



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

Deval L. Patrick, Governor ♦ Timothy P. Murray, Lt. Governor ♦ Tina Brooks, Undersecretary

Public Housing Notice 2007- 06

Executive Director Salary & Qualifications Schedule

Effective July 1, 2007

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Division of Public Housing and
Rental Assistance

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HIGHLIGHTS

The new Salary and Qualifications Schedule for Local Housing Authority (LHA) Executive Directors is effective July 1, 2007. The Schedule has been adjusted to raise the salaries for new Executive Directors to levels that allow LHAs to recruit experienced people. It further recognizes the complexity of administering multiple programs. The program factors have been increased from five to ten with a range of \$0 to \$9,400 to be applied when determining the executive director's salary. Salary continues to be determined based on bedroom units (BRUs), experience factor, and program factors.

Existing executive directors may realize a salary increase as a result of the program factors and/or new Schedule or may find that the amount of salary that can be prorated to state programs has changed. To determine this each executive director should recalculate their salary based on the new Schedule. DHCD will allow LHAs whose executive director receives an increase in salary, as a result of the new Schedule, a one-time exemption to the 7 % cap on the administrative salary account (4110). The amount of the one-time exemption is the difference between a 7% increase on the existing executive director salary and the new salary based on the Schedule. (For example: in FY 07 an executive director with only state programs is earning a salary of \$30,077, in FY 08 with a 7% increase he/she would earn \$32,182, however, the new Schedule provides for a salary of \$32,567. The one-time exemption is \$385 (\$32,567 - \$32,182).

An Executive Director employed as the Executive Director at two or more housing authorities and is working in excess of 40 hours due to the required hours identified in the Schedule will continue to calculate the salary based on the total BRUs for all LHAs. However, the determination of the number of program factors will now be established by counting each program administered at each LHA up to 10 program factors. For example, if LHA I has c. 667, c. 200, c. 705, c. 689, Section 8 and LHA II has c. 667, c. 200, c. 705, MRVP and federal public housing, the executive director will receive the program factor for 10 programs (\$9,400).

The experience and performance step program that was established July 1, 2002 has been successful and therefore is not changing. It remains at 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 delineation of the step system.

The qualifications schedules are attached and have virtually remained the same. The minimum number of hours and the allowable length of contract are the same. The March 12, 1999 memo regarding the Length of Term of the Executive Director Contract of Employment is attached for reference. Authorities are reminded that as programs, unit counts or unit composition change, the allowable state share of salaries also changes. When an authority adds new units, the base salary is recalculated using the increased number of bedroom units; when a new program is added, the salary is recalculated using the additional program factor; the state share is then determined based upon the current percentage of state units applied to the newly calculated salary. It is understood that if the new units are state units, then the state share increases; if the new units are federal units, then the state percentage and share is reduced. If an authority loses federal or state units, the allowable state share of salary must be redetermined.

DEPARTMENT OF HOUSING AND COMMUNITY AND DEVELOPMENT

SALARY SCHEDULE FOR NEWLY HIRED EXECUTIVE DIRECTORS

Effective with fiscal Years beginning July 1, 2007, October 1, 2007, January 1, 2008 or April 1, 2008

BRUs	Base BRUs	Base Range Salary*	BRU Increment Factor
01 - 29	1	\$ 0- 9,122	
30 - 49	30	\$ 9,436-18,119	457.00
50 - 64	50	\$18,576-22,280	336.00
65 - 74	65	\$23,616-25,803	243.00
75 - 99	75	\$26,046-30,078	168.00
100 - 199	100	\$30,246-43,710	136.00
200 - 399	200	\$43,846-53,199	47.00
400 - 699	400	\$53,246-59,525	21.00
700 - 999	700	\$59,546-64,330	16.00
1000 - 1499	1000	\$64,346-70,833	13.00
1500 - 1999	1500	\$70,846-76,834	12.00
2000 - 2999	2000	\$76,846-84,838	8.00
3000- 4999	3000	\$84,846-98,839	7.00
5000 up	5000	\$98,846	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 \$9,436 for 30 BRU and \$18119 for 49 BRUs. An Authority with 35 BRUs would be \$11,721, \$9,436, for the first 30 BRUs and \$2,285 (5 X \$457) 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 = \$6,400
2 programs = 2,260	7 programs = 7,150
3 programs = 3,390	8 programs = 7,900
4 programs = 4,520	9 programs = 8,650
5 programs = 5,650	10 programs = 9,400

July 1, 2007

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
	30	49
	50	64
	65	74
	75	82
	83	89
	90	99
	100	149
	150	199
	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, 2007, October 1, 2007, January 1, 2008 or April 1, 2008

LHA _____ LHA Office Hours _____ Ex. Dir. 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							
13	Other (please specify)							
14	Total Units							
15	BRU Factor	1.0	1.0	1.5	1.75	2.00	2.5	
16	BRUs (Line 14 x Line 15)							
17	Executed Commercial Leases x 5							
18	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 = \$53,246)

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 \$21)

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 \$9,400 depending on the number of programs in occupancy at a particular housing authority. Allowable programs are listed in Step I, #1 - 8.

Factors are as follows for LHAs:

with one program	\$ 0
with two programs	\$ 2,260
with three programs	\$ 3,390
with four programs	\$ 4,520
with five programs	\$ 5,650
with six programs	\$ 6,400
with seven programs	\$ 7,150
with eight programs	\$ 7,900
with nine programs	\$ 8,650
with ten or more programs	\$ 9,400

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 7/1/07, 10/1/07, 01/01/08, 04/01/08: (4)

Signature of LHA Chairman _____

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT



Argeo Paul Celucci, Governor
Jane Swift, Lieutenant Governor
Janis Wallis Gumble, Director

TO: All Local Housing Authorities (LHA)
FROM: Carole E. Collins, Director, Bureau of Asset Management
RE: Length of Term of the Executive Director Contract of Employment
DATE: March 12, 1999

Once an Authority has selected a candidate for the position of Executive Director, who possesses at least the minimum qualifications as required by the most recently published DHCD Executive Director Salary and Qualification Schedule, it should negotiate a contract of employment.

The importance of your role as employer must be stressed. Employment terms are to be negotiated and agreed to by the parties. Such negotiations must be within the confines of the Department's policies on such matters at that time if state funds are to be used for the position.

With regard to the length of an executive director contract of employment the following applies:

- 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 this policy may occur in cases where an authority has a management rating other than an acceptable rating or the local housing authority (LHA) has been identified by the Department as a troubled LHA. Where the stability of the LHA and its programs may be integral to the successful improvement of the LHA's operations the Department may approve a multi-year contract in excess of the terms above. In these instances, it will be required that the LHA develop and adhere to a Department approved timetable for corrective action.

It should be understood that this sets forth the maximum term which would be allowed. A Board should not construe these time frames as establishing required length of contract term. The Board, as the employer, shall use its discretion when determining the length of term within the parameters established above.

This supercedes any previous mailing on this matter. Please contact the LHA's Asset Management Specialist with any questions.