

TO: Finance Committee

FROM: Emaan Abdel-Halim, Human Resources

DATE: 18 February 2020

SUBJECT: Administrative Supervisor – CDA Housing Operations Division

At the request of the CDA Housing Operations Program Manager, Deb Rakowski, I conducted a position study to re-create a Program Assistant 2 position into an Administrative Supervisor for the admissions and eligibility to the CDA's housing program. Upon review of the duties and responsibilities for the proposed position, and meetings with Ms. Rakowski and the Housing Operations Analyst, Lisa Daniels, I recommend the following for the reasons outlined in this memo:

- Re-create the position of Program Assistant 2 (#997, CG20, R12) as an Administrative Supervisor in Comp Group 18, Range 3; and
- Fill the new professional Administrative Supervisor position through an internal competitive process. The incumbent will continue to underfill position #997 as a Program Assistant 2 until the conclusion of the competitive process.

The City of Madison's CDA Housing Division recommends program admissions and eligibility based on strict HUD guidelines. With 18 various housing program waiting lists, each with different regulations and/or funding sources, the CDA is currently seeking to create a more consistent management of the admission and eligibility into the programs. Right now, the Housing Operations Analyst and the Program Assistant 2 (Leadworker) position manage the various lists, while an Administrative Clerk and two (2) Information Clerks provide direct customer service to residents seeking admission into the CDA housing programs. Having this work split between the Analyst and Program Assistant reduces efficiencies as multiple people have their hand in the work. In addition, while the Program Assistant, as a leadworker, can provide day-to-day operational support for the customer service positions, the formal responsibility remains with the Operations Analyst. The goal of creating this new position is to create more consistency for admissions and eligibility program administration, improve HUD and CDA occupancy goals, streamline the supervision and operations of the customer service unit, and reduce the agency's overtime costs.

First, some excerpts from the proposed position description describes the work as:

- Advanced-level programmatic administration of the CDA's admissions and eligibility processes for federally subsidized housing programs;
- Manage the CDA Central Office front desk operations and services; and administrative support functions;
- Developing operating policies, systems, and procedures for a number of specific program components.

In meeting with Ms. Daniels, we discussed the details of this work and the supervisory nature of the proposed position. As the Admissions and Eligibility Supervisor, this position will take on a

high level of programmatic authority to plan and coordinate these services to maximize utilization for the CDA's housing programs, including Section 8 vouchers, public housing, and multifamily housing. This position will help the agency meet HUD and CDA performance goals as related to occupancy. For example, in order to continue to receive the allotment of Section 8 vouchers from HUD, the CDA needs to maximize usage by ensuring efficient and effective issuance of Section 8 vouchers. By meeting these HUD performance goals, the CDA housing programs can continue to provide the same (or higher) levels of services to the community. Having one position in charge of these various processes will increase the efficiency of the CDA in meeting their performance goals.

Historically, Ms. Daniels performed this work in conjunction with her regular duties and the additional asset management responsibilities for the CDA Redevelopment authority. However, the volume of the admissions and eligibility work required delegation of parts of the work to the Program Assistant 2 in the central office. In order to provide more efficiency and consistency, and to reduce overtime incurred by Ms. Daniels, the new Admissions and Eligibility Supervisor will have overall responsibility for evaluating and determining eligibility for over 3,000 families on the various CDA waiting lists. This position will provide consistent communications with the Housing Site Managers to assess occupancy rates and vacancies across multiple housing sites, as well as coordinate outreach with community groups, service providers and advocates. Additionally, the Admissions and Eligibility Supervisor will maintain the database system for the admissions applications and waiting lists, and serve as the liaison with IT and the software company. Lastly, this position will provide direct supervision for the front desk staff (one Administrative Clerk and two Information Clerks), who provide customer service to program applicants and participants. This will free up the Housing Operations Analyst to focus on other tasks within the agency and eliminate much of the comp time that the incumbent has incurred as a result of performing this work.

In determining the proper compensation group and range for the new position, I reviewed the newly created classification of Administrative Supervisor in CG18, Range 3. This classification specification describes the work as:

... **responsible, supervisory support work** relative to the development and implementation of divisional and/or departmental administrative programs and functions. Employees in this class typically function as **office managers responsible for the coordination of all administrative support including the supervision of administrative staffs**. Work is characterized by responsibility for a **wide variety of administrative services** (such as the development and implementation of budgetary documentation and fiscal controls, personnel, purchasing, payroll, and the supervision of office clerical activities); and/or **direct responsibility for a comprehensive administrative program requiring the development and integration of diverse and complex operational data inherent to unit operations**. This work is performed with a **high degree of independence and discretion**. Under the general supervision of a department or division head, or high-level manager, work is normally assigned in terms of program objectives and directives; and employees are responsible for establishing the necessary administrative procedures, methods and controls. [emphasis added]

Similar positions in this classification include the Assistant Housing Site Managers in CDA Housing, Building Inspection's Communications Supervisor, and the Parks Administrative Supervisor. These positions all have responsibilities to manage the front desk services of their

respective agencies. This includes supervision of administrative staff, providing consistent and accurate information to customer inquiries, and managing large and/or complex program(s) for the agency. For CDA Housing, the Admissions and Eligibility Supervisor will ultimately improve occupancy rates and program utilization by creating a framework and systems to provide timely management for the targeted and specialized HUD housing programs. Creation of this position will address programmatic inefficiencies of administrative services, and in turn improve the overall admissions and eligibility services of CDA Housing Operations programs. Because this is a comprehensive administrative program, and because this position will have direct supervision over front-line customer staff, the Administrative Supervisor classification is appropriate, and a working title of Admissions and Eligibility Supervisor can be used in recruitment.

As determined by the findings of this position study, I recommend the Program Assistant 2 position #997 be deleted and recreated as an Administrative Supervisor in CG18, Range 3 in the 2020 CDA Housing Operations budget. This position is funded through the HUD operating subsidy, and will have no impact on the City of Madison General Fund.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2020 Annual Minimum (Step 1)	2020 Annual Maximum (Step 5)	2020 Annual Maximum (+12% longevity)
18/03	\$ 55,413	\$63,186	\$ 70,769

- cc: Matt Wachter – Director of Planning, Community and Economic Development
 Deb Rakowski – Housing Operations Program Manager
 Lisa Daniels – Housing Program Analyst
 Michael Lipski – Human Resources Services Manager
 Greg Leifer – Employee and Labor Relations Manager