

CITY OF MADISON POSITION DESCRIPTION

1. **Name of Employee (or "vacant"):**

Vacant

2. **Class Title (i.e. payroll title):**

Property Operations Manager

3. **Working Title (if any):**

4. **Name & Class of First-Line Supervisor:**

Larry Kilmer, II, CDA Deputy Director (H101)
264-2305

5. **Department, Division & Section:**

DPCED, Community Development Authority, Housing Operations

6. **Work Address:**

215 Martin Luther King, Jr., Boulevard, Suite 161

7. **Hours/Week:**

38.75 Hours, Monday – Friday (8:00 am - 4:30 pm)

8. **Date of hire in this position:**

9. **From approximately what date has employee performed the work currently assigned:**

10. **Position Purpose: (How this position fits into the overall mission, vision, and goals of your agency and work unit.)**

The Community Development Authority (CDA) was established in 1945 as the City of Madison's housing authority. The CDA helps low- and moderate-income families and individuals secure safe and well-maintained affordable housing and use that housing as a foundation for improving their economic stability and wellbeing. The CDA accomplishes this mission through a wide variety of programs and resources, including the effective administration of 889 units of low-income Public Housing, Multifamily Housing, and Section 8 Project-Based housing. The CDA is Madison's largest subsidized housing provider and is in the process of applying new, meaningful strategies for the improvement and long-term preservation of its low-income housing portfolio, including redevelopment and repositioning Public Housing operating subsidy to a Section 8 rental assistance platform. The Property Operations Manager serves as a primary resource within the CDA's mission with responsibility for: efficient and effective management and leadership of the operational design and activities of the low-income housing portfolio; managing, coordinating, and directing program functional areas and developing and implementing operational systems, program policies and procedures that ensure high quality services and cost-effective operational systems; assisting in budget development and in the designing and managing of programs for complex capital improvement and redevelopment projects; and serving as a member of the CDA's senior management team.

11. **Position Summary:**

This position is highly responsible supervisory and administrative work in the management of the Community Development Authority's (CDA's) low-income housing properties. The position is responsible

for the CDA's leased housing portfolio in the day-to-day operation, maintenance, and capital improvement of all federally subsidized housing units (Public Housing, Multifamily Housing, Section 8, Section 42, and other special programs). The position supervises property staff through Property Site Managers in an effort to foster alignment and collaboration, and works in close coordination with program leadership to create synergy and clarity amongst both property and program staff. The position establishes best practices and standards of excellence for property management ensuring a high level of client satisfaction. The position develops operating and capital budgets, and develops standard operating policies and procedures that ensure the achievement of goals, plans, and objectives are consistent with regulations, contract requirements, and performance standards, as set by the U.S. Department of Housing and Urban Development (HUD) and the Wisconsin Housing and Economic Development Authority (WHEDA). The position participates in the CDA's implementation of strategic housing initiatives to assist in designing and managing programs, which seek to maximize non-traditional operating and capital funds for capital improvement and redevelopment projects (e.g. Low-Income Housing Tax Credit (LIHTC) and Rental Assistance Demonstration (RAD) projects.) Work is performed under the general supervision of the CDA Deputy Director with considerable latitude for independent judgment and decision-making.

12. **Functions and Worker Activities: (Do NOT include duties done on an "Out-of-Class" basis.)**

30% A. Program Management

Perform research, provide technical support, ensure policy and regulatory compliance, and ensure service excellence, including management of the CDA's low-income housing program operations.

1. Ensure effective low-income, leased housing program operations, including meeting CDA goals, HUD and WHEDA requirements, and performance benchmarks related to participant eligibility, compliance, financial reporting, and property physical condition. This includes oversight of property managers and ensuring compliance with all funding agencies and investment partners. Ensure staff provide superior client services and that all reporting and procedural requirements are met.
2. Write and maintain operational policies and procedures using knowledge of CDA objectives and practices as defined by the CDA Deputy Director and CDA Board of Commissioners, consulting with program staff and researching pertinent regulations. Maintain knowledge of changes in HUD program rules and guidelines and suggest changes to CDA policies and administrative processes to accommodate changes.
3. Ensure effective program operations, including meeting CDA goals and performance benchmarks, as well as coordinating implementation in compliance with the regulations, policies, and contractual conditions as established by HUD, federal, state, and local government, and investment partners.
4. Provide oversight of and information regarding the day-to-day administration of CDA low-income, leased housing programs. This includes ensuring program integrity by monitoring production, quality control and data integrity, ensuring staff compliance with the Public Housing Admissions and Continued Occupancy Policy (ACOP), Tenant Selection Plans, standard operating procedures, and HUD regulations; as well as monitoring and providing periodic "dashboard" reports to CDA Deputy Director and CDA Board of Commissioners.
5. Coordinate customer service and resident relations by providing training to staff on appropriate customer service techniques, providing service to customers, and responding to complaints from clients, including meeting with clients and staff to solicit information and prepare recommendations to resolve complaints. Assist staff with hearings and related legal compliance processes.
6. Respond to complaints, inquiries, and requests on behalf of the CDA Deputy Director, including developing agency responses to issues and articulating agency positions on sensitive or controversial issues.
7. Support CDA Deputy Director with communications and coordination with federal, state, and local governments regarding the implementation and administration of public and multifamily housing programs, including assistance on negotiating agreements, developing collaborations, and developing projects and initiatives.
8. Ensure programmatic compliance by examining, evaluating, and investigating conformity with laws and regulations governing policy, contract and legal compliance. This includes notifying the CDA Deputy Director and City of Madison Attorney's Office of significant issues, ensuring compliance with established policies and processes, and developing plans to address potential compliance problems.

9. Ensure the proper and timely submission and maintenance of assigned grant applications, admissions and tenant selection plans, cooperative agreements, contracts and other documents and agreements necessary to maintain and fund agency operations.
10. Assist the CDA Deputy Director with program and housing development activities, including the coordinating and writing of funding applications.

40% B. Operations Management

Facilitate program efficiency and compliance using HUD Project-Based Management principles to provide for decentralized property management services, tailored to the unique needs of each asset management project given the resources available to the project, as well as centralized services tailored to the needs of the leased housing portfolio as a whole. Work directly with property managers, maintenance staff, capital improvement staff, housing technicians, tenant service coordinators, and other CDA staff to provide homes and services to tenants.

1. Analyze CDA operations and provide information and expertise for planning and program development. Identify opportunities for operational improvement. Provide short-term and long-term objectives, policies, and actions, including planning, budgeting, and procurement. This includes reviewing data and timelines, assigning appropriate personnel, planning, organizing and monitoring program activities, ensuring compliance guidelines, timelines, regulations and program performance, conducting program analysis and evaluation, comparing data, locating deficiencies and planning corrective actions.
2. Monitor program and fiscal performance to ensure adequate funding for program operations and ensure expenditures comply with applicable regulations, including gathering and evaluating program fiscal and performance data, advising the CDA Deputy Director on program issues, and participating in budget management.
3. Coordinate program budget planning and administration with the CDA Deputy Director, Finance Manager, and Property Managers to ensure adequate funding for agency operations. This includes ensuring proposals reflect current and anticipated funding requirements, identifying and resolving budgetary issues, and working with the Finance Manager in program budget management and forecasting.
4. Ensure property physical needs assessment, a realistic five-year capital plan, capital work planning, maintenance plans, and annual reduction in energy and utility consumption for each housing project. Ensure bidding process meets HUD procurement rules and CDA financial policies. Ensure capital improvement projects are completed in a timely manner, per implementation schedules.
5. Conduct periodic inspection tours, including custodial, property safety, appearance and landscape construction projects. Ensure housing is decent, safe, sanitary, and in good repair per Uniform Physical Condition Standards (UPCS). Conduct analysis of information gathered during HUD, State, and Investor inspections. Follow up with staff and monitor corrective actions.
6. Direct goals and objectives for each housing project, meeting with staff on a regular basis, and ensuring each project performs at a HUD High Performer status. This includes maintaining high occupancy, maximizing income and reducing tenant accounts receivable and collection losses, inspecting units and systems, and maintaining functional soundness and physical integrity of the CDA's property assets through high quality maintenance and prioritizing capital improvements.
7. Plan, direct, or coordinate new software implementation to provide for streamline operations (e.g. recertification, inspection, work order, inventory, etc.), including the development of procedural process documents and customer "how to" videos. Provide information and updates for the agency website.
8. Ensure adequate staff for each project and assist in the hiring process. Coordinate internship opportunities and support services as needed. Assist with implementing the agency's vision through activities and leadership to maximum employee productivity and morale through hiring, disciplining, evaluating performance, investigating and resolving grievances, and other coordinating human resources actions.
9. Administer procurement and contract administration including developing requirements for proposals, negotiating and monitoring contracts, researching and collecting data, developing selection criteria, applying the rules and procedures for purchasing, and authorizing the purchase of routine supplies and materials.
10. Coordinate program operations such as compliance and reporting, customer service, and serve as liaison to government authorities and/or sponsoring agencies. This includes ongoing program support and coordination of special projects such as redevelopment and master planning, grants, and procurement contracts.

11. Review site office operating policies, practices, and procedures to determine whether improvements should be made in areas such as workflow, reporting, procedures, or expenditures. Lead staff through process improvement changes.
12. Provide management staff support to the CDA Deputy Director and CDA Board of Commissioners. This includes preparing for and participating in CDA Board meetings, following up on CDA Board or executive directives, and ensuring implementation of decisions.

25% C. Staff Management

Manage and develop leased housing team, including supervising Property Site Managers and Capital Fund Project Manager.

1. Recruit and hire employees to ensure adequate staffing in compliance with City of Madison civil service system and hiring processes, and equitable hiring practices. Maintain related records. Participate in new employee onboarding.
2. Ensure skill sets are well-defined, measured, and monitored. Develop and implement training and action plans to ensure the knowledge and skills necessary to meet program objectives. Address staff development needs, and ensure the implementation of training plans to address deficiencies. Evaluate work performance for agency goals including customer service standards, and take necessary action to assure the work of staff meets standards of quantity and quality.
3. Oversee the design and implementation of performance standards and work plans to meet program goals and objectives, while meeting compliance. Communicate organizational goals and strategies to staff. Set standards for high performance, assuming responsibility and accountability for successfully completing projects on time and under budget.
4. Facilitate and coordinate staff collaboration, meetings, and quality assurance and quality control processes. This includes designing and facilitating peer reviews of work, identifying and resolving problems, and providing recommendations to the CDA Deputy Director on process, workflow, and performance issues.
5. Conduct performance reviews for all direct reports and consult with them to complete reviews for their staff promptly and on a regular basis. Assess performance in previous periods and set goals for upcoming review periods using established performance appraisal form and process. Use appraisals to create and monitor development plans for each staff member.
6. Participate in related disciplinary actions and grievances. Arbitrate disputes, resolve grievances, and enforce rules and regulations. Implement and monitor corrective and disciplinary action where appropriate.

5% D. Other Duties as Assigned

Perform additional duties as assigned by the CDA Deputy Director including, but not limited to:

1. Meet with and respond to difficult tenant issues.
2. Represent the CDA at meetings and events.
3. Participate in audits and reviews.
4. Coordinate special projects amongst staff and partner agencies.
5. Attend trainings and conferences.

13. Primary knowledge, skills and abilities required:

Thorough knowledge of on-site property management policies, procedures, systems, and performance, including state and local landlord/tenant law, capital needs and lifecycle, building and maintenance codes and inspection standards, finance and budgeting, leasing, record-keeping, lease enforcement and legal issues pertaining to termination.

Thorough knowledge of the principles and practices of general business management, including planning, budget management, computer systems and databases, grant and contract administration, and business communications. Ability to develop, administer and monitor administrative policies and procedures.

Working knowledge of public administration and federal housing program principles, practices, and reporting requirements. Ability to analyze multiple, complex federal regulations, and develop and implement

responsive operating procedures. Ability to evaluate existing housing policies and make recommendations to develop new policies to meet newly identified needs.

Thorough knowledge of financial management, including budget management, procurement and purchasing, rent collection, and inventory control. Ability to develop and evaluate budgets in consultation with staff. Ability to interpret financial statements.

Working knowledge of project planning and project management principles. Ability to plan, organize, prioritize, and coordinate workflow. Ability to work independently, manage and direct multiple projects simultaneously, and to meet multiple deadlines with attention to detail and accuracy within time constraints.

Ability to understand social issues that impact low-income residents. Ability to create supportive work teams for building communities, fostering constructive relationships, and promoting effective programs and activities to promote housing stability and economic self-sufficiency of residents.

Ability to interpret and apply the laws, rules, policies, procedures, and guidelines governing housing programs, including fair housing and disability discrimination laws.

Working knowledge of supervisory principles and practices. Ability to hire, train, skillfully delegate, and supervise detailed work of employees to achieve established objectives.

Ability to make decisions within policy constraints and to interpret complex departmental, City, and funding source policies to the general public, the business community, or other special interest groups.

Ability to identify problems, thoroughly and creatively analyze possible solutions, and recommend the most appropriate solutions.

Ability to exercise sound judgment and resolve complaints with tact and diplomacy. Ability to manage human resource issues. Ability to establish and maintain effective working relationships with employees, managers, city agencies, outside agencies and the general public.

Ability to communicate effectively, both orally and in writing. Ability to write reports, business correspondence, training materials, and procedure manuals. Ability to make accurate calculations, maintain accounting records, follow budgeting procedures, and assess the accuracy of data.

Working knowledge of property management software (Emphays ELITE). Ability to learn and use property management database systems and HUD systems.

Ability to gather, organize, analyze, and summarize data, and present clear and concise reports. Ability to prepare a wide variety of statistical and narrative reports.

Ability to make public presentations on complex issues and represent the CDA in a professional capacity.

Ability to resolve disputes, facilitate resolution, and build trust. Ability to make decisions based on relevant facts and guidelines and to explain and document such decisions.

Thorough knowledge of and ability to use computer software applicable to the duties of the position, including but not limited to Microsoft Word and Excel and the internet.

Ability to maintain adequate attendance

14. **Special tools and equipment required:**

Proficient user of modern office equipment. Ability to provide own vehicle and maintain proof of insurance.

15. **Required licenses and/or registration:**

- Valid, driver's license

- Public Housing Management Certification from a CDA approved training organization (e.g. NAHRO, Nan McKay or NCHM) within 6 months of hire
- Capital Fund Program Certification from a CDA approved training organization (e.g. NAHRO, Nan McKay or NCHM) within 6 months of hire

16. **Physical requirements:**

Ability to sit or stand for long periods of time

17. **Supervision received (level and type):**

General supervision provided by the CDA Deputy Director

18. **Leadership Responsibilities:**

This position: is responsible for supervisory activities (Supervisory Analysis Form attached).
 has no leadership responsibility.
 provides general leadership (please provide detail under Function Statement).

19. **Employee Acknowledgment:**

- I prepared this form and believe that it accurately describes my position.
- I have been provided with this description of my assignment by my supervisor.
- Other comments (see attached).

EMPLOYEE

DATE

20. **Supervisor Statement:**

- I have prepared this form and believe that it accurately describes this position.
- I have reviewed this form, as prepared by the employee, and believe that it accurately describes this position.
- I have reviewed this form, as prepared by the employee, and find that it differs from my assessment of the position. I have discussed these concerns with the employee and provided them with my written comments (which are attached).
- I do not believe that the document should be used as the official description of this position (i.e., for purposes of official decisions).
- Other comments (see attached).

SUPERVISOR

DATE

Instructions and additional forms are available from the Human Resources Dept., Room 261, Madison Municipal Bldg., calling 266-4615 or visiting cityofmadison.com/employeeenet/policies-procedures/position-descriptions.