



Commonwealth of Massachusetts  
**DEPARTMENT OF HOUSING &  
COMMUNITY DEVELOPMENT**

Charles D. Baker, Governor ♦ Karyn E. Polito, Lieutenant Governor ♦ Chrystal Kornegay, Undersecretary

**Public Housing Notice 2018 - 01**

**Local Housing Authority  
Executive Director Salary and Qualifications Schedule**

This Public Housing Notice (PHN) supersedes the Department of Housing and Community Development (DHCD) PHN 2015-17 Executive Director Salary and Qualifications Schedule

Statutory Authority: M.G.L. c.121B, §7A as added by Chapter 235 of the Acts of 2014.

Regulatory Authority: 760 CMR 4.04

Effective Date: This Schedule is effective for the FY2018 budget cycle and takes effect, no earlier than the beginning of each LHA's FY2018 (FY2019 in the case of LHAs with a 3/31/2019 Fiscal Year End) and supersedes the previous Executive Director Salary and Qualifications Schedule issued on July 1, 2015, as PHN 2017-17.

Amy Stitely  
Associate Director  
Division of Public Housing

Laura A. Taylor  
Director  
Bureau of Housing Management

## Table of Contents

I. Introduction .....	2
II. Salary Structure .....	2
III. Salary Maximum and Caps .....	4
IV. FY2018 Budgeting .....	5
V. Approval Criteria.....	5
VI. Applicability .....	6
A. “Grandfathering” of Existing Salaries that are at or above the Maximum or Cap.....	6
B. Part Time Executive Directors .....	6
C. Executive Directors of Two LHAs (“Dual EDs”).....	7
VII. Salary Approval Process .....	8
VIII. Hiring and Employment Criteria.....	8
IX. Qualifications and Required Hours .....	9
X. Advertising Salary Ranges .....	9
XI. Management Services Agreements between LHAs .....	9
A. Management Services Agreements .....	9
B. Management Services Agreement Fees .....	10
C. Applicability .....	11
D. Allowable Executive Director Salary from Management Fee .....	11
XII. Additional Guidance.....	12
Qualifications Schedules	
Small Housing Authorities .....	13
Medium Housing Authorities.....	14
Large Housing Authorities .....	15
Very Large Housing Authorities .....	16
Salary Schedule for Current and Newly Hired Executive Directors .....	17
Attachment A: Executive Director Salary Calculation Worksheet.....	18

## I. Introduction

DHCD is pleased to provide this updated Executive Director Salary and Qualification Schedule (“the Schedule”). In December 2016, through funding made possible by the Massachusetts Housing Partnership, DHCD engaged PRM Consulting Group to undertake a salary comparability study of Public Housing and Affordable Housing Executives in Massachusetts and eight other states. The goal was to set a new salary structure for Local Housing Authority (LHA) Executive Directors that more closely aligns with current market rates of comparable senior management.

This new Schedule adopts PRM Consulting Group’s salary schedule recommendations, which brings Massachusetts executive director salaries in-line with salaries of Executive Directors of federally-funded public housing with comparable portfolios in other states. This Schedule is intended to maintain both market competitiveness and the equity of executive director pay for the future. DHCD intends on completing a salary comparability study every three (3) years and will revise this Schedule accordingly.

## II. Salary Structure

Under the previous methodology, the executive director’s base salary was determined by the number of bedroom units (BRUs) an Executive Director managed for all programs and all housing sites. Then, two other factors – number of programs and experience – were added to determine the total salary.

The new method works just like the previous method, but it is based on units rather than BRUs, and replaces the experience factor with a new “State Family Factor,” as described below. With this Schedule, the executive director’s maximum salary will be determined by the total number of units, programs, and state-aided family units directly under the LHA’s management (the “**LHA Calculated Salary Maximum**”).

**Please note:** Housing units, vouchers, and other affordable housing programs under the LHA’s management pursuant to other program activities, such as a Management Services Agreement with an LHA(s) or to other external contracts with public or private entities that are temporary or otherwise may terminate, will not be included for the purposes of this calculation. This calculation is for an executive director directly employed by one or two LHAs. Executive Directors that collect salary that is earned through another entity or contract is *outside* of the Unit-Based LHA Calculated Salary Maximum.

The **LHA Calculated Salary Maximum** is the sum of these three components:

- 1) **The Unit-Based Salary** (based upon the number of contracted units and leased vouchers managed by the LHA, *not including units or vouchers under management pursuant to a Management Services Agreement or any other contract with another public or private entity that is temporary or otherwise may terminate*);
- 2) **The Program Factor** (based upon the number of programs that have created housing for income-eligible households at properties owned and operated by the LHA or rental assistance programs directly administered by the LHA, *not any programs that the LHA manages pursuant to a Management Services Agreement or any other contract with another public or private entity that is temporary or otherwise may terminate*); and
- 3) **The State Family Factor** (based upon the number of chapter 200 and chapter 705 state family units managed by the LHA, *not including any federal family units, or family units under management pursuant to a Management Services Agreement or any other contract with another public or private entity that is temporary or otherwise may terminate*).

LHAs will determine the **LHA Calculated Salary Maximum** by starting with the **Full Time Unit-Based Salary** at the lowest unit count in the range, then increasing the base using the appropriate increment factor. The Program and State Family Factors are then added to this amount to determine the **LHA Calculated Salary Maximum**. An illustration of the calculation follows on the next page.

LHAs are required to use the *Executive Director Salary Calculation Worksheet* (Attachment A) to calculate the LHA Calculated Salary Maximum.

Salaries for Part-Time executive directors, for those who serve as an executive director for two LHAs (“Dual EDs”), and for those who are hired pursuant to a Management Services Agreement, as defined herein, are subject to additional requirements described below.

Example: An LHA with 430 total units with three (3) programs, and 25 state-aided family units.

**Step 1.** Find the Total Units column that the LHA fits within (400-699).

**Step 2.** Find the corresponding Increment Factor (44).

**Step 3.** Multiply the Increment Factor by the number of LHA units above the Base Number of Units.

**Step 4.** Add the incremental salary to the Full-Time Unit-Based Salary at Lowest Unit Count in Range (\$86,330) to get \$87,650.

#1		FULL-TIME UNIT-BASED SALARY		#2
Total Units	Base Number of Units	At Lowest Unit Count in Range	At Highest Unit Count in Range	Increment Factor
1 - 29	1	\$ 47,494	\$ 68,534	751
30 - 59	30	\$ 68,535	\$ 71,456	101
60 - 169	60	\$ 71,457	\$ 78,542	65
170 - 399	170	\$ 78,543	\$ 86,329	34
400 - 699	400	\$ 86,330	\$ 99,486	44
700 - 999	700	\$ 99,487	\$ 116,231	56
1000 - 1499	1000	\$ 116,232	\$ 125,713	19
1500 - 1999	1500	\$ 125,714	\$ 137,191	23
2000 - 2999	2000	\$ 137,192	\$ 150,179	13
3000 - 4999	3000	\$ 150,180	\$ 164,172	7
5000 - 7999	5000	\$ 164,173	\$ 180,000	5
DHCD salary cap for single LHA:			\$ 180,000	

**#3** 430 - 400 = 30 (Number of Units Above Base Number of Units).  
30 x \$44 = \$1,320 (Incremental Salary).

**#4** \$86,330 + \$1,320 = \$87,650.

**Step 5.** Add the Program factor.

\$87,650 + \$2,500 = \$90,150

#5 PROGRAM FACTOR			
1 program =	\$0	6 programs =	\$7,500
2 programs =	\$1,500	7 programs =	\$10,000
3 programs =	\$2,500	8 programs =	\$12,500
4 programs =	\$3,500	9 programs =	\$14,500
5 programs =	\$5,500	10+ programs =	\$16,500

**Step 6.** Add the State Family Factor.

\$90,150 + 1,500 = \$91,650

#6 FAMILY FACTOR	
Number of Chapter 200 / 705 Units Managed	Additional Compensation
1 - 49	\$1,500
50 - 99	\$2,500
100 - 199	\$3,500
200 - 399	\$4,500
400 - 699	\$5,500
700+	\$6,500

**\$91,650 is the LHA Calculated Salary Maximum.**

### III. Salary Maximum and Caps

The **LHA Calculated Salary Maximum** is the maximum aggregate salary that an executive director may receive from direct employment by one or two LHAs, **not to exceed \$180,000.**

The above listed **LHA Calculated Salary Maximum and the \$180,000 Salary Cap** does not include additional salary taken from other program activities, such as Management Services Agreement fees for day-to-day operations of another LHA and other contracts with any other public or private entities that are temporary or otherwise may terminate (e.g., providing management or administrative services on behalf of other housing authorities, private developers, non-profit entities, grant recipients, municipalities, etc.). Where executive directors earn salary from these other sources, the maximum aggregate salary **may not exceed \$198,000**

**per year**, which is the Salary Cap for LHAs with other program activities. Fees from Regional Capital Assistance Team (RCAT) administration, and public housing administrative fees for formula-funded capital projects are not subject to any cap.

#### IV. FY2018 Budgeting

As a result of this Schedule, salary increases take effect no earlier than the beginning of the LHA's FY2018 (FY2019 in the case of LHAs with a 3/31/2019 Fiscal Year End).

#### V. Approval Criteria

All executive director salary increases must be:

- 1) Absorbed within the ANUEL as published in the DHCD Budget Guidelines for that fiscal year. LHAs and their Fee Accountants are advised to take great care in ensuring that any salary increase can be absorbed within the LHA's ANUEL. DHCD will not approve salaries that are not fully absorbed within the ANUEL;
- 2) Approved by the Board, after the Board considers and carefully analyzes:
  - a. potential short and long-term impacts that an increase may have on the LHA's overall operating needs;
  - b. the salary increase is sustainable for the LHA moving forward;
  - c. any increase is reflective of the executive director's performance to-date.

If the Board chooses to increase the salary to any amount up to the maximum, it may decide to implement the increase at once or incrementally over the executive director's contract term;

- 3) Calculated in accordance with this Schedule and the *Executive Director Salary Calculation Worksheet* (Attachment A); and
- 4) Granted only if the LHA is in conformance with Executive Director Hiring Guidelines, (PHN 2017-21), Revised Executive Director Contract Guidelines (PHN 2017-25), DHCD Guidelines for At-Will Employment of Executive Director (PHN 2017-18), where applicable, and all other rules and regulations in effect during the executive director's contract term.

## VI. Applicability

This Schedule applies to both full- and part-time executive directors currently employed by one or by two LHAs, and to new hires (as evidenced by a signed acceptance of a bona fide offer letter) that become employed on or after the date of publication of this Schedule.

### A. “Grandfathering” of Existing Salaries that are at or above the Maximum or Cap

Executive Directors whose composite salary from the most current DHCD-approved budget (the Current Approved Salary) exceeds the applicable LHA Calculated Salary Maximum or either of the Salary Caps (\$180,000 or \$198,000 for LHA’s with other program activities), will keep their Current Approved Salary. The executive director may receive an increase upon such time that DHCD issues a new Salary Schedule and the Current Approved Salary is below the allowable limit. Executive Directors in this circumstance are still expected to submit an *Executive Director Salary Calculation Worksheet* for FY2018.

*Example: the executive director of a 400-unit LHA with four programs and 75 state-aided family units has a Current Approved Salary of \$95,000 in FY2017. According to this Salary Schedule, the Unit-Based Salary for that size LHA is \$86,330, the Program Factor is \$3,500 and the State Family Factor is \$2,500, for an LHA Calculated Salary Maximum of \$92,330. Since the executive director’s Current Approved Salary is greater than this maximum, his/her salary will remain the same for the duration that this Schedule is in effect. If a new Schedule is published which allows the LHA Calculated Salary Maximum to increase to up to \$98,000 then the executive director’s salary may increase to that level, subject to the criteria set forth in the schedule then in effect.*

### B. Part Time Executive Directors

When calculating the maximum salary for an executive director whose contract compensates them for fewer than 37.5 hours per week, the Unit-Based Salary is pro-rated on a 37.5 hour work week. The full amounts of the applicable Program Factor and State Family Factor are then added to determine the LHA Calculated Salary Maximum.

*Example: an executive director is required to work 20 hours per week at an LHA with a total of 60 units and three programs. Fifteen of these units are state-aided family units. The Unit-Based Salary for an LHA with 60 units is \$71,457. This amount is pro-rated on a 37.5 hour work week as follows: \$71,457 divided by 37.5 hours equals annual hourly rate of \$1,905, multiplied by 20 hours, equals the pro-rated Unit-Based Salary of \$38,110. The applicable Program Factor (\$2,500) and State Family Factor (\$1,500) are then added to this pro-rated Unit-Based Salary to determine the LHA Calculated Salary Maximum: ( $\$38,110 + \$2,500 + \$1,500 = \$42,110$ ).*

### C. Executive Directors of Two LHAs (“Dual EDs”)

For executive directors directly employed (rather than under a Management Services Agreement) by two LHAs (“Dual ED”), each LHA will calculate its own LHA Calculated Salary Maximum based on the LHA’s required work hours and the total number of units, programs and state-aided family units under that LHA’s management. Each LHA will prorate its Unit-Based Salary on a 37.5 hour work week and then add the full Program and State Family Factors to determine its salary share. These two salaries will be added together to determine the LHA Calculated Salary Maximum. Each LHA’s Board must vote on the salary that it will pay, and submit to DHCD a separate *Executive Director Salary Calculation Worksheet*, signed by the respective LHA’s Board Chairperson.

*Example: An executive director is employed by LHA (A) and LHA (B).*

*LHA (A) has 50 units. Using the Executive Director Salary Calculation Worksheet, LHA (A) determines that the LHA Calculated Salary Maximum is \$30,000 for 50 units, after prorating the Unit-Based Salary on a 37.5 hour work week and then adding the full Program and State Family Factors. The Board of LHA (A) will submit to DHCD a signed Executive Director Salary Calculation Worksheet.*

*LHA (B) has 20 units. The LHA determined that the LHA Calculated Salary Maximum for 20 units is \$20,000 after prorating the Unit-Based Salary on a 37.5 work week and then adding the Program and State Family Factors. The Board of LHA (B) will submit to DHCD a signed Executive Director Salary Calculation Worksheet.*

*The total LHA Calculated Salary Maximum for that executive director is \$50,000 (\$20,000 + \$30,000).*

As noted below, an Executive Director employed at two (2) or more housing authorities cannot work in excess of 40 hours combined. In circumstances where the required hours exceeds 40 hours, two or more LHAs can enter into a Management Services Agreement.



## VII. Salary Approval Process

1. Complete the *Executive Director Salary Calculation Worksheet* to determine the LHA Calculated Salary Maximum. This worksheet must be submitted to DHCD for all:
  - a. New hires
  - b. Existing executive directors that are eligible for and receive a salary increase pursuant to a Board vote
  - c. Existing executive directors whose Current Approved Salary exceeds the applicable LHA Calculated Salary Maximum or either of the Salary Caps.
2. If the LHA Calculated Salary Maximum in the Worksheet exceeds the Executive Director Current Approved Salary, then the Board must determine whether to approve some or all of that increase, up to the LHA Calculated Salary Maximum, following the criteria described in *Section V. Approval Criteria*.
3. After Board approval of the salary, the LHA Board Chairperson signs the completed *Executive Director Salary Calculation Worksheet* (Attachment A).
4. Follow the budget submittal process as described in the DHCD Budget Guidelines, which must include the Executive Director's annual salary for that fiscal year. LHAs are not required to amend an existing Executive Director Contract as a result of salary increases calculated under this Schedule.
5. Submit by email only to the LHA's Housing Management Specialist on or before the DHCD Budget Submission Deadline for your LHA:
  - a. Completed *Executive Director Salary Calculation Worksheet*, signed by the LHA Board's Chairperson; and
  - b. Extract of minutes of the Board vote.

## VIII. Hiring and Employment Criteria

In accordance with M.G.L. 121 B, § 7A, DHCD has issued Guidelines for Local Housing Authority Hiring of Executive Director (Public Housing Notice 2017-21), Guidelines for Executive Director Contracts including a mandatory contract cover sheet and contract template (Public Housing Notice 2017-25), and Guidelines for At-Will Employment of Executive Director (Public Housing Notice 2017-18), with an At-Will Agreement mandatory cover sheet and template. Please reference these PHNs and 760 CMR 4.05 for additional guidance on hiring and employment criteria. LHAs are reminded that an executive director contract or an at-will agreement is not effective until it has received DHCD approval.

## IX. Qualifications and Required Hours

The Qualifications Schedules in this PHN have remained the same from PHN 2015-17, with the exception that the required work hours for Small Housing Authorities (1 – 199 Units) are now related to the LHA’s number of total units, not BRUs, and the step system has been removed.

Due to these changes, the Qualification Schedules apply only to executive directors hired on or after the publication date of this PHN. Existing Dual and Part Time Executive Directors whose current required work hours exceed the required hours in this new Qualification Schedule are “grandfathered” into the work hours mandated in the previous Qualification Schedule.

An Executive Director employed at two (2) or more housing authorities cannot work in excess of 40 hours combined. In circumstances where the required hours exceeds 40 hours, two (2) or more LHAs can enter into a Management Services Agreement. The Management Services Agreement is entered into between LHAs, not individuals.

## X. Advertising Salary Ranges

When advertising for the executive director position, an LHA should post a salary range. The maximum salary in the posted range cannot exceed the LHA Calculated Salary Maximum. DHCD recommends that the minimum salary in the range be no less than fifteen percent (15%) below the LHA Calculated Salary Maximum. See PHN 2017-21 DHCD Guidelines for Local Housing Authority Hiring of Executive Director for additional guidance on executive director recruitment and advertisement requirements.

## XI. Management Services Agreements between LHAs

### A. Management Services Agreements

The term “Management Services Agreement” as used in this Public Housing Notice (PHN) means the contract between two (2) Local Housing Authorities (LHAs), or between an LHA and a consultant for emergency situations, as approved by DHCD, in which the contractor (“Management Agent”) provides the duties necessary to carry out the day-to-day operations for the LHA seeking management services (the “Owner”).

An Owner, and in certain circumstances, DHCD, may seek a Management Agent to oversee the Owner’s operations through a Management Services Agreement. In exchange, the Management Agent is entitled to earn a Management Fee from the Owner, which is negotiated between both parties, and in certain circumstances, DHCD. In all circumstances, the Management Services Agreement is entered into between LHAs, not individuals, and must be approved by DHCD.

A Management Services Agreement does not include other contracts that are temporary or otherwise may terminate between the LHA and another public or private entity, in which the LHA is receiving a fee for services for property it does not own, voucher programs for which it does not receive direct funding, or for other affordable housing programs.

*Example of a Management Services Agreement:*

- *An LHA is providing day-to-day operations for another LHA for a fee, as agreed upon in a contract signed by both LHAs and approved by DHCD.*

*Examples of other contract types:*

- *A low income housing tax credit (LIHTC) property where the owner has contracted with an LHA to provide property management services for a fee.*
- *An LHA enters into a contract to provide administrative assistance for another LHA's housing voucher program for a fee.*
- *An LHA collects an administrative fee from a municipality to conduct affordable housing lotteries on behalf of the municipality.*

## B. Management Services Agreement Fees

The Management Services Agreement Schedule below identifies the methodology for determining the maximum fee that an LHA may charge for managing a Small LHA's (1-199 units) operations. This schedule does not apply to management of larger LHAs (200+ units); in these situations, the Management Fees and percent of Executive Director Salary taken from the Fee will be negotiated between the two LHAs and DHCD.

The maximum Management Fee is based on the cost savings to the Owner accrued by not hiring its own executive director. This cost savings, or Avoided Cost, is equal to the LHA Calculated Salary Maximum for that LHA, plus up to 25 percent of the LHA Calculated Salary Maximum, as an offset to fringe benefits costs. The Owner and Management Agent are expected to negotiate in good faith a reasonable Management Fee for the services provided. DHCD will negotiate with both parties on a case-by-case basis if DHCD determines that the Owner is experiencing unique operational challenges.

In all circumstances, the Management Fee paid by the Owner must fit within the Owner's current ANUEL and DHCD will not grant budget exemptions for Management Fees. Upon completion of the initial year of a Management Services Agreement, Management Fees may increase up to any increase in the ANUEL as published in subsequent DHCD Budget Guidelines then in effect. The Board for both the Management Agent and the Owner must approve each Management Services Agreement.

<b>MANAGEMENT SERVICES AGREEMENT SCHEDULE</b>		
<b>Management Type</b>	<b>Maximum Management Fee (\$)</b>	<b>Maximum Executive Director Salary</b>
Small LHA (1 - 199 Units) Managing Small LHA	Avoided Cost of LHA Calculated Salary Maximum plus up to 25% for benefit costs	40% of Management Fee
Medium LHA (200 - 499 Units) Managing Small LHA	Avoided Cost of LHA Calculated Salary Maximum plus up to 25% for benefit costs	30% of Management Fee
Large LHA (500 - 999 Units) Managing Small LHA	Avoided Cost of LHA Calculated Salary Maximum plus up to 25% for benefit costs	20% of Management Fee
Any LHA managing an LHA with more than 199 Units and/or LHAs of any size with unique operational challenges	Management Services Agreement Fee and Salary to be negotiated with DHCD	

**C. Applicability**

The Management Services Agreement Schedule applies to any new Management Services Agreements and to any existing Management Services Agreements that are set to renew on or after the publication date of this Public Housing Notice. The terms and fees detailed in active DHCD-approved Management Services Agreements need not change as a result of this PHN.

**Please Note:** DHCD will be issuing a more detailed set of Management Services Agreement guidelines and templates. DHCD anticipates that these guidelines will be published by the end of January, 2018. In the interim, LHAs with expired Management Services Agreements may renegotiate the Management Fee using the Management Services Agreement Schedule within this PHN and execute a month-to-month or sixty-day contract using the current DHCD Management Services Agreement template. However, LHAs should not execute a full-term contract until the guidance is issued.

**D. Allowable Executive Director Salary from Management Fee**

The Management Agent may allocate a portion of its Management Fee toward the Executive Director’s salary, subject to approval by the Board of the Management Agent and, in certain circumstances, DHCD. The *maximum* annual salary that the executive director may receive from the Management Fee varies with the size of the Management Agent LHA (40%, 30%, or 20% of Management Fee for executive director salary, depending on the size of the Management Agent).

It is the responsibility of the Management Agent's Board to determine the appropriate portion of the fee that it will allocate towards executive director salary. The Board-approved salary should take into consideration the executive director's performance to-date, any additional responsibilities required under the Management Services Agreement, as well as any additional resources that might be required or useful in the effective management of multiple LHAs.

## XII. Additional Guidance

If you have any questions regarding this Public Housing Notice, please contact your DHCD Housing Management Specialist.

## QUALIFICATIONS SCHEDULE

Small Housing Authorities  
1 - 199 Units  
(Including Rental Assistance Units)

Required Minimum Qualifications: Two years' experience in a housing, community development, public administration or a closely related field. Knowledge of the principles and practices of housing management, finances and maintenance systems in public or private housing. Written and verbal communication skills required. Willingness to work with people of various socio-economic backgrounds. Must be bondable. Certification as a Public Housing Manager from a HUD approved organization desired, and may be substituted by certification as a property manager or similar classification by a nationally recognized housing or real estate organization, or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program. Two-year full time post-secondary education in a related field may substitute for up to one year of experience.

Required Work Hours:

Number of Units	Required Hours
1 - 29	Negotiate with DHCD
30 - 59	16
60 - 70	18
71 - 75	20
76 - 78	22
79 - 87	24
88 - 127	26
128 - 169	32
170 +	37.5

The Department requires that executive directors work during normal business hours (Monday - Friday 8 a.m. to 6 p.m.). Time spent at night or weekend meetings which are directly related to Authority business may be substituted for weekday hours at the discretion of the board and subject to DHCD approval. **Daily time sheets and attendance records for executive directors must be maintained at the LHA office for review by the Board, DHCD, and the Office of the State Auditor.**

## QUALIFICATIONS SCHEDULE

Medium Housing Authorities  
200 - 499 Units  
(Including Rental Assistance Units)

Required Minimum Qualifications: Four years' experience in a housing, community development, public administration, or a closely related field. Knowledge of the principles and practices of housing management, finances and maintenance systems in public or private housing. One year's experience overseeing at least three staff persons or program administration is required. Written and verbal communication skills required. Knowledge of laws regulating State and Federal housing programs. Experience working with people of various socio-economic backgrounds. Must be bondable. Certification as a Public Housing Manager from a HUD approved organization is desired, and may be substituted by certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program. A bachelor's degree in a related field may substitute for up to two years of experience.

Required Work Hours: 37.5 hours per week

The Department requires that full time executive directors work during normal business hours (Monday - Friday 8 a.m. to 6 p.m.). Time spent at night or weekend meetings which are directly related to Authority business may be substituted for weekday hours at the discretion of the Board subject to DHCD approval. **Daily time sheets and attendance records for executive directors must be maintained at the LHA office for review by the Board, DHCD, and the Office of the State Auditor.**

## QUALIFICATIONS SCHEDULE

### Large Housing Authorities 500 - 999 Units (Including Rental Assistance Units)

Required Minimum Qualifications: Six years' experience in the field of housing management, community development, public administration, or a closely related field. Must have a working knowledge of fiscal management, maintenance systems, personnel and administrative management systems in public or private housing. One year's supervisory experience of a staff of seven or more is required. Written and verbal skills necessary in order to effectively communicate with local officials, boards, residents and funding agencies. Considerable knowledge of local, state, and federal governmental procedures and regulations as they relate to housing development, construction and the management of local housing authority operations. Experience working with people of various socio-economic backgrounds. Must be bondable. Certification as a Public Housing Manager from a HUD approved organization is required, but may be substituted by certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program. A bachelor's degree may substitute for up to two years of experience.

Required Work Hours: 37.5 hours per week

The Department requires that full time executive directors work during normal business hours (Monday - Friday 8 a.m. to 6 p.m.). Time spent at night or weekend meetings directly related to Authority business may be substituted for weekday hours at the discretion of the Board and subject to DHCD approval. **Daily time sheets and attendance records for executive directors must be maintained at the LHA office for review by the Board, DHCD, and the Office of the State auditor.**



## QUALIFICATIONS SCHEDULE

Very Large Housing Authorities  
1,000 or more Units  
(Including Rental Assistance Units)

Required Minimum Qualifications: Eight years' experience in housing management, community development, public administration, or a closely related field. Must have a working knowledge of fiscal management, maintenance systems, personnel and administrative management systems in public or private housing. One year's supervisory experience of a staff of ten or more is required. Written and verbal skills required. Substantial background in the implementation of management controls and systems. Considerable knowledge of local, state, and federal governmental procedures and regulations as they relate to housing development, construction and the management of local housing authority operations. Experience working with people of various socio-economic backgrounds. Must be bondable. Certification as a Public Housing Manager from a HUD approved organization is required, but may be substituted by certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program. A bachelor's degree may substitute for up to two years of experience.

Required Work Hours: 37.5 hours per week

The Department requires that full time executive directors work during normal business hours (Monday - Friday 8 a.m. to 6 p.m.). Time spent at night or weekend meetings directly related to Authority business may be substituted for weekday hours at the discretion of the Board and subject to DHCD approval. **Daily time sheets and attendance records for executive directors must be maintained at the LHA office for review by the Board, DHCD, and the Office of the State Auditor.**

## Salary Schedule for Current and Newly Hired Executive Directors

Effective for Fiscal Years beginning:

July 1, 2017, October 1, 2017, January 1, 2018, April 1, 2018

		<b>FULL-TIME UNIT-BASED SALARY</b>		
Total Units	Base Number of Units	At Lowest Unit Count in Range	At Highest Unit Count in Range	Increment Factor
1 - 29	1	\$ 47,494	\$ 68,534	751
30 - 59	30	\$ 68,535	\$ 71,456	101
60 - 169	60	\$ 71,457	\$ 78,542	65
170 - 399	170	\$ 78,543	\$ 86,329	34
400 - 699	400	\$ 86,330	\$ 99,486	44
700 - 999	700	\$ 99,487	\$ 116,231	56
1000 - 1499	1000	\$ 116,232	\$ 125,713	19
1500 - 1999	1500	\$ 125,714	\$ 137,191	23
2000 - 2999	2000	\$ 137,192	\$ 150,179	13
3000 - 4999	3000	\$ 150,180	\$ 164,172	7
5000 - 7999	5000	\$ 164,173	\$ 180,000	5
<i>DHCD salary cap for single / dual LHA:</i>		\$ 180,000		

<b>PROGRAM FACTOR</b>			
1 program =	\$0	6 programs =	\$7,500
2 programs =	\$1,500	7 programs =	\$10,000
3 programs =	\$2,500	8 programs =	\$12,500
4 programs =	\$3,500	9 programs =	\$14,500
5 programs =	\$5,500	10+ programs =	\$16,500

<b>STATE FAMILY FACTOR</b>	
Number of Chapter 200 / 705 Units Managed	Additional Compensation
1 - 49	\$1,500
50 - 99	\$2,500
100 - 199	\$3,500
200 - 399	\$4,500
400 - 699	\$5,500
700+	\$6,500

## Attachment A

### EXECUTIVE DIRECTOR SALARY CALCULATION WORKSHEET

Effective for Fiscal Years beginning:

July 1, 2017, October 1, 2017, January 1, 2018, April 1, 2018

**Step 1. Determine the LHA’s Size by the Total Number of Units.** Count only the units that are owned and operated by the LHA from programs that have created housing for income-eligible households, and count only the units currently “leased,” not “contracted,” for the LHA's voucher programs which are directly administered by the LHA.

Do not include units or vouchers where the LHA does not own the unit or receive direct funding to administer the voucher, but instead receives a fee pursuant to a Management Services Agreement, or by another contract with a separate public or private entity where the contract is temporary or otherwise may terminate. Enter all information into the chart below.

	Program	All Units	State Family Units	
1	Chapter 200			
2	Chapter 705			
3	Chapter 667 Regular			
4	Chapter 667 Congregate			
5	Chapter 689			
6	Massachusetts Rental Voucher Program (MRVP)			
7	Alternative Housing Voucher Program (AHVP)			
8	Supportive Housing Program			
9	Transitional Housing Program			
10	Federal Conventional Public Housing			
11	Section 8 New Construction/Substantial Rehabilitation			
12	Section 8 Housing Choice Voucher Program (HCVP)			
13	Section 8 Moderate Rehab			
14	Other Program Name: _____			
15	Total Units			

## Step 2. Calculate the Full Time Unit-Based Salary, per Salary Schedule

- a. Take the “Total Units” computed in Step 1 and find the appropriate row in the “Total Units” column of the “Full-Time Unit-Based Salary” Schedule. Find the corresponding “Full-Time Unit-Based Salary” in the “At Lowest Unit Count in Range” column. Example: if there are 450 Total Units, then select the row for “400-699” units. The “Full Time Unit-Based Salary” “At Lowest Unit Count in Range” in that row is \$86,330.

Enter Salary from  
“At Lowest Unit Count in Range” =  (1)

- b. Compute the incremental salary by taking the “Total Units” in excess of the “Salary at Lowest Unit Count in Range” and multiplying the difference by the “Increment Factor.” Add this amount to the salary at the “Lowest Unit Count in Range” calculated above. Example: the LHA above has 450 units, 50 units more than 400 “Base Number of Units.” Multiply the incremental units (50) by the “Increment Factor” (\$44) to get \$2,200. Add \$2,200 to \$86,330 = \$88,530.

Enter incremental units =  (a)

Enter "Increment Factor" =  (b)

Multiply (a) x (b) for incremental salary =  (c)

Add (c) to (1) =  (2)

- c. For a Part-Time Executive Director working fewer than 37.5 hours per week, pro rate the “Full-Time Unit-Based Salary” by dividing the required work hours by 37.5, then multiply the result by (2) above.

Required Work Hours =  (a)

Divide (a) by 37.5 =  (b)

Unit-Based Salary from (2), above =  (c)

Multiply (b) by (c) for  
prorated Unit-Based Salary =  (3)

- d. For an Executive Director employed by two LHAs (a Dual ED), and not pursuant to a Management Services Agreement, pro rate the Unit-Based Salary by dividing 37.5, then multiply the result by (2) on the page above. Enter only the hours and proration for your LHA. Each LHA must submit its own signed *Executive Director Salary Calculation Worksheet*.

Enter Required Work Hours at your LHA =  (a)

Divide (a) by 37.5 =  (b)

Enter Full-Time Unit-Based Salary from (2), above =  (c)

Multiply (b) by (c) for prorated Unit-Based Salary =  (4)

**Step 3. Add the Program Factor.** The Program Factor ranges from \$0 to \$16,500, depending on the number of unique programs in occupancy at a particular housing authority. Allowable programs are listed in Step 1, Numbers #1-14.

PROGRAM FACTOR			
1 program =	0	6 programs =	\$7,500
2 programs =	1,500	7 programs =	\$10,000
3 programs =	2,500	8 programs =	\$12,500
4 programs =	3,500	9 programs =	\$14,500
5 programs =	5,500	10+ programs =	\$16,500

Enter applicable Program Factor from list above =  (a)

If Full-Time, enter salary from (2); if Part-Time, enter (3); if Dual ED, enter (4) =  (b)

Add (a) and (b) =  (c)

**Step 4. Add the State Family Factor.** The State Family Factor ranges from \$1,500 to \$6,500, depending on the number of Chapter 200 and Chapter 705 family units under management at a particular housing authority. Use the total calculated in the Step 1 chart above to determine the number of Family Units.

<b>STATE FAMILY FACTOR</b>	
<b>Family Units (Chapter 200 and 705)</b>	
<b># of Family Units Managed</b>	<b>Additional Compensation</b>
1 - 49	\$1,500
50 - 99	\$2,500
100 - 199	\$3,500
200 - 399	\$4,500
400 - 699	\$5,500
700+	\$6,500

Enter salary from Step 3(c) =  (a)

Enter applicable State Family Factor =  (b)

**Step 5. Calculate the LHA Calculated Salary Maximum.**

Add (a) and (b) from Step 4, above =  (5)  
*This amount must not exceed \$180,000*

If the executive director's Current Approved Salary exceeds the amount in (5) above, then the executive director's salary will remain the same until a new Unit-Based Salary Schedule is published and the Current Approved Salary is less than the new LHA Calculated Salary Maximum.

**Step 6. Add Executive Director Salary from Other Sources / Program Activities**

Include here all salary from other program activities, if any (i.e. Management Services Agreements and other external contracts with public and private entities that are temporary or otherwise may terminate).

Enter salary from fees of Management Services Agreement with other LHA(s) =  (a1)

=  (a2)

=  (a3)

=  (a4)

=  (a5)

Enter salary from fees from other program activities / external contracts =  (b1)

=  (b2)

=  (b3)

=  (b4)

=  (b5)

=  (b6)

=  (b7)

=  (b8)

Add (5) to (a1) thru (b8) =  (6)

*This amount is the LHA Calculated Salary Maximum including all other contracts and program activities, and must not exceed \$198,000*

**Step 7. Board-Approved Salary.**

The Board-Approved Salary is not to exceed the lesser of the LHA Calculated Salary Maximum or \$180,000 for executive directors directly employed by one or two LHAs (see Step 5, above).

For executive directors that also receive salary from Management Services Agreement(s) or from other program activities, the LHA Calculated Salary Maximum plus that additional salary (total salary) may not exceed \$198,000 per year (see Step 6, above).

Exception: if an existing executive director’s Current Approved Salary is greater than the amount in Step 5 or in Step 6 above, in Step 7 enter the Current Approved Salary and check the applicable box.

Executive Director salary increases must be: absorbed within the LHA’s ANUEL as published in the most current DHCD Budget Guidelines; receive Board approval after the Board considers and carefully analyzes potential short and long-term impacts that a salary increase may have on the LHA’s overall operating needs; determines that the increase is reflective of the executive director’s performance to-date; is calculated in accordance with this Schedule; and granted only if the LHA is in conformance with the applicable guidelines and all other rules and regulations in effect during the executive director’s contract term.

**Enter Board-Approved Salary** =  (7)

*Use this salary in LHA Budget  
Submission to DHCD*

**For Existing Executive Directors (check applicable box):**

- ED is eligible for a salary increase up to the LHA Calculated Salary Maximum
- ED is not eligible for a salary increase, and will stay at the Current Approved Salary

**Signature of LHA Chairperson:** \_\_\_\_\_ **Date:** \_\_\_\_\_

\_\_\_\_\_  
**Please Print Name**

Print and submit this signed Executive Director Salary Calculation Worksheet and an extract of the minutes of the Board vote *by email only* to the LHA’s Housing Management Specialist on or before the DHCD Budget Submission Deadline for your LHA.