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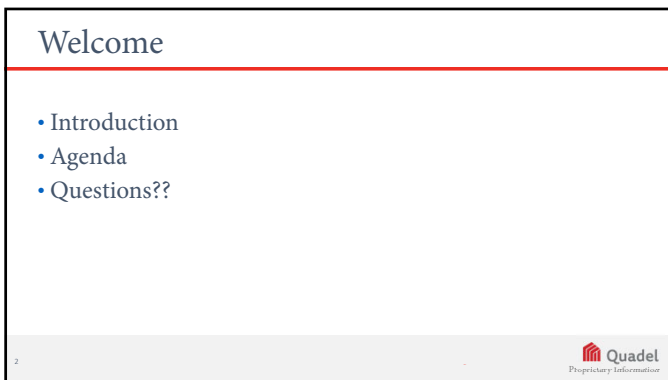
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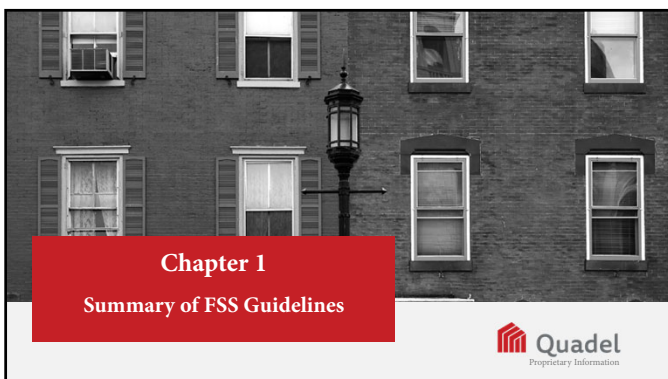
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Slide 1

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**JP1**    Shouldn't we incude ALL waivers through 2020-18?  
Jessica Porter, 8/9/2020

### Program History and Scope

- Created by Section 554 of the National Affordable Housing Act of 1990. Regulations in 24 CFR Part 984
- **Purpose** is to reduce the dependency of low-income families on welfare assistance and housing subsidies.
- All HAs **receiving new** increments of HCV rental certificates and vouchers were required to implement an FSS program unless granted an exemption.

Pg. 1-1



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### FSS Final Rule

- In 2018, Congress enacted changes that were codified and published in the Federal Register on May 17, 2022 (Effective Date: June 17, 2022).
- The Final Rule updates 24 CFR 984 and adds 24 CFR 877.

Pg. 1-2



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### FSS Final Rule

- The changes are as follows:
  - Establishing a permanent policy to guide allocation of funding requiring agencies meet HUD set performance standards.
  - Authorizing up to 5% of funding for incentives for innovation and reward high performance.
  - Made the 2015 eligibility to PBRA units permanent and to allow owners of PBRA properties to operate their own FSS programs.
  - Creating more flexibility for families to meet "graduation" requirements through the actions of any adult household member not solely the HoH.
  - Allowing families that increase their income above 50% AMI up to 80% AMI to continue to build escrow.

Pg. 1-2



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## Participation in the FSS Program

- FSS is Voluntary
- The Final Rule made it possible for any adult member in the household, not just the HoH to participate.

Pg. 1-2, 3



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## Participation in the FSS Program

- FSS is available for families assisted in the following programs:
  - Section 9 Public Housing
  - Section 8(o) HCV
    - All special purpose vouchers: FUP, FYI, VASH, EHV, Mainstream, etc.
    - PBV
  - Section 8(y) Voucher Homeownership
  - Section 8 Moderate Rehabilitation
  - Moderate Rehabilitation Single Room Occupancy
  - Project Based Rental Assistance (PBRA aka Multifamily)

Pg. 1-2, 3



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## Program Success

- Family Self-Sufficiency Achievement Metrics (FAM)
  - Published to the Federal Register on November 15, 2023
  - In compliance with 24 CFR 982.102
- The three metrics to measure program success:
  - Earnings Performance
  - Graduation Rate
  - Participation Rate

Pg. 1-3



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### Program Success

- HUD uses data that PHAs submit through PIC (or HIP, when implemented) to calculate FAM Scores to all FSS programs that receive FSS coordinator funding.
- At this time, FAM Scores do not apply to the following:
  - The initial 39 MTW PHAs
  - PHA-based FSS programs that do not receive coordinator funding
  - FSS programs administered by owners of PBRA housing

Pg. 1-3



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### Program Size Requirements

- **FSS Program Size is equal to :**
  - Number of allocated vouchers that were required to be administered in an FSS program on May 24, 2018.
  - The minimum program size for a PHA's FSS program is reduced by one slot for each family from any rental assistance program for which the PHA administers FSS under this section and that graduates from the FSS program by fulfilling its FSS CoP on or after October 21, 1998.

Pg. 1-3



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### Program Size Requirements

- Renewals of expiring ACCs from that period are not counted in determining minimum program size.
- Units awarded as replacement housing for demolished Public Housing units are counted in determining minimum program size.
- The Final Rule replaces the complex formula for determining program size with language from the statute stating the program size must equal the number of families served as of May 24, 2018, as a starting point.

Pg. 1-3




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### Exceptions to Mandatory Program Size

- PIH Notice 97-45 updated guidelines for exceptions to mandatory program sizes:
  - Lack of Supportive Services
  - Lack of Funding for Reasonable Administrative Costs
  - Lack of Cooperation by Units of State and Local Governments
  - Lack of Family Interest

Pg. 1-4 & 5



Proprietary Information

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### PHA Option to Operate a Larger Program

- If the PHA opts to increase the size of the FSS program, they PHA must amend its FSS Action Plan
- The SEMAP measure of families with escrow accounts will be based on the total number of participating families.

Pg. 1-5



Proprietary Information

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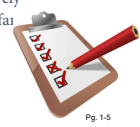
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### Reporting Requirements Updates

- PIH 2011-65 & PIH 2016-08:
  - Three report categories for FSS Addendum:
    - Enrollment
    - Progress
    - Exit
  - Enrollment, Progress and Exit reports must be submitted within 60 days of the effective date of the FSS action reported in 17C or 23c, respectively
  - A Progress report must be completed at least annually during each family participation in the program



Pg. 1-5



Proprietary Information

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### HCV Management Assessment Program (SEMAP)

- Family Self-Sufficiency Enrollment rating indicators:
  - 80% or more of mandatory FSS slots occupied – 5 points
  - 60% to 79% of mandatory FSS slots occupied – 3 points
  - Less than 60% of mandatory FSS slots occupied – 0 points



Pg. 1-7  


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### HCV Management Assessment Program (SEMAP) Continued

- Percent of FSS Families with Escrow Account Balances:
  - 30% or more of FSS families with escrow account balances – 5 points
  - Less than 30% of FSS families with escrow account balances – 0 points

Pg. 1-7  


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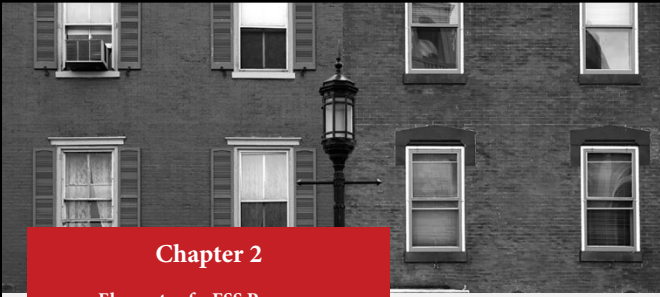
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### Chapter 2

#### Elements of a FSS Program



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## Program Coordinating Committee

- PHAs are required to establish PCC
- Membership must include representatives of the PHA and HCV participants or HA tenants and must include at least one FSS Program Coordinator.
- PHAs operating a public housing FSS must include a member from the city-wide resident organization if one exists
- PHAs may use the same PCC for both public and HCV FSS programs and two neighboring PHAs can use the same PCC
- Committee members should be selected from a diverse group of service, civic, governmental and other community organizations

Pg 2-1



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## PCC Membership

- Local government
- Local Workforce Development Partner Agencies
- Other service organizations
- Private businesses and employers
- Public and private education or training institutions
- Empowerment organizations
- An existing group drawn from appropriate organizations can be a PCC

Pg 2-1.2



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## Action Plans

- The Action Plan must now be updated to incorporate all the new provisions of the Final Rule (Effective Date: June 17, 2022)
- FSS enrollment cannot not begin until HUD approves the updated Action Plan
- PHAs which do not have the capacity to operate an FSS program and wish to operate a joint program may combine their resources to deliver supportive services under a HUD-approved joint Action Plan that will carry out a combined FSS program

Pg 2-2



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## Action Plan Minimum Requirements

- Family demographics of expected participants;
- Estimate number of families that can be reasonably served based on available resources;
- Estimate of families from other self-sufficiency programs who will participate;
- Incentives offered to encourage participation;
- PHA outreach efforts to recruit families;
- Description of activates and services to be provided;
- The method of identifying family needs and delivering services

Pg 2-3



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## Action Plan Minimum Requirements

- Assurance that a family's decision not to participate in the FSS program will not affect the family's admission to or occupancy rights under the HCV or public housing programs; and
- Timetable for implementing the FSS –program
- Certification that the development of services has been coordinated with proper programs
- The PHA must describe all FSS policies over which the PHA has discretion in its Action Plan

Pg 2-3, 4



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## Optional Additional Information

- Policies related to the modification of the goals in the ITSP;
- The circumstances in which an extension of the COP May be granted;
- Policies on the interim disbursement of escrow, including any fund limitations;
- Policies regarding eligible uses of forfeited escrow funds by families in good standing;
- Policies regarding the re-enrollment of previous FSS participants, including graduates and those who left the program without graduating;
- Policies on requirements for documentation for goal completion;
- Policies on documentation of the household's designation of the "Head of Household;" and
- Policies for providing an FSS selection preference for porting families

Pg 2-4,5



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### Selection of Participants

- Eligible families are defined as current Housing Choice Voucher program participants, including participants in a Welfare-to-Work or other local self-sufficiency programs, and public housing residents.
  - The Final Rule expands eligibility to any adult member designated by the family
- PHAs may give selection preference for up to 50% of its FSS slots indicated in its Action Plan:
  - Percent of FSS preference slots
  - Program(s) which qualify for selection preference
  - Procedure for choosing applicants on the waiting list with the same preference status



Pg. 2-5

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Proprietary Information

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### Selection of Participants

- For families selected without preferences, PHAs must adopt and describe in its Action Plan an objective selection system such as:
  - A lottery
  - The length of time living in subsidized housing
  - The date the family expressed interest in FSS
- PHAs may screen families for interest and motivation such as requiring attendance at FSS orientation, assigning tasks which indicate willingness to meet obligations, etc.



Pg. 2-5

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Proprietary Information

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### Contract of Participation (COP)



- FSS requires a contract of participation (HUD 52650) outlining obligations of both PHA and participant
- Individualized Training and Services Plan (ITSP) are attached to the contract
- Interim goals for families receiving welfare must indicate their required independence from TANF for at least one year before contract expiration
- Contract is effective the first of the month after contract execution

Pg. 2-6

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Proprietary Information

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
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Terms of the Contract

- Before the Final Rule: The end date was 5 years after the effective date of the CoP
- After the Final Rule: No later than 5 years after the first re-examination of the income after the execution of the CoP
- The PHA may grant an extension for “Good Cause,” which means:
  1. Circumstances beyond the control of the FSS family
  2. Active pursuit of a current or additional goal that will result in furtherance of self-sufficiency during the period of extension
  3. Any other circumstances that the PHA or owner determines warrants an extension.

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Pg 2-6.7

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
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Terms of the Contract

- The contract is completed when:
  - The family has fulfilled its obligations under the contract
- The Final Rule removed the provision that automatically completes the FSS contract when 30% of the family's adjusted monthly income equals or exceeds FMR.

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Pg 2-7

 **Quadel**  
Proprietary Information

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
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Individual Training and Services Plan (ITSP)

- Every contract must include an ITSP for the head of the family (or other member identified as head of household) which commits the head to seek and maintain employment.
- ITSP should include clearly stated goals with specific deadlines.
- It is permissible for the family head to attend school full-time prior to the search for employment.
- There is no minimum employment period.

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Pg 2-8

 **Quadel**  
Proprietary Information

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## Contract Modifications

- The PHA may modify the contract by agreement to:
  - Modify the ITSP
  - Extend the contract term
  - Change the head of the family

Pg 2.8



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## Termination of Contract

- HAS with a policy for never terminating HCV Program assistance for non-compliance may delete this language
- The FSS contract may be terminated:
  - By mutual consent
  - Failure of the family to honor the terms of the contract
  - Family's withdrawal from the FSS program
  - The family becomes a Non-Public Housing Over Income Family following 24 months of over income status
  - Other acts deemed inconsistent with the purpose of FSS
  - Operation of law
- The family's contract may be nullified if services essential to its progress become unavailable

Pg 2.8.9



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## Termination of HCV Assistance

- A PHA may terminate HCV assistance for families who fail to comply with terms of the contract.
- The policy must be a part of the Admin Plan
- Families must be offered an opportunity for an Informal Hearing
- The PHA must adopt policies specifying the grievance procedures

Pg 2.8.9



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### FSS Escrow Accounts



- FSS program escrow accounts become available to the family upon meeting the terms of its contract of participation and certifying that no family member is receiving TANF
- The amount of the escrow credit is based on the increased earned income for the family
- Annual income, earned income and Family rent are included in the contract of participation.
- The Final Rule eliminates the previous standard of establishing escrow from a recertification effective no more than 120 days before the contract effective date of the interim recertification.

Pg 2-9.10



Proprietary Information

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### FSS Escrow Accounts

- If a family has income disregarded, that income is INCLUDED in the baseline. This doesn't change the amount the family has to pay in rent. It just sets the baseline so the escrow doesn't start until they are paying the full income-based rent and THEN the increase begins.
- The Final Rule accounts for utility allowances and flat rent. The baseline is as follows:
  - The FSS family's TTP, as of the effective date of the FSS contract, for families paying an income-based rent as of the effective date of the FSS contract; or
  - The amount of the flat or ceiling rent (which includes the applicable utility allowance), and including any hardship discounts, as of the effective date of the FSS contract, for families paying a flat or ceiling rent as of the effective date of the FSS contract.

Pg 2-10



Proprietary Information

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### Escrow Account Credit Calculations

- As a family's earned income increases during the annual reexamination and at interim, the PHA calculates rent and the family pays increased rent.
  - HOTMA Note:** The PHAs discretionary HOTMA policy allows and interim for increased earned income following an interim during the same reexamination period for reduced income
- The PHA deposits to an escrow account the FSS credit, based on the lower of the following:
  - Thirty (30) percent of one-twelfth (1/12) (i.e., two and a half (2.5) percent) of the amount by which the family's current annual earned income exceeds the family's baseline annual earned income; or

Pg 2-10



Proprietary Information

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### Escrow Account Credit Calculations

- ii. The increase in the family's monthly rent. The increase in the family's monthly rent shall be the lower of:
  - a. The amount by which the family's current monthly rent exceeds the family's baseline monthly rent;
  - b. For HCV families, the difference between the baseline monthly rent and the current gross rent or the payment standard, whichever is lower; or
  - c. For PBV, Mod Rehab, including Mod Rehab SRO, and PBRA families, the difference between the baseline monthly rent and the current gross rent. One of two formulas, one for very low-income families and one for low-income families.

Pg. 2-10.11



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### HOTMA Impact on FSS

- 24 CFR 5.609 definition of income: Income earned on amounts placed in a family's FSS account is excluded from the family's calculation of annual income.
- Interim re-examination for an increase of income: PHAs may not consider any increases in earned income when estimating or calculating whether the family's adjusted income has increased unless the family has previously received an interim reduction during the same reexamination cycle.

Pg. 2-11



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### HOTMA Impact on FSS

- The PHA may not perform an interim reexamination of annual income when enrolling a family in the FSS program unless the family experienced a change in annual adjusted income that meets the threshold for conducting an interim reexamination under the HOTMA final rule. Families for whom their first reexamination of income does not occur until their regularly scheduled annual reexamination will not have the opportunity to begin escrowing their increased earnings until that time and may have fewer escrow increases over the life of the 5-year contract.

Pg. 2-11.12



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## Earned Income

- All increases in earned income determined at the annual reexamination or pursuant with the PHA interim reexamination policy are included in the escrow calculation
  - *Exception:* During the time an HCV family is in the process of moving to a new unit and is not under a lease.
- Earned income is defined as:
  - The gross amount, before payroll deductions, of wages/salaries, commissions, fees, tips and bonuses, etc.
  - The net income from the operation of a business or profession
  - All regular pay, special pay and allowances of a member of the Armed Forces

Pg. 2-11,12



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## Earned Income

- There is no longer a cap on increases in escrow monthly savings for families making between 50% and 80% of AMI
- Families converted to FSS from PSS: The figures included in the contract for income and Family Rent are based on the effective date of the FSS contract

Pg. 2-12



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## Establishing Escrow Accounts

### Reporting Family Income

If the FSS family has fraudulently underreported income, after the baseline annual earned income was set, and the PHA decides not to terminate assistance the amount credited to the FSS escrow account will be based on the income amount originally reported by the FSS family.

If the FSS family has fraudulently under-reported income in the re-examination used to set the baseline, the escrow for the entire period of the CoP will be re-calculated using the correct income to set the baseline and then calculate subsequent escrow amounts.

The U.S. Internal Revenue Service (IRS) has confirmed to HUD that an FSS family will have no income tax liability for funds held in the escrow account or for escrow payments made at the completion of the contract.

The PHA does not submit an IRS form 1099 for any FSS accounts.

**INITIAL SITUATION:** No employment income. Contract Rent is \$500

Total Tenant Payment	PHA Subsidy
\$100	\$400
Tenant Rent	
\$100 - No Utility Allowance	
To Landlord	
\$100 Tenant Rent + \$400 HAP to Owner = \$500 Contract Rent	
First Reexamination: Employment income increases TTP to \$300.	
Contract Rent is \$500 Total Tenant Payment	
PHA Subsidy	\$400
\$300 (Increase of \$200 due to earned income)	
Tenant Rent/ TTP	
\$300 No Utility Allowance	
To Landlord	
\$300 Tenant Rent + \$200 HAP to Owner = \$500 Contract Rent	
\$200 to Escrow	

Pg. 2-13



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## Escrow Payments to Successful Families

- Families may receive escrow funds prior to the expiration of the contract term if the family has fulfilled its obligations under the contract of participation
- The head of the family must certify that no family member is receiving TANF
- TANF, for FSS program purposes only, includes income assistance from federal or state welfare programs, and only case maintenance payments designed to meet a family's ongoing basic needs

Pg 2-14



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## Payments to Successful Families

- HAs may disburse a portion of the family's escrow account early if:
  - The family has fulfilled certain interim goals established in the contract of participation
  - Needs a portion of the funds for "purposes consistent with the contract of participation"
    - Examples include completion of college or graduate school, job training, or to meet the start-up expenses involved in the creation of a small business
- HAs have no ability to restrict a family's use of FSS escrow account funds once they have been paid to the family **except** when a portion of the funds are disposed early for a specific purpose

Pg 2-15



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## Termination with Escrow Disbursement

- The CoP will be terminated with FSS disbursement when:
  - Integral services are unavailable
  - The head of the FSS family becomes permanently disabled
  - An FSS family in good standing moves outside the jurisdiction of the PHA.

Pg 2-16



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### Forfeiture of Escrow Accounts

- A family may forfeit its escrow account if:
  - The contract of participation is terminated
  - The family is still receiving welfare at the time of graduation
- Forfeited escrow now must go into an account to be used for the benefit of the FSS families, such as:
  - Including, but not limited to, transportation, child care, training, testing fees, employment preparation costs, and other costs related to obligations outlined in the CoP;
  - Training for FSS Program Coordinator(s); or
  - Other eligible activities determined by the Secretary
- A future PIH notice will be issued on how to do accounting for this new pot of funds.

Pg. 2-16,17  
  
Proprietary Information

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
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### Reporting Family Income

- HAs must submit data on participating families via HUD form 50058 to IMS/PIC
- The Family Self Sufficiency/Welfare to Work Addendum must be complete for FSS families *at least annually* or when participation is ended
- Information submitted on the 50058 is used to verify SEMAP certification for the PHAs FSS Program
- Additionally, HUD will be issuing an electronic annual report survey.

  
Pg. 2-18  
  
Proprietary Information

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### FSS Addendum (form 50058)

- Information to be included:
  - Employment status and benefits
  - Types of assistance currently being received
  - Support service needs and whether they are being met
  - FSS Contract information
  - FSS escrow account information
  - FSS exit information, if the family's participation is ending
- NOTE - Failure to submit data on at least 85% of family records to PIC will result in a 10% monthly reduction in earned administrative fees. Fee reductions continue until a reporting rate of at least 85% is achieved

Pg. 2-18,19  
  
Proprietary Information

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Portability



- A participating family must lease a unit in the community issuing the voucher for at least 12 months after the effective date of the contract of participation
- PHAs may not adopt policies that prevent or limit a FSS family's ability to move to another jurisdiction with its voucher. Families may continue the FSS program with the initial PHA and others may be admitted to the FSS program at the receiving PHA

Pg 2-19



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Proprietary Information

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Portability

- The initial PHA can maintain the escrow account unless the receiving PHA absorbs it into its voucher program
- If the family fails to fulfill its obligations, the PHA that executed the contract may terminate the family from the FSS program and has the option to terminate HCV assistance
- The PHA Admin Plan should address the PHA's policy toward FSS families wishing to relocate *into* the PHA's jurisdiction

Pg 2-19



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Proprietary Information

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Portability

- When FSS participation is not possible, the PHA must clearly discuss the options, which may include:
  - Modification of the FSS Contract
  - Termination with FSS escrow disbursement
  - Termination of the FSS Contract and forfeiture of escrow
  - Locating a receiving PHA that administers an FSS program

Pg 2-20



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Proprietary Information

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## How to Handle the FSS Escrow

- If FSS is terminated because of portability, the initial PHA would consider the escrow forfeited unless:
  - There is good cause for the move;
  - The family has met its contractual responsibilities; and
  - The PHA requests a waiver of 24 CFR 984.305 c

Pg. 2-20.21



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## How to Properly Transmit the HUD 50058s for Portability

- Two HUD 50048 submissions are required when a family moves:
  - A 50058 submission from the initial PHA using action code 5 (Portability Move Out). Once the move-out or move in 50058 is processed, the initial PHA will no longer be able to make any updates to the FSS information; and
  - A 50058 submission from the receiving PHA using action code 4 (Portability Move In).
- Whether the family leaves or stays in the initial PHA's FSS program, the receiving PHA is responsible for entering the progress report and exit record for the participant.

Pg. 2-21



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## RAD Conversion and FSS Processing

- General reporting requirements once the project has converted require the PHA to:
  - If converting to the PBRA program, submit FSS exit report. IMS/PIC has no reporting requirements for conversion to multifamily housing's PBRA. There is no exit code for this situation so for now just use the Portability Move Out.
  - If converting to PBV, submit a FSS progress report (Action Code 8).
  - Submit an EOP record for Public Housing.

Pg. 2-22



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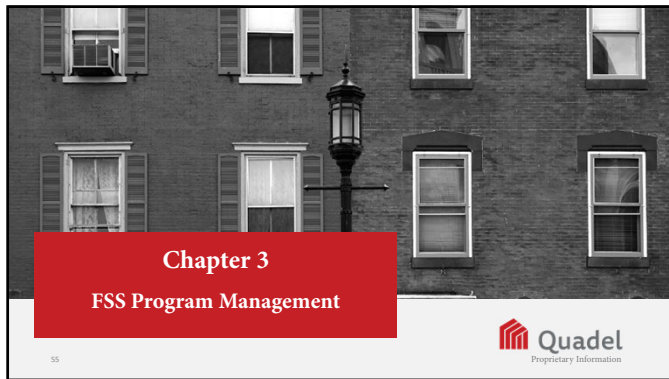
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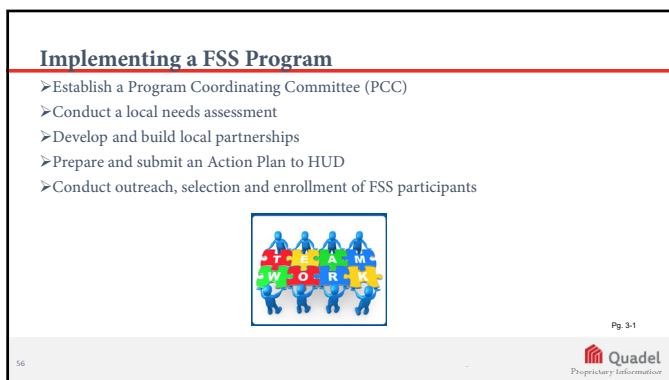
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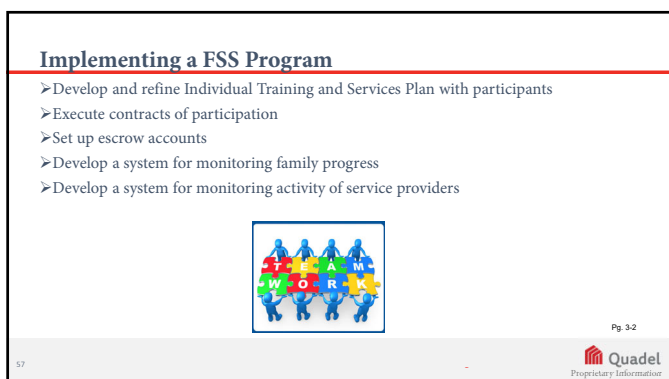
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## Establishing a Program Coordinating Committee

- PCC members will be selected for their expertise in various areas
- Approaches to recruiting qualified members include:
  - Send out letters of invitation over the mayor's signature
  - Ask individuals with influence in the service community to be a member and use his/her name on the invitation. HUD Recommends financial empowerment organizations
  - Outreach to individuals affiliated with educational or training institutions
  - Ask already committed PCC members to help recruit others
- Look for individuals with the power to allocate resources to the program and that will have time to devote to the work



Pg 3-2.3

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## Establishing a Program Coordinating Committee Continued

- Conduct a public relations campaign to announce the FSS Program before sending out invitations to potential PCC members
- Potential members need to know:
  - Enough about the program and structure to make an assessment of its value
  - The role the PCC will play in the program
  - The frequency of the PCC meetings, amount of time required for service and specific activities membership will involve
- A PCC **MUST** include one or more FSS Program Coordinators and one or more participants from each program
- Try to provide press attention, statements of gratitude and positive feedback to PCC members

Pg 3-3.4

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## The Role of the PCC

- The PCC must adopt the Action Plan
  - Request critical feedback by providing the Action Plan in advance of the scheduled committee discussion so that it can be carefully reviewed
- FSS Coordinators should structure the meetings in order for the PCC to provide input on potentially needed policy or program structure changes as the program evolves
- Some PCCs take on administrative duties such as:
 

<ul style="list-style-type: none"> <li>• Locating a specific service for a FSS family</li> <li>• Reviewing ITSP to approve proposed goals</li> <li>• Reviewing family progress to determine if adequate progress has been made</li> <li>• Approving family requests to move out of the jurisdiction</li> </ul>	<ul style="list-style-type: none"> <li>• Approving requests for early partial payments</li> <li>• Authorizing release of the FSS account</li> <li>• Determining if a family should be terminated</li> </ul>
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Pg 3-4.7

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## FSS Staff Functions

- FSS Staff functions fall into three categories:
  - Program coordination;
  - FSS Case Management; and
  - Job Development
- FSS Key Positions
  - FSS Coordinator – all three key functions
  - FSS Social Service – Case Management and/or job development
  - Outside Agencies – Case Management and/or job development
  - Housing Specialist – calculate rent & escrow

Pg 3-8



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## FSS Staff Functions

- FSS Program Coordinator activities include:
  - Performing Outreach
  - Goal setting and case management/coaching
  - Working with the community
  - Tracking program performance
  - Planning and scheduling FSS activities
  - Working with the PCC
  - Informing PHA administration of FSS progress and issues/problems
  - Ensuring the program is conducted in compliance with HUD requirements and the HUD approved Action Plan
  - Calculating escrow credits
  - Maintaining, monitoring and reporting on FSS accounts (normally in conjunction with the fiscal department)

Pg 3-8



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## FSS Staff Functions

- Case management activities include:
  - Assessing family service needs
  - Developing Individual Training and Service Plans (ITSP)
  - Identifying and mobilizing community resources responsive to participant needs
  - Monitoring progress of participants
  - Holding participants accountable for complying with the contract of participation
  - Providing ongoing support and expertise, maintaining regular contact with participants, and adjusting goals and activities as appropriate

Pg 3-9



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## FSS Staff Functions

- Job development activities include:
  - Obtaining information about the local job market and future local employment prospects
  - Identifying appropriate jobs for FSS participants
  - Contacting potential employers and enlisting their cooperation
  - Negotiating specific job opportunities for participants

Pg. 3-9



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## Responsibilities of Non-FSS Staff

- Housing specialists may be assigned responsibility for calculating escrow credits
- Accounting staff may be assigned responsibility for maintaining FSS account and subsidy ledgers
- Executive director must participate in building and maintaining the PCC committee members commitments
- Executive director's participation in special FSS functions, such as graduations or social events, where public recognition to participants, volunteers and staff can be important



Pg. 3-10, 11



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## Monitoring the Delivery of Services

- Monitoring contract service providers is done to:
  - Determine that FSS participants are attending and using the services according to their ITSPs
  - Know when FSS participants complete a service to identify openings for other families
  - Assess the timeliness and quality of services



Pg. 3-12



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## Monitoring the Delivery of Services

- Effective monitoring should be based on a plan that outlines what facts should be gathered, when they should be gathered, who will gather the data, and who will conduct the analysis
- Information to be gathered should include:
  - Quantity of service provided to the participants, i.e. total number of counseling hours
  - Timeliness of service such as agency's delays in enrolling participants
  - Quality of service requires sophisticated methods and resources to collect. One measure of quality is evidence the eservice has enabled participants to achieve their goals

Pg. 3-12, 13



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## Measuring Program Success

- Family Self-Sufficiency Achievement Metrics (FAM) was implemented on November 12, 2023.
- Information collected in PIC/HIP will measure the following:
  - Earnings Performance
  - Graduation Rate
  - Participation Rate
- For Earnings Performance Measure & Graduation Rate, HUD will use a three-year average from similar households.

Pg. 3-13, 14



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## Scoring

- Earnings Performance Measure (50% of final score):
  - 10 points: three-year average Earnings Performance Measure of \$6,315 or higher.
  - 7.5 points: three-year average Earnings Performance Measure between \$4,795 and \$6,314.99.
  - 0 points: three-year average Earnings Performance Measure below \$2,283
  - 5 points: All PHAs that do not qualify for a 10, 7.5, or a 0.

Pg. 3-14



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Scoring

- FSS Graduation Rate (30% of final score):
  - 10 points: three-year average FSS Graduation Rate of 42% or higher.
  - 7.5 points: three-year average FSS Graduation Rate between 32% and 41.99%.
  - 0 points: FSS Graduation Rate below 15%.
  - 5 points: All PHAs that do not qualify for a 10, 7.5, or a 0.

Pg. 3-15



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
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Scoring

- Participation Rate (20% of final score):
  - 10 points: participation rate of 2.20 or higher.
  - 9 points: participation rate between 1.95 and 2.19.
  - 8 points: participation rate between 1.70 and 1.94.
  - 7 points: participation rate between 1.45 and 1.69.
  - 6 points: participation rate between 1.2 and 1.44.
  - 5 points: participation rate between .95 and 1.19.
  - 0 points: participation rate of lower than .95.

Pg. 3-15



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
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Scoring

- After computing individual scores for each of the three measures, HUD will aggregate each PHA's scores using the weights noted above to develop a final FAM Score from 0 to 10.
- Based on this score, HUD will assign the following ranking to the PHA's FAM Score:
  - Category 1: FAM Score of 7.9 or higher.
  - Category 2: FAM Score between 4.0 and 7.89.
  - Category 3: FAM Score between 3.5 and 3.99.
  - Category 4: FAM Score of less than 3.5.

Pg. 3-15



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## Measuring Program Success

- Self-Assessment will be the basis of the review, consisting of:
  - General Program Implementation and Outcomes
  - Staffing
  - Grant and Financial Management
  - Grantee Reporting and Closeout
  - FSS File Review

Pg. 3-15

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## Measuring Effectiveness of Economic Independence

- Most information needed to determine effectiveness comes from the ITSP.
- Another measure of success is a change in the amount and types of income.

Pg. 3-14

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## Effectiveness in Coordinating Community Services

- Effectiveness can be measured by:
  - 1) The extent and variety of services that are provided to participants
  - 2) The extent to which partners and representatives of the community are actively involved in the PCC or other FSS activities.
- Has should develop a system that catalogs all services available and their status.

Pg. 3-14

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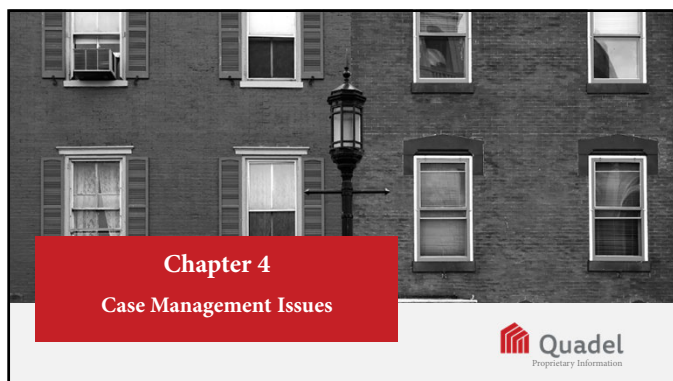
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### Roles and Responsibilities of Case Managers



- To achieve maximum effectiveness, case managers should have knowledge or training in:
  - Family dynamics
  - Interpreting information received through direct or indirect communication
  - Assessing family needs and identifying effective responses
  - Negotiating with service providers
  - Planning and conducting appropriate follow-up
  - Knowing which issues case managers should not become involved
- Some programs include volunteers or FSS graduates to provide coaching.
- Mentors can help guide families through important tasks

Pg. 4-1

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### Developing Quality Individual Training and Services Plans

- Focus on goals that result in stronger, healthier households – *including employment for the head of household for at least 12 months prior to the end of the contract of participation*
- Ensure that employment goals are appropriate for the participant
- Provide soft-skills training as appropriate, i.e. budgeting, parenting skills, interpersonal communication skills
- Seek a balance between training that provides long-term success and early employment



Pg. 4-2

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## Coordinating with Local Welfare-to-Work Plans

- Many local jurisdictions have established welfare-to-work programs to help families meet welfare reform requirements
- HAS should coordinate family FSS goals with those required in the state's welfare-to-work plan
- The welfare-to-work program provides vouchers to certain categories of TANF-eligible applicants from the PHA waiting list for whom housing assistance is critical to the family's ability to obtain and maintain employment



Pg. 4-2,3

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## Supportive Services Referrals



- To assist FSS Program participants in fulfilling their ITSP goals, FSS staff must refer participants to agencies and organizations that can provide necessary services
- Typical agency referrals include:
  - Social Service agencies
  - Mental Health agencies
  - Welfare-to-work/Job development
  - Emergency assistance agencies
  - Charitable organizations
  - Child Care organizations
- Local “One-stop” centers are an excellent resource for services and allow individuals to access multiple agencies in one place

Pg. 4-4

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## Tracking Participant Progress

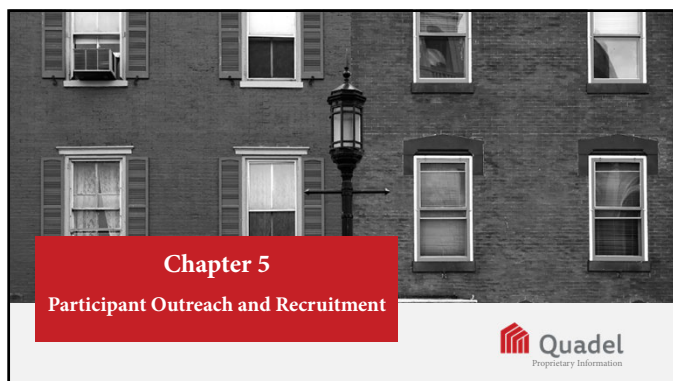
- **Monitor family progress to:**
  - Determine how the family is progressing
  - Identify any gaps in supportive or other services that may be needed
  - Contribute to overall program monitoring
- **Basic steps for monitoring participant progress can include:**
  - Getting to know family members
  - Regularly reviewing ITSPs with participants to identify obstacles and formulate solutions
  - Confering with participants/providers about services provided and needed adjustments
  - Collecting participant and program information
  - Monitoring the activities of mentors, if applicable



Pg. 4-4,5

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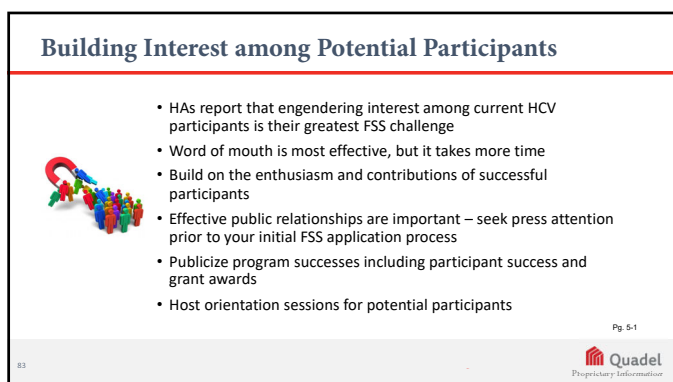
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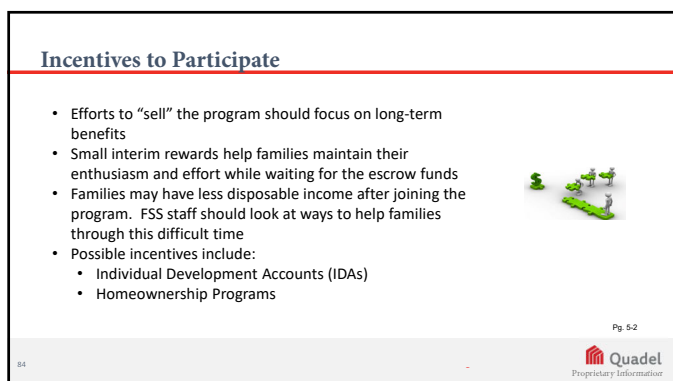
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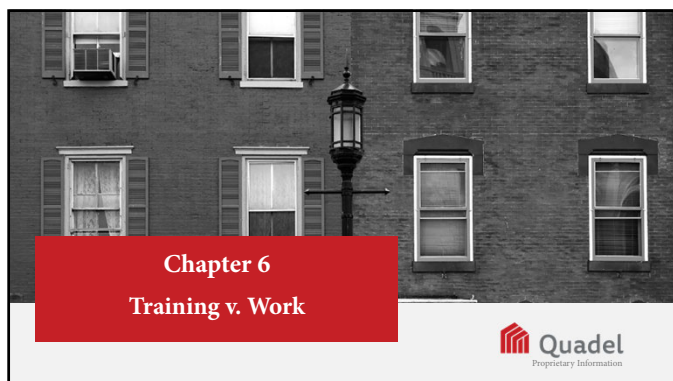
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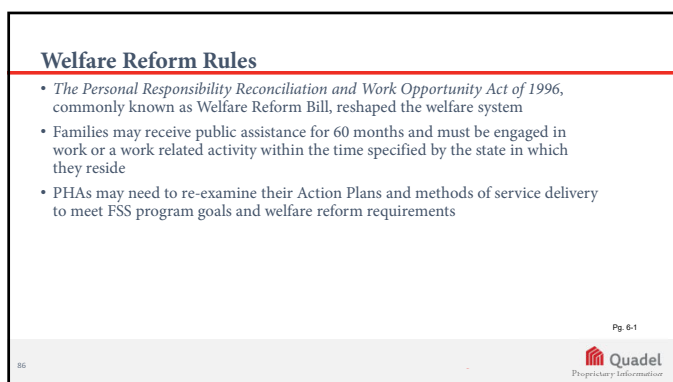
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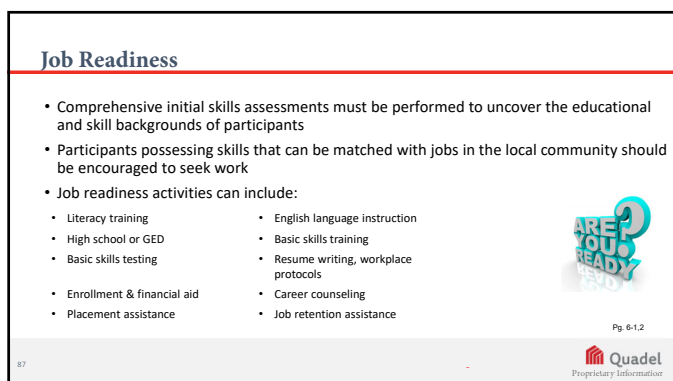
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Career Exploration

- Case managers should explore a variety of career options for FSS participants; including non-traditional career choices including:
  - Electronic or computer technicians
  - Court reporters
  - Correctional officers
  - Skilled tradesmen (carpenter, plumbers, welders)
  - Commercial drivers
  - Health technicians (x-ray, respiratory, laboratory)
  - Culinary Arts (chef, pastry chef)
  - Horticulturist (landscaper, floral design)



Pg 6-2.3



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Job Placement

- HAs should use local resources to assist with job development and placement for participants
- Reliable sources include:
  - JOBS programs
  - JPTA
  - State employment offices
  - Colleges and university placement offices
  - One-stop centers
  - Internet postings, i.e. Indeed, Glassdoor, CareerBuilder, etc.
- HAs should negotiate with local businesses to fill internships and positions with FSS participants
- FSS staff should remain aware of new business developments that could lead to opportunities



Pg 6-3



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Chapter 7

Increasing FSS Program Capacity



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### Building Community Partnerships

- Have PCC members help obtain commitments from public and private groups for services, funding or other resources
- Make a list of potential organizations in your community that have mutual needs or interests. Contact the organizations that are most promising with information about the FSS program and a clear request for assistance
- Confirm commitments through Memorandums of Understanding (MOUs) that should include a written description of the service, quality of the service, and agreed upon reporting requirements



Pg. 7-1

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### Program Sustainability

- HUD does not provide direct funding for FSS programs, except for FSS Coordinators for HAs with less than 1,000 certificates or vouchers
- HAs must rely on other funding sources to operation the FSS program
- Resources can include:
  - HCV administrative fee from forfeited escrow accounts
  - Community resources, i.e. grants, donations
  - In-kind contributions, i.e. equipment, services
- Check into:
  - Community Development Block Grant funding, if applicable
  - Private foundations



Pg. 7-1-3

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