CITY OF MADISON POSITION DESCRIPTION

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

   Vacant

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

   Client Services 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:**

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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 to 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 Client Services 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 Housing Voucher program as well as the admissions and eligibility function of both the Housing Voucher program and Public and Multifamily Housing programs; 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; and serving as a member of the CDA's senior management team.

RETAIN COPIES FOR AGENCY FILE AND EMPLOYEE RECORDS

11. **Position Summary:**

This position is highly responsible supervisory and administrative work in the management of the Community Development Authority's (CDA's) Housing Voucher program as well as the admissions and eligibility function of both the Housing Voucher program and Public and Multifamily Housing programs. The position supervises staff through a Section 8 Supervisor and an Admissions and Eligibility Supervisor in an effort to foster alignment and collaboration, and works in close coordination with program leadership to create synergy and clarity amongst program staff. The position establishes best practices and standards of excellence for program management ensuring a high level of client satisfaction. The position develops operating 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. 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.)**

35% A. Program Management

1. 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.
2. Manage the admissions and eligibility functions of all CDA Housing programs, ensuring efficient, effective, and equitable services for maximum occupancy and voucher utilization within statutory requirements.
3. Establish and maintain relationships with current and potential Section 8 voucher program partners. For example (but not limited to) FSS, VASH, EHV, Mainstream, Homeownership, and Stability voucher partners. Relationships may include the creation of contracts, MOUs, and Scopes of Service as well as ongoing reporting and attending partner meetings.
4. Provide oversight and monitoring of CDA's Project Based Voucher (PBV) contracts including (but not limited to) managing relationships with building owners/property managers as well as approving rent increases.
5. Review and approve all Housing Assistance Payments (HAP) Contracts to ensure compliance with federal regulations. Audit files for compliance with program regulations to prepare for audits by City and HUD auditors.
6. Participate in the development and administration of new or existing HUD program previously not part of CDA's efforts. This would include the development of policies and procedures in compliance with program requirements. This could also include monthly and annual electronic reporting procedures via HUD Voucher Management System (VMS) software.
7. Provide final decisions on program rules to individuals, and outreach/education to groups through formal presentations and written materials. Actively promote and market applicable HUD programs with rental property owners and the community. Implement and/or oversee the implementation of an outreach program to develop and maintain a strong relationship with landlords. Explain program requirements and regulations, clear up misunderstandings and negative impressions, encourage participation, and facilitate and resolve disputes between landlords and tenants.
8. Prepare statistical reports on trends and demographics, wait list size and effectiveness, briefing and lease-up time, and eligibility outcomes.
9. Monitor program policies and procedures, ensuring the achievement of goals, plans, and objectives are consistent with regulations, contract requirements, and performance standards set by HUD and WHEDA. Update Policy documents (e.g. Admissions and Continued Occupancy Policy, Administrative Plan, and Tenant Selection Plan.) Provide new policy guidance to other management staff.
10. 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.
11. 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.
12. Assist the CDA Deputy Director with program and housing development activities, including the coordinating and writing of funding applications.

35% B. Operations Management

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. Keep informed of the new developments relative to the housing assistance programs and review changes and develop strategies for implementation and consistent treatment of clients. Participate in the development and/or modification of related departmental programs and policies.
4. Monitor Federal Congressional Budget proceedings and HUD Housing Choice Voucher Program administrative changes and budgetary discussions and assess potential local impacts.
5. Develop, coordinate and/or oversee the development and maintenance of applicable recordkeeping systems (manual and/or automated), necessary to provide orderly assignment of certificates, vouchers and moderate rehabilitation assistance; and to insure the collection and adequacy of documentation required for execution of Housing Assistance payments contracts. Prepare and submit internal and federal reports as appropriate. Develop and process a high volume of operational statistics and reports from which cost analysis or productivity data can be extracted.
6. Manage a collaborative process for Central Office Supervisors to share recommendations and problem solve customer service issues.
7. Develop admissions goals and assist with Tenant Selection Plans and screening criteria.
8. Coordinate program budget planning and administration with the CDA Deputy Director, Finance Manager, Admissions and Eligibility Supervisor, and Section 8 Supervisor 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.
9. Plan, direct, or coordinate new software implementation to provide for streamline operations (e.g. lottery, waiting list, application, recertification, inspection, etc.), including the development of procedural process documents and customer "how to" videos. Provide information and updates for the agency website.
10. 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.
11. 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.
12. As a member of the CDA management team, actively participate in agency strategic planning and goal setting process, and re-engineering of current programs and procedures to assure maximum efficiency and customer service. Participate in a variety of City of Madison, cross-functional teams (e.g. Neighborhood Resource Team, Guidance Teams, Comprehensive Plan).

25% C. Staff Management and Support

1. Manage and develop Client Services team, including supervising Section 8 Supervisor and Admissions and Eligibility Supervisor.

2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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/program participant/program applicant 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 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.

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

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.

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.

Ability to maintain adequate attendance

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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
- HCV or Section 8 Management Certification from a CDA approved training organization (e.g. NAHRO, Nan McKay, etc.) within 6 months of hire. Failure to obtain the required certification will result in forfeiture of the positions, absent extenuating circumstances.

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/employeenet/policies-procedures/position-descriptions.