

T0: Personnel Board

FROM: Sarah Olson, Human Resources

DATE: February 15, 2017

SUBJECT: Housing Administrative Coordinator – Housing Operations Unit

At the request of the Interim Housing Operations Program Manager Tom Conrad, a study was conducted of a 1.0 FTE Housing Administrative Coordinator (Compensation Group 18, Range 6, position #1027), held by Lisa Daniels. This position is responsible for directing and managing the technical admissions and eligibility functions for all Community Development Authority (CDA) subsidized housing programs, as well as agency administration. This position is also responsible for overseeing and developing the full range of centralized administrative support functions (e.g. purchasing, payroll) and for managing the agency's internal operating budget process. After reviewing the duties and responsibilities associated with this position, as seen in the attached position description, and meeting with the supervisor and the incumbent, I conclude that this position should be recreated as a Housing Operations Analyst position (Compensation Group 18, Range 8), and that the incumbent should be reallocated to the new position for the reasons outlined in this memo.

The Housing Operations Unit is comprised of three areas: Admissions & Eligibility, Section 8 Programs, and Low Rent-Public Housing. Ms. Daniels manages the Admissions & Eligibility unit reporting to Tom Conrad, the interim Housing Operations Program Manager.

Ms. Daniels was hired in December of 2003 as a Program Assistant 3 in Housing Operations. In 2007 she was reclassified to a Housing Administrative Coordinator.

The Housing Administrative Coordinator classification was created to provide administrative and supervisory work to the clerical and administrative support staff of the CDA Housing Operations unit. The work involved participating in the development of operating policies, systems and procedures and overseeing the performance of all administrative support functions. The position supervised the admissions process for Housing programs and the coordination of waiting lists, the oversight of the process and procedures for denials, appeals and informal hearings/reviews. In addition, this classification served as office manager and assisted the Division Director in collecting and organizing operating budget data.

Ms. Daniels has indicated that over the last several years, her position has continued to evolve and change. For instance, Ms. Daniels is analyzing, developing and maintaining CDA/Housing Operations Division systems and procedures; reviewing and interpreting applicable Federal, State and Local, statutes; conducting analysis to identify issues; and consulting with staff in order to develop responsive action plans and revision to policies, documents, forms, handbooks and procedures consistent with applicable standards. Ms. Daniels is also coordinating and overseeing the implementation of the Community Development Authority's (CDA's) informal

hearing and informal review processes relative to rejected applicants for CDA's various programs Regarding the changes in her position over the years, Ms. Daniels mentioned the Housing Operations Analyst classification that is currently unused. The Housing Operations Analyst class specification identifies many of the duties in this paragraph. For instance, the class specification for Housing Operations Analyst describes

...responsible professional work in analyzing, developing and maintaining CDA/Housing Operations Division systems and procedures, developing funding proposals and administering grants, directing grant-funded projects and staff, and performing and/or participating in various staff assignments relative to monitoring and/or improving unit operations. This work, under the general supervision of the Housing Operations Program Manager, is characterized by considerable judgment and discretion.

Specific duties include

Review and interpret applicable Federal, State and Local regulations and determine impact on CDA/Housing Operations Unit. Conduct analysis to identify issues and consult with staff in order to develop responsive action plans. Draft comments to HUD on proposed rules. Revise or update policies, documents, forms, handbooks and procedures consistent with applicable standards. Identify and report areas of non-compliance in order to initiate corrective action. Provide related guidance, professional consultation and technical assistance to Housing Operations Program Manager, Housing Managers and other staff on policies, procedures and related issues.

Coordinate and oversee the implementation of the Community Development Authority's (CDA's) grievance hearing, informal hearing and informal review processes relative to rejected applicants for CDA's various programs and for evictions and other grievances by current CDA tenants or program participants. Represent the CDA/Housing Operations Unit in such hearings and in court. Recommend program changes and improvements to the CDA Executive Director and Management Team.

Provide assistance and technical support to the Housing Operations Program Manager and CDA Executive Director in such areas as budget preparation and monitoring, affirmative action plan development and implementation and federal labor standards monitoring.

Given the similarities in job responsibilities and qualifications needed within the Housing Operations Analyst class specification that fit Ms. Daniel's position description, I recommend deleting the classification of Housing Administrative Coordinator and recreating the existing position of Housing Administrative Coordinator as a Housing Operations Analyst. Although some duties of the Housing Operations Analyst have been changed, I have updated the class specification for the Housing Operations Analyst to be in line with the rest of the duties found in this position.

Because of the reasons outlined in this memo, I recommend the Housing Administrative Coordinator position, occupied by L. Daniels, be deleted and recreated as a Housing Operations Analyst position and the incumbent be reallocated.

We have prepared the necessary Resolution to implement this recommendation.

Editor's Note:

Compensation Group/Range	2017 Annual Minimum (Step 1)	2017 Annual Maximum (Step 5)	2017 Annual Maximum +12% longevity
18/06	\$55,394	\$65,222	\$73,048
18/08	\$60,084	\$71,300	\$79,856

cc: Tom Conrad—Interim Housing Operations Program Manager
 Natalie Erdman—Director of Planning, Community & Economic Development
 Mike Lipski-HR Services Manager