



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

Charles D. Baker, Governor ♦ Karyn E. Polito, Lt. Governor ♦ Janelle Chan, Undersecretary

**Public Housing Notice 2019 – 21**

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

September 16, 2019

This Public Housing Notice (PHN) supersedes the Department of Housing and Community Development (DHCD) PHN 2018-01 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 FY2020 budget cycle and takes effect no earlier than the beginning of each LHA's FY2020 (FY2021 in the case of LHAs with a 3/31/2021 Fiscal Year End) and supersedes the previous Executive Director Salary and Qualifications Schedule issued as PHN 2018-01.

# Table of Contents

<b>I.</b>	<b>Highlights .....</b>	<b>3</b>
<b>II.</b>	<b>Salary Structure .....</b>	<b>4</b>
<b>III.</b>	<b>Salary Maximum and Caps .....</b>	<b>5</b>
<b>IV.</b>	<b>Budgeting and Effective Dates .....</b>	<b>6</b>
<b>V.</b>	<b>Salary Approval Criteria .....</b>	<b>6</b>
<b>VI.</b>	<b>Applicability .....</b>	<b>7</b>
A.	“Grandfathering” of Existing Salaries that are at or above the Maximum or Cap .....	7
B.	Part Time Executive Directors .....	7
C.	Executive Directors of Two LHAs (“Dual EDs”) .....	8
<b>VII.</b>	<b>Salary Approval Process .....</b>	<b>9</b>
<b>VIII.</b>	<b>Hiring and Employment Criteria .....</b>	<b>9</b>
<b>IX.</b>	<b>Qualifications and Required Hours .....</b>	<b>10</b>
<b>X.</b>	<b>Advertising Salary Ranges .....</b>	<b>10</b>
<b>XI.</b>	<b>Management Services Agreements between LHAs .....</b>	<b>10</b>
A.	Management Services Agreements .....	10
B.	Management Services Agreement Fees .....	11
C.	Allowable Executive Director Salary from Management Fee .....	12
<b>XII.</b>	<b>Frequently Asked Questions .....</b>	<b>12</b>
<b>XIII.</b>	<b>Additional Guidance .....</b>	<b>17</b>
	<b>QUALIFICATIONS SCHEDULE .....</b>	<b>18</b>
	Small Housing Authorities .....	18
	Medium Housing Authorities .....	19
	Large Housing Authorities .....	20
	Very Large Housing Authorities .....	21
	<b>Salary Schedule for Current and Newly Hired Executive Directors .....</b>	<b>22</b>
	<b>Executive Director Salary Calculation Worksheet .....</b>	<b>23</b>

## I. Highlights

DHCD is pleased to provide this updated Executive Director Salary and Qualification Schedule (“the Schedule”). The Schedule provides an increase to the Unit-Based Salary for Massachusetts Local Housing Authority (“LHA”) executive directors, clarifies the salary approval process, and incorporates an updated frequently asked questions. 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 LHA executive directors that more closely aligns with current market rates of comparable senior management.

With this Schedule, DHCD continues the adoption of PRM’s salary calculation methodology. The increase to the Unit-Based Salary is intended to maintain and reflect market competitiveness and the equity of executive director pay for the future. Highlights of this PHN include:

- The Schedule increases the Unit-Based Salary for executive directors.
- For new hires and existing executive directors that receive a salary increase pursuant to a Board vote, LHAs must submit by email to your Housing Management Specialist a Completed *Executive Director Salary Calculation Worksheet*, signed by the LHA Board’s Chairperson no later than the LHA’s budget submission/revision deadline.
- DHCD has revised the Budget Certification Form to specifically include the executive director’s salary as part of the Board’s budget vote and submittal. Accordingly, LHAs are *not* required to submit a separate extract of the minutes of the board vote on the executive director salary.
- The salary cap that an executive director may receive from direct employment by one or two LHAs remains at \$180,000. The maximum salary for an executive director when including additional salary taken from other program activities remains at \$198,000.
- There is no change to the Program and Family factors.
- An updated Frequently Asked Questions, originally published as an addendum of PHN 2018-01, is incorporated within this PHN.
- LHAs are not required to amend an existing Executive Director Contract as a result of board-approved salary increases published under this Schedule.

## II. Salary Structure

The executive director salary methodology, originally adopted in PHN 2018-01, determines the executive director's maximum salary based on the total number of units, programs, and state-aided family units directly under the LHA's management (the "**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 administered 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*).

**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. 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 230 total units with three (3) programs, and 25 state-aided family units.

**Step 1.** Find the Total Units range (170-399) that fits within the LHA's unit count (230).

**Step 2.** Find the corresponding Increment Factor (35).

**Step 3.** Find the number of LHA units above the Base Number of Units. ( $230 - 170 = 60$ )  
Multiply this number by the Increment Factor ( $60 \times 35 = \$2,100$ ).

**Step 4.** Add the incremental salary above (\$2,100) to the Full-Time Unit-Based Salary at Lowest Unit Count in Range ( $\$80,899 + \$2,100 = \$83,000$ ).

**Step 5.** Add the Program Factor.

$\$83,000 + \$2,500 = \$85,500$

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

$\$85,500 + 1,500 = \$87,000$

**\$87,000 is the LHA Calculated Salary Maximum.**

		FULL-TIME UNIT-BASED SALARY		
Total Units	Base Number of Units	At Lowest Unit Count in Range	At Highest Unit Count in Range	Increment Factor
1 - 29	1	\$ 48,919	\$ 70,590	774
30 - 59	30	\$ 70,591	\$ 73,600	104
60 - 169	60	\$ 73,601	\$ 80,898	67
170 - 399	170	\$ 80,899	\$ 88,919	35
400 - 699	400	\$ 88,920	\$ 102,471	45
700 - 999	700	\$ 102,472	\$ 119,718	58
1000 - 1499	1000	\$ 119,719	\$ 129,484	20
1500 - 1999	1500	\$ 129,485	\$ 141,307	24
2000 - 2999	2000	\$ 141,308	\$ 154,684	13
3000 - 4999	3000	\$ 154,685	\$ 169,097	7
5000 - 7999	5000	\$ 169,098	\$ 180,000	4
DHCD salary cap for single / dual LHA:			\$ 180,000	

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

STATE 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

### 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 *part-time* executive directors administering formula-funded capital projects are not subject to any cap.

#### IV. Budgeting and Effective Dates

The Schedule takes effect no earlier than the beginning of the LHA's FY2020 (FY2021 in the case of LHAs with a 3/31/2021 Fiscal Year End), and remains in effect until DHCD publishes an updated Schedule.

#### V. Salary 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, it may do so in any amount up to the maximum. The Board may also 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 is subject to a Board vote.

### 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 Schedule and the Current Approved Salary is below the allowable limit.

*Example: the executive director of a 400-unit LHA with four programs and 75 state-aided family units has a Current Approved Salary of \$96,000 in FY2019. According to this Salary Schedule, the Unit-Based Salary for that size LHA is \$88,920 the Program Factor is \$3,500 and the State Family Factor is \$2,500, for an LHA Calculated Salary Maximum of \$94,920. 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 \$73,601. This amount is pro-rated on a 37.5 hour work week as follows: \$73,601 divided by 37.5 hours equals annual hourly rate of \$1,963, multiplied by 20 hours, equals the pro-rated Unit-Based Salary of \$39,254. 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: (\$39,254 + \$2,500 + \$1,500 = \$43,254).*

### 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.

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.

*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. 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. 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).*



## VII. Salary Approval Process

The Salary Approval Process applies to:

- a. New hires
  - b. Existing executive directors that receive a salary increase pursuant to a Board vote
1. Complete the *Executive Director Salary Calculation Worksheet (Attachment A)* to determine the LHA Calculated Salary Maximum. 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*.
  2. After Board approval, the LHA Board Chairperson signs the completed *Executive Director Salary Calculation Worksheet*.
  3. Submit the completed *Executive Director Salary Calculation Worksheet* to your LHA's Housing Management Specialist by email only no later than the LHA's budget submission/revision deadline. Make sure to include the new Board-Approved Salary in the Budget Certification Form, in accordance with the DHCD Budget Guidelines then in effect.

LHAs are not required to amend an existing Executive Director Contract as a result of approved salary increases calculated under this Schedule.

## 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 and Hours Schedules in this PHN remain the same as PHN 2018-01 and apply only to executive directors hired on or after the PHN 2018-01 publication date.

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 recruitment and advertisement requirements.

## XI. Management Services Agreements between LHAs

### A. Management Services Agreements

***For further guidance on Management Services Agreements, please refer to PHN 2018-09 Management Services Agreement Guidelines and PHN 2018-23 ANUEL and Management Fee Increases.***

The term “Management Services Agreement” as used in this 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.

MANAGEMENT SERVICES AGREEMENT SCHEDULE		
Management Type	Maximum Management Fee (\$)	Maximum Executive Director Salary
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. 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, as indicated in the Management Services Agreement Schedule above.

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. Frequently Asked Questions

### **Q1: Why is a family factor provided for just state-aided family units and not for all hard family units?**

*A: The unit-based salary ranges are based on a salary comparability study that compared salaries of executive directors that manage federal public housing portfolios in other states. These portfolios consist of more than 50 percent federal family units. As a result, the DHCD unit-based salary range already reflects the salary attributed to managing federal family units. The Family Factor is an upward adjustment for managing state-aided family units.*

### **Q2: Why are Executive Directors of two LHA's ("Dual ED") limited to a 40 hour work week?**

*A. DHCD has determined that 40 hours is the maximum hours allowable for a full-time position. This is not a new required limit. LHAs with an existing dual executive director working more than 40 hours per week that has been acknowledged by DHCD will not be required to enter into a Management Services Agreement unless or until the existing executive director is no longer employed by the LHAs. Otherwise, all newly-hired executive directors will be limited to 40 hours.*

### **Q3: What if my LHA cannot afford the salary increase within its ANUEL?**

*A: The executive director's salary must be able to be absorbed within the LHA's ANUEL. DHCD will not approve budget exemptions for executive director salary. Keep in mind that any increase is at the LHA Board's discretion, who is in part charged with carefully analyzing potential short and long-term impacts that a salary increase may have on the LHA's overall operating needs.*

**Q4: Why are the benefit costs that a Management Agent is able to receive as part of the Management Fee set at a maximum of 25 percent?**

*A: DHCD recognizes that 25 percent for fringe benefits is on the low end of benefit costs. However, after speaking with fee accountants, it was clear that benefits varied considerably based on location, tenure, age of employee, etc., and can go as high as 65 percent. Ultimately, the 25 percent for fringe benefits is what is affordable to DHCD, and may also represent a cost savings for an LHA being managed.*

**Q5: Do service-oriented programs like A Better Life (ABL), Family Self Sufficiency (FSS) or MassLEAP count under the Program Factor in the Executive Director Salary calculation?**

*A: No. Service-oriented programs such as ABL, FSS or MassLEAP do not count as programs for the purposes of the Program Factor in the Executive Director Salary calculation. Only programs that have created housing for income-eligible households at properties owned and operated by the LHA or voucher programs administered by the LHA may be counted as programs.*

*There are two exceptions that are allowed to count under the Program Factor: 1.) The Supportive Senior Housing Initiative Program (through the Executive Office of Elder Affairs) and 2.) the Local Housing Authority Transitional Housing Program (LHA THP). These programs have been a core part of the Salary and Qualifications Schedule since its inception and are therefore grandfathered here.*

**Q6: How should I prorate my hours if I am a part-time or a dual executive director, and the LHA follows the same 35 hour work week hours as the municipality?**

*A: The LHA should prorate part-time executive director salaries on the state full-time 37.5 hour work week.*

**Q7: When do the salary increases take effect?**

*A: This Schedule takes effect no earlier than the beginning of each LHA's Fiscal Year 2020 (FY2021 in the case of LHAs with a 3/31/2021 Fiscal Year End). The LHA Calculated Salary Maximum is not retroactive prior to these dates.*

**Q8: How should an LHA treat DHCD formula-funded capital project administrative fees?**

*A: According to the Massachusetts State-Aided Public Housing Preservation and Modernization Program Guidelines as of February, 2017, with a DHCD project manager's approval, these administrative fees (capped at 10%) may be used to hire additional staff or increase the work hours of existing part-time staff and part-time executive directors for capital project specific work.*

**Q9: How will administrative fees awarded as part of a competitive DHCD funding and special initiative) apply to executive director salaries?**

*A: If the particular initiative allows administrative fees to be used for executive director salaries, then the LHA may use those fees to offset the state-share of the Board-Approved Salary.*

**Q10: How will asset management, property management, or similar fees generated from other housing unit program activities apply to executive director salaries?**

*A: If the LHA does not own the property (housing units) or does not receive direct funding from a government agency to manage a housing program, but instead receives a fee through a contract that is temporary or otherwise may terminate with a private or public entity, the salary may be added to the LHA Calculated Salary Maximum up to the \$198,000 salary cap. Add this additional salary In the Calculation Worksheet, under Step 6, “Salary from Other Sources / Program Activities.”*

*If the fee is from property (housing units) owned by the LHA or vouchers administered by the LHA, the LHA should count those units and vouchers in the Unit-Based Salary.*

**Q11: Will existing executive directors whose current approved salary exceeds the LHA Calculated Salary Maximum be allowed to receive a cost of living, or any other type of increase in this fiscal year, or in future fiscal years?**

*A: The executive director will not be allowed to receive any type of increase, nor will DHCD include a salary increase in the Budget Guidelines until DHCD publishes a new Executive Director Salary and Qualifications Schedule and the executive director’s current approved salary falls below the new LHA Calculated Salary Maximum.*

**Q12: Can salary that an executive director receives from resident programs be added to the executive director’s LHA Calculated Salary Maximum?**

*A: No. However, the LHA may use the salary from service program fees to offset the salary cost otherwise covered by other programs, up to the LHA Calculated Salary Maximum.*

*If the particular program does not create housing for income-eligible households, the salary taken from that program cannot be added to the executive director’s LHA Calculated Salary Maximum up to the second Salary Cap of \$198,000. The intent of this second salary cap is to provide the ability for executive directors to add salary received from the management of other LHAs or of other affordable housing programs that create housing for income-eligible households.*

**Q13: If an LHA owns affordable housing units that are not federal or state public housing, how does the LHA determine the salary for those units?**

*A: If the LHA owns the affordable housing units, include the total number of units in Step 1 under “Other” Program (line 12), and identify the program in the space provided.*

*If the LHA manages but does not own the affordable housing units, the executive director may receive additional salary for the management of those units, with the total salary not to exceed the Salary Cap of \$198,000. Include the salary amount in Step 6 “Salary from Other Program Activities / Contract Fees,” and identify the funding source and type of affordable housing.*

**Q14: Why does the increment factor in the Salary Schedule change, depending on the unit range?**

*A: The salary ranges for each unit range are intended to align with the market rates, as identified in the salary comparability study. The differences between the salary ranges can sometimes cause the increment factor to increase or decrease from the previous unit range.*

**Q15: How should LHAs prorate executive director salaries under the new Executive Director Salary and Qualifications Schedule?**

*A: LHAs must prorate the executive director salary in the Schedule of Administrative Positions and Salaries in HAFIS. The proration is based on the total number of units and leased vouchers that the LHA owns and manages under “State”, “Federal” and “Other” programs. Please refer to question 20 on how to prorate the State Family Factor.*

**Q16: If the LHA Calculated Salary Maximum allows for an increase to the executive director’s salary, can the LHA allocate some or all of that increase to its administrative staff?**

*A: No. Administrative staff salary increases are capped at the Administrative Salaries line increase as published in the Budget Guidelines then in effect.*

**Q17: If an LHA administers some or all mobile vouchers on behalf of another LHA, which LHA counts those voucher units and the Program Factor(s) toward salary?**

*A: The LHA under contract with the government agency that funds the voucher program (e.g., the LHA that has an Annual Contributions Contract with HUD) will count all leased vouchers and the Program Factor(s). The LHA under contract with the government agency is ultimately responsible for that program, despite any ability to subcontract any or all administration to another entity.*

**Q18: How should an LHA treat Section 8 New Construction / Substantial Rehabilitation developments in the Salary Calculation Worksheet?**

*A. On the Salary Calculation Worksheet LHAs should count all units under Section 8 New Construction / Substantial Rehabilitation Program, only. The LHA should not count these units under any of the state-aided public housing programs. LHAs will receive one Program Factor, regardless of the number of developments. A Family Factor will not apply to family units since operating subsidy under this program is higher than in traditional state-aided family units.*

**Q19: What if the LHA's number of leased vouchers under contract has increased since the last executive director salary was calculated and approved?**

*A. DHCD acknowledges that the number of leased vouchers under contract can fluctuate over time. To ensure changes to the leased voucher count are made in a consistent manner, the LHA Board may vote to increase an executive director's salary based on an increase in leased vouchers at each anniversary of the executive director's effective contract date, which should tie to the LHA's fiscal year end. In the limited circumstances where the executive director's effective contract date does not coincide with the LHA's fiscal year end the LHA should submit a budget revision in accordance with the LHA Budget Guidelines.*

*In any event, the LHA will need to include the new salary in its budget, submit the chairperson-signed Salary Calculation Worksheet, and update its leased voucher count in HAFIS.*

**Q20: How do I prorate the state family factor in HAFIS?**

*A: The State Family Factor provides the executive director with additional salary if the LHA owns and operates state-aided family units (chapter 200 and chapter 705 units). LHAs must ensure that all additional executive director salary realized through the State Family Factor is allocated only to the 400-1 budget; and only to the "Other S-1" field in the Schedule of All Positions and Salaries in HAFIS to ensure the state pro-ration is accurate.*

*No portion of the additional salary realized from the State Family Factor should be allocated to:*

- another state program;*
- a federal program;*
- the Section 8 New Construction Substantial Rehab program; or*
- pro-rated across all programs.*

*Example: An executive director's portfolio has 40 chapter 200 units and 10 chapter 705 units, for a total of 50 state family units. The executive director will receive \$2,500 in additional salary from the State Family Factor. The LHA's unit pro-ration is 82% state and 18% federal. However the entire \$2,500 should be allocated only to the LHA's 400-1 budget in the "Other S-1" field in the Schedule of all Positions and Salaries in HAFIS. Do not pro-rate the \$2,500 across the LHA's state and any other*



program. Below is a screenshot of where the LHA inputs the State Family Factor in the Schedule of All Positions and Salaries:

The screenshot shows a form with a light blue background. At the top left, the text "MRVP/AHVP" is displayed above a yellow input box. Below this is a table with three columns: "Sup. Service", "State Mod.", and "Other-S1 (family factor)". The "Other-S1" column has the text "(family factor)" in red. Below the table are two more yellow input boxes labeled "Other-F1" and "Other-F2".

Sup. Service	State Mod.	Other-S1 (family factor)

Other-F1

Other-F2

### XIII. Additional Guidance

If you have any questions regarding this Public Housing Notice, please contact your 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, 2019, October 1, 2019, January 1, 2019, April 1, 2020

		<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	\$ 48,919	\$ 70,590	774
30 - 59	30	\$ 70,591	\$ 73,600	104
60 - 169	60	\$ 73,601	\$ 80,898	67
170 - 399	170	\$ 80,899	\$ 88,919	35
400 - 699	400	\$ 88,920	\$ 102,471	45
700 - 999	700	\$ 102,472	\$ 119,718	58
1000 - 1499	1000	\$ 119,719	\$ 129,484	20
1500 - 1999	1500	\$ 129,485	\$ 141,307	24
2000 - 2999	2000	\$ 141,308	\$ 154,684	13
3000 - 4999	3000	\$ 154,685	\$ 169,097	7
5000 - 7999	5000	\$ 169,098	\$ 180,000	4
<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, 2019, October 1, 2019, January 1, 2019, April 1, 2020

**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	Federal Conventional Public Housing		
9	Section 8 Housing Choice Voucher Program (HCVP)		
10	Section 8 New Construction/Substantial Rehabilitation		
11	Section 8 Moderate Rehab		
12	Other(s) <i>Do not count resident service programs</i>		
13	Total Units		

Does the LHA participate in the following programs for LHA-owned c. 200, 705, or 667 units?

14	Supportive Senior Housing Initiative (through EOEI)	Yes / No
15	LHA Transitional Housing Program	Yes / No

## 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 \$88,920.

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” (\$45) to get \$2,266. Add \$2,266 to \$88,920 = \$91,186.

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 #1-12 and #14 - #15.

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.

STATE FAMILY FACTOR	
Family Units (Chapter 200 and 705)	
# of Family 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

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	=	<input type="text"/>	(a1)
Management Services Agreement with other LHA(s)	=	<input type="text"/>	(a2)
	=	<input type="text"/>	(a3)
	=	<input type="text"/>	(a4)
	=	<input type="text"/>	(a5)
Enter salary from fees from other	=	<input type="text"/>	(b1)
program activities / external contracts	=	<input type="text"/>	(b2)
	=	<input type="text"/>	(b3)
	=	<input type="text"/>	(b4)
	=	<input type="text"/>	(b5)
Add (5) to (a1) thru (b5)	=	<input type="text"/>	(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 *by email only* to the LHA's Housing Management Specialist on or before the DHCD Budget Submission/Revision Deadline for your LHA.