



Commonwealth of Massachusetts  
**DEPARTMENT OF HOUSING &  
COMMUNITY DEVELOPMENT**  
Jane Swift, Governor ♦ Jane Wallis Gumble, Director

**Public Housing Notice 2002- 05**

**Memorandum**

To: All Local Housing Authorities  
From: Jane Wallis Gumble  
Subject: Executive Director's Salary & Qualifications Schedule Effective July 1, 2002  
Date: August 5, 2002

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I am pleased to release the new Salary and Qualifications Schedule for Local Housing Authority (LHA) Executive Directors. It is effective July 1, 2002. This schedule approaches the salary structure in an entirely new way. The intent of the schedule is to establish a step system for executive directors. It is similar to the one currently in effect for State employees. The Department has worked with Mass NAHRO to develop a structure that recognizes experience on the job while insuring new directors performing the same work eventually make the same money once experienced in the position. We have revised the schedule to include all pay raises granted in the budget guidelines since it was last issued.

The qualifications schedules have virtually remained the same. The minimum number of hours and the allowable length of contract are the same, as is the manner in which salary is determined using bedroom units (BRUs) and program factors. The only real change is that the schedule now consists of 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 Qualification Schedule for the applicable size housing authority. For those newly hired directors having experience beyond the established minimum qualifications, additional qualifications are set and listed in each Qualification Schedule for Step 2 and Step 3 salary levels. *No newly hired director is eligible for a salary amount beyond Step 3.* Once the initial step is established successfully performing directors will be eligible to receive a step increase each year thereafter on his/her anniversary date in the position until such time as the director has reached Step 5 in the position with the authority.

The number of steps a director will receive will depend on the step at which he/she was hired and his/her successful performance in the position. For example, a director hired at the entry step (Step 1) may receive a step each of the next four years. A director hired at Step 3, the highest allowed for a newly hired executive director, including internal promotions, would be able to receive a step increase in each of the next two years. This system will insure, to the extent that state funds are available for executive director salaries, that among authorities with comparable unit and program composition, experienced directors earn more than a newly hired first year director, but that the new directors will, with time, earn a wage comparable to those longer termed directors at authorities of similar unit composition.

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; the state share is then determined based upon the current percentage of state units applied to the newly calculated salary. If the new units are state units, then the state share increases; if, however, the new units are federal units, then the state percentage and share is reduced. In the event that an authority loses federal or state units, the allowable state share of salary must be redetermined. DHCD will only authorize its share of a salary amount allowed under the then current salary schedule.

All existing executive directors need to transition to the new step system. Some may realize a salary increase as a result. To determine whether a salary increase is due under the new schedule, directors need to look at the new qualification schedules and the enclosed chart which summarizes the qualifications for each step. Match your qualifications to those on the applicable chart to determine in which step you belong. *Step 4 is the highest step existing directors may go to in this transition year.* Calculate the allowable salary for that step for your authority size and then determine the state share of that amount. If you are currently earning less than the newly determined state share, you can receive an increase up to the new state share. For those LHAs whose executive directors will realize an increase as a result of the revised schedule, DHCD will allow a one-time exemption to the administrative salaries line (4110) cap for the amount resulting from the step(s) taken. The exemption will be equal to the state's prorated share of the step, and the increase must be funded within the LHAs budget.

Enclosed you will find a copy of the new salary schedule, the new qualifications schedules including the qualifications for each step applicable for a new hire, and a step-by-step calculation worksheet to determine salary amounts under the new schedule. You will also find the chart discussed above which summarizes the step qualifications for Steps 1-5. In addition, for your reference enclosed you will find a copy of DHCD's March 12, 1999 memorandum regarding the Length of Term of the Executive Director Contract of Employment which remains in effect.

Enclosures

DEPARTMENT OF HOUSING AND COMMUNITY AND DEVELOPMENT

SALARY SCHEDULE FOR NEWLY HIRED EXECUTIVE DIRECTORS

Effective July 1, 2002

BRUs	Base BRUs	Base Range Salary*	BRU Increment Factor
01 - 29	1	\$ 0- 7,598	
30 - 49	30	\$ 7,860 - 15,080	380.00
50 - 64	50	\$15,460 - 19,380	280.00
65 - 74	65	\$19,660 - 21,457	203.00
75 - 99	75	\$21,690 - 25,050	140.00
100 - 199	100	\$25,190 - 36,377	113.00
200 - 399	200	\$36,490 - 44,251	39.00
400 - 699	400	\$44,290 - 49,522.50	17.50
700 - 999	700	\$49,540 - 53,576.50	13.50
1000 - 1499	1000	\$53,590 - 58,829.50	10.50
1500 - 1999	1500	\$58,840 - 63,830	10.00
2000 - 2999	2000	\$63,840 - 70,333.50	6.50
3000- 4999	3000	\$70,340 - 80,335	5.00
5000 up	5000	\$80,340	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 \$7,860 for 30 BRU and \$15,080 for 49 BRUs. An Authority with 35 BRUs would be \$9,760, \$ 7,860, for the first 30 BRUs and \$1,900 (5 X \$380) 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
2 programs	=	1800
3 programs	=	2500
4 programs	=	3500
5 or more programs	=	4000

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT**  
Executive Director's Salary Calculation Worksheet

Effective July 1, 2002

LHA \_\_\_\_\_ LHA Office Ex. Dir.  
Hours \_\_\_\_\_ Work Hours \_\_\_\_\_ hrs/week

**I. Determine LHA's size 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. 667 Regular							
3	Ch. 667 Congregate							
4	Ch. 689							
5	Ch. 705							
6	MRVP							
7	Fed. Conventional							
8	Section 8							
9	Total Units							
10	BRU Factor	1.0	1.0	1.5	1.75	2.00	2.5	//////////
11	BRUs (Line 9 x Line 10)							
12	Executed Commercial Leases x 5	////////// //////////	////////// //////////	////////// //////////	////////// //////////	////////// //////////	////////// //////////	
13	Total BRUs Line 11 + 12	////////// //////////	////////// //////////	////////// //////////	////////// //////////	////////// //////////	////////// //////////	

**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 = \$44,290)

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. The BRU increment between 400 BRUs and 699 BRUs = \$17.50. Therefore, multiply the incremental BRUs by the BRU increment -- 142 x \$17.50.)

Enter incremental BRUs =  (a)

Enter BRU increment =  (b)

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

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

**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 pay raise granted in the budget guidelines. (See Qualification Schedules for specific direction.)

Enter salary from (2) above  (a)

Enter experience factor (1.00, 1.02 or 1.04 depending)  (b)

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

**IV. Calculate the Program Factor.** The program factor ranges from \$0 to \$4,000 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 in occupancy	\$ 0
two programs in occupancy	1,800
three programs in occupancy	2,500
four programs in occupancy	3,500
five or more programs in occupancy	4,000

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 salary  
as of 7/1/02  (4)

**End here for all new hires.**

**V. Determine whether Alternate Calculation for Existing Executive Director is Applicable.**

All existing executive directors in their current position at the LHA prior to and on July 1, 2002 may be eligible to receive a 6% experience factor. If the incumbent's qualifications match those required for step 4 (6% above the base) for the LHA size, use 6% in instead of 0, 2 or 4%. To determine whether the incumbent executive director is eligible for step 4 (6%) please refer to the Qualifications Schedules and transition chart for the required qualifications.

**VI. For LHAs with fiscal years commencing July 1, 2002, calculate the increase authorized by the LHA Board within the 2% increase allowed by the Budget Guidelines.**

Enter salary from (4) above  (a)

Enter annual performance increase factor  (b)

Multiply for Salary as of 7/1/02 (a times b)  (5)

Signature of LHA Chairman \_\_\_\_\_

# Chart for Transitioning to Step System Salary for Executive Directors Under the July 1, 2002 Salary Schedule

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 (effective FY'04)
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 (effective FY'04)
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)

8/2002 Pending DHCD approval:

## Large LHAs 500-999

Qualification	Step 1	Step 2	Step 3	Step 4	Step 5 (effective FY'04)
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)

8/2002 Pending DHCD approval:

MassNAHRO's Massachusetts Public Housing Administrator (MPHA)

## 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

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

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

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

# DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT



Argeo Paul Cellucci, Governor  
Jane Swift, Lieutenant Governor  
Jane 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.