



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

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

Public Housing Notice 2015-17

Executive Director Salary and Qualification Schedule

Effective, July 1, 2015

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HIGHLIGHTS

The new Executive Director Salary and Qualifications Schedule (Schedule) is effective July 1, 2015 for Local Housing Authority (LHA) Executive Directors. The following factors were taken into consideration when developing the new Schedule: the last time the Schedule was issued was through Public Housing Notice 2007-06 and has not been adjusted since; a reasonable increase to salaries to allow LHAs to recruit experienced people; and to continue to recognize the complexity of administering multiple programs. Salary continues to be determined based on bedroom units (BRUs), experience factor and program factors.

The base salary, BRU increment factor and the program factor have been increased an average of 3.87% each year for the period July 1, 2007 to July 1, 2015. The experience and performance step program that was established July 1, 2002, has been successful and therefore remains the same. There are five steps in increments of 2% each. Step 1, the entry level salary, is for newly hired executive directors having the minimum qualifications set by the Schedule for the applicable size housing authority. Please refer to the enclosed chart as well as Public Housing Notice 2002-05 for further explanation of the step system.

Public Housing Notice 2012-02, Interim Rule to the Executive Director Salary and Qualification Schedule issued February 15, 2012 is incorporated into this Schedule. The Notice provides direction regarding; maximum compensation, benefits, contracts, employment of one individual as an Executive Director by an LHA having more than 199 units cannot be employed, in any capacity, by more than one LHA, and it addresses part time employment of one executive director by more than one LHA.

An Executive Director employed at two 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 Agreement. The Management Agreement is entered into between LHAs not individuals. DHCD will be issuing further guidance regarding Management Agreements.

In accordance with M.G.L. 121 B, Section 26 B, effective August 6, 2014, DHCD will be issuing a model executive director contract and guidance in the near future. LHAs are reminded that an executive director contract is not effective until it has received DHCD approval. Please reference 760 CMR 4.05.

The qualifications schedules are attached and have remained the same. The minimum number of hours and the allowable length of contract term remain the same. As stated in the March 12, 1999 memo regarding the Length of Term of the Executive Director Contract of Employment, the following applies and sets forth the maximum term which will be allowed by DHCD:

New Hire: Any individual initially serving as Executive Director for that LHA is eligible for a one (1) year contract term.

Completion of One Year: Contract term for those persons having completed one (1) year of service in the position of Executive Director for the LHA may be for up to two (2) years, provided the Authority is an acceptably performing LHA.

Completion of Three Years: Contract term for those persons having completed three (3) years of service in the position of Executive Director for the LHA may be for up to five (5) years provided the LHA is an acceptably performing LHA.

Where the candidate selected has served as the Executive Director, the Assistant Executive Director or in another senior level administrative position in any acceptably performing

Massachusetts public housing agency of comparable size and program composition the time in that position may be taken into account when determining the length of contract.

Exception to the above may occur in cases where an LHA does not have an acceptable management rating or the LHA has been identified by DHCD as a troubled LHA or chronically poor performing LHA. DHCD may consider a request from an LHA under these circumstances and may approve a multi-year contract in excess of the terms above where the stability of the LHA and its programs may be integral to the successful improvement of the LHA's operations. In these instances, it will be required that the LHA develop and adhere to a DHCD approved timetable for corrective action.

LHAs are reminded that as programs, unit counts or unit composition change, the allowable state share of salaries also changes.

If you have any questions, please call your housing management specialist.

DEPARTMENT OF HOUSING AND COMMUNITY AND DEVELOPMENT

SALARY SCHEDULE FOR NEWLY HIRED EXECUTIVE DIRECTORS

Effective with fiscal Years beginning July 1, 2015, October 1, 2015, January 1, 2016 or
April 1, 2016

BRUs	Base BRUs	Base Range Salary*	BRU Increment Factor
01 - 29	1	\$ 0 - 11,948	
30 - 49	30	\$12,360 - 23,632	593.00
50 - 64	50	\$24,225 - 30,354	438.00
65 - 74	65	\$30,792 - 33,638	316.00
75 - 99	75	\$33,954 - 39,219	219.00
100 - 199	100	\$39,439 - 56,978	177.00
200 - 399	200	\$57,155 - 69,453	62.00
400 - 699	400	\$69,515 - 77,214	26.00
700 - 999	700	\$77,240 - 84,015	23.00
1000 - 1499	1000	\$84,038 - 92,775	18.00
1500 - 1999	1500	\$92,793 - 100,502	15.00
2000 - 2999	2000	\$100,517 - 110,807	10.00
3000 - 4999	3000	\$110,817 - 129,348	9.00
5000 up	5000	\$129,357	N/A

** Amounts indicate the full base salary range, without experience or program factor, for the BRU range group listed in the first column. For example 30 - 49 BRUs calculates salary of \$12,060 for 30 BRU and \$23,632 for 49 BRUs. An Authority with 35 BRUs would be \$14,880,, \$12,060, for the first 30 BRUs and \$2,965 (5 X \$593) for 31 through 35. LHAs need to use the start of the Base Salary Range and add the applicable BRU factor.*

PROGRAM FACTORS

1 program = \$ 0	6 programs = 8.340
2 programs = 2,950	7 programs = 9,320
3 programs = 4,420	8 programs = 10,300
4 programs = 5,890	9 programs = 11,280
5 programs = 7,370	10+programs = 12,250

QUALIFICATIONS SCHEDULE

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

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.

MINIMUM WORK HOURS:

<u>BRUs</u>		<u>Minimum Hours</u>
1	29	negotiate with DHCD
30	49	14
50	64	16
65	74	18
75	82	20
83	89	22
90	99	24
100	149	26
150	199	32
200+		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.**

To Qualify for Step 2 (2% above the base): In addition to the minimum qualifications, an additional year's work experience as described above or a bachelor's degree is required.

To Qualify for Step 3 (4% above the base): In addition to qualifications for Step 2 as described above, an additional year's work experience as described above and one year supervisory experience is required. The one year supervisory experience can be within the total number of required years' work experience.

QUALIFICATIONS SCHEDULE

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

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.

MINIMUM 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.**

To Qualify for Step 2 (2% above the base): In addition to the minimum qualifications above, one year's experience in managing private or public multi-family housing developments is required.

To Qualify for Step 3 (4% above the base): In addition to qualifications for Step 2 above, one additional year's experience in managing private or public multi-family housing developments and one additional year of supervisory experience are required.

QUALIFICATIONS SCHEDULE

Large Housing Authorities
500 - 999 Units
(including Rental Assistance Units)

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.

MINIMUM 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.**

To Qualify for Step 2 (2% above the base): In addition to the minimum qualifications above, one additional year's experience in managing private or public multi-family housing developments and one additional year's supervisory experience of a staff of at least 7 are required, a master's degree may substitute for one year of the required number of years' work experience.

To Qualify for Step 3 (4% above the base): In addition to qualifications for Step 2 above, one additional year's experience in managing private or public multi-family housing developments and one additional year's supervisory experience of a staff of at least 7 are required

QUALIFICATIONS SCHEDULE

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

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.

MINIMUM 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.**

To Qualify for Step 2 (2% above the base): In addition to the minimum qualifications above, an additional two years' experience in managing private or public multi-family housing developments is required and one year's supervisory experience of a staff of at least 10, a master's degree may substitute for one year of the required number of years' work experience.

To Qualify for Step 3 (4% above the base): In addition to qualifications for Step 2 above, one year's experience in managing private or public multi-family housing developments and one additional year's supervisory experience of a staff of at least 10 are required

Chart for Step System Salary for Executive Directors

This step system became effective July 1, 2002. See applicable schedule for detailed qualifications. If any conflicts between chart and qualification schedule arise, the Qualifications Schedule prevails. To qualify for a step all applicable qualifications must exist.

Small LHAs 1-199 Units

Qualification	Step 1	Step 2	Step 3	Step 4	Step 5
Housing, Community Development or Public Administration	2 years	3 years; or 2 years plus Bachelor's degree	4 years; or 3 years plus Bachelor's degree	4 years; or 3 years plus Bachelor's degree	4 years; or 3 years plus Bachelor's degree
Supervisory Experience*			1 year	1 year	1 year
Massachusetts Public Housing Director				1 year	2 years
DHCD Approved Certification Required**	No	No	No	No	No

Medium LHAs 200-499 Units

Qualification	Step 1	Step 2	Step 3	Step 4	Step 5
Housing, Community Development or Public Administration	4 years; or 2 years plus Bachelor's degree	4 years; or 2 years plus Bachelor's degree	4 years; or 2 years plus Bachelor's degree	4 years; or 2 years plus Bachelor's degree	4 years; or 2 years plus Bachelor's degree
Supervisory Experience (at least 3 staff)*	1 year	1 year	2 years	2 years	2 years
Direct Management of Multi-family Housing		1 year	2 years	2 years	2 years
Massachusetts Public Housing Director				1 year	2 years
DHCD Approved Certification Required**	No	No	No	Yes	Yes

* The required number of years of supervisory experience can be within the required number of years of work experience.

** DHCD approved certification includes: Public Housing Manager (PHM)
Institute of Real Estate Management's Certified Property Manager (CPM)
MassNAHRO's Massachusetts Public Housing Administrator (MPHA)

Large LHAs 500-999

Qualification	Step 1	Step 2	Step 3	Step 4	Step 5
Housing, Community Development or Public Administration	6 years; or 4 years plus Bachelor's degree	6 years; or 4 years plus Bachelor's degree; 3 years plus a Master's	6 years; or 4 years plus Bachelor's degree; 3 years plus a Master's	6 years; or 4 years plus Bachelor's degree; 3 years plus a Master's	6 years; or 4 years plus Bachelor's degree; 3 years plus a Master's or
Supervisory Experience (at least 7 staff)*	1 year	2 years	3 years	3 years	3 years
Direct Management of Multi-family Housing		1 year	2 years	2 years	2 years
Massachusetts Public Housing Director				1 year	2 years
DHCD Approved Certification Required**	Yes	Yes	Yes	Yes	Yes

Very Large LHAs 1,000 or more Units

Qualification	Step 1	Step 2	Step 3	Step 4	Step 5 (effective FY'04)
Housing, Community Development or Public Administration	8 years; or 6 years plus Bachelor's degree; or	8 years; or 6 years plus Bachelor's degree; 5 years plus a Master's	8 years; or 6 years plus Bachelor's degree; 5 years plus a Master's	8 years; or 6 years plus Bachelor's degree; 5 years plus a Master's	8 years; or 6 years plus Bachelor's degree; 5 years plus a Master's
Supervisory Experience (at least 10 staff)*	1 year	2 years	2 years	2 years	2 years
Direct Management of Multi-family Housing		1 year	2 years	2 years	2 years
Massachusetts Public Housing Director				1 year	2 years
DHCD Approved Certification Required**	Yes	Yes	Yes	Yes	Yes

* The required number of years of supervisory experience can be within the required number of years of work experience.

** DHCD approved certification includes: Public Housing Manager (PHM)
 Institute of Real Estate Management's Certified Property Manager (CPM)
 MassNAHRO's Massachusetts Public Housing Administrator (MPHA)

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Executive Director's Salary Calculation Worksheet

Effective LHA FY Start July 1, 2015, October 1, 2015, January 1, 2016 or April 1, 2016

LHA _____ Ex. Dir. _____
 Office Hours _____ Work Hours _____ hrs/week

Step I. Determine LHA's size by Total Bedroom Units (BRUs) in Occupancy. Enter all units by number of bedroom per unit in chart below and multiply by bedroom factor. Remember, each occupant of a 689 = 1 BR.

	Program	O Br	1 BR	2 BR	3 BR	4 BR	5 BR	TOTAL
1	Ch. 200							
2	Ch. 705							
3	Ch. 667 Regular							
4	Ch. 667 Congregate							
5	Ch. 689							
6	MRVP							
7	AHVP							
8	Section 8 New Construction/Substantial Rehabilitation							
9	Supported Housing Program							
10	Transitional Housing							
11	Federal Conventional Public Housing							
12	Section 8 Voucher							
13	Section 8 Moderate Rehab							
14	Other (please specify)							
15	Total Units							
16	BRU Factor	1.0	1.0	1.5	1.75	2.00	2.5	//////////
17	BRUs (Line 14 x Line 15)							
18	Executed Commercial Leases x 5	////////// //	////////// ///	////////// ///	////////// ///	////////// //	////////// ///	
19	Total BRUs (Line 16 + Line 17)	////////// //	////////// ///	////////// ///	////////// ///	////////// //	////////// ///	

Step II. Calculate the Base Salary per Salary Schedule:

- A. Find the BRU base closest to but not more than the LHA's total BRUs. (Example: an LHA has 542 BRUs. Selecting base closest to but less than total BRUs, one finds the BRU base of 400.)

Enter Base Salary = (1)
 (Example: Base Salary for 400 BRUs = \$69,515)

- B. Compute Incremental Salary by taking BRUs in excess of the Base used in A and multiplying by the BRU Increment Factor. Example: the LHA above has 542 BRUs, 142 BRUs above the 400 BRU Base. Therefore, multiply the incremental BRUs by the BRU increment (142 x \$26)

Enter incremental BRUs = (a)

Enter BRU increment = (b)

Multiply (a) x (b) for Incremental Salary = (c)

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

Step III. Calculate the Experience Factor. The experience factor for new hires can be 0%, 2% or 4% above the base salary depending on the individual's qualifications, the LHA Board's offer, and DHCD's approval. Once hired the experience factor is adjustable yearly by 2% increments until it has reached 8% with the approval of the Authority's Board. A director hired with a 4% experience factor may receive an additional 2% increase in each of the following two years, a director hired with a 0% experience factor may receive 2% in each of the next four years. This is in addition to any annual increase authorized in the budget guidelines (See Qualification Schedules for specific direction.)

Enter salary from (2) at the bottom of previous page (a)

Enter experience factor (1.00, 1.02, 1.04, 1.06 or 1.08 not to exceed 1.08 depending on Step III above) (b)

Multiply appropriate factor times salary (a times b) = (3)

Step IV. Calculate the Program Factor. The program factor ranges from \$0 to \$12,257 depending on the number of programs in occupancy at a particular housing authority. Allowable programs are listed in Step I, #1 - 14.

Factors are as follows for LHAs:

with one program	\$ 0
with two programs	\$ 2,950
with three programs	\$ 4,420
with four programs	\$ 5,890
with five programs	\$ 7,370
with six programs	\$ 8,340
with seven programs	\$ 9,320
with eight programs	\$10,300
with nine programs	\$11,280
with ten or more programs	\$12,250

Enter number of programs shown in Step I: (a)

Enter program factor applicable to (a) above from list above: (b)

Enter salary from (3) above: (c)

Add (b) and (c) for **total salary** as of 7/1/15, 10/1/15, 01/01/15, 04/01/15: (4)

Signature of LHA Chairman: _____ Date: _____

Please Print Name