

**APPENDIX F**  
**MANAGEMENT ORGANIZATION**  
**Position Classification and Wage Schedule Guide**

These figures on this page and the following pages represent the range of salaries paid by grantees for these positions state-wide over the past 5 years. This page is for overall costs, the following pages are by project type (e.g., housing rehabilitation, infrastructure). Salaries represent the state as a whole and no distinction is drawn for eastern versus western Massachusetts. Indirect rate (0-111%) requires a town-wide or agency-wide cost allocation plan in conformance with \*OMB Circular A-87. The ranges are only a guide. Applicants should consult the appropriate town officials, and/or administering agency, to ensure consistency with local personnel policies.

<b>Salary Costs</b>	<b>Range for 18 Months</b>
Rehab Specialist	53,000 – 70,000
Secretary/Administrative Assistant	32,000 – 46,000
Finance Office/Bookkeeper	50,000 – 70,000
Program Manager (i.e., Housing, Economic Development, Infrastructure or Social Service Coordinators)	55,000 – 79,000
Director	57,000 – 84,000
Fringe Benefits (health, retirement, unemployment, etc.)	6-38% of salary costs
<b>Non-Salary Costs</b>	<b>Range for 18 Months</b>
Application Preparation	3,000 – 6,000
Memberships, subscriptions	200 – 1,000
Training, education	200 – 1,000
Travel	250 – 3,000
Accounting, Disbursement Service	500 – 1,500
Legal Services	1,000 – 10,000
Advertising	250 – 6,000
Reproduction, Printing	350 – 3,000
Communications	0 – 6,000
Supplies, Materials	1,200 – 3,000
Maintenance, Repairs	0 – 1,000
Audit	3,000 – 10,000
Computer and related equipment, software, internet, and network costs	800 – 6,000
Equipment	500 – 2,000
Professional Services/Management Consultants	2,000 – 30,000
Rent	0 – 5,000
Indirect Costs*	0 – 111%

**COMMERCIAL/HOUSING REHABILITATION: PROGRAM DELIVERY COST GUIDELINES**

Position	Program Size (# units)	18 mo F/T Salary		Position FTE Total	Program FTE	Gen. Admin. FTE	Program Cost		General Admin		Total Salary	
		Minimum	Maximum				Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
		CD Director	15				\$57,678	\$84,729	0	0	0	\$0
Program Manager	15	\$55,458	\$78,694	0.75	0.5	0.25	\$27,729	\$39,347	\$13,865	\$19,673	\$41,594	\$59,020
Rehab Specialist	15	\$52,681	\$70,242	0.5	0.5	0	\$26,340	\$35,121	\$0	\$0	\$26,340	\$35,121
Clerical/Bookkeeping	15	\$32,710	\$46,217	0.3	0.1	0.2	\$3,271	\$4,622	\$6,542	\$9,243	\$9,813	\$13,865
<b>TOTAL PERSONNEL</b>							\$57,340	\$79,089	\$20,407	\$28,917	\$77,747	\$108,006
CD Director	25	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	25	\$55,458	\$78,694	1	0.5	0.5	\$27,729	\$39,347	\$27,729	\$39,347	\$55,458	\$78,694
Rehab Specialist	25	\$52,681	\$70,242	1	1	0	\$52,681	\$70,242	\$0	\$0	\$52,681	\$70,242
Clerical/Bookkeeping	25	\$32,710	\$46,217	0.5	0.2	0.3	\$6,542	\$9,243	\$9,813	\$13,865	\$16,355	\$23,108
<b>TOTAL PERSONNEL</b>							\$86,952	\$118,832	\$37,542	\$53,212	\$124,494	\$172,044
CD Director	35	\$57,678	\$84,729	0.25	0	0.25	\$0	\$0	\$14,419	\$21,182	\$14,419	\$21,182
Program Manager	35	\$55,458	\$78,694	1	0.5	0.5	\$27,729	\$39,347	\$27,729	\$39,347	\$55,458	\$78,694
Rehab Specialist	35	\$52,681	\$70,242	1	1	0.25	\$52,681	\$70,242	\$13,170	\$17,560	\$65,851	\$87,802
Clerical/Bookkeeping	35	\$32,710	\$46,217	1	0.3	0.7	\$9,813	\$13,865	\$22,897	\$32,352	\$32,710	\$46,217
<b>TOTAL PERSONNEL</b>							\$90,223	\$123,454	\$78,216	\$110,441	\$168,438	\$233,895
CD Director	40	\$57,678	\$84,729	0.5	0	0.5	\$0	\$0	\$28,839	\$42,364	\$28,839	\$42,364
Program Manager	40	\$55,458	\$78,694	1	0.5	0.5	\$27,729	\$39,347	\$27,729	\$39,347	\$55,458	\$78,694
Rehab Specialist	40	\$52,681	\$70,242	1.5	1.25	0.25	\$65,851	\$87,802	\$13,170	\$17,560	\$79,021	\$105,363
Clerical/Bookkeeping	40	\$32,710	\$46,217	1	0.3	0.7	\$9,813	\$13,865	\$22,897	\$32,352	\$32,710	\$46,217
<b>TOTAL PERSONNEL</b>							\$103,393	\$141,014	\$92,635	\$131,623	\$196,028	\$272,638

**PUBLIC FACILITIES: PROGRAM DELIVERY COST GUIDELINES**

Position	Program	18mo. F/T Salary		Position FTE Total	Program FTE	Gen. Admin. FTE	Program Cost		General Admin		Total Salary	
		Minimum	Maximum				Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	<b>Senior Ctr.: New Construction</b>											
CD Director	same	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	same	\$55,458	\$78,694	1	0.25	0.75	\$13,865	\$19,673	\$41,594	\$59,020	\$55,458	\$78,694
Clerk of Works	same	\$52,681	\$70,242	0.75	0.75	0	\$39,510	\$52,681	\$0	\$0	\$39,510	\$52,681
Clerical/Bookkeeping	same	\$32,710	\$46,217	0.4	0	0.4	\$0	\$0	\$13,084	\$18,487	\$13,084	\$18,487
TOTAL PERSONNEL							\$53,375	\$72,355	\$54,678	\$77,507	\$108,053	\$149,862
	<b>Senior Ctr.: Rehab/Expand</b>											
CD Director	same	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	same	\$55,458	\$78,694	1	0.25	0.75	\$13,865	\$19,673	\$41,594	\$59,020	\$55,458	\$78,694
Clerk of Works	same	\$52,681	\$70,242	0.75	0.75	0	\$39,510	\$52,681	\$0	\$0	\$39,510	\$52,681
Clerical/Bookkeeping	same	\$32,710	\$46,217	0.5	0	0.5	\$0	\$0	\$16,355	\$23,108	\$16,355	\$23,108
TOTAL PERSONNEL							\$53,375	\$72,355	\$57,949	\$82,129	\$111,324	\$154,483
	<b>Barrier Removal: 1-3 Projects/Total Construction Cost @\$300K</b>											
CD Director	same	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	same	\$55,458	\$78,694	1	0.25	0.75	\$13,865	\$19,673	\$41,594	\$59,020	\$55,458	\$78,694
Clerk of Works	same	\$52,681	\$70,242	0.75	0.75	0	\$39,510	\$52,681	\$0	\$0	\$39,510	\$52,681
Clerical/Bookkeeping	same	\$32,710	\$46,217	0.5	0	0.5	\$0	\$0	\$16,355	\$23,108	\$16,355	\$23,108
TOTAL PERSONNEL							\$53,375	\$72,355	\$57,949	\$82,129	\$111,324	\$154,483

**INFRASTRUCTURE: PROGRAM DELIVERY COST GUIDELINES**

Position	Program Size	18mo. F/T Salary		Position FTE	Program FTE	Gen Admin FTE	Program Cost		General Admin		Total Salary	
		Minimum	Maximum				Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	<b>Installation of new water/ sewer lines, 1000-2500 LF</b>											
CD Director	same	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	same	\$55,458	\$78,694	0.75	0.3	0.5	\$13,865	\$19,673	\$27,729	\$39,347	\$41,594	\$59,020
Local DPW Highway Dir. or consultant	same	\$52,681	\$70,242	0.5	0.5	0	\$26,340	\$35,121	\$0	\$0	\$13,170	\$35,121
Clerical/Bookkeeping	same	\$32,710	\$46,217	0.3	0	0.3	\$0	\$0	\$9,813	\$13,865	\$9,813	\$13,865
<b>TOTAL PERSONNEL</b>							\$40,205	\$54,794	\$37,542	\$53,212	\$64,577	\$108,006
	<b>Upgrade water/sewer lines, 1000-2500 LF</b>											
CD Director	same	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	same	\$55,458	\$78,694	0.6	0.2	0.4	\$11,092	\$15,739	\$22,183	\$31,477	\$33,275	\$47,216
Local DPW/Highway Director or consultant	same	\$52,681	\$70,242	0.3	0.3	0	\$15,804	\$21,073	\$0	\$0	\$4,741	\$21,073
Clerical/Bookkeeping	same	\$32,710	\$46,217	0.3	0	0.3	\$0	\$0	\$9,813	\$13,865	\$9,813	\$13,865
<b>TOTAL PERSONNEL</b>							\$26,896	\$36,811	\$31,996	\$45,343	\$47,829	\$82,154
	<b>Reconstruct streets, sidewalks; 500-1000 LF</b>											
CD Director	same	\$57,678	\$84,729	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Program Manager	same	\$55,458	\$78,694	0.6	0.2	0.4	\$11,092	\$15,739	\$22,183	\$31,477	\$33,275	\$47,216
Local DPW/Highway Dir. or consultant	same	\$52,681	\$70,242				\$0	\$0	\$0	\$0	\$0	\$0
Clerical/Bookkeeping	same	\$32,710	\$46,217	0.3	0	0.3	\$0	\$0	\$9,813	\$13,865	\$9,813	\$13,865
<b>TOTAL PERSONNEL</b>							\$11,092	\$15,739	\$31,996	\$45,343	\$43,088	\$61,081