

Office of Housing  
Office of the Deputy Assistant Secretary for Multifamily Housing Programs

Reorganization Package

Proposal

The Office of Multifamily Housing Programs consists of 5 Headquarters Offices and 18 Multifamily Hubs. Most of the Hubs are supported by Multifamily Program Centers. There are 33 Program Centers. The State of New York is covered by two Hubs: the New York Hub and the Buffalo Hub. Each of these Hubs is responsible for implementing multifamily housing programs in their respective geographical area. This reorganization package proposes that the Buffalo Hub be converted to a Program Center reporting to the current New York Hub. This action will result in a single Hub for the entire State of New York, which will improve the efficiency and effectiveness of program delivery.

Background

The Office of Housing is currently composed of seven key organizational components, each headed by a Deputy Assistant Secretary: the Office of Multifamily Housing Programs, the Office of Single Family Housing, the Office of Regulatory Affairs and Manufactured Housing, the Office of Insured Healthcare Facilities, the Office of Finance and Budget, and the Office of Housing Operations.

The Office of the Deputy Assistant Secretary for Multifamily Housing Programs is responsible for the overall management, development, direction and administration of the Multifamily Housing Programs including:

- ▶ The FHA Multifamily Mortgage Insurance programs including the developing and implementing of policies, procedures and guidelines covering preapplication through final endorsement for the Field staff and industry;
- ▶ Quality assurance for the underwriting of FHA Insured Mortgages; approves lenders authority to process loans under Multifamily Accelerated Processing (MAP) and Risk Sharing, monitors the lenders' performance, and withdraws approval authority as deemed necessary; refers lenders as appropriate to the Mortgage Review Board for sanctions and the Office of Inspector General for investigations.
- ▶ The asset management and disposition of multifamily housing projects and mortgages developed under the Department's Multifamily Mortgage Insurance, Risk Sharing, Direct Loan and Capital Grant programs; assessing portfolio and program performance and coordination with the Assessment Center, Enforcement Center, and Section 8 Financial Processing Center.
- ▶ Project-based rental subsidy programs operated in multifamily housing projects that are either

insured, non-insured, Direct Loans, or financed with HUD Capital Grants.

- ▶ The Risk Sharing Programs for FHA-Insured Multifamily Loans including program compliance of the Housing Finance Agencies and Government Sponsored Enterprises.
- ▶ Community based initiatives such as Neighborhood Networks and placed-based neighborhood assistance.

As indicated above, this reorganization package proposes that the Buffalo Hub be converted to a Program Center reporting to the current New York Hub. This action will result in a single Hub for the entire State of New York, which will improve the Office of Multifamily Housing's ability to efficiently and effectively deliver the above programs.

### Rationale for the Proposed Reorganization

In reviewing the Buffalo Hub's organization, functions and workloads and the Department's overall mission and goals, it has been determined that it is in the Department's best interest to have the Buffalo Hub become a Program Center that will report to the New York Hub at this time.

First, the workload of the Buffalo Office has steadily declined over the last few years and it had and continues to have one of the smallest portfolios of any of the Hubs. Currently, The Buffalo Hub is processing less than two percent (12 applications) of the FHA Multifamily applications being processed nationwide (736 applications) and has one percent (\$143 million) of the loan volume nationwide (over \$11 billion). In regards to asset management, the Buffalo Hub has less than two percent (627 properties) of the total portfolio of managed properties (26,649 Properties). The resources of this Office could effectively assist the New York Hub on a regional level.

Secondly, our constituency (owners, property managers and other partners such as the State of New York's Community Development Division) has had issues and valid concerns regarding the inconsistency in the application and interpretation of HUD's policies and processes between the two Hubs for projects located in New York State. Many owners have projects within the State but may be managed by either the New York or Buffalo Hub depending on the location. These inconsistencies make it difficult for the owners to standardize their operations within the state. It is important that our industry partners within the State of New York deal with a central voice and office in regards to the Department's Office of Housing programs.

Thirdly, the management of the Performance Based Contract Administration functions has already being moved from the Buffalo Hub to the New York Hub to achieve greater consistency in the administration of the project-based Section 8 Housing Assistance Payments (HAP) program.

Finally, it is important to note that the Department is moving toward a regional approach to administering its programs and this proposed reorganization will allow for the Department to achieve that initiative in the State of New York.

### Impact on Organization Structure

Attachment A provides the current organization chart for the Office of Multifamily Housing Programs, including a listing of the Multifamily Hubs and Program Centers. Under this proposed reorganization, the Buffalo Hub will be converted to a Program Center and will report to the New York Hub. Attachment B provides the proposed listing, which shows the Buffalo Hub as a Program Center under the New York. The overall impact on the Office of Housing is that the total number of Hubs will be reduced from 18 Hubs to 17 Hubs, and the total number of Program Centers will increase from 33 to 34.

### Impact on Personnel

This reorganization will have the following impact on current personnel in the Buffalo and New York Hubs:

- The Hub Director position in Buffalo, currently vacant, will be backfilled as a Program Center Director. The selectee will report to the Director of the New York Hub.
- The current Operations Officer in Buffalo will be reassigned to the position of Supervisory Project Manager, and will continue to supervise her current staff
- The current Director of Project Management will be reassigned to the position of Supervisory Project Manager, and will continue to supervise his current staff
- Administrative action must be taken to revise position descriptions and organization codes of all Buffalo office employees to indicate that they are located in the Buffalo Program Center
- Buffalo Program Center employees will continue to report to their current immediate supervisor and perform their current duties, with no impact on position titles, series, grade levels, or grade potentials.
- New York Hub employees will continue to report to their current immediate supervisor and perform their current duties, except that the New York Hub Director and Operations Officer will assume the additional responsibility of overseeing the programmatic and administrative activities of the Buffalo Program Center. This reorganization will have no impact on position titles, series, grade levels, or grade potentials.

### Training Impact

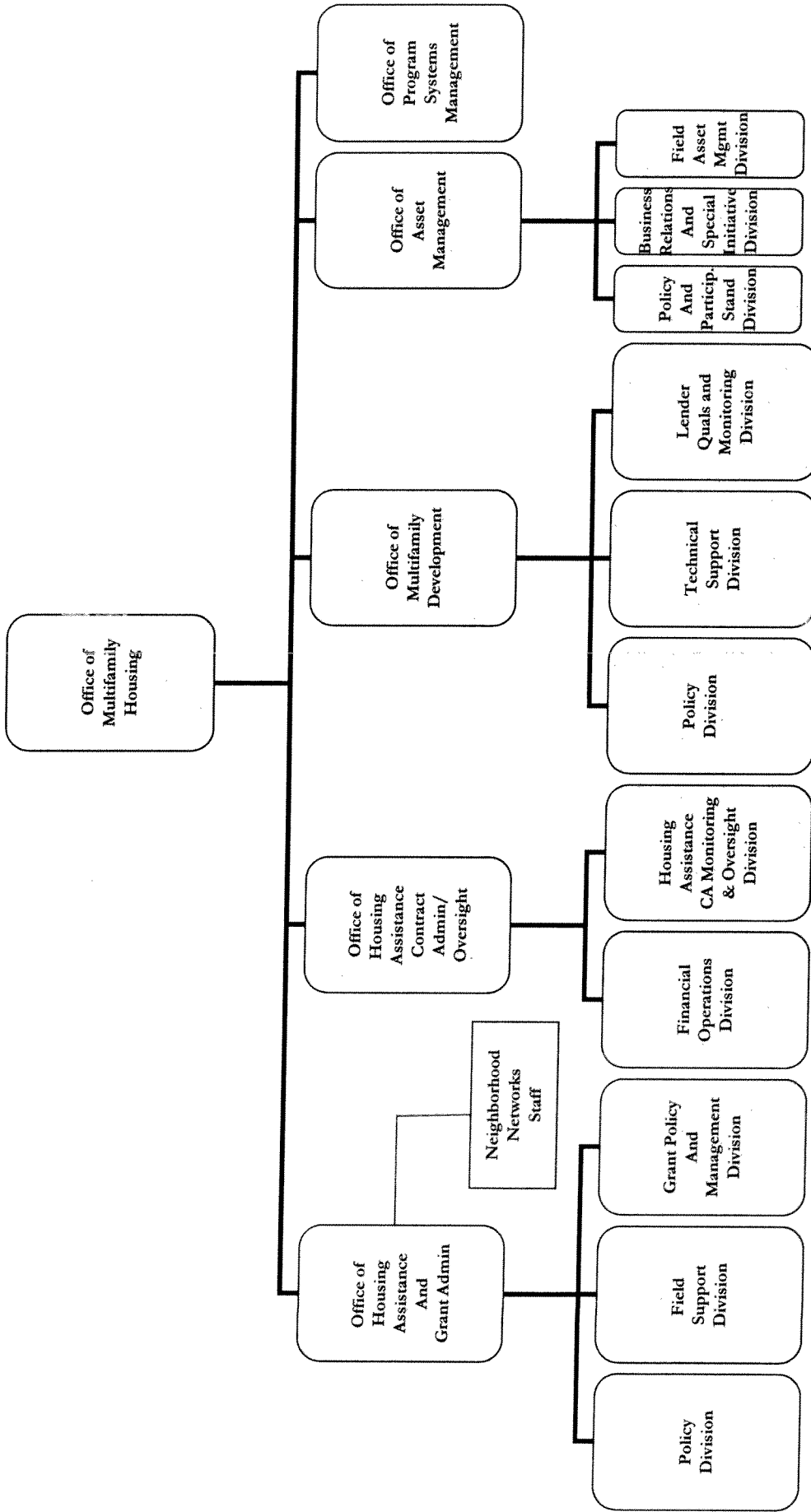
As stated earlier, current New York and Buffalo office employees will continue to perform the duties of their current positions. This reorganization will not necessitate additional training.

### Current Staffing Plan

Attachment C provides a copy of the current staffing roster in the Buffalo Hub. The listing provides employees' titles, series, and grade levels. Since only three positions (supervisory) will undergo a change in title, the listing has been annotated to show these three changes. All other employees will maintain their current positions, with no changes to titles, series, grade levels, or grade potentials.

## ATTACHMENT A

# Existing Structure



**OFFICE OF MULTIFAMILY HOUSING PROGRAMS**  
**LISTING OF MULTIFAMILY HUBS AND PROGRAM CENTERS**

**CURRENT**

- ▶ **Atlanta Multifamily HUB**
  - ▶ **Caribbean Program Center**
  - ▶ **Knoxville Program Center**
  - ▶ **Louisville Program Center**
  - ▶ **Nashville Program Center**
- ▶ **Baltimore Multifamily HUB**
  - ▶ **Richmond Program Center**
  - ▶ **Washington Program Center**
- ▶ **Boston Multifamily HUB**
  - ▶ **Hartford Program Center**
  - ▶ **Manchester Program Center**
  - ▶ **Providence Program Center**
- ▶ **Buffalo Multifamily HUB**
- ▶ **Chicago Multifamily HUB**
  - ▶ **Indianapolis Program Center**
- ▶ **Columbus Multifamily HUB**
  - ▶ **Cleveland Program Center**
- ▶ **Denver Multifamily HUB**
- ▶ **Detroit Multifamily HUB**
- ▶ **Ft. Worth Multifamily HUB**
  - ▶ **Albuquerque Program Center**
  - ▶ **Houston Program Center**
  - ▶ **Little Rock Program Center**
  - ▶ **New Orleans Program Center**
  - ▶ **San Antonio Program Center**
- ▶ **Greensboro Multifamily HUB**
  - ▶ **Columbia Program Center**
- ▶ **Jacksonville Multifamily HUB**
  - ▶ **Birmingham Program Center**

- ▶ [Jackson Program Center](#)
- ▶ [Miami Program Center](#)
- ▶ [Kansas City Multifamily HUB](#)
  - ▶ [Des Moines Program Center](#)
  - ▶ [Oklahoma City Program Ctr.](#)
  - ▶ [Omaha Program Center](#)
  - ▶ [St. Louis Program Center](#)
- ▶ [Los Angeles Multifamily HUB](#)
- ▶ [Minneapolis Multifamily HUB](#)
  - ▶ [Milwaukee Program Center](#)
- ▶ [New York Multifamily HUB](#)
- ▶ [Philadelphia Multifamily HUB](#)
  - ▶ [Charleston Program Center](#)
  - ▶ [Newark Program Center](#)
  - ▶ [Pittsburgh Program Center](#)
- ▶ [San Francisco Multifamily HUB](#)
  - ▶ [Honolulu Multifamily Staff](#)
  - ▶ [Las Vegas Multifamily Staff](#)
  - ▶ [Phoenix Program Center](#)
- ▶ [NW/Alaska Multifamily HUB](#)
  - ▶ [Seattle Program Center](#)
  - ▶ [Portland Program Center](#)

ATTACHMENT B



**OFFICE OF MULTIFAMILY HOUSING PROGRAMS**  
**LISTING OF MULTIFAMILY HUBS AND PROGRAM CENTERS**

**PROPOSED**

- ▶ **Atlanta Multifamily HUB**
  - ▶ **Caribbean Program Center**
  - ▶ **Knoxville Program Center**
  - ▶ **Louisville Program Center**
  - ▶ **Nashville Program Center**
- ▶ **Baltimore Multifamily HUB**
  - ▶ **Richmond Program Center**
  - ▶ **Washington Program Center**
- ▶ **Boston Multifamily HUB**
  - ▶ **Hartford Program Center**
  - ▶ **Manchester Program Center**
  - ▶ **Providence Program Center**
- ▶ **Chicago Multifamily HUB**
  - ▶ **Indianapolis Program Center**
- ▶ **Columbus Multifamily HUB**
  - ▶ **Cleveland Program Center**
- ▶ **Denver Multifamily HUB**
- ▶ **Detroit Multifamily HUB**
- ▶ **Ft. Worth Multifamily HUB**
  - ▶ **Albuquerque Program Center**
  - ▶ **Houston Program Center**
  - ▶ **Little Rock Program Center**
  - ▶ **New Orleans Program Center**
  - ▶ **San Antonio Program Center**
- ▶ **Greensboro Multifamily HUB**
  - ▶ **Columbia Program Center**
- ▶ **Jacksonville Multifamily HUB**
  - ▶ **Birmingham Program Center**
  - ▶ **Jackson Program Center**

- ▶ Miami Program Center
- ▶ Kansas City Multifamily HUB
  - ▶ Des Moines Program Center
  - ▶ Oklahoma City Program Ctr.
  - ▶ Omaha Program Center
  - ▶ St. Louis Program Center
- ▶ Los Angeles Multifamily HUB
- ▶ Minneapolis Multifamily HUB
  - ▶ Milwaukee Program Center
- ▶ New York Multifamily HUB
  - BUFFALO PROGRAM CENTER
- ▶ Philadelphia Multifamily HUB
  - ▶ Charleston Program Center
  - ▶ Newark Program Center
  - ▶ Pittsburgh Program Center
- ▶ San Francisco Multifamily HUB
  - ▶ Honolulu Multifamily Staff
  - ▶ Las Vegas Multifamily Staff
  - ▶ Phoenix Program Center
- ▶ NW/Alaska Multifamily HUB
  - ▶ Seattle Program Center
  - ▶ Portland Program Center

## ATTACHMENT C

ROSTER OF EMPLOYEES BY PROGRAM  
FOR PAY PERIOD ENDING: August 28, 2010

PROGRAM ASSISTANT SECRETARY: HOUSING  
REGION: 2 N.Y.-N.J. / OFFICE: BUFFALO  
RUN DATE: 09/07/10

NAME	OFFICIAL POSITION TITLE	PP/SERS/GR-ST	A	T	CEIL	STAT	NTE DATE	BUS	DUTY STATION
OFFICE BUFFALO									
MAJOR COMPONENT: BUFFO, HSNB									
ORG-CODE: 830206130011120200	HSNG, MFHD, BUFFALO MULTIFAMILY HUB								
FLITTON, DENISE M.	HOUSING PROGRAM ASSISTANT	GS-0303-07-10	0	FTP				1120	BUFFALO, NY
ORG-CODE: 830206130011120200	FTP=	1	OTFP=	0	TEMP=			0	XNON=
ORG-CODE: 830206130011120216	HSNG, MFHD, PROJECT TEAM	0	*NPS=	0	TEMP=			0	CONS =
WILLARD, WAYNE A.	SUPERVISORY PROJECT MANAGER (T	GS-1101-14-04	0	FTP				8888	BUFFALO, NY
PUGLIESE, LISA M.	SUPERVISORY PROJECT MANAGER	GS-1101-13-07	0	FTP				8888	BUFFALO, NY
DRUZYBIK, PAUL F.	SUPERVISORY PROJECT MANAGER	GS-1101-13-04	0	FTP				8888	BUFFALO, NY
SCHARMACH, GAIL A.	SENIOR PROJECT MANAGER	GS-1101-13-09	0	FTP				1120	BUFFALO, NY
ROZLER, KENNETH R.	APPR	GS-1171-13-03	0	FTP				1120	BUFFALO, NY
GLICHOWSKI, DOUGLAS J.	CONST ANAL (MF)	GS-0828-12-03	0	FTP				1120	BUFFALO, NY
RICHARDSON, MARGO E.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-08	0	FTP				1120	BUFFALO, NY
DRUELINGER, THOMAS P.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-10	0	FTP				1120	BUFFALO, NY
MUFFOLETTO, TAMMY M.	PROJECT MANAGER (ASSET DEVELOP	GS-1101-12-10	0	FTP				1120	BUFFALO, NY
MALABRE, HELENA L.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-06	0	FTP				1120	BUFFALO, NY
BEARDI, LAURIE A.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-10	0	FTP				1120	BUFFALO, NY
CONOROZZO, MARLENE P.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-02	0	FTP				1120	BUFFALO, NY
SEWERYNIAK, CAMILLE M.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-09	0	FTP				1120	BUFFALO, NY
REPP, RODGER D.	PROJECT MANAGER (ASSET DEVELOP	GS-1101-12-10	0	FTP				1120	BUFFALO, NY
CARMICHAEL, KIMBERLY	PROJECT MANAGER (ASSET DEVELOP	GS-1101-12-10	0	FTP				1120	BUFFALO, NY
SANTA MARIA, BARBARA A.	HOUSING PROGRAM ASSISTANT	GS-1101-12-06	0	FTP				1120	BUFFALO, NY
DUQUETTE, PATRICIA A.	HOUSING PROGRAM ASSISTANT	GS-0303-07-09	0	OTFP				1120	BUFFALO, NY
FANTAS, FELICIA S.	HOUSING PROGRAM ASSISTANT	GS-0303-07-08	0	OTFP				1120	BUFFALO, NY
CIESLA, SUSAN A.	PROJECT MANAGER (ASSET DEVELOP	GS-1101-07-06	0	FTP				1120	BUFFALO, NY
ORG-CODE: 830206130011120216	FTP=	1	*NPS=	0	TEMP=			0	XNON=
ORG-CODE: 830206130011120219	HSNG, MFHD, SUPPORT TEAM	18	OTFP=	0	TEMP=			0	CONS =
LYON, BARBARA J.	OPERATIONS OFFICER	GS-1101-14-04	0	FTP				8888	BUFFALO, NY
ZAPP, GRACE L.	SENIOR PROJECT MANAGER	GS-1101-14-08	0	FTP				1120	COLUMBUS, OH
GOVERN, MARY M.	ADMINISTRATIVE STAFF SPECIALIS	GS-0301-12-07	0	FTP				8888	BUFFALO, NY
TRINCHERA, JOAN	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-09	0	FTP				1120	BUFFALO, NY
HOGAN, KIMBERLY	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-04	0	FTP				1120	BUFFALO, NY
SMOLEN, JILL C.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-05	0	FTP				1120	BUFFALO, NY
GREENAN, COLLEEN M.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-10	0	OTFP				1120	BUFFALO, NY
MARTIN, BRIDGET S.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-05	0	FTP				1120	BUFFALO, NY
KOSZELAK, THOMAS J.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-06	0	FTP				1120	BUFFALO, NY
BEERS, DAVID A.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-12-09	0	FTP				1120	BUFFALO, NY
NEUBAUER, JAY E.	PROJECT MANAGER (ASSET MANAGEM	GS-1101-09-01	0	FTP				1120	BUFFALO, NY

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PROGRAM ASSISTANT SECRETARY: HOUSING  
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RUN DATE: 09/07/10

NAME	OFFICIAL POSITION TITLE	PP/SERS/GR-ST	CEIL	STAT	NTE DATE	BUS	DUTY STATION
SURDI, SHARI L.	HOUSING PROGRAM ASSISTANT	GS-0303-07-09	0	OTFP		1120	BUFFALO, NY
CULLIGAN, SARAH A.	MANAGEMENT SUPPORT CLERK (AO)	GS-0303-05-01	0	XNON	09/30/10	1120	BUFFALO, NY
COLLEY, LAUREN M.	MANAGEMENT SUPPORT CLERK (OA)	GS-0303-04-01	0	XNON	09/30/10	1120	BUFFALO, NY
ORG-CODE: 830206130011120219	FTP=	2 *NPS=	0	TEMP=		0 XNON=	2 CONS =
BUFFO, HSNB	FTP=	3 *NPS=	0	TEMP=		0 XNON=	2 CONS =
BUFFALO	FTP=	3 *NPS=	0	TEMP=		0 XNON=	2 CONS =
	29 OTFP=	0 TEMP=	0	XNON=		2 CONS =	0