

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: August 22, 2022

SUBJECT: Administrative Supervisor – CDA Housing Operations

The Human Resources Department received a request from Housing Operations Program Manager Larry Kilmer and Housing Operations Analyst Lisa Daniels on January 12, 2022 to study the 1.0 FTE position #997 of Administrative Supervisor (CG 18, Range 3), currently filled by Kim Kennedy. Upon reviewing the updated position description, the current class specification and other related class specifications, conducting interviews with Kim, Lisa and Larry, and meeting with IT Specialist 3 Brenden Pautsch from Information Technology, I recommend the following:

- Create a new classification of CDA Admissions and Eligibility Supervisor in CG18, Range 5;
- Recreate position #997 into the new classification;
- Reallocate the employee to the new position.

Position #997 was previously a Program Assistant 2, however it was recreated in early 2020 and classified as an Administrative Supervisor at that time. Kim promoted into the position later that year after serving as a leadworker in the work unit. The Administrative Supervisor classification specification describes:

...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]

This position supervises four administrative positions (CG 20, Ranges 3 – 11), works with a high degree of independence and has direct responsibility for a comprehensive administrative program, which involves eligibility of applicants for admission into Housing and Urban Development (HUD) federally subsidized housing programs. This program, however, is highly diverse and complex because it not only has direct responsibility over a program, but involves multiple housing program admission plans for Section 8, Community Development Authority (CDA) rental housing and HUD emergency housing, which includes 20 different waiting lists with different federal regulations,

stakeholders, waivers, timelines and goals. The work requires specialized and in-depth program knowledge for all of these plans and their requirements in order to make determinations and write detailed admission denial memos (2-5 pages in length), which include supporting evidence for the decisions that are made. This knowledge is essential as this position works with the Office of the City Attorney when cases rise to the Circuit Court level following internal hearings of appeal. This position also serves as the point person during the federal auditing process for any questions or concerns that surface during the audit. Applying these requirements appropriately has financial funding implications.

As new programs/waiting lists are added, this position is responsible for helping with implementation through understanding the new regulations, designing procedures, policies and forms, creating teams of social service partners, leading meetings, and providing training to outside developers/landlords. This position also attends monthly HUD meetings to stay current with and decipher new regulations, and determine their impact on operations. And lastly, this position serves as the administrator of Emphasys, which is an online software system/portal for public housing programs. Responsibilities as an administrator include coordinating with the vendor on implementation, testing, reporting of errors, and troubleshooting.

Due to the multiple housing program admission plans, the scope of this position is more complex than that of the Administrative Supervisor classification. It requires specialized and in-depth knowledge in multiple programs, and as such warrants a new classification of CDA Admissions and Eligibility Supervisor with a higher salary range to compensate for the more complex work.

In terms of salary placement, the following classifications within Housing Operations were reviewed for comparison purposes:

- Also falling into the Administrative Supervisor classification are three Assistant Site Managers, who assist the Program Housing Managers with managing subsidized housing units throughout Madison. These employees perform supervisory activities, provide extensive support to housing residents, and perform administrative and compliance functions. They are not, however, preparing detailed denial memos and working with Attorneys in preparation for court cases. They are also not responsible for setting up new programs or serving as administrators of software systems. In light of these differences, this no longer appears to be an equivalent level.
- Another classification reviewed is the Housing Assistance Program Manager (CG 18, Range 8). This is a higher-level position that oversees \$20 million in voucher programs, and supervises a larger number and higher level of positions (including 7 Housing Specialists CG 20, Ranges 11-14, a Housing Specialist Outreach Coordinator CG 20, Range 13, 2 Section 8 Inspectors CG 16, Range 9, and an Information Clerk CG 20, Range 7) than that of position #997. This work is more complex requiring detailed monitoring and independent decision-making. This position also reports directly to the Housing Operations Program Manager. Due to these variances, this would not be considered a similar level position.
- The Hearing and Accommodations Specialist series (CG 18, Ranges 5 and 7) within Housing serves as an independent body to hear appeals of admission denials, program participant terminations, and requests for more complex reasonable accommodations. The work

involves the interpretation of applicable laws and regulations, the rendering of written decisions and citing of statutes and regulations in support of decisions, including independent findings of fact and conclusion of law. This work uses much of the same level of program knowledge as position #997, however it ultimately has a higher-level of authority to make final determinations after reviewing all related materials. This position does not supervise, but it does require specialized certifications. Because this work is similar to and reports to the same supervisor as position #997, the lower end range is a fair comparison for salary placement.

As there is no perfect internal match for the work performed in position #997 and internal comparison and hierarchy within Housing Operations is critical, a new classification is appropriate. In considering all aspects, placement in CG 18, Range 5 is appropriate given the complexity of programs with which this position is responsible for understanding. Therefore I recommend creating a new classification of CDA Admissions and Eligibility Supervisor in CG18, Range 5, recreating position #997 in the new classification, and reallocating the employee to the new position, all within the Housing Operations budget.

The necessary resolution to implement this recommendation has been drafted.

Editor’s Note:

Effective Date: 1/23/2022

Compensation Group/Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum +12% longevity
18/3	\$56,247	\$64,137	\$71,834
18/5	\$60,100	\$69,681	\$78,042

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