

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: February 1, 2023

SUBJECT: Property Operations Manager – CDA Housing Operations

The 2022 and 2023 Adopted Operating Budgets for the CDA Housing Operations Division include funding for a new 1.0 FTE position of “Property Operations Manager” to oversee the Property Operations section activities and staff. Housing Operations Program Manager Larry Kilmer has requested that Human Resources review the proposed position description to create a new classification and to determine the proper salary range. Based on a discussion with Larry, and reviews of the position description and other positions/classifications within the CDA Housing Operations Division and throughout the City, I recommend creating a new classification of Property Operations Manager with placement in CG 18, Range 14 and creating the new 1.0 FTE position in this classification for the reasons outlined in this memo.

The CDA Housing Operations Division has three distinct sections within it that all report to the Housing Operations Program Manager (CG 18, Range 17): Affordable Housing Property Management, Section 8 Voucher Program, and Admissions and Eligibility. This includes a total of six direct reports. The Property Management section includes three property sites managed by three Property Site Managers and a Housing Modernization Grant Manager, all in CG 18, Range 8. Each Property Site Manager then supervises approximately 10 professional, administrative and maintenance employees. The current reporting structure does not provide adequate supervision and support to the Property Management section as a whole, which creates inconsistencies in program implementation and operations management among the three sites that may reduce service and response times to both CDA residents and CDA staff. Each site often operates independently when contracting services and when prioritizing capital improvement projects. These practices limit cost savings related to purchasing and contracting for services, and have been identified by the Housing and Urban Development (HUD) as an area for improvement. In addition to the current state, as the affordable housing portfolio grows this will only become more problematic if not properly restructured. The Housing Operations Program Manager needs greater capacity to focus on agency-wide policies, procedures, initiatives, and workplace culture. This work will impact all agency staff, lead to better agency-wide operations, and allow the Housing Operations Program Manager to spend more time on moving the agency toward the new CDA Mission, which includes repositioning/redeveloping the 800+ Public and Multifamily units owned by the CDA.

This new position, reporting directly to the Housing Operations Program Manager, will supervise the four managers and direct the operations of the entire Property Management section, including day-to-day operations, maintenance and capital improvement. The new classification specification of Property Operations Manager describes:

... responsible supervisory and managerial work in planning and directing the Property Management section of the Community Development Authority (CDA) Housing Operations Division. The work involves serving as a primary resource within the CDA 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. Work is performed with a high degree of independence under the general supervision of the Housing Operations Program Manager.

This position will provide much needed structure and expertise for the current Property Management section and will foster capacity building for the CDA's vision to significantly grow its affordable housing portfolio. It will 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. Additionally, the new position will facilitate efficiency and compliance for CDA's decentralized property management services, which are tailored to the unique needs of each site while developing consistency for effective and efficient government. The new position will also provide expert direction and support to Property Site Managers and the Capital Fund Manager.

In terms of salary placement, classifications within the CDA Housing Operations Division and throughout the City were reviewed. The two other managerial classifications within the CDA reporting to the Housing Operations Program Manager are:

- The Housing Operations Analyst (CG18, Range 12) is responsible for supervising the Admissions and Eligibility staff, and other professional and administrative employees, which includes an Accountant 3 (CG18, Range 10), a Hearing and Accommodations Specialist (CG18, Range 7), a CDA Admissions and Eligibility Supervisor (CG18, Range 5), two Program Assistant 1s (CG20, Range 11), and two Information Clerks (CG 20, Range 7).
- The Housing Assistance Program Supervisor (CG18, Range 8) is responsible for supervising Section 8 staff, including a Housing Specialist Outreach Coordinator (CG16, Range 13), two Section 8 Inspectors (CG16, Range 13), seven Housing Specialists varying levels (CG20, Ranges 11 - 14) and an Information Clerks (CG 20, Range 7).

As the scope of this new position is more widespread than that of the other two managers, and includes oversight of the majority of CDA staff, a higher pay range is appropriate.

In reviewing other classifications within the City with a similar level of responsibility as this position, the following were considered:

- The Monona Terrace Associate Director (CG 18, Range 15) is responsible for supervising the activities and staff of the Business Office (managing the Center's computerized event business management system, coordinating the human resource management functions, and supervising the operations of the Center) **or** may be responsible for directing sales, marketing, gift shop, public and community relations, tourism and volunteer services, and

event service. This position supervises four professional supervisors who oversee other professional, administrative and maintenance staff.

- The Traffic Operations Manager (CG 18, Range 15) is responsible for supervising, coordinating, and implementing the programs, operations, and administration of the Traffic Engineering Division, and coordination of Traffic Engineering Division fieldwork with Parking Utility fieldwork. This position supervises administrative and technical staff, and three professional supervisors who oversee technical and maintenance employees.
- The Parks Operations Manager (CG 18, Range 14) is responsible for supervising and coordinating the Parks operations and maintenance services for City park areas, boulevards, park facilities, trees, park buildings and all related equipment through subordinate supervisors. This position supervises three professional supervisors who oversee professional, administrative, technical and maintenance employees.

Based on this review, placement between the Housing Operations Program Manager in CG 18, Range 17 and the next highest paid CDA manager in CG 18, Range 12 is appropriate. As there is limited room for placement, it is most appropriate for the new classification to be placed in CG 18, Range 14, which is slightly closer to the Housing Operations Analyst, but higher as a result of having four direct reports in CG 18, Range 8 (one of which requires higher technical knowledge for capital project planning), a larger overall staff, and a wider scope of responsibility at various locations throughout the city.

The training and experience requirements for this position would be three (3) years of professional progressively responsible, federally assisted housing experience including directly related housing program administration, housing management, and budget administration, with at least one (1) year of supervisory experience in this capacity. Such experience would normally be gained after graduation from an accredited college or university with a Bachelor's Degree in business, public administration, or a related field. Other equivalent education and/or experience will also be considered.

Based on the prior analysis, I recommend creating the classification of Property Operations Manager in CG 18, Range 14 and creating the new 1.0 FTE position in this classification within the Housing Operations budget.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

| Compensation Group/Range | 2023 Annual Minimum (Step 1) | 2023 Annual Maximum (Step 5) | 2023 Annual Maximum +12% longevity |
|--------------------------|------------------------------|------------------------------|------------------------------------|
| 18/12                    | \$81,073                     | \$97,877                     | \$109,622                          |
| 18/14                    | \$89,130                     | \$107,299                    | \$120,175                          |
| 18/17                    | \$102,377                    | \$123,467                    | \$138,283                          |

cc: Matt Wachter - Department of Planning, Community and Economic Development Director  
Larry Kilmer – Housing Operations Program Manager