

ASSISTANT DIRECTOR OF HOUSING: ASSET MANAGEMENT

DEFINITION

Under administrative direction, plans, organizes, manages, and provides administrative direction and oversight of the Santa Clara County Housing Authority (Agency) Housing Department Asset Management Division; provides oversight on the physical, financial and compliance performance of stabilized assets, asset planning, Year 15 buy-outs; oversees the development and implementation of property management and financing strategies, financial performance review and analysis, and the capital needs assessment program; makes recommendations to ensure that Agency properties are fiscally sound and viable investments, are physically maintained, and are in compliance with all regulatory requirements; implements financing structures and negotiates acquisition of properties for a multi-family residential portfolio; fosters cooperative working relationships and coordinates assigned activities with other Agency departments, regulatory and other agencies, and the public; provides highly responsible and complex professional assistance to the Director of Housing in areas of expertise; performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the Director of Housing. Exercises general direction and supervision over management, supervisory, professional, technical, and administrative support staff through subordinate levels of supervision.

CLASS CHARACTERISTICS

This is a senior management classification that oversees, directs, and participates in all activities of the Housing Department, including short- and long-term planning and development and administration of division policies, procedures, and services. This class provides assistance to the Director of Housing in a variety of administrative, coordinative, analytical, and liaison capacities. Successful performance of the work requires knowledge of public policy, Agency functions and activities, and the ability to develop, oversee, and implement the Agency's asset management activities. Responsibilities include coordinating the activities of the department with those of other departments and outside agencies and managing and overseeing the complex and varied functions of the department. The incumbent is accountable for accomplishing departmental planning and operational goals and objectives and for furthering Agency goals and objectives within general policy guidelines.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Assumes full management responsibility for all programs, services, and activities, in the Asset Management Division within the Housing Department.
- Manages the Agency's portfolio of residential properties; negotiates complex real estate financing; maximizes the Net Operating Income of the Agency's real estate portfolio.
- Develops, directs, and coordinates the implementation of goals, objectives, policies, procedures, and work standards for the assigned division; establishes, within Agency policy, appropriate budget, service, and staffing levels.
- Manages and participates in the development and administration of the division's annual budget; directs the forecast of additional funds needed for staffing, equipment, materials, and supplies; directs the monitoring of and approves expenditures; directs and implements adjustments as necessary.
- Selects, trains, motivates, and directs division personnel; evaluates and reviews work for acceptability and conformance with division standards, including program and project priorities; works with employees on performance issues; implements discipline and termination procedures; responds to staff questions and concerns.
- Contributes to the overall quality of the department's service by developing, reviewing, and implementing policies and procedures to meet legal requirements and Agency needs; continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; identifies opportunities for improvement; directs the implementation of change.

- Provides direction on strategic asset planning, long term decisions about capital needs and required funding; coordinates with appropriate staff to obtain funds when there is a deficit to cover capital needs improvements, improve underwriting of future projects, and diversifying (or concentrating) investor or lender exposures.
- Provides oversight and direction to property management companies managing tax credit and/or bond financed properties to ensure compliance with partnership agreements, financing covenants, and other legal and operational requirements related to the portfolios.
- Oversees the Agency's real property rehabilitation and disposition programs; monitors financial controls and protocols to optimize the Agency's financial flexibility under the Moving To Work (MTW) Agreement with HUD; develops capital reserve for replacement schedules; ensures adherence to Agency procurement and contract management requirements.
- Makes recommendations based on financial models related to affordable housing including year 15 analysis, present value calculations, multi-year pro forma trending, and basic loan refinancing; coordinates with legal and financial consultants on complex loan structures, development/rehabilitation, construction, management, and ownership of affordable housing developments.
- Manages the affordable housing portfolio to ensure compliance with the regulatory agreements, loan agreements, operating agreements and partnership agreements to meet legal obligations in the agreements for renting housing units, maintaining insurance and accurately distributing cash flow based on the agreements.
- Oversees the development of implementation strategies for operational improvement and program advancement, and internal mechanisms for the continuing review of programs administered by staff; generates, develops or recommends reporting systems that ensure housing program staff accurately captures both qualitative and quantitative programmatic data, HUD reporting requirements, and other required reports for internal control and/or for external reporting and compliance.
- Conducts regular division and one-on-one meetings with staff to discuss current and future projects and activities; presents and resolves various issues and problems; provides guidance to staff on various work processes.
- Ensures adequate controls are implemented and that all programs and services are of the highest quality by providing administrative oversight to an internal quality assurance process based on the Agency's mission, philosophy, and the outcome standards of the Agency; leads and coordinates various external and internal audit processes and/or requests for information, and ensures administered programs are in compliance with mandated guidelines, rules, regulations, and procedures.
- Prepares, reviews, and presents staff reports, various management and information updates, and reports on special projects as assigned by the Director of Housing.
- Attends senior management meetings; attends and participates in professional group meetings and participates on a variety of boards, commissions, and committees; stays abreast of new trends and innovations in the field of housing programs and prepares and presents staff reports and other necessary correspondence.
- Oversees affiliate entities Board of Directors meetings including agenda preparation, presentations and scheduling of required annual meetings as well as special meetings as needed.
- Responds to difficult and sensitive public inquiries and complaints and assists with resolutions and alternative recommendations.
- Performs other duties as assigned.

QUALIFICATIONS

Education and Experience:

A bachelor's degree from an accredited four-year college or university with major coursework in social or behavioral sciences, public or business administration or related field; and seven (7) years of increasingly responsible management experience in government housing programs with five (5) years in a supervisory capacity. Master's degree preferred.

Licenses and Certifications:

Possession of or the ability to obtain and retain a valid California Driver License and a driving record acceptable to the Agency.

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation, and evaluation, and supervision of staff, either directly or through subordinate levels of supervision.
- Budget development and Agency-wide administrative practices related to the functions of the assigned area.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Organizational and management practices as applied to the analysis and evaluation of projects, programs, policies, procedures, and operational needs.
- Applicable federal, state, and local laws and Agency resolutions, policies, and procedures relevant to assigned area of responsibility.
- Methods and techniques for the development of presentations, contract negotiations, business correspondence, and information distribution; research and reporting methods, techniques, and procedures.
- Modern office administrative and secretarial practices and procedures, including the use of standard office equipment and computer applications.
- English usage, spelling, vocabulary, grammar, and punctuation.
- Techniques for effectively representing the Agency in contacts with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and Agency staff.
- California property management laws, LIHTC development or asset management for an LIHTC portfolio.

Ability to:

- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls for the assigned division and program areas.
- Provide administrative and professional leadership and direction for the department and the Agency.
- Prepare and administer large and complex budgets; allocate limited resources in a cost effective manner.
- Interpret, apply, and explain federal, state, and local laws and regulations, and policies, procedures, and practices.
- Plan, organize, direct, and coordinate the work of management, supervisory, professional, and technical personnel; delegate authority and responsibility.
- Select, train, motivate, and evaluate the work of staff and train staff in work procedures.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Effectively administer a variety of administrative programs and activities.
- Conduct effective negotiations and effectively represent the Agency and the department in meetings with governmental agencies, contractors, vendors, and various businesses, professional, regulatory, and legislative organizations.
- Prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Conduct complex research projects, evaluate alternatives, make sound recommendations, and prepare effective technical staff reports.
- Establish and maintain a variety of filing, record-keeping, and tracking systems.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment including computer equipment and specialized software applications programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

PHYSICAL DEMANDS

Work is performed in an office environment and in the field. The office environment requires the mobility to work in a standard office setting and use standard office equipment, including a computer, vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push and pull materials and objects weighing up to 25 pounds.

The field environment requires the mobility to walk long distances, traverse uneven, hilly terrain, climb ladders, and stairs. The field work requires the agility to inspect temporary, unfinished, construction sites and access points, which may include entry into confining spaces and inspecting sites of significant height. Requires the ability to operate a motor vehicle to visit various Agency development and meeting sites.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances; duties of this class may be performed in an environment with occasional exposure to various odors/fragrances. Employees also work in the field and may be exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, road hazards, rough terrains, vibration, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.