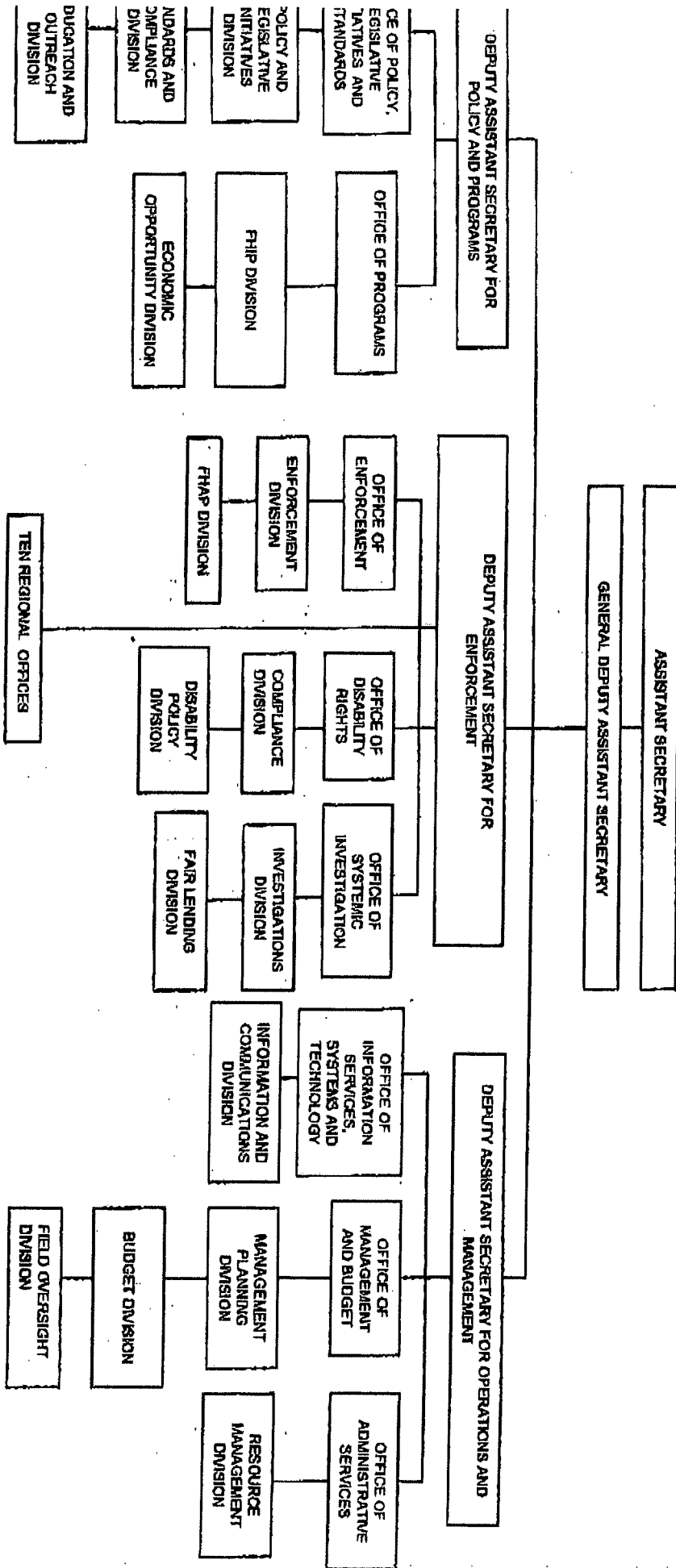
OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY



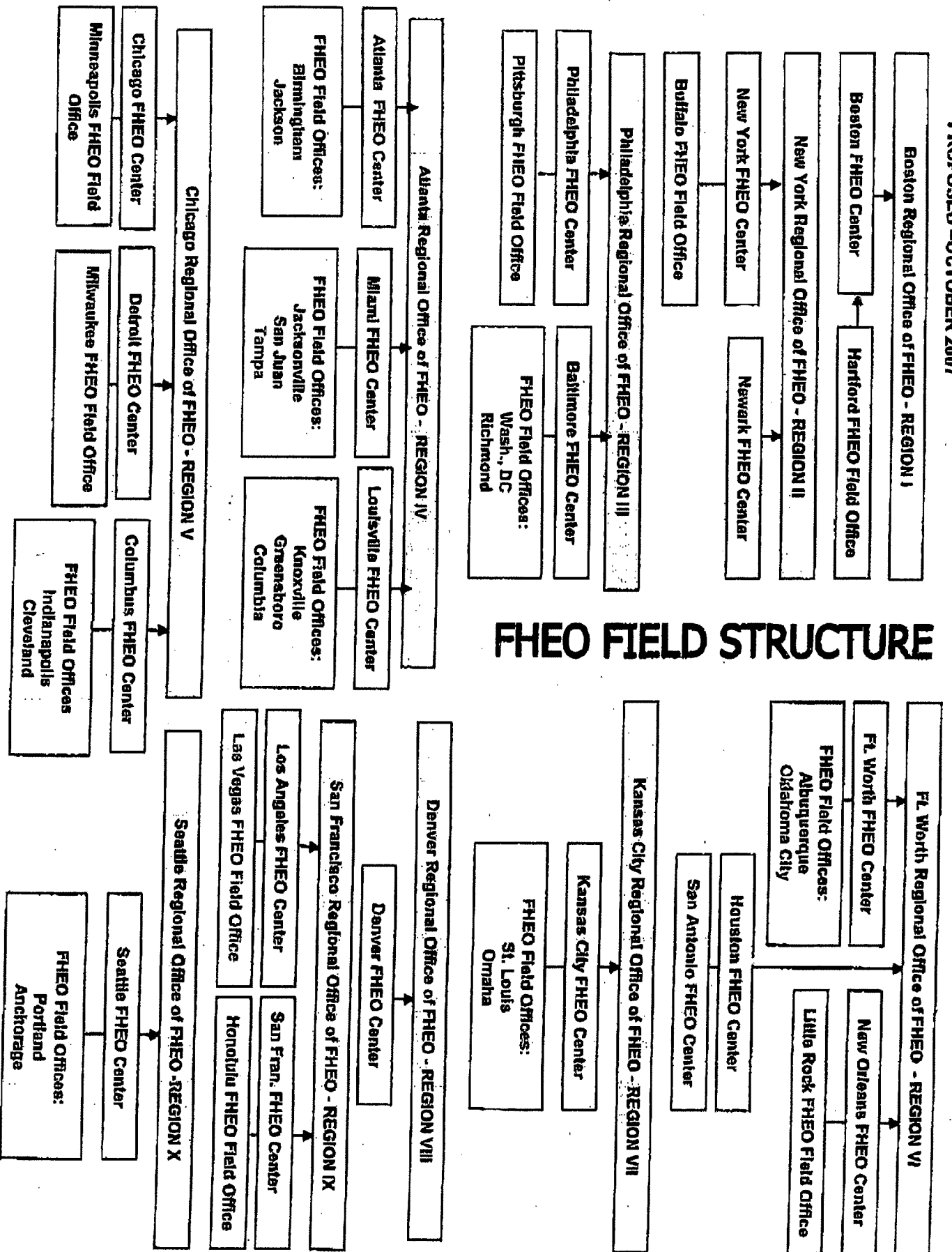
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OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY



FHEO FIELD STRUCTURE



HIGHLIGHTS OF THE 2007 FHEO REORGANIZATION

- To move the Office of Field Oversight from the General Deputy Assistant Secretary, rename it a Division and move it under the Office of Management and Budget.
- To move the Regional Directors from the General Deputy Assistant Secretary to the Deputy Assistant Secretary for Enforcement.
- To establish a new Deputy Assistant Secretary position for Policy and Programs.
- To establish the Office of Policy, Legislative Initiatives and Standards. The Policy and Legislative Initiatives Division and the Education and Outreach Division will remain the same and the Program Standards and Compliance Division will move from the Office of Programs and renamed the Standards and Compliance Division.
- To shift the Office of Programs, FHIP Division and the Economic Opportunity Division from the Deputy Assistant Secretary for Enforcement and Programs to the Deputy Assistant Secretary for Policy and Programs.
- To rename the Deputy Assistant Secretary for Enforcement and Programs to the Deputy Assistant Secretary for Enforcement.
- To abolish the Young Implementation Office.
- To establish the Office of Disability Rights. The Disability Policy Division will be established and the Compliance and Disability Rights Division will be renamed Compliance Division.
- To establish the Investigations Division, and Fair Lending Division in the Office of Systemic Investigations.
- To rename the Office of Information Services and Communication to the Office of Information Services, Systems and Technology.
- To abolish the Correspondence Unit and absorb the function in the Office of Information Services, Systems and Technology.
- To abolish the Technology Support Branch and absorb the function in the Information and Communications Division.
- To rename the Office of Management Planning and Budget to the Office of Management and Budget.
- To establish the Management Planning Division.
- To change the title of the ten Intake Branch's to Customer Service Centers.
- To establish a Field Office in Tampa, Florida.
- To establish a Field Office in Las Vega, Nevada.
- To upgrade the Houston Field office to a FHEO Center. Two branches will be established, Enforcement and Program Compliance.
- To change the reporting relationship of the San Antonio Field Office from Fort Worth FHEO Center to the Houston FHEO Center.
- The change the reporting relationship of the Oklahoma Field Office from New Orleans FHEO Center to the Fort Worth FHEO Center
- With the addition of two new Field Offices and one new FHEO Center, FHEO will now have 19 FHEO Centers and 27 Field Offices.

10/30/2007

Article 5 Requirements—FHEO 2007 Reorganization

- a) Name, grade, title and position of affected bargaining unit employees. (See both the attached Headquarters and Field From/To Staffing charts).
 - b) Impact, if any upon upward mobility and/or career ladder positions. (None)
 - c) Employees who will have a different first or second line supervisor as a result of the reorganization. (See attached From/To Staffing charts).
 - d) Impact, if any, upon employee's receipt of performance ratings. (There will be no impact upon employee's receipt of performance rating).
 - e) Copies of position descriptions for new position if different from current position. (New position descriptions will be created for all newly created offices. A draft of those position descriptions will be sent under separate cover).
 - f) Names of any employees detailed in connection with the reorganization (None).
 - g) Any new positions created as a result of the reorganization. (Several new positions have been identified in the attached Reorganization Staffing Charts).
 - h) Names of employees detailed in connection with the reorganization. (None)
 - i) Names of any employee who will be moved as a result of the reorganization. (At present, no employees will be moving. If and when a decision to move is made, necessary information and notice will be provided to the Union).
 - j) Copy of before and after organization charts. (See attached charts)
-

OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY HEADQUARTERS REORGANIZATION

October 2007

CURRENT			PROPOSED			
EMPLOYEE	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE
ASSISTANT SECRETARY FOR FAIR HOUSING AND EQUAL OPPORTUNITY						
Kendrick	Immediate Office	Assistant Secretary	EX-301-04	Immediate Office	Assistant Secretary	EX-301-04
CANT				Immediate Office	Special Assistant	GS-30113/14
icenne D. Thomas	Immediate Office	Program Analyst	GS-343-14	Immediate Office	Program Analyst	GS-343-14
andra C. Johnson	Office of Field Oversight	Program Analyst	GS-343-13	Immediate Office	Program Analyst	GS-343-13
CANT				Immediate Office	Staff Assistant	GS-303-09/10/11
GENERAL DEPUTY ASSISTANT SECRETARY						
nyl L. Ziegler	Immediate Office	General DAS	ES-301-00	Immediate Office	General DAS	ES-301-00
ey L. Mullins	Immediate Office	Special Assistant	GS-301-14	General Deputy	Special Assistant	GS-301-14
elen Hadley	Immediate Office	Staff Assistant	GS-303-10	General Deputy	Staff Assistant	GS-303-10
DEPUTY ASSISTANT SECRETARY FOR POLICY AND PROGRAMS						
nela D. Walsh	Office of Policy, Legislative Initiatives and Outreach	Director	ES-301	Immediate Office	DAS	ES-301
meth F. Holbert	Office of Policy, Legislative Initiatives and Outreach	Special Assistant	SL-301-00	Immediate Office	Special Assistant	SL-301-00
tor R. Lambert	Policy and Legislative Initiatives Division	Program Analyst	GS-343-15	Immediate Office	Program Analyst	GS-343-15
cy Richardson	Office of Policy, Legislative Initiatives and Outreach	Program Analyst	GS-343-13	Immediate Office	Program Analyst	GS-343-13
CANT				Immediate Office	Special Assistant	GS-301-13/14
CANT				Immediate Office	Staff Assistant	GS-303-8/9
inique Denhart	Office of Policy, Legislative Initiatives and Outreach	FCI Intern		Immediate Office	FCI Intern	
aid Hill	Office of Policy, Legislative Initiatives and Outreach	FCI Intern		Immediate Office	FCI Intern	
CANT				Office of Policy, Legislative Initiatives and Standards	Director	GS-301-15

EMPLOYEE	CURRENT			PROPOSED		
	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE
Barbara R. Broden	Office of Policy, Legislative Initiatives and Outreach	Staff Assistant	GS-303-09	Office of Policy, Legislative Initiatives and Standards	Staff Assistant	GS-303-9
CANT				Policy and Legislative Initiatives Division	Director	GS-301-15
CANT				Policy and Legislative Initiatives Division	Program Analyst	GS-343-9/11/12
Miss G. Armstrong	Policy and Legislative Initiatives Division	Program Analyst	GS-343-14	Policy and Legislative Initiatives Division	Program Analyst	GS-343-14
CANT				Standards and Compliance Division	Director	GS-343-15
Shirley L. Halfon	Program Standards and Compliance Division	Program Analyst	GS-343-14	Standards and Compliance Division	Program Analyst	GS-343-14
Shirley McClain	Program Standards and Compliance Division	Program Analyst	GS-343-14	Standards and Compliance Division	Program Analyst	GS-343-14
Shirley V. Jackson	Program Standards and Compliance Division	Program Analyst	GS-343-14	Standards and Compliance Division	Program Analyst	GS-343-14
Shirley V. Bobisud	Program Standards and Compliance Division	Program Analyst	GS-343-13	Standards and Compliance Division	Program Analyst	GS-343-13
Robert A. Walker	Education and Outreach Division	Director	GS-301-15	Education and Outreach Division	Director	GS-301-15
CANT				Education and Outreach Division	Program Analyst (NHTA)	GS-343-13/14
Shirley M. Calabria	Education and Outreach Division	Program Analyst	GS-343-13	Education and Outreach Division	Program Analyst	GS-343-13
Shirley O. Williams	Office of Policy Legislative Initiatives and Outreach	Program Analyst	GS-343-12	Education and Outreach Division	Program Analyst	GS-343-12
Shirley Jacobs	Office of Programs	Director	GS-340-15	Office of Programs	Director	GS-340-15
Shirley R. Jackson	Office of Programs	Staff Assistant	GS-303-09	Office of Programs	Staff Assistant	GS-303-09
Shirley L. Makins	Office of Programs	Secretary	GS-318-7	Office of Programs	Secretary	GS-318-7
Shirley P. Newry	Fair Housing Initiatives Program Division	Director	GS-343-15	Fair Housing Initiatives Program Division	Director	GS-343-15
Shirley D. Smith	Fair Housing Initiatives Program Division	Program Analyst	GS-343-14	Fair Housing Initiatives Program Division	Program Analyst	GS-343-14
Shirley J. Conley	Fair Housing Initiatives Program Division	Program Analyst	GS-343-14	Fair Housing Initiatives Program Division	Program Analyst	GS-343-14
Shirley L. Brooks	Fair Housing Initiatives Program Division	Program Analyst	GS-343-13	Fair Housing Initiatives Program Division	Program Analyst	GS-343-13

CURRENT				PROPOSED			
EMPLOYEE	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE	
Don C. Collier	Fair Housing Initiatives Program Division	EOS	GS-360-13	Fair Housing Initiatives Program Division	EOS	GS-360-13	
Ernest J. White, Jr.	Fair Housing Initiatives Program Division	Program Analyst	GS-343-12	Fair Housing Initiatives Program Division	Program Analyst	GS-343-12	
Debra E. Henley	Fair Housing Initiatives Program Division	Program Assistant	GS-344-08	Fair Housing Initiatives Program Division	Program Assistant	GS-344-08	
John Gilliam	Economic Opportunity Division	Director	GS-343-15	Economic Opportunity Division	Director	GS-301-15	
Gregory L. Williams	Economic Opportunity Division	Program Analyst	GS-343-13	Economic Opportunity Division	Program Analyst	GS-343-13	
Robert Munitz	Economic Opportunity Division	Program Analyst	GS-343-13	Economic Opportunity Division	Program Analyst	GS-343-13	
Sandra E. Parker	Economic Opportunity Division	Program Analyst	GS-343-13	Economic Opportunity Division	Program Analyst	GS-343-13	
Anthony L. Strong	Economic Opportunity Division	Program Analyst	GS-343-13	Economic Opportunity Division	Program Analyst	GS-360-13	
William R. Taylor	Economic Opportunity Division	Program Analyst	GS-343-13	Economic Opportunity Division	Program Analyst	GS-343-13	
Debra E. Bailey	Economic Opportunity Division	Program Analyst	GS-343-12	Economic Opportunity Division	Program Analyst	GS-343-12	
Barbara A. Reed	Economic Opportunity Division	Program Assistant	GS-344-08	Economic Opportunity Division	Program Assistant	GS-344-08	

DEPUTY ASSISTANT SECRETARY FOR ENFORCEMENT						
EMPLOYEE	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE
Don Greene	DAS for Enforcement and Programs	Immediate Office	ES-360-00	Immediate Office	DAS	ES-360-00
Robert J. Mazz	DAS for Enforcement & Programs	Senior Advisor (Architect)	GS-301-15	Immediate Office	Senior Advisor (Architect)	GS-301-15
Debra M. Campbell	DAS for Enforcement & Programs	Special Assistant	GS-301-14	Immediate Office	Special Assistant	GS-301-14
Debra L. Burks	DAS for Enforcement & Programs	Staff Assistant	GS-303-10	Immediate Office	Staff Assistant	GS-303-10
Robert Bolton	DAS for Enforcement & Programs	MBA Fellow		Immediate Office	MBA Fellow	
John M. Grosso	Office of Enforcement	Supv. EOS	GS-360-15	Office of Enforcement	Director	GS-360-15
Ernest J. White	Office of Enforcement	Program Analyst	GS-343-12	Office of Enforcement	Program Analyst	GS-343-12
Ernest B. Johnson	Office of Enforcement	Program Assistant	GS-344-10	Office of Enforcement	Program Assistant	GS-344-10
CANT				Office of Enforcement	Staff Assistant	GS-303-8/9

CURRENT				PROPOSED			
EMPLOYEE	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE	
Terrell Russell	Enforcement Division	Supv EOS	GS-360-15	Enforcement Division	Director	GS-301-15	
Monah T. Anders	Enforcement Division	EOS	GS-360-14	Enforcement Division	EOS	GS-360-14	
Christine G. Silvestre	Enforcement Division	EOS	GS-360-14	Enforcement Division	EOS	GS-360-14	
Myra L. Wilson	Enforcement Division	EOS	GS-360-14	Enforcement Division	EOS	GS-360-14	
Monah J. Durbin Dodd	Enforcement Division	EOS	GS-360-13	Enforcement Division	EOS	GS-360-13	
La M. Robinson	Enforcement Division	EOS	GS-360-13	Enforcement Division	EOS	GS-360-13	
Clinton P. Klebert	Enforcement Division	EOS	GS-360-13	Enforcement Division	EOS	GS-360-13	
Shirley C. Taylor	Enforcement Division	EOS	GS-360-12	Enforcement Division	EOS	GS-360-12	
Wilma A. Richardson	Enforcement Division	Secretary	GS-318-7	Enforcement Division	Secretary	GS-318-7	
Donnell Carroll	Fair Housing Assistance Program Division	Director	GS-301-15	Fair Housing Assistance Program Division	Director	GS-301-15	
Wiley R. Williams	Enforcement Division	EOS	GS-360-13	Fair Housing Assistance Program Division	EOS	GS-360-13	
Pat M. Tolbert	Fair Housing Assistance Program Division	EOS	GS-360-13	Fair Housing Assistance Program Division	EOS	GS-360-13	
Debra M. Jennings	Fair Housing Assistance Program Division	Clerk Typing	GS-322-04	Fair Housing Assistance Program Division	Clerk Typing	GS-322-04	
CANT				Office of Disability Rights	Director	GS-340-15	
CANT				Office of Disability Rights	Staff Assistant	GS-303-8/9	
Leon F. Turner	Compliance/Disability Rights Division	Director	GS-340-15	Compliance Division	Director	GS-340-15	
Elizabeth A. Ryan	Office of Systemic Investigations	EOS	GS-360-15	Compliance Division	Program Analyst	GS-343-15	
Steven W. Goebels	Compliance/Disability Rights Division	Program Analyst	GS-343-14	Compliance Division	Program Analyst	GS-343-14	
Barbara Klein	Compliance/Disability Rights Division	Program Analyst	GS-301-13	Compliance Division	Program Analyst	GS-343-13	
Donna S. Leake	Compliance/Disability Rights Division	Program Analyst	GS-343-12	Compliance Division	Program Analyst	GS-343-12	
CANT				Disability Policy Division	Director	GS-340-15	
Wendy D. Kent	Office of Enforcement	Special Advisor for Disability Policy	GS-301-15	Disability Policy Division	Special Advisor for Disability Policy	GS-301-15	
Wendy J. Hannie	Compliance/Disability Rights Division	Staff Assistant	GS-303-11	Disability Policy Division	Staff Assistant	GS-303-11	
William O. Johnson	Compliance/Disability Rights Division	Program Analyst	GS-343-09	Disability Policy Division	Program Analyst	GS-343-09	

CURRENT				PROPOSED			
EMPLOYEE	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE	
Ed D. Armstrong	Office of Systemic Investigations (Wash. DC)	Director	GS-360-15	Office of Systemic Investigations (Wash., DC)	Director	GS-360-15	
Ed Susin	Office of Systemic Investigations	Economist	GS-110-15	Office of Systemic Investigations	Economist	GS-110-15	
Wile A. Bradley	Office of Systemic Investigations (Outstationed: Fort. Worth)	Deputy Director	GS-360-14	Office of Systemic Investigations (Outstationed: Fort. Worth)	Supervisory EOS, Deputy Director	GS-360-14	
Wika V. Brown	Office of Systemic Investigations	Secretary	GS-318-7	Office of Systemic Investigations	Secretary	GS-318-7	
Wiley Harvey	Office of Systemic Investigations	MBA Fellow		Office of Systemic Investigations	MBA Fellow		
Wille C. Nance	Office of Systemic Investigations (Outstationed: Fort. Worth)	EOS	GS-360-13	Investigations Division (Outstationed: Fort. Worth)	Director	GS-301-15	
Witt B. Dickerson	Office of Systemic Investigations (Outstationed: Fort. Worth)	EOS	GS-360-13	Investigations Division (Outstationed: Fort. Worth)	EOS	GS-360-13	
Whe F. Chance	Office of Systemic Investigations (Outstationed: Fort. Worth)	EOS	GS-360-13	Investigations Division (Outstationed: Fort. Worth)	EOS	GS-360-13	
Wron S. Dulany	Office of Systemic Investigations (Outstationed: Fort. Worth)	EOA	GS-361-07	Investigations Division (Outstationed: Fort. Worth)	EOA	GS-361-07	
CANT				Pair Lending Division	Director	GS-301-15	
CANT				Pair Lending Division	EOS (Pair Lending)	GS-360-13	
CANT				Pair Lending Division	EOS (Pair Lending)	GS-360-9/11/12	
CANT				Pair Lending Division	EOS (Pair Lending)	GS-360-9/11/12	
CANT				Pair Lending Division	EOS (Pair Lending)	GS-360-9/11/12	
CANT				Pair Lending Division	EOS (Pair Lending)	GS-360-9/11/12	
DEPUTY ASSISTANT SECRETARY FOR OPERATIONS AND MANAGEMENT							
Wren A. Newton	Immediate Office	DAS	ES-340-00	Immediate Office	DAS	ES-340-00	
Wris A. Carey	Immediate Office	Mgmt. Analyst	GS-343-15	Immediate Office	Mgmt. Analyst	GS-343-15	
CANT				Immediate Office	Special Assistant	GS-301-13/14	
Wila Stone	Immediate Office	Mgmt. Analyst	GS-343-14	Immediate Office	Mgmt. Analyst	GS-343-14	
Wilia O. King-Smith	Immediate Office	Staff Assistant	GS-303-10	Immediate Office	Staff Assistant	GS-303-10	

DEPUTY ASSISTANT SECRETARY FOR OPERATIONS AND MANAGEMENT

EMPLOYEE	CURRENT			PROPOSED		
	ORGANIZATION	TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE
nija M. Hill	Resource Management Division	Mgmt. Analyst	GS-343-14	Resource Management Division	Mgmt. Analyst	GS-343-14

OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY FIELD REORGANIZATION

October 2007

EMPLOYEE		ORGANIZATION		CURRENT		PROPOSED	
		TITLE	SERIES/GRADE	ORGANIZATION	TITLE	SERIES/GRADE	
TAMPA FHEO FIELD OFFICE							
CANT				Tampa FHEO Office	Supv. EOS	GS-360-13/14	
CANT				Tampa FHEO Office	EOS	GS-360-11/12	
CANT				Tampa FHEO Office	EOS	GS-360-11/12	
CANT				Tampa FHEO Office	EOA	GS-361-6/7	
HOUSTON FHEO CENTER							
Sue Tarver	Houston FHEO Office	Supv. EOS	GS-360-14	Houston FHEO Center	Supv. EOS	GS-360-14	
Radline J. Dymore	Houston FHEO Office	EOS	GS-360-13	Houston FHEO Center	EOS	GS-360-13	
Ma W. Jackson	Houston FHEO Office	EOA	GS-360-07	Houston FHEO Center	EOA	GS-360-07	
CANT				Enforcement Branch	Supv. EOS	GS-360-13/14	
Christina Lewis	Houston FHEO Office	EOS	GS-360-13	Enforcement Branch	EOS	GS-360-13	
Freya A. Carlock	Houston FHEO Office	EOS	GS-360-12	Enforcement Branch	EOS	GS-360-12	
CANT				Program Compliance Branch	Supv. EOS	GS-360-13/14	
Carolyn A. Greer	Houston FHEO Office	EOS	GS-360-12	Program Compliance Branch	EOS	GS-360-12	
Ma R. Raglin	Houston FHEO Office	EOS	GS-360-09	Program Compliance Branch	EOS	GS-360-09	
LAS VEGAS FHEO FIELD OFFICE							
CANT				Las Vegas FHEO Office	Supv. EOS	GS-360-13/14	
CANT				Las Vegas FHEO Office	EOS	GS-360-11/12	
CANT				Las Vegas FHEO Office	EOS	GS-360-11/12	
CANT				Las Vegas FHEO Office	EOA	GS-361-6/7	