

Resident Opportunity and Self-Sufficiency (ROSS)

September 2025

Nan McKay & Associates, Inc.
1810 Gillespie Way, Suite 202, El Cajon, CA 92020
800.783.3100
E-mail: info@nanmckay.com
www.nanmckay.com

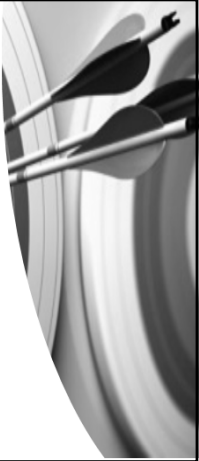
Resident Opportunity
&
Self-Sufficiency

nma

Nan McKay
AND ASSOCIATES, INC.
Experience – Leadership – Collaboration

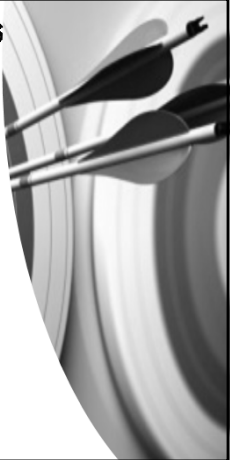
Learning Outcomes

- Know starting ROSS-SC program
- Establish trust with PHA, residents, service partners
- Assess PHA, ROSS clients, ROSS program, and community needs
- Describe best practices in measuring ROSS success
- Understand collaboration and team building in community partnerships



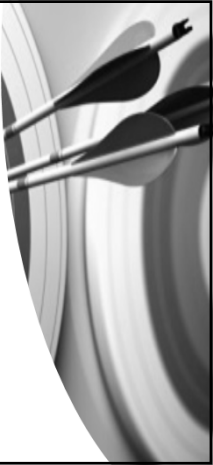
What ROSS NMA Class
Does Cover

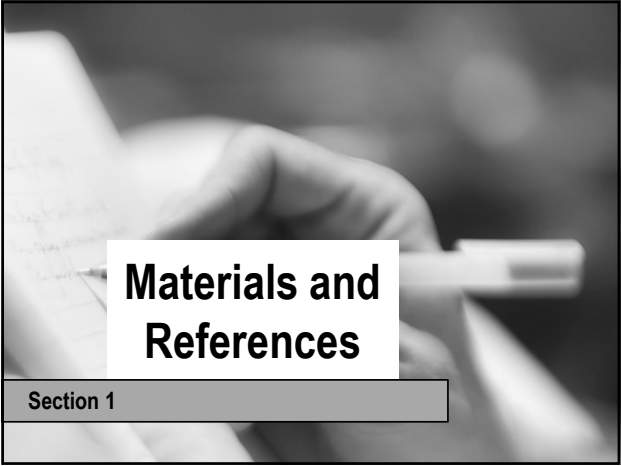
- ROSS regulations
- ROSS goals
- ROSS environment
- ROSS best practices



What ROSS NMA Class Doesn't Cover

- How to Use PHA CM Software
- How to Use HUDs Standards for Success
- Whether PH families may co-enroll in ROSS and FSS



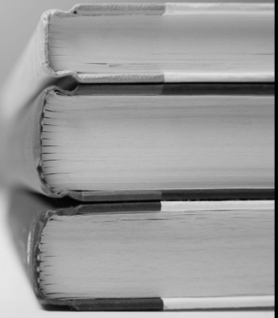


Materials and References

Section 1

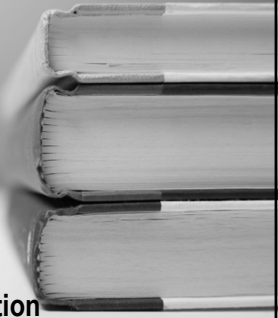
NMA Reference Materials

- NMA
 - ROSS Power Points
 - ROSS Coordinator Plan
 - ROSS Service Design
 - Sample forms



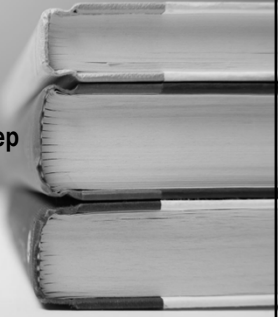
HUD References

- ROSS NOFO
 - ROSS HUD Exchange
- Standards for Success
- PIH 2015-12 Community Service
- FSS 24 CFR 984
- FSS Contract of Participation



HUD References

- ROSS HUD Exchange
 - ROSS Webinars
 - ROSS FAQs
 - Running ROSS Step by Step
 - ROSS Resources
- More Than a Roof and Walls



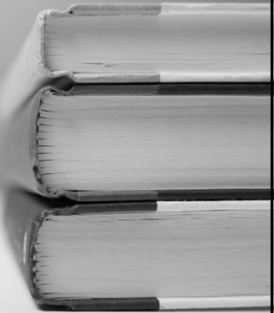
HUD References

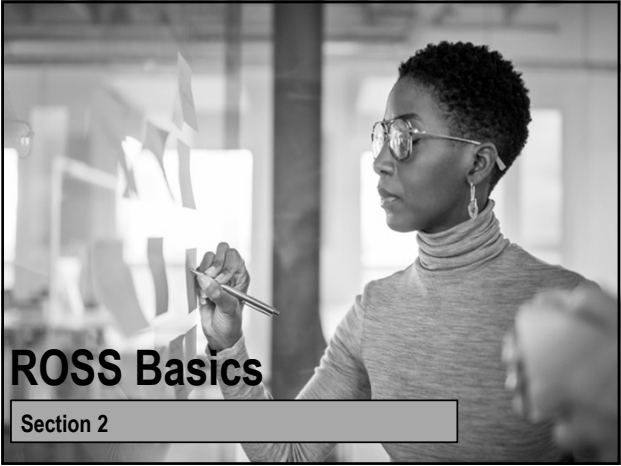
- ROSS HUD Exchange
 - ROSS Data Guide 4.0 Webinar
 - ROSS-SC Data Quick Reference Guide
 - ROSS Dashboard
- Removed from ROSS HUD Exchange for Review
 - ROSS Data Guide 4.0
 - ROSS Data Elements 4.0



PHA References

- PHAs grant application
- PHAs grant agreement
- ROSS Policy Plan
 - Not Required
- FSS Action Plan





ROSS Basics

Section 2

Goal of ROSS Program

- Match Housing Families with
- Services and Activities To Achieve
- Economic or Housing Self Sufficiency



Goal of ROSS Program

- Services should assist families to make progress toward self-sufficiency
 - Economic self-sufficiency is progress towards living wage job
 - Housing self-sufficiency is living longer in their home
 - Aging in place



Goal of ROSS Program

- Place based services assist families to make progress toward self-sufficiency
 - By removing barriers in
 - Education
 - Employment
 - Health
 - Finances
 - To achieve economic and housing stability



Goal of ROSS Program

- Place based services allow elderly or persons with disabilities to...
 - Improve living conditions
 - Maintain independent living
 - Age-in-place
 - Avoid placement in full-care facility



ROSS Definitions

- Self-Sufficiency
- Area of Need
- Core function = Activities
- Community Needs Assessment
- Participant Needs Assessment
- Participant



ROSS Definitions

- Service Design
 - Direct Service
 - Indirect Service
- Outputs = Number completing activities
- Outcomes = Positive changes over time
 - From activities
- Key Indicator = Measurement



ROSS Definitions

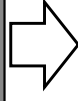
- Core Functions of a service coordinator
- Steps in implementing ROSS program
- Key documents to implement ROSS program





Core Functions Ross Program

Do Community Needs Assessment



Coordination/Direct Service



Case Management/Coaching



Resident Leadership



Resident Engagement

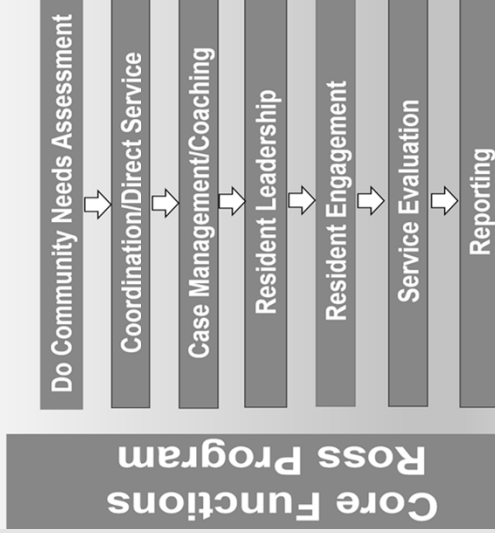


Service Evaluation



Reporting

ROSS Definitions



Steps in Ross Program

Do Community Needs Assessment

Write Grant Application

Identify Area of Need

Determine Area of Need Goals

Getting Started

Design Services and Policies

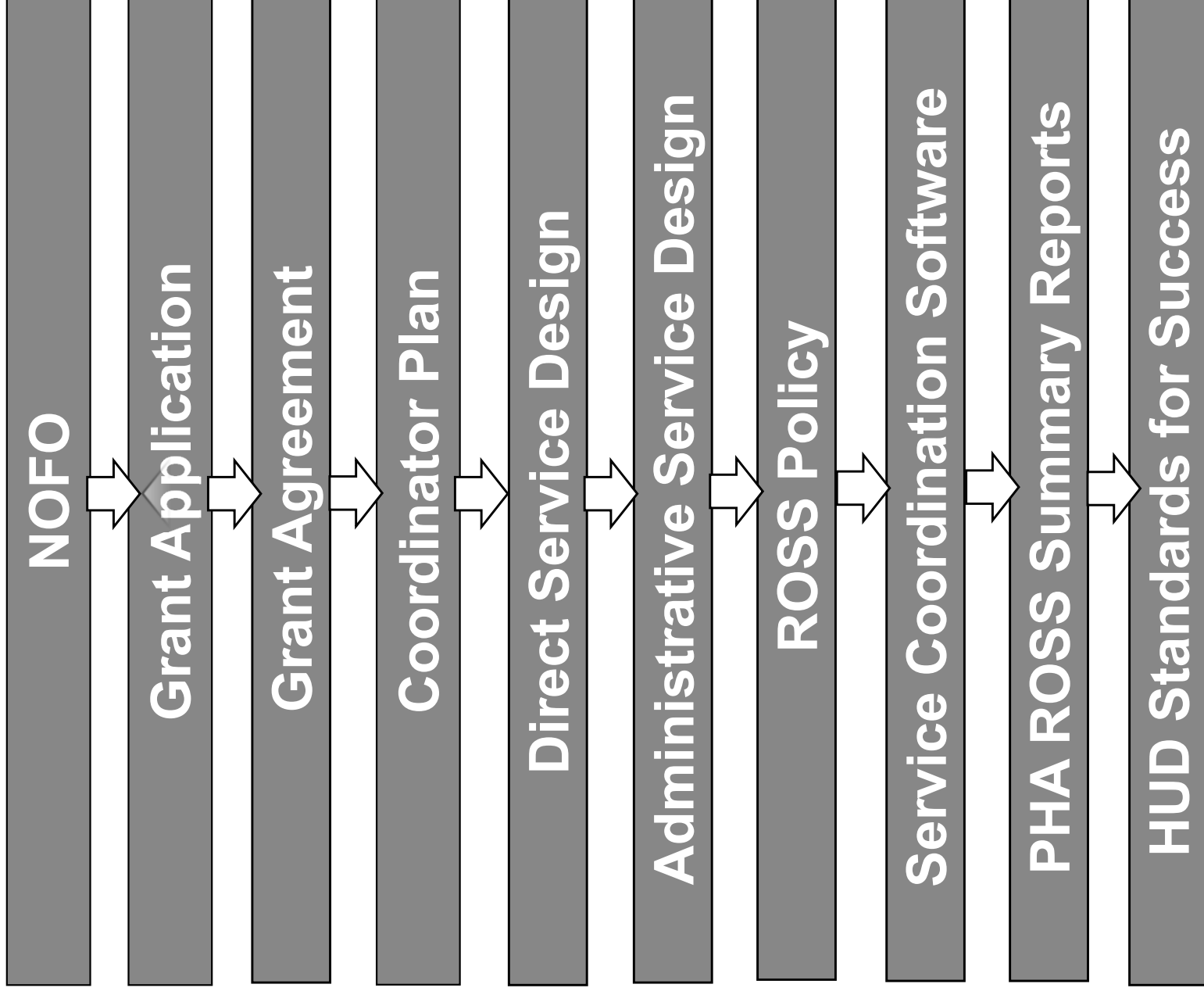
Complete Core Functions

Identify Area of Need Indicators KPIs

Measure Area of Need KPIs

Evaluate, Report, Redesign

Key Docs in Ross Program



Comparison Grant Requirements 2022-2024

Core Functions of Coordinator

	2022	2023	2024
Direct Service	▪ Resident Community Needs Assessment ▪ Case Management and Coaching ▪ Resident Engagement ▪ Service Coordination	▪ Community Needs Assessment ▪ Coordination Direct Service ▪ Case Management and Coaching ▪ Resident Engagement	▪ Resident Community Needs Assessment ▪ Case Management and Coaching ▪ Resident Engagement ▪ Service Coordination
Administrative Service	▪ Service Monitoring ▪ Grant Monitoring ▪ Evaluation	▪ Service Monitoring ▪ Evaluation ▪ Reporting	▪ Service Monitoring ▪ Grant Monitoring ▪ Evaluation
24 Summary			

Core Functions in ROSS Program

- **Community Needs Assessment**
 - Assess needs of residents in community for critical needs to achieve self-sufficiency
- **Coordination**
 - Coordinate with service providers to link residents to services and bring services onsite
 - Direct Services
- **Case Management/Coaching**
 - Including intake, assessment, goal setting, education, referral to providers, and monitoring

10

Core Functions in ROSS Program

- **Resident Leadership Development**
 - Build resident capacity as partners in improving housing community
- **Resident Engagement**
 - Recruit and retain residents in ROSS
- **Reporting**
 - Summarizing participant activities and outcomes
- **Evaluation**
 - Monitor progress and success of ROSS program

**Minimum Qualifications
Service Coordinator**

- **Bachelor's degree in social work preferable**
 - Other degrees acceptable
 - May consider individuals who have significant relevant work experience
- **Knowledge of entitlement programs**
- **Knowledge of aging process and disability services**

21

StepXStep



**Minimum Qualifications
Service Coordinator**

- 2-3 experience in social services for low-income
 - Demonstrated knowledge of supportive services
 - Demonstrated ability to advocate for low income families, communicate effectively
 - Demonstrated ability to communicate
 - With all clientele

StepXStep



Learning Activity 1

- What is the goal of ROSS program?
 - What positive changes will happen over time
 - For residents
 - For PHA
 - As a result of ROSS program?
- Plan to revisit later...



2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief
						Short Term Positive Change in Behavior
						Long Term Positive Change in Status/Situation

[illegible]

Learning Activity 2

- **What is the goal of your ROSS program?**
 - **What positive changes will happen over time**
 - **For residents**
 - **For PHA**
 - **As a result of your ROSS program?**
- **Plan to revisit later...**



nmd

[illegible]



▪ The Families We Serve



The Families We Serve



- SC serve families, elderly residents, or a mix of both
- HUD encourages outreach to single parent heads-of-households



Dispelling Myths

- Elderly/persons with disabilities are like children - unable to make good decisions
- Poor people are to blame for their poverty
- Poor and elderly people are unhealthy
- All are dependent on gov't agencies
- Housing staff don't understand residents
- Service coordinators understand residents better



**Using Real Data
Answering Real Questions**

- All of these characteristics are in all populations in same number
- Must look at individuals individually
- Use real data help service providers work through these and other myths
 - (Training, experience, and data)



Service Coordinator

- Is vital part of management team
- Creates link between PHA and community
- Creates community
- Increases income and quality of life
- Reduces costs to resident, PHA, community



Direct Supportive Services



- Should be broad and responsive
 - Can be paid with funds from grant
 - Can be paid from Admin fees
 - More later...



Direct Supportive Services

Stabilize

Lease

Health (inc risk)

Kids

Money and benefits

Quality of life

Educate

Life skills, basic skills, job skills

Develop career and long term SS



StepXStep

nm

Families

Direct Supportive Services

Nutrition

Life-Skills training

Parenting

Clothing

Transportation

After-school

Summer school

Early childhood Ed

Job placement

Career advancement planning

Long-Term education and training

Resident business development

StepXStep

nm

Elderly Disabled

Direct Supportive Services

Services for elderly or disabled residents to age-in-place

Disability Services

Wellness Programs

Resident Organization

Community Safety

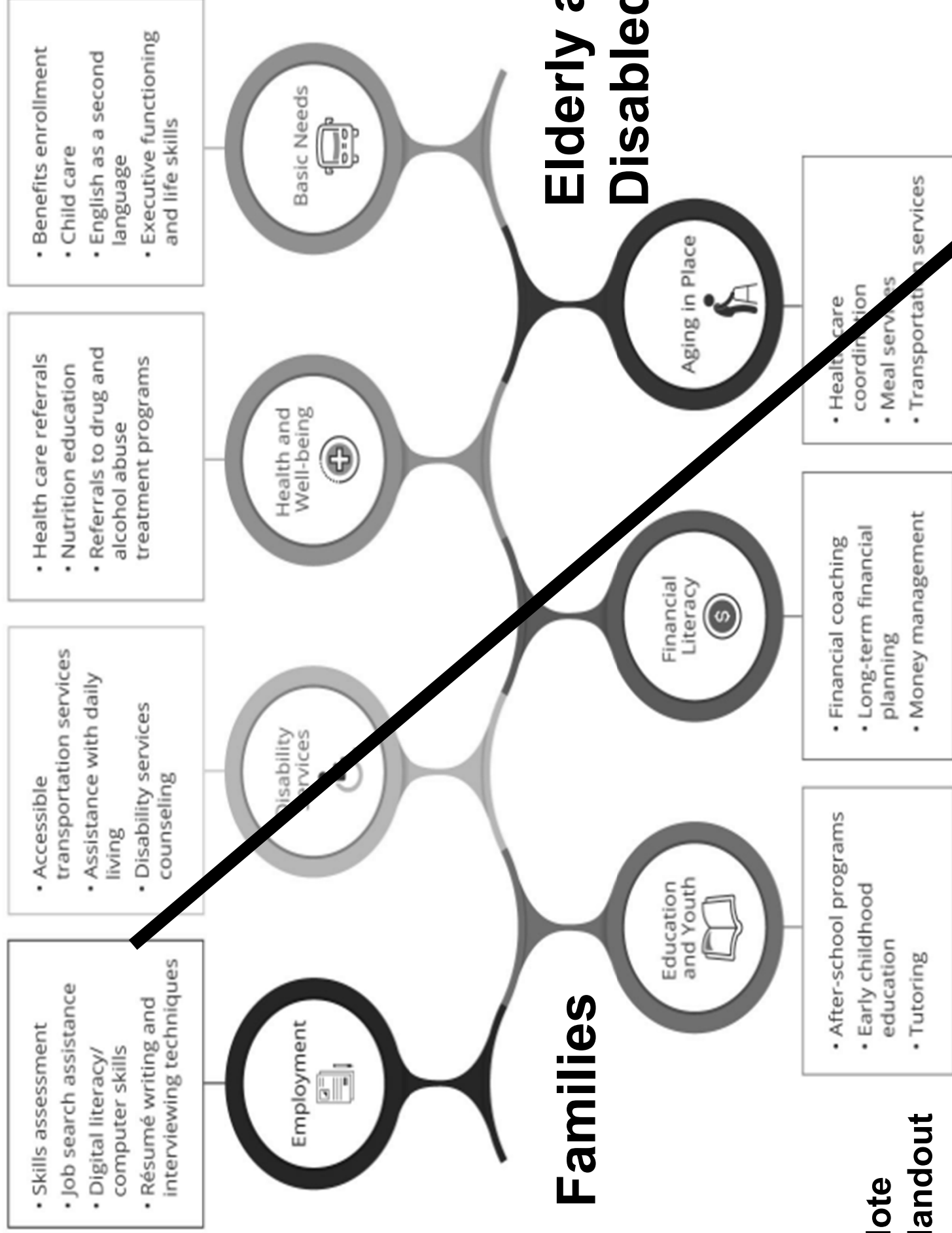
Civic Engagement Resources



StepXStep

nm

Copyright 2025 by Nan McKay & Associates, Inc. Page 19



**Note
Handout**

Learning Activity 3

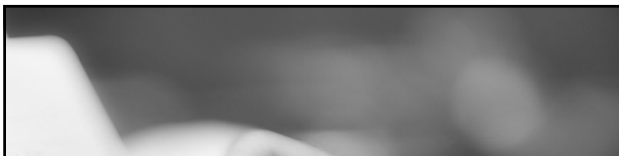
- Small group
 - Each describe myths that are at work in PHA
 - Describe how myth effects work, you, and residents
 - Share with group what you might do about it



Supportive Service References

- The Community Tool Box
 - <https://ctb.ku.edu/en/table-of-contents>
- HUD Training
 - <https://www.hudexchange.info/programs/ross/guide/introduction/>





ROSS Grant Requirements

Section 3

Public Housing Grants

- 1937 Affordable Housing Act
 - First national program
- 1969 Brooke Amendment
 - Set rent at percent of income
- Bricks and Mortar
 - Housing assistance should provide housing
 - Not social services-other agencies do that!
- Rents are low – needs are high – no services
- Funded by grants



Public Housing Grants

- Service Coordinator
- Drug Elimination
- Economic Development & Support Services
- Hope VI
- ROSS
- Choice Neighborhoods
- Jobs Plus
- EnVision Centers



ROSS Grant Requirements



- ROSS possible through funding from HUD
- Notice of Funding Opportunity**
- Available every year for 3-year program
 - Past recipients may apply every 3 years





ROSS Grant Requirements

▪ FY 2024 Ross NOFA

▪ ROSS Handout is 2022 thru 2024

▪ HUD Broadcast 2024

INFORMATIONAL BROADCAST
FOR THE FISCAL YEAR 2024
NOTICE OF FUNDING OPPORTUNITY FOR THE
RESIDENT OPPORTUNITY & SELF-SUFFICIENCY
SERVICE COORDINATOR GRANT PROGRAM

ROSS.FH@hud.gov

ROSS Grant Requirements

▪ Funding

▪ Coordinators

▪ Match

▪ Guarantees

▪ Unit served

▪ Eligible activities

▪ Eligible cost

▪ Eligible participants

▪ Community Assessment

▪ Area of need

nmca

Comparison Grant Requirements

2022-2024

Funding-Coordinators-Match

	2022	2023	2024
Funding	\$35 million for SC \$75,000 SC salary 10% grant Admin fees \$2,500 Training per SC \$255,750 to \$767,250	\$40 million for SC \$80,000 SC salary 10% grant Admin fees \$2,500 Training per SC \$272,250 to \$816,750	\$40 million for SC \$90,000 SC salary 10% grant Admin fees \$2,500 Training per SC \$246,000 to \$737,550
Number Coordinators	3-year funding 3 SC per size/type PHA	3-year funding 3 SC per size/type PHA	3-year funding 3 SC per size/type PHA
Match	Required 25% match	Required 25% match	Required 25% match
24 Summary			

**ROSS Grant Requirements
Changes in 2024**

- **Coordinator Salary/Fringe**
 - PHA decision using BLS data
 - Plus 30% for benefits
 - Included in \$90,750
 - Must get HUD budget mod if
 - Salary is max of grant
 - Less than 25% awarded for salaries
- **New definitions/ratings**



Number Of Service Coordinators

- PHAs may apply for up to 3 SCs
 - Based on number of occupied ACC units* in PH
 - 50-1000 units = 1 SC
 - 1001-2500 units = 2 SCs
 - 2501+ units = 3 SCs
 - May apply for one additional SC if serving E/D in large numbers (no more than 3)
 - *2021 total ACC units
 - *2022 total occupied
 - *2024 total occupied plus one ED not more than 3

Match Requirement

- **25% of requested funds**
 - Cash or in-kind
 - Might be costs of services provided in ROSS-SC
- **Precise and in writing showing total dollar value**
 - Must be tracked
 - Sample in booklet
 - Must reflect needs assessment - See NOFA



- **Volunteer time and services**

- Professional rate (or min wage)
 - X number of staff
 - X number of hours
 - X number of years
 - Ex: \$42.50 @ hr 1 GED X 20 hrs @ week X 3 years
- Donated material, equipment, space, lease
- Value
 - X length of time
 - Ex: \$1,000 rent per month X 12 mo X 3 years

ROSS Grant Requirements 2022-2024

Grantees-Units Served-Eligible Activities

Category	Before 2023	2023	2024
Grant Agreement	PHAs, Tribes, RAS, NPOs	PHAs, Tribes, RAS, NPOs	PHAs, Tribes, RAS, NPOs,
	EDSC/ROSS different projects	EDSC and ROSS in project	One additional SC if large number E/D in project – no more than 3
	Conventional Public Housing (CPH)	Public Housing (CPH)	Public Housing (CPH)
Participants Served	50 units at all times	50 units within 6 months then always	50 units per SC at all times
Eligible Activities	Salary/Benefits Training/Transportation Administrative Costs, <u>and</u> Direct services plus contractors	Salary/Benefits Training/Transportation Administrative Costs, <u>and</u> Direct services plus contractors	Salary/Benefits Training/Transportation Administrative Costs, <u>and/or</u> Direct services plus contractors
	Yes	Yes	Yes

Changes in ROSS 2024

- SC or subcontractor may provide direct services
- Eligible applicants
 - Prior ROSS grantees
 - PHA or MF RAD PBV/RAD PBRA
 - EDSC projects are ROSS
- Ineligible applicants
 - Duplicate applications
 - Duplicate RS set aside & others



Eligible Participants

- All persons assisted by ROSS SC in development must be residents of...
 - Conventional public housing or
 - NAHASDA-assisted housing
 - PHA or MF RAD PBV or RAD PBRA
 - If previous ROSS
- No HCV, no tax credit, no Non ROSS RAD PBV/PBRA



Eligible Participants

- Family
 - Anyone allowed to live in unit except Live-in Aide and family
- Elderly
 - Anyone at least 62 years of age
- Person with disabilities
 - HUD/Social Security definition NOT ADA



PH Guidebook

Eligible Participants

- A ROSS participant is
 - Eligible resident completed individual ROSS intake assessment
 - Is actively participating in ROSS program
- A non-participant is
 - Eligible resident that participated in service/activity coordinated by ROSS-SC
 - Has not completed an intake assessment



Eligible Participants

- An active ROSS participant's
 - "... needs assessment serves as a starting point from which the Service Coordinator and client can together develop a comprehensive Individual Training and Services Plan (ITSP)"*
ROSS Training On-Line training
- Safe Harbor



StepXStep

Eligible Activities Costs



- Eligible ROSS program costs include
 - Coordinator salary and benefits
 - Training and travel expense
 - Must be preapproved by HUD Field Office
 - Administrative costs

Grant Requirement

2022-2024

Eligible Activities Costs

2022	2023	2024
Salaries and benefits Training and travel	Salaries and benefits Training and travel	Salaries and benefits and/or Training and travel
Administrative costs	Administrative costs	Administrative costs and/or
ROSS administrative costs	ROSS administrative costs	ROSS administrative costs
<u>Includes specific cost of direct services to participants</u>	<u>Includes range of cost of direct services to participants</u>	<u>Includes range of cost of direct services to participants</u>
Childcare Transportation		
More direct service allowed		

**Eligible Administrative Costs
After 2022 Include**

- **Direct Service Expenses**
 - Child Care Adult Basic
 - Education/Literacy
 - After-school Programming
 - High School/GED Programs
 - Programs to assist complete the FAFSA
 - And...



**Eligible Administrative Costs
After 2022 Include**

- **Direct Services Expenses**
 - Job Training and Skills/Employer Linkage
 - Digital Inclusion Activities
 - Credit Counseling/Financial
 - Healthcare Services
 - Assistance with ADL for e/d



Eligible Administrative Costs

- **Administrative Expenses**
 - Administrative salaries
 - Auditing fees
 - Management fee
 - Advertising/marketing
 - Employee benefits
 - Office expenses
 - Legal expense
 - Travel
- Office of Public and Indian Housing, Real Estate Assessment Center
Financial Assessment Subsystem – Public Housing (FASS-PH) Financial
Data Schedule Line Definition Guide July 2020

Eligible Administrative Costs

- Administrative Cost Amount equals
 - \$210,000 salary/fringe amount
 - + \$7500 total training cost
 - = \$217,500 total salary/fringe amount plus total training cost (10% Admin = \$21,750)
 - + \$21,750
 - = \$239,250



Steps in Ross Program



Community Needs Assessment

- HUD requires ROSS programs to
 - Conduct a Community Needs Assessment before applying for grant
 - Outreach 100%
 - Results a least 20%
 - Choose “Areas of Need” based on results of Community Needs Assessment

- HUD requires ROSS programs to
 - Choose “Areas of Need” based on results of Community Needs Assessment
 - Areas of need must
 - Be where services will focus
 - Match activities provided
 - Match the community needs assessment



SAMPLE COMMUNITY NEEDS ASSESSMENT SURVEY

FOR THE ROSS SERVICE COORDINATOR PROGRAM

Part I: Household Information:

1. Are you an adult 18 years or older? (circle one)

Yes	No
-----	----

2. Are you the head of household? (circle one)

Yes	No
-----	----

3. Does anyone in your household have a mental or physical disability? (circle one)

Yes	No
-----	----

Part II: Community/Household Needs:

4. How would you rate the following issues for your household?

Issue	Serious Problem	Moderate Problem	Not a Problem	Does Not Apply to My Household
Availability of job training opportunities				
Availability of jobs for adults				
Availability of jobs for youth				
Education				
Availability of child-care services				
Lack of computer/digital literacy				
Cost of living				
Income/wages				
Debt				
Financial security				
Availability of financial services				
Availability of financial counseling				
Elderly living assistance (62+)				
Physical health				
Mental health				

Seeking employment with a criminal record				
Obtaining a degree/diploma with a criminal record				
Availability of substance abuse services				
Need for substance abuse treatment				

5. What are the things that make it difficult for you or other adults in your household to find and/or keep work? (check all that apply)

BARRIER	Check All that Apply
Nothing	
Need affordable childcare	
Caring for a family member who is sick or disabled	
Do not speak English well	
Need computer training	
Need transportation	
Need job experience	
Need job training	
No job opportunities	
Do not have a high school diploma/GED	
Do not have a college degree	
Disability	
Criminal record	
Lack of transportation	
Other – specify	
Other – specify	
Other – specify	
Don't know	
No response	

6. Do you or others in your household have interest in the following? (check all that apply)

INTEREST	Check All that Apply
GED/Adult education	
Vocational training	
Increasing income	
Getting a job	
Getting a better job	
Computer training	
Saving money	
Eliminating debt	
2-year college	

4-year college	
Trade school	
Other (specify)	
Other - specify	
Don't know	
None	
No response	

7. Do you or another adult in your household have difficulty with any of the following? (check all that apply)

SUBJECT/SKILL	Check All that Apply
Reading	
Math	
Writing	
Speaking English	
Writing English	
Using a computer	
Other – specify	
Other – specify	
Other – specify	
Don't know	
None	
No response	

8. What are the primary health care needs of your household? (check all that apply)

HEALTHCARE NEEDS	Check All that Apply
Primary health care	
Pediatric (child) care	
Prenatal (pregnancy) care	
Dental care	
Healthcare education/prevention	
Nutrition and exercise programs	
Services to help alleviate stress/anxiety/depression	
Assistance with daily living for elderly/disabled residents	
Health screening services	
Substance abuse treatment	
Smoking cessation programs	
Drinking cessation programs	
Transportation to healthcare services	
Other – specify	
Other – specify	
Other – specify	
Don't know	
None	

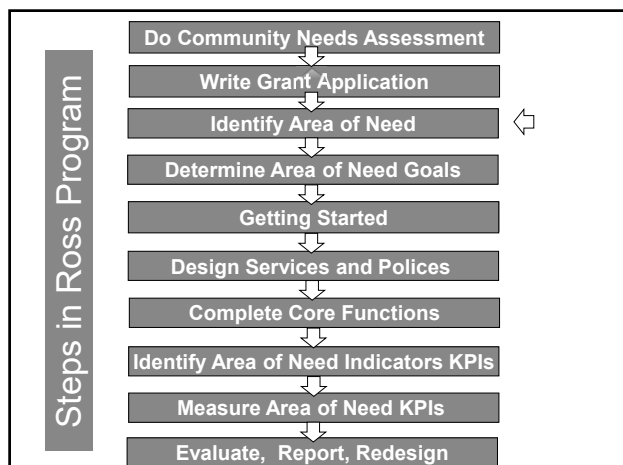
No response	
-------------	--

9. What is your gender? (check one)

GENDER	Check One
Identifies as female	
Identifies as male	
Other	

10. What is your age (check range)

AGE RANGE	Check One
18-24	
25-34	
35-44	
45-54	
55-65	
65 or older	
No response	



Grant Requirement

2022-2024

Areas of Need

2022	2023	2024
PHA chooses any Area of Need	PHA chooses Area of Need from a range provided by HUD	PHA chooses Area of Need from a range provided by HUD
Must match community needs assessment	Choose from “Area of Need” Digital Inclusion Education Employment Financial Literacy Elderly/Disabled Substance Abuse Health and Wellness Re-entry [Digital Inclusion (added 2021)] Must match community needs assessment	Choose from “Area of Need” Digital Inclusion Education Employment Financial Literacy Elderly/Disabled Substance Abuse Health and Wellness Re-entry One of these If choose one of these - must choose Must match community needs assessment 

Areas of Need

Choose from "Area of Need"

Digital Inclusion

Education

Employment

Financial Literacy

Elderly/Disabled

Substance Abuse

Health and Wellness

Re-entry

One of these

If choose one of these - must choose

Areas of Need

Choose from "Area of Need"

Digital Inclusion

Education

Employment

Financial Literacy

Elderly/Disabled

Substance Abuse

Health and Wellness

Re-entry

Nothing allows ROSS to exclude elderly, disabled or family participants

Other Grant Requirements

NOFO also requires compliance with all Fair Housing requirements



nmca

Copyright 2025 by Nan McKay & Associates, Inc. Page 40

Fair Housing

- **Compliance with Fair Housing**
 - Participant training on rights
 - How to file complaint
 - Information on high income neighborhoods
 - Coordinators seek training on Fair Housing



Other Regulatory Requirements

- **Section 3**
- **Limited English Proficiency**
- **Reasonable Accommodation**



Learning Activity 4

- **Individually w Service Design**
 - Write in HUDs Goal
 - Re-do PHAs goal for ROSS
- **Brainstorm and jot down**
 - All activities you have been doing in ROSS



Learning Activity 5

- Individually w Service Design
 - Wrote in HUDs
 - Re-did PHAs goal for ROSS
- Brainstorm and jot down
 - All activities you have been doing in ROSS
 - Now look at “core functions” “areas of need” and “activities”
 - List two things you will do to shift activities if needed



Core Functions in ROSS Program



- Community Needs Assessment
- Coordination/Direct Service
- Case Management/Coaching
- Resident Leadership Development
- Resident Engagement
- Service Evaluation
- Reporting



Areas of Need



- Choose from “Area of Need”
 - Digital Inclusion
 - Education
 - Employment
 - Financial Literacy
 - Elderly/Disabled
 - Substance Abuse
 - Health and Wellness
 - Re-entry
- One of these
- If choose one of these - must choose



Example of S4S Activities

ESL Class Service Code	= 1, 2, or 3
Career Guidance Service Code	= 1, 2, or 3
Self-Directed Job Search Assistance Service Code	= 1, 2, or 3
Work Readiness Assistance Service Code	= 1, 2, or 3
Occupational Skills Training Service Code	= 1, 2, or 3
Job Development Service Code	= 1, 2, or 3
Job Retention Service Code	= 1, 2, or 3
Fair Housing and Civil Rights Assistance Service Code	= 1, 2, or 3
Tax Preparation Service Code	= 1, 2, or 3
Financial Account Creation Service Code	= 1, 2, or 3
Legal Assistance Service Code	= 1, 2, or 3
Financial Education Service Code	= 1, 2, or 3
Pre-Housing Counseling Service Code	= 1, 2, or 3
Post-Housing Counseling Service Code	= 1, 2, or 3
Food and Nutrition Service Code	= 1, 2, or 3
Conflict Resolution Service Code	= 1, 2, or 3
Translation/Interpretation Service Code	= 1, 2, or 3
Housing Retention Service Code	= 1, 2, or 3
Household Skills/Life Skills Service Code	= 1, 2, or 3
Needs Assessment Service Code	= 1, 2, or 3
Service Coordination Service Code	= 1, 2, or 3
Parenting Skills Service Code	= 1, 2, or 3
3 to 5 Years Childhood Education Service Code	= 1, 2, or 3
High School/GED Preparation Service Code	= 1, 2, or 3
Post-Secondary/College Education Service Code	= 1, 2, or 3
Shelter Placement Service Code	= 1, 2, or 3
Temporary Housing Placement Service Code	= 1, 2, or 3
Permanent Housing Placement Service Code	= 1, 2, or 3
Independent Living Service Code	= 1, 2, or 3
Transportation Assistance Service Code	= 1, 2, or 3
HIV/AIDS Service Code	= 1, 2, or 3
Adult Personal Assistance Service Code	= 1, 2, or 3
Legal Assistance Type Service Code	= 1, 2, 3, 4, 5, 6, 7, 8, or 9

Resident Opportunities and Self-Sufficiency (ROSS) Grant Program
Office of Public and Indian Housing

Running ROSS Step-by-Step

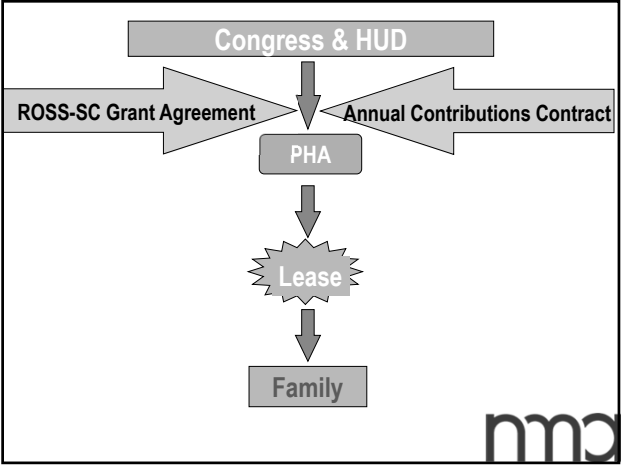


<https://www.hudexchange.info/programs/ross/guide/introduction/>



ROSS The Setting

Section 4

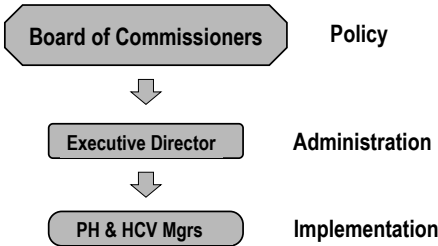


Public Housing

- Public housing is project-based subsidy
 - Families have to live in the unit which has subsidy attached to it



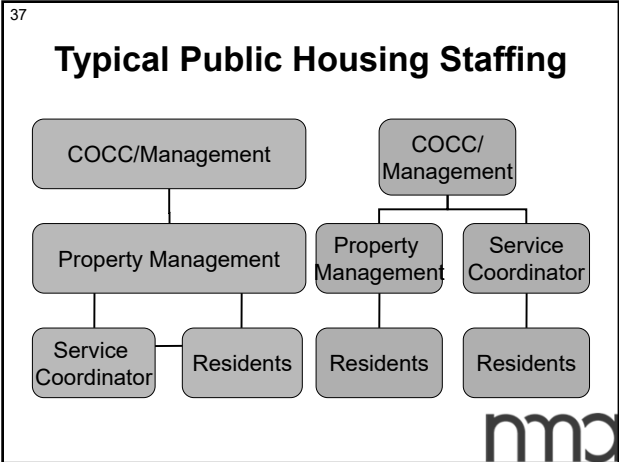
Typical
Public Housing Authority



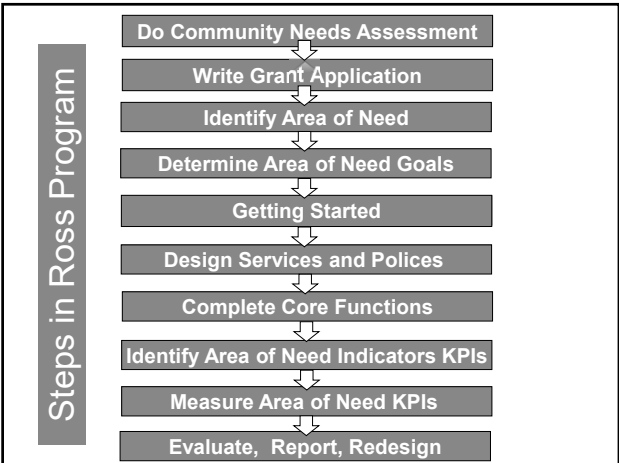
ROSS Program Setting

Property Management
Department









- Let's take a look at a work plan to guide your efforts

[illegible]

Activity	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 12
Review Key Docs Identify PHA ROSS Program Goal											
Shadow Property Manager Program Needs Assessment Identify Community Service Providers											
Meet with Residents											
Meet with Community Service Providers Design Administrative Program & Documents Design Service Delivery Program & Documents											
Develop Resource Directory											
Program Coordinating Committee Meeting											
Begin Service Delivery											

Getting Ross Started

- **Week 1-3**
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Identify community service providers
 - Meet with Residents



Getting Ross Started

- **Week 4-7**
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC



Getting Ross Started

- **Week 8-12**
 - Begin service delivery
 - Prepare detailed one-year work plan



Getting Ross Started

- Week 1-3
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Identify community service providers
 - Meet with Residents



Review Key Documents

- Consolidated Plan
- Agency Plan
- Annual Plan
- Admissions & Continued Occupancy Plan
- NOFO
- Grant application
- Evaluation
- Grant Agreement
- AASC Ethics
- This Booklet...



Getting Ross Started

- Week 1-3
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Identify community service providers
 - Meet with Residents



Identify PHA ROSS Program Goal

- Meet with agency management
- Ask...
 - "What do you want this program to accomplish?"
- Compare agency goal to HUD goal
 - Economic self-sufficiency
 - Housing self-sufficiency



Remember ROSS Goals

Clarify exactly agency goals in comparison to HUD goals



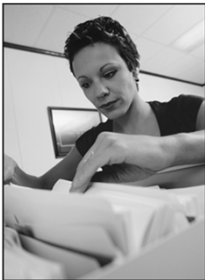
Getting Ross Started

- Week 1-3
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Identify community service providers
 - Meet with Residents



Shadow Property Manager

- Learn
 - How they do what the do
 - Why they do what they do
- Listen to their POV
- Stay by their side



Getting Ross Started

- Week 1-3
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Resident Survey is one part
 - Identify community service providers
 - Meet with Residents



Program Needs Assessment

- With Whom
 - Property Manager
 - Other agency staff
 - Residents
 - Service Provider – Staff
 - Service Provider-Management
 - Other Community Members



Program Needs Assessment

- Find out their POV...
 - What are current concerns
 - What's working
 - What's not working
 - What are resident's strengths
 - What are resident's challenges
 - What residents need what and in...
 - What numbers



Remember ROSS Goals

Help to understand each department's goals in comparison to agency and HUD goals



Getting Ross Started

- Week 1-3
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Identify community service providers
 - Meet with Residents



Identify Community Service Providers

- Look at Community Needs Assessments
- Get resource directory-United Way & City
- Look at support services
- Look at Evaluation activities in SfS
- Make a list of possible agencies and contacts



Getting Ross Started

- Week 1-3
 - Review key documents
 - Identify PHA and ROSS goal
 - Shadow property manager
 - Complete program needs assessment
 - Identify community service providers
 - Meet with Residents



Meet with Residents

- Set time & date & place with property manager
- Develop outreach
- Arrange food, activities, agenda
 - “We have \$250,00 to \$740,000 in service coordination plus about 10% of that to spend”
- What’s needed?



**General Resident Needs
Assessment**

- Find out...
 - What are current concerns
 - What’s working
 - What’s not working
 - What are resident’s strengths
 - What are resident’s challenges
 - What residents need what and in...
 - What numbers



Getting Ross Started

- Week 4-7
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC



Getting Ross Started

- Week 4-7
 - Meet with community providers
 - Design admin program and documents
 - Design service program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC



Meet with Community Service Providers



- Work with management
- Call each – set apt
- Take ROSS program info
- Identify service goals in common
- Identify services to exchange
- Discuss PCC



Community Partner’s Assessment

- Find out...
 - What are current concerns
 - What’s working
 - What’s not working
 - What are resident’s strengths
 - What are resident’s challenges
 - What residents need what and in...
 - What numbers



Learning Activity 6

- Is there agreement and knowledge among
 - Property managers
 - PHA management
 - HUD
 - Community
- About the goals of ROSS
 - What will you do about this?



Getting Ross Started

- Week 4-7
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC

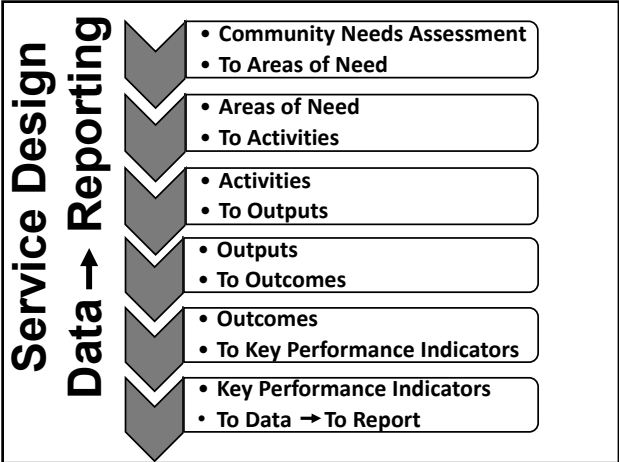


Steps in Ross Program



Service Design

- Good programs measure success by data on an agency's
 - Goals
 - Resources
 - Activities – outputs
 - Results – outcomes
 - How measured
 - How reported
- Also shows measurement or evaluation...

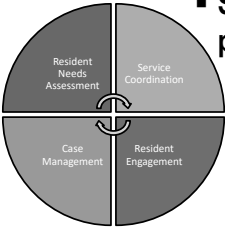


Service Design

- One way to capture this is with the Service Design
 - Service Design is picture of a program
 - Explains purpose and impact in single
 - Viewer “sees” how priorities relate to activities and results



Service Design

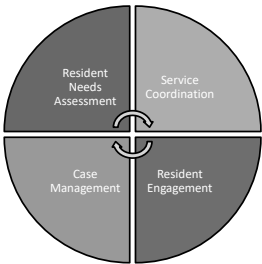


- Service Design is picture of a program
- Explains purpose and impact in single page
- Viewer “sees” how goals relate to activities and results



Service Design

- Service designs show “what causes what”
- Service designs show why program is a good solution to a problem



nma

Service Design

- Benefits of designing Service Design are far reaching
 - Common language
 - Reference point for everyone
 - Basis for performance evaluation

nma

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Short Term Positive Change in Behavior
						Long Term Positive Change in Status/Situation

Service Design

Service Design

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief
						Short Term Positive Change in Behavior
						Long Term Positive Change in Status/Situation

Header

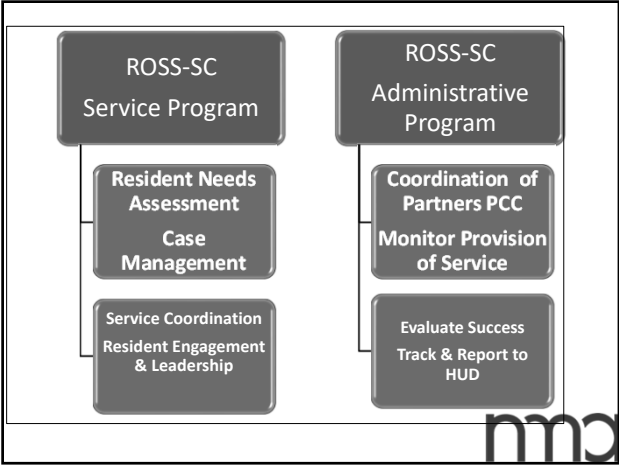
Service Design

Service Design

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior	Long Term Positive Change in Status/Situation

Header								
		Comm Needs Assess	Comm Needs Assess					
Economic Self-Suff		• Employment • Education • Financial Literacy						
Econ Self Suff								
			Case Management					
Rapid Work								
Housing Self-Suff			Resident Engagmt					
Age In Place								
Footer								Direct Service Design



Service Design

- Two parts to any program
 - Direct Service
 - Administrative Service
- Both need to be designed
 - Describe steps – create paperwork
 - Big isn't important-CLEAR is important



Design Direct Service Program



- Core functions are “Activities”
 - Community Needs Assessment
 - Coordination/Direct Service
 - Case Management/Coaching
 - Resident Leadership Development
 - Resident Engagement
 - Service Evaluation
 - Reporting



2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior	Long Term Positive Change in Status/Situation
Economic Self-Suff								
Econ Self Suff								
Rapid Work								
Housing Self-Suff Age In Place								
Resident Engagmt								
Direct Service Design								

- **Activities are also “Activities”**
 - Food distribution
 - Clothes closet
 - GED and ESL classes
 - Employment choice assessments
 - Financial literacy coaching
 - Anger management workshop
 - Parenting workshop

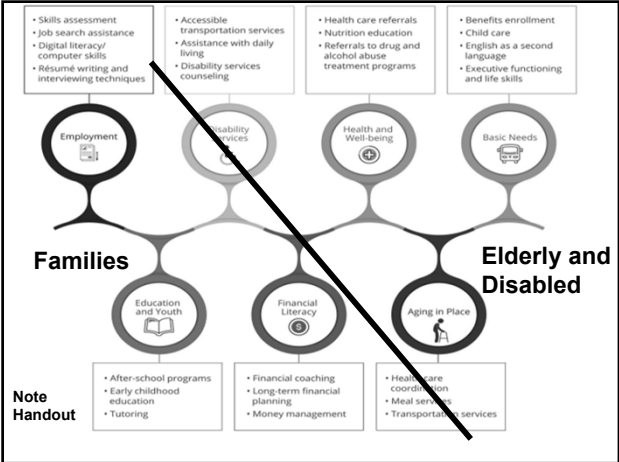
nmd

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior	Long Term Positive Change in Status/Situation
Header								
Economic Self-Suff			Food Distribution					
Econ Self Suff			Employment Assessments					
Rapid Work								
Housing Self-Suff			Anger Management					
Age In Place								
Footer								

Direct Service Design

Direct Service Design



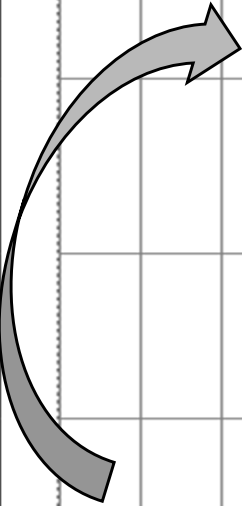
Design Direct Service Program

- For each activity describe tasks and design steps
 - Outreach
 - Orientation
 - Enrollment
 - Services On-going
 - Completion

UW **nma**

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior	Long Term Positive Change in Status/Situation



Header

**Economic
Self-Suff**

Comm Needs Assess

- Outreach
- Service
- Completion

**Econ
Self
Suff**

Case Management

- Outreach
- Orientation
- Enrollment
- Services
- Completion

**Rapid
Work**

**Housing
Self-Suff**

Resident Engagmt

**Age
In**

Place

Direct Service Design

Footer

Design Direct Service Program

- Now Service design shows
 - HUD/PHA goals
 - Activities and tasks to accomplish the goal
- Question is ...



Category	Sub-Category	Activity	Task	Outcome	Measure	Target
Common Needs Assess	Outreach	Outreach	Service	Completion		
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion
Rapid Work	Outreach	Orientation	Enrollment	Services	Completion	
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion
Housing	Outreach	Orientation	Enrollment	Services	Completion	
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion

Direct Service Design

Design Direct Service Program

- Question is “what are activities intended to do?”
 - Make a positive change over time
 - Outputs
 - Outcomes
 - Immediate
 - Short term
 - Long-term



Category	Sub-Category	Activity	Task	Outcome	Measure	Target
Common Needs Assess	Outreach	Outreach	Service	Completion		
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion
Rapid Work	Outreach	Orientation	Enrollment	Services	Completion	
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion
Housing	Outreach	Orientation	Enrollment	Services	Completion	
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion

Direct Service Design

Design Direct Service Program

- Activities are intended to make a positive change over time
- Outputs are number of people completing
- Outcomes positive changes
 - Immediate
 - Short term
 - Long-term



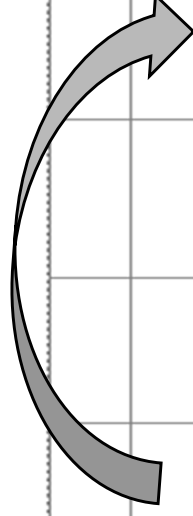
Category	Sub-Category	Activity	Task	Outcome	Measure	Target
Common Needs Assess	Outreach	Outreach	Service	Completion		
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion
Rapid Work	Outreach	Orientation	Enrollment	Services	Completion	
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion
Housing	Outreach	Orientation	Enrollment	Services	Completion	
	Case Management	Outreach	Orientation	Enrollment	Services	Completion
	Resident Engagement	Outreach	Orientation	Enrollment	Services	Completion

Direct Service Design

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior
							Long Term Positive Change in Status/Situation

Baseline

[illegible]

Footer

Design Direct Service Program

- Outcomes are positive changes overtime
- Which of the following are outputs and which are outcomes

Service	Output	Outcome
Case Management	Outreach	Outcomes
Outreach	Service	Outcomes
Service	Completion	Outcomes
Enrollment	Outreach	Outcomes
Enrollment	Orientation	Outcomes
Enrollment	Enrollment	Outcomes
Enrollment	Services	Outcomes
Enrollment	Completion	Outcomes
Resident Engagement	Outreach	Outcomes
Resident Engagement	Orientation	Outcomes
Resident Engagement	Enrollment	Outcomes
Resident Engagement	Services	Outcomes
Resident Engagement	Completion	Outcomes

Standards for Success Indicators

- Employment rate
- Average quarterly earnings
- Participation rate in Head Start or Pre-K
- Participation rate in high school or GED prep
- Percent attainment of a degree
- Percent attainment of a vocational/occupational license or certificate
- Percentage with a primary health care provider
- Percentage who received routine medical exam in the last 12 months
- Percentage with health plan coverage
- Percentage with asthma who have asthma-related emergency room visits
- Percentage of children with elevated blood-lead level results
- Utilization rate of services/programs by homeless individuals
- Average time from homelessness to permanent placement
- Percentage of chronically homeless that is permanently housed
- Percentage in neighborhood of opportunity
- Percentage of income spent on housing and transportation
- Percentage that improved living situations

Design Direct Service Program

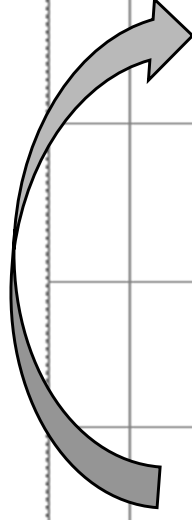
- Outcomes are positive changes overtime
 - Immediate
 - Changes in knowledge or belief
 - Short term
 - Changes in behavior
 - Long-term
 - Changes status
 - Unemployed to employed
 - Smoker to non-smoker

Service	Output	Outcome
Case Management	Outreach	Outcomes
Outreach	Service	Outcomes
Service	Completion	Outcomes
Enrollment	Outreach	Outcomes
Enrollment	Orientation	Outcomes
Enrollment	Enrollment	Outcomes
Enrollment	Services	Outcomes
Enrollment	Completion	Outcomes
Resident Engagement	Outreach	Outcomes
Resident Engagement	Orientation	Outcomes
Resident Engagement	Enrollment	Outcomes
Resident Engagement	Services	Outcomes
Resident Engagement	Completion	Outcomes

2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior
							Long Term Positive Change in Status/Situation

Baseline

[illegible]

Direct Service Design

Example S4S Activities

ESL Class Service Code	= 1, 2, or 3
Career Guidance Service Code	= 1, 2, or 3
Self-Directed Job Search Assistance Service Code	= 1, 2, or 3
Work Readiness Service Code	= 1, 2, or 3
Occupational Skills Training Service Code	= 1, 2, or 3
Job Development Service Code	= 1, 2, or 3
Job Retention Service Code	= 1, 2, or 3
Fair Housing and Civil Rights Assistance Service Code	= 1, 2, or 3
Tax Preparation Service Code	= 1, 2, or 3
Financial Account Creation Service Code	= 1, 2, or 3
Legal Assistance Service Code	= 1, 2, or 3
Financial Education Service Code	= 1, 2, or 3
Pre-Housing Counseling Service Code	= 1, 2, or 3
Post-Housing Counseling Service Code	= 1, 2, or 3
Food and Nutrition Service Code	= 1, 2, or 3
Conflict Resolution Service Code	= 1, 2, or 3
Translation/Interpreter Service Code	= 1, 2, or 3
Housing Retention Service Code	= 1, 2, or 3
Household Skills/Life Skills Service Code	= 1, 2, or 3
Needs Assessment Service Code	= 1, 2, or 3
Service Coordination Service Code	= 1, 2, or 3
Parenting Skills Service Code	= 1, 2, or 3
3 to 5 Years Childhood Education Service Code	= 1, 2, or 3
High School/GED Preparation Service Code	= 1, 2, or 3
Post-Secondary/College Education Service Code	= 1, 2, or 3
Shelter Placement Service Code	= 1, 2, or 3
Temporary Housing Placement Service Code	= 1, 2, or 3
Permanent Housing Placement Service Code	= 1, 2, or 3
Independent Living Service Code	= 1, 2, or 3
Transportation Assistance Service Code	= 1, 2, or 3
HIV/AIDS Service Code	= 1, 2, or 3
Adult Personal Assistance Service Code	= 1, 2, or 3
Legal Assistance Type Service Code	= 1, 2, 3, 4, 5

[illegible]

Example Financial Outcomes

Title	Description	Purpose
Earned Income Tax Credit Recipient Code	Participant received an Earned Income Tax Credit (EITC)	Outcome
Financial Account Creation Code	Participant has a financial account	Outcome
Supplemental Security Income (SSI) Code	Participant received Supplemental Security Income (SSI)	Outcome
Social Security Disability Insurance (SSDI) Code	Participant received Social Security Disability Insurance (SSDI)	Outcome
Household Annual Gross Income Amount	Household's self-reported annual gross income	Outcome
Tax Preparation Service Code	Participant received tax preparation services	Outcome
Legal Assistance Service Code	Participant received legal assistance	Outcome
Legal Assistance Type Service Code	Type of legal assistance Participant received	Outcome
Financial Education Service Code	Participant received financial management assistance	Outcome
Household Housing Cost Amount	Participant's monthly household housing costs	Process

Standards for Success Indicators	
Employment rate	
Average quarterly earnings	
Participation rate in Head Start or Pre-K	
Participation rate in high school or GED prep	
Percent attainment of a degree	
Percent attainment of a vocational/occupational license or certificate	
Percentage with a primary health care provider	
Percentage who received routine medical exam in the last 12 months	
Percentage with health plan coverage	
Percentage with asthma who have asthma-related emergency room visits	
Percentage of children with elevated blood-lead level results	
Utilization rate of services/programs by homeless individuals	
Average time from homelessness to permanent placement	
Percentage of chronically homeless that is permanently housed	
Percentage in neighborhood of opportunity	
Percentage of income spent on housing and transportation	
Percentage that improved living situations	

Learning Activity 7

- Fill in your Service Design to reflect the Outcomes for one of your Activities
 - Immediate
 - Short
 - Long
- Make it your favorite Activity



Design Direct Service

- When add
 - Tasks and
 - Baselines
- Have a perfect picture



2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior
							Long Term Positive Change in Status/Situation
			Tasks		Baseline		
					</		

Getting Ross Started

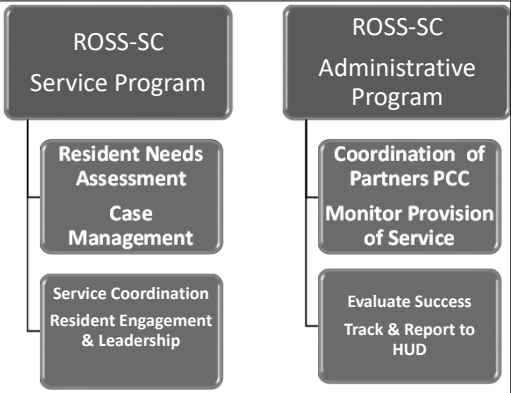
- Week 4-7
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC





- Design Administrative Program





UW

Design ROSS Program

- Two parts to any program
 - Service Delivery
 - Administration
- Both need to be designed
 - Describe steps – create paperwork
 - Big isn't important-CLEAR is important



Design Administrative Program

- For each direct and administrative management activity describe steps for tracking
 - Outputs ▪ Indicators
 - Outcomes ▪ What are you going to see
 - Data instruments
 - What forms/spread sheets
 - Reports
 - Which reports



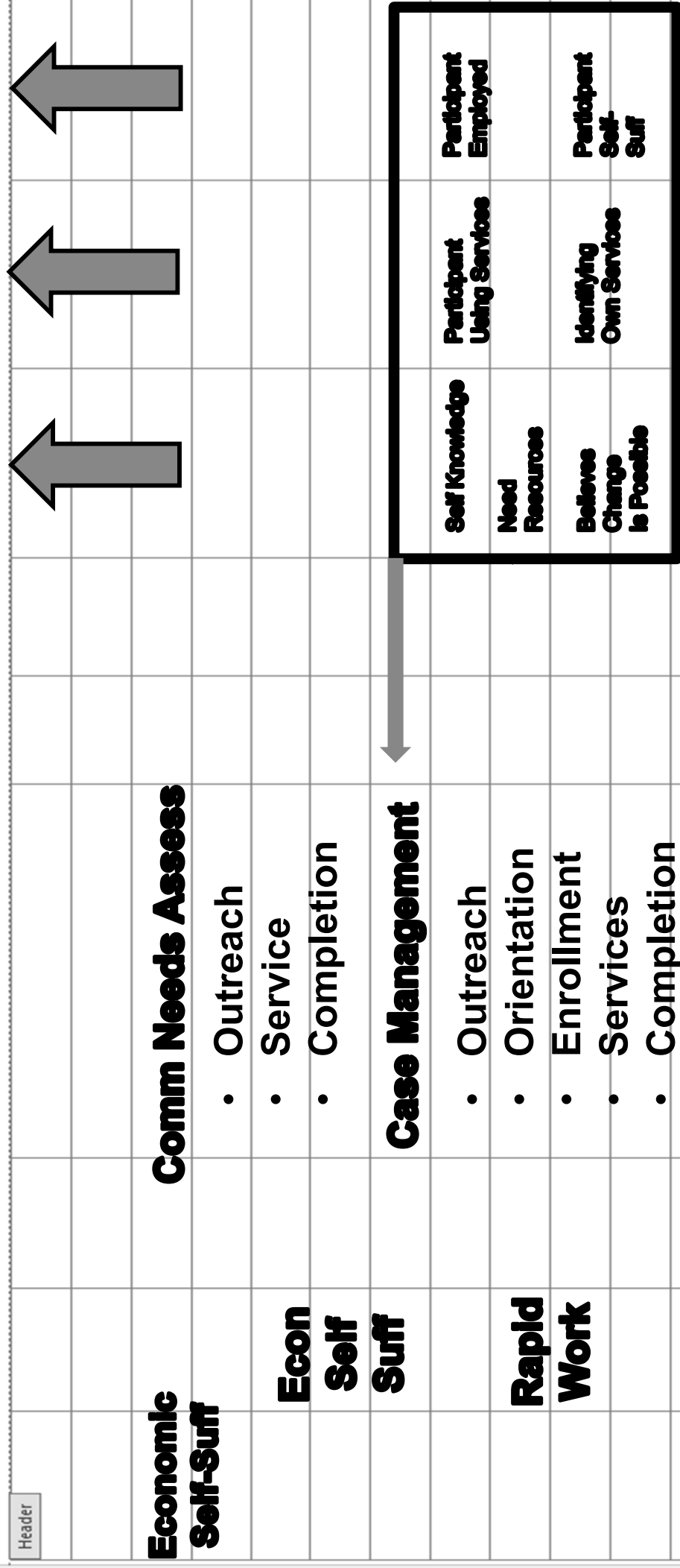
- Let's take a look



2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Short Term Positive Change in Behavior
						Long Term Positive Change in Status/Situation

Baseline



Direct Service Design

Administrative Program Design

- Indicators or evidence of outcome needed to track each activity
- Data needed to track indicators of each activity
 - What data collection forms
 - How data will be stored
- Data reports needed to evaluate indicators of each activity
 - How data will be summarized
 - Weekly, monthly, quarterly reports



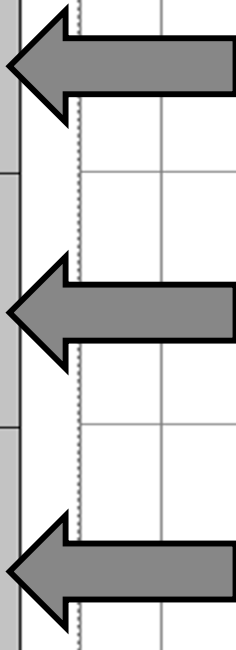
Learning Activity 8

- In Service Design describe what
 - Will indicate positive change
 - What tool will measure that change
 - How to report for evaluation success
 - Area of need
 - Goals of each area of need
 - Indicators of each



2 ROSS Service Design Model thru Outcomes Blank

HUD/PHA Goals	Inputs	Area of Need	Activities (Core Functions)	Outputs		Outcomes	Outcomes	Outcomes
What are HUD/PHA Trying to Accomplish	What Resources are We Using	Community Needs Assessment	What are We Doing to Accomplish This	How Many Activities Do We Do	How Many Participations in Each Activity	Immediate Positive Change in Belief	Short Term Positive Change in Behavior	Long Term Positive Change in Status/Situation



Header

Economic Self-Suff

Service Coordination

- PCC Mtgs
- PCC MOUs
- PCC Services

Collaborating with PHA Good

MOUs Negotiated

Working families economically self-sufficient

Econ Self Suff

Service Monitoring

- Track Services
- Identify Gaps
- Negotiate Services

Possible to work with PHA

Service Guaranteed

Families stable and aging in place

Rapid Work

Grant Monitoring

- Match
- Current Services

My agency meets its goals when working with PHA

PCC Providing Quality Services

Housing Self-Suff

Age In Place

Measurement

Evaluation Reporting

Administrative Design

Footer



Administrative Design Documents

- Tracking system
 - Raw data in client/activity/core function
 - Hard copy or...
 - Data base
- Summary data on monthly chart
- Report data on quarterly chart
- Quarterly data to annual report



Administrative Design Documents

- Documents
 - Client files
 - Activity files
 - Provider, design, evaluations
 - Core function
 - Resource or Services files
 - Provider's info and evaluation
 - Tracking system



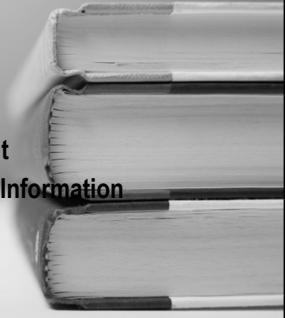


Administrative Design Documents For Each Participant

▪ Client files	▪ Individual Plan
▪ Application for ROSS	▪ Historical/Case Notes
▪ Confidentiality Agreement	▪ Reports of Contact
▪ Authorizations to Release Information	▪ Activity Attendance Reports
▪ Individual assessments informal/formal	▪ Incident Reports
	▪ Correspondence



- Let's look at an example
 - Interest card
 - Confidentiality Agreement
 - Authorization to Release Information
 - Let's look at an example
- ...



Direct Service Design Documents For Each Activity

- Outreach material
- Educational material
- Sign In Sheets
- Activity Agendas
- Activity Content
- Activity Evaluations
- Attendance at activities-entry, on-going, end



- Let's look at an example
 - Flyers
 - Outreach letters
 - Interest Card
- ...



Getting Ross Started

- Week 4-7
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC







ROSS Policy

- HUD regulations leave many decisions to the ROSS PHA
- HUD encourages ROSS programs to develop policies



PH Guide

From Law to Practice How It Works

Congress > Law
↓
HUD > Regulation
↓
PHA > Policy
↓
ROSS Program > Procedure
↓
ROSS Coordinator > Practice

PH Guide

Congress

↓

HUD

↓

PHA

↓

Program

↓

Staff

Law

↓

Regulation

↓

Policy

↓

Procedure

↓

Practice

From Law to Practice
How It Works

Must
May

PH Guide

ROSS Policy Mandatory References

- Statutes
- HUD Regulations
- Current PIH notices
- HUD handbooks
- Forms required by HUD
- OGC opinions or rulings



PH Guide

ROSS Policy HUD Regulations

- The PHA must... → *No Choice: Do It!*
- The PHA shall...
-
- The PHA may not... → *Prohibited: Can't Do It !*
- The PHA must not...
- The PHA shall not...

PH Guide

ROSS Policy

- Where policies are needed PHA may use “suggestions” from HUD as guideline
 - “Safe Harbor”
 - Certainty that policy implements law
- ROSS policies means
 - ROSS Plan
 - What should we use?

PH Guide

ROSS Policy

- Expired PIH notices
- Old NOFOs
- Other Program
 - HUD handbooks
 - Forms required by HUD
- Verbal/Written Clarifications from HUD without a reference



PH Guide

ROSS Policy Contents (Not Required)

- Methods for outreach
- Case management procedures
- Referrals to service providers
- Methods for tracking program outcomes
- Software tools for case management
- Lists of partners
- Lists of potential partnerships
- Description of composition of PCC

ROSS Policy Contents (Not Required)

- Methods for generating funding
- Description expenses using ROSS funds
- Plans for timely draws;
- Training resources for Service Coordinators;
- Plans for coordinating ROSS PHA
- Steps to meet HUD’s reporting requirements
- Other optional



Getting Ross Started

- Week 4-7
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC



Develop Resource Directory

- Develop ROSS directory
 - Use existing directories
 - Develop protocol for private providers



Alaska

2-1-1

Get Connected. Get Answers.

United Way



Home

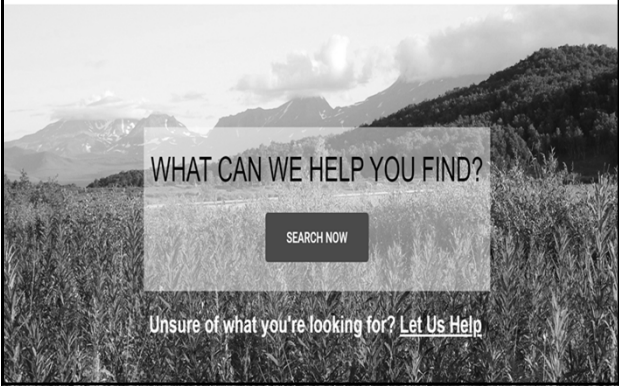
About 2-1-1

Partner With Us

Service Providers

Donate

Search Our Database



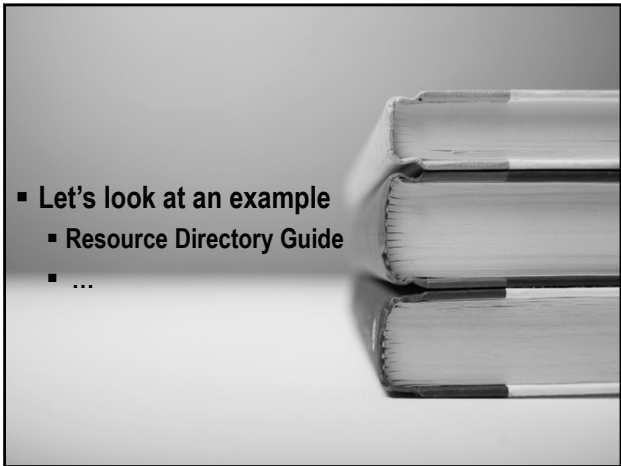
WHAT CAN WE HELP YOU FIND?

SEARCH NOW

Unsure of what you're looking for? [Let Us Help](#)

Copyright 2025 by Nan McKay & Associates, Inc. Page 91





Getting Ross Started

- **Week 4-7**
 - Meet with community providers
 - Design service program and documents
 - Design admin program and documents
 - Write ROSS policy
 - Develop resource directory
 - Meet with PCC

Conduct First PCC Meeting

- Carefully develop attendance list
 - Management
 - Staff providers
- Invite-don't commit...see invite
 - Bring agenda, handouts, chart of demographics
- Goals
 - Identify clients and goals in common



- Let's look at an example
 - PCC invite
 - PCC agenda
 - PCC minutes
 - Linkage Agreement
 - MOU (in handout)



Getting Ross Started

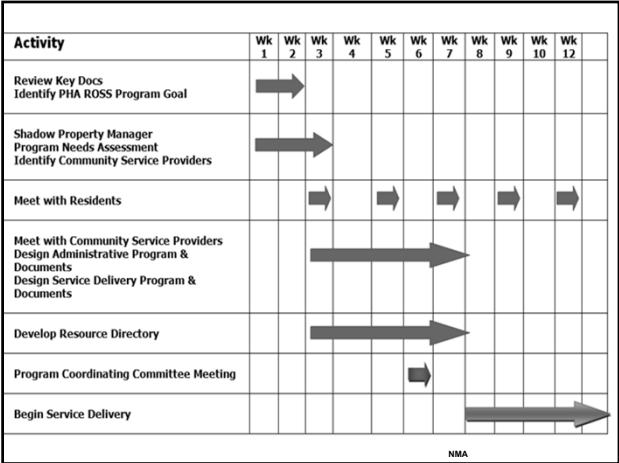
- Week 8-12
 - Begin service delivery
 - Prepare detailed one-year work plan



Getting Ross Started

- HUD ROSS
 - Home Training Standards for Success
- United Way Measuring Program Outcomes (UW Measuring)
 - <https://digitalcommons.unomaha.edu/cgi/viewcontent.cgi?article=1047&context=slceeval>
- Standards for Success
 - <https://www.hudexchange.info/resource/5290/standards-for-success-data-integrity-reference-manual/>







ROSS Evaluation

Section 8



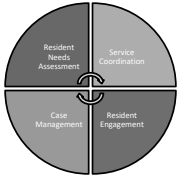
ROSS Evaluation

▪ ROSS must develop effective, quantifiable, outcome plan for...

▪ Measuring performance

▪ Determining goals have been met

▪ HUDs framework is Standards for Success (SfS)



SfS Data Guide 4.0

nmca

ROSS Evaluation

▪ PHA must regularly monitor/evaluate progress of

▪ Participants

▪ Success of ROSS program

▪ As HUD defines

▪ Areas of Need

▪ Activities to meet need

▪ Participants changes over time



SfS Data Guide 4.0

nmca

Community Needs Assessment

Resident Engagement

Resident Assessment

Service Coordination

HUD reviews ROSS performance in

Achieving promised goals

Evaluating grant applications funding

Current Performance

Past Performance

Community Needs Assessment

Resident Engagement

Resident Assessment

Service Coordination

HUD reviews ROSS performance in

Annual reports on achieving promised goals

Standards for Success S4S - Audits

Evaluating grant applications funding

NOFO criteria

Current Performance

Past Performance

Community Needs Assessment

Resident Engagement

Resident Assessment

Service Coordination

ROSS Evaluation Current Performance Criteria

In Standards for Success S4S

PHA ROSS program

Activities

Outputs

Outcomes

Key performance indicators

ROSS Evaluation Past Performance Criteria

Community
Needs
Assessment

Resident
Engagement

Resident
Assessment

Service
Coordination

- In NOFO
 - Recent, relevant, successful
 - Knowledge, experience, planning and managing SC SS grant programs implemented
 - Funds leveraged to provide services
 - Activities on time/within budget
 - Accomplished stated results and...

ROSS Evaluation Past Performance Criteria

Community
Needs
Assessment

Resident
Engagement

Resident
Assessment

Service
Coordination

- In NOFO
 - Past performance
 - Match
 - Current performance
 - Affirming Fair Housing



ROSS Evaluation Current Performance

- Let's start with current performance

Resident
Needs
Assessment

Service
Coordination

Case
Management

Resident
Engagement



Copyright 2025 by Nan McKay & Associates, Inc. Page 97

**ROSS Evaluation
Current Performance**

- HUD expects grantee to achieve ROSS goals by end of grant
 - PHA reports annually
 - HUD looks annually and at end of grant
- HUD may use data to
 - Determine progress towards Key Performance Indicators
 - Compare PHA to other ROSS programs

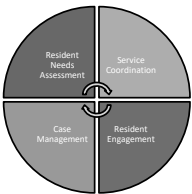
**ROSS Evaluation
Current Performance**

- Reported in Standards for Success S4S
 - FY16 thru FY25 grantees use HUD's Standards for Success
- Four options to submit info to HUD – not always service coordination software
 - Grant Solutions inForm tool
 - AASC Online
 - FamilyMetrics Software AKA
 - Other Case Management System... More later

S4S Data Guide 4.0

**ROSS Evaluation
Current Performance**

- What S4S data is reported?



ROSS Evaluation Current Performance

- What S4S data is reported?
 - Area of need
 - Activities
 - Outputs
 - Outcomes
 - Key performance Indicators
- By client

S4S Data Guide 4.0

nma

Data → Reporting

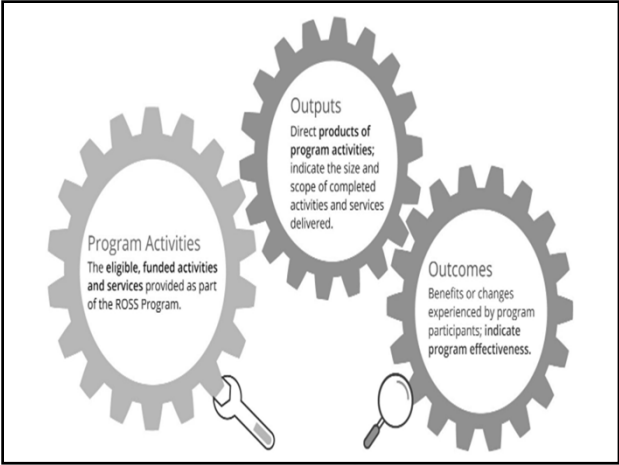
- Community Needs Assessment
 - To Areas of Need
- Areas of Need
 - To Activities
- Activities
 - To Outputs
- Outputs
 - To Outcomes
- Outcomes
 - To Key Performance Indicators
- Key Performance Indicators
 - To Data → To Report

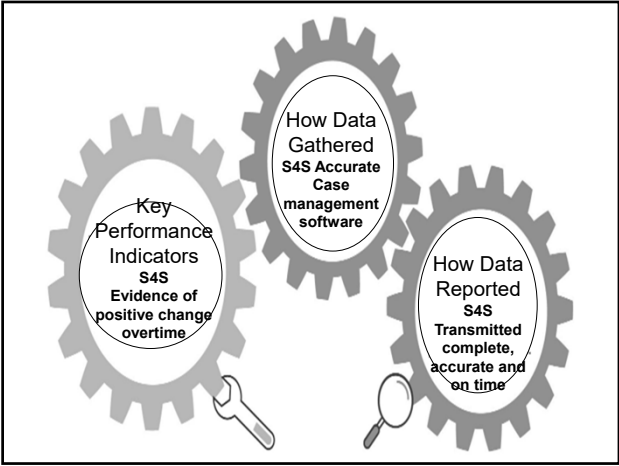
S4S Data Guide 4.0

ROSS Evaluation Current Performance

Basic characteristics Age, family size, current	Referrals made and services received
Participation start date and end date	Progress in key outcome areas Emp, ed, financial literacy, health
Results from needs assessments Needs, barriers, skills, and goals	Programs attended Nutrition/parenting etc

S4S Data Guide 4.0





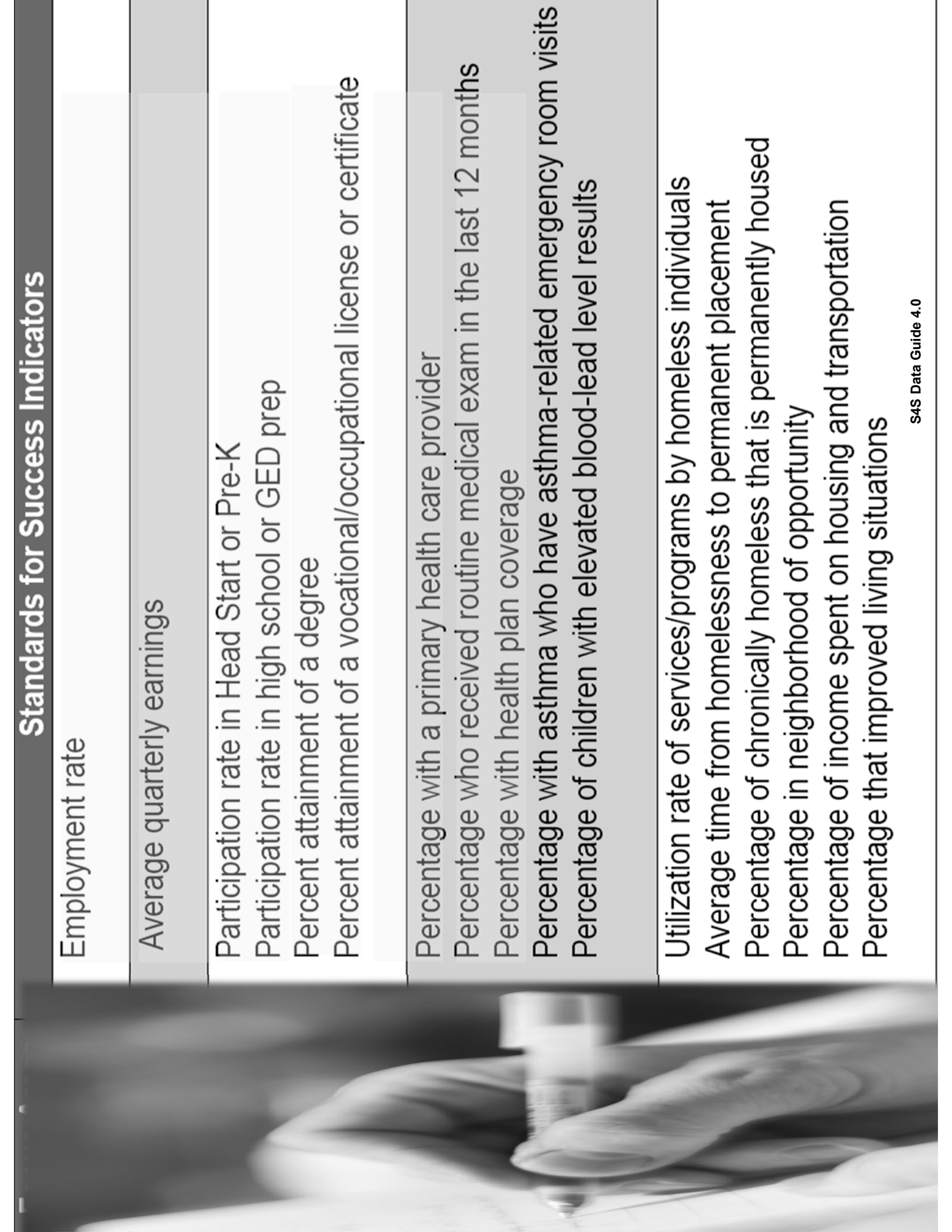
Example S4S Activities		
ESL Class Service Code		= 1, 2, or 3
Career Guidance Service Code		= 1, 2, or 3
Self-Directed Job Search Assistance Service Code		= 1, 2, or 3
Work Readiness Assistance Service Code		= 1, 2, or 3
Occupational Skills Training Service Code		= 1, 2, or 3
Job Development Service Code		= 1, 2, or 3
Job Retention Service Code		= 1, 2, or 3
Fair Housing and Civil Rights Assistance Service Code		= 1, 2, or 3
Tax Preparation Service Code		= 1, 2, or 3
Financial Account Creation Service Code		= 1, 2, or 3
Legal Assistance Service Code		= 1, 2, or 3
Financial Education Service Code		= 1, 2, or 3
Pre-Housing Counseling Service Code		= 1, 2, or 3
Post-Housing Counseling Service Code		= 1, 2, or 3
Food and Nutrition Service Code		= 1, 2, or 3
Conflict Resolution Service Code		= 1, 2, or 3
Translation/Interpretation Service Code		= 1, 2, or 3
Housing Retention Service Code		= 1, 2, or 3
Household Skills/Life Skills Service Code		= 1, 2, or 3
Needs Assessment Service Code		= 1, 2, or 3
Service Coordination Service Code		= 1, 2, or 3
Parenting Skills Service Code		= 1, 2, or 3
3 to 5 Years Childhood Education Service Code		= 1, 2, or 3
High School/GED Preparation Service Code		= 1, 2, or 3
Post-Secondary/College Education Service Code		= 1, 2, or 3
Shelter Placement Service Code		= 1, 2, or 3
Temporary Housing Placement Service Code		= 1, 2, or 3
Permanent Housing Placement Service Code		= 1, 2, or 3
Independent Living Service Code		= 1, 2, or 3
Transportation Assistance Service Code		= 1, 2, or 3
HIV/AIDS Service Code		= 1, 2, or 3
Adult Personal Assistance Service Code		= 1, 2, or 3
Legal Assistance Type Service Code		= 1, 2, 3, 4, 5.

Example S4S Financial Outcomes

Title	Description	Purpose
Earned Income Tax Credit Recipient Code	Participant received an Earned Income Tax Credit (EITC)	Outcome
Financial Account Creation Code	Participant has a financial account	Outcome
Supplemental Security Income (SSI) Code	Participant received Supplemental Security Income (SSI)	Outcome
Social Security Disability Insurance (SSDI) Code	Participant received Social Security Disability Insurance (SSDI)	Outcome
Household Annual Gross Income Amount	Household's self-reported annual gross income	Outcome
Tax Preparation Service Code	Participant received tax preparation services	Outcome
Legal Assistance Service Code	Participant received legal assistance	Outcome
Legal Assistance Type Service Code	Type of legal assistance Participant received	Outcome
Financial Education Service Code	Participant received financial management assistance	Outcome
Household Housing Cost Amount	Participant's monthly household housing costs	Proxies

Type	Description	Purpose
Earned Income	Participant received an	
Tax Credit	Earned Income Tax Credit	Outcome
Participant Code		
Financial Account	Participant has a financial account	Outcome
Creation Code		
Supplemental Security Income (SSI) Code	Participant received Supplemental Security Income (SSI)	Outcome
Social Security Disability Insurance (SSDI) Code	Participant received Social Security Disability Insurance (SSDI)	Outcome
Household	Household's self-reported annual gross income	Outcome
Annual Gross Income Amount		
Tax Preparation Service Code	Participant received tax preparation services	Outcome
Legal Assistance Service Code	Participant received legal assistance	Outcome
Legal Assistance Type Service Code	Type of legal assistance	Outcome
Financial Education Service Code	Participant received financial management assistance	Outcome
Household Housing Cost Amount	Participant's monthly household housing costs	Pro121as

[illegible]



Standards for Success Indicators

Employment rate

Average quarterly earnings

Participation rate in Head Start or Pre-K

Participation rate in high school or GED prep

Percent attainment of a degree

Percent attainment of a vocational/occupational license or certificate

Percentage with a primary health care provider

Percentage who received routine medical exam in the last 12 months

Percentage with health plan coverage

Percentage with asthma who have asthma-related emergency room visits

Percentage of children with elevated blood-lead level results

Utilization rate of services/programs by homeless individuals

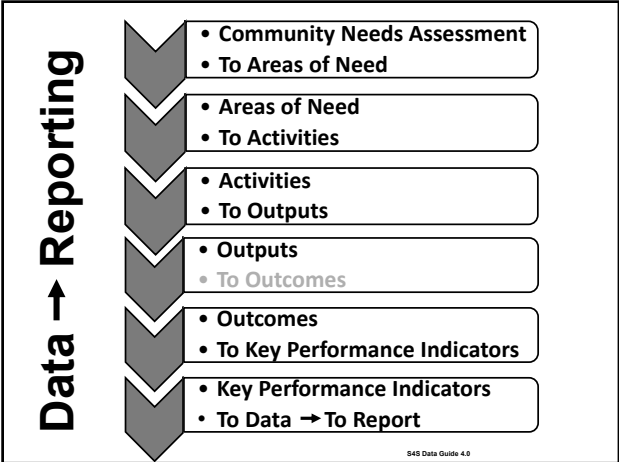
Average time from homelessness to permanent placement

Percentage of chronically homeless that is permanently housed

Percentage in neighborhood of opportunity

Percentage of income spent on housing and transportation

Percentage that improved living situations



ROSS Evaluation

Current Performance

▪ ROSS Program Outcomes

▪ Employment

▪ Positive change in employment

▪ Positive increase in resident earned income

▪ Positive change in earnings at or above living wage

S4S Data Guide 4.0

ROSS Evaluation

Current Performance

▪ ROSS Program Outcomes

▪ Financial Literacy

▪ Positive increase in resident net worth

▪ Positive increase in credit score

▪ Increase in number of residents with no bank accounts opening bank accounts

**ROSS Evaluation
Current Performance**

- ROSS Program Outcomes
 - Education
 - Positive percent change in educational attainment of residents.
 - Percent increase in number of workable adults with no high school diploma enrolled in GED class and/or workable adults enrolled in adult continuing education.

**ROSS Evaluation
Current Performance**

- ROSS Program Outcomes
 - Health & Wellness
 - Positive percent change in resident self-assessment of health & well-being.
 - Positive percent change in number of residents with Primary Care Provider
 - Increase in number of residents with access to exercise opportunities



**ROSS Evaluation
Current Performance**

- ROSS Program Outcomes
 - Reentry and/or Substance Abuse
 - Positive change in barriers removed leading to employment and health and well-being
 - Positive percent change in number of residents receiving treatment

ROSS Evaluation

Current Performance

▪ ROSS Program Outcomes

▪ Elderly/Disabled

▪ Positive change in number of barriers removed leading to stability in health and well-being

▪ Positive change in number of barriers removed to maintain housing stability

Data → Reporting

• Community Needs Assessment

• To Areas of Need

• Areas of Need

• To Activities

• Activities

• To Outputs

• Outputs

• To Outcomes

• Outcomes

• To Key Performance Indicators

• Key Performance Indicators

• To Data → To Report

ROSS Evaluation

Current Performance - KPIs

▪ Key Performance Indicators

▪ Remember Key Performance Indicators are...

S&S Data Guide 4.0

**ROSS Evaluation
Current Performance - KPIs**

- Education - Coordinators work with residents for education/training levels for living wage jobs
 - KPIs
 - Residents attain High School Diploma or GED
 - Residents attain higher education
 - Residents enrolled in ed or vocational training
 - Residents attain license/certification
 - Residents receive education related services

**ROSS Evaluation
Current Performance - KPIs**

- Health/Wellness - Coordinators work to ensure family's physical/mental health
 - KPIs:
 - Residents without health insurance receive health insurance.
 - Resident attends medical examinations at least once every 12 months.
 - Residents receiving health related services.
 - Residents with less emergency room visits.

**ROSS Evaluation
Current Performance - KPIs**

- Employment - Coordinators work with resident's employment more than 12 months
 - KPIs
 - Unemployed residents receiving employment.
 - Employed residents retaining employment for more than 12 months.
 - Residents with part-time employment receiving full-time employment.
 - Residents receiving employment related services.

ROSS Evaluation

Current Performance - KPIs

▪ Financial Literacy - Coordinators provide financial literacy, so monthly bills are not more than monthly income

▪ KPIs

▪ Residents receiving Earned Income Tax Credit (EITC)

▪ Residents with no financial account receiving a financial account

▪ Residents receiving financial management related services

ROSS Evaluation

Current Performance - KPIs

▪ Reentry - Coordinators work with residents involved with justice system to ensure justice system does not prevent education and employment

▪ KPIs:

▪ Residents involved in the justice system receiving legal aid services

▪ See education and employment

ROSS Evaluation

Current Performance - KPIs

▪ Elderly/Disabled - Coordinators work with aging and people with disabilities for independence

▪ KPIs

▪ Residents receiving elderly/disabled related services

▪ Residents receiving Social Security Income and Social Security Disability insurance

▪ See health and wellness

ROSS Evaluation

Current Performance - KPIs

▪ Substance Abuse - Coordinators will work with service providers to address substance abuse through prevention and intervention services.

▪ KPIs

- Residents with drug or alcohol dependency are receiving substance abuse services
- See health and wellness



ROSS Evaluation

Current Performance

▪ Reported in Standards for Success S4S

- FY16 thru FY25 grantees use HUD's Standards for Success

▪ Four options to submit info to HUD – not always service coordination software

- Grant Solutions inForm tool
- AASC Online
- FamilyMetrics Software AKA
- Other Case Management System

S4S Data Guide 4.0

nmca



ABOUTBENEFITSSERVICESRISK MANAGEMENTPARTNERSNEWSLOGIN

Partnering to better serve the grants community

GrantSolutions is committed to Partner success by continuously improving comprehensive, flexible, and cost-effective end-to-end grants management services.





Free Text Drive | Contact

OverviewWhy Buy?Partners

Documenting services has never been easier.

As a service coordinator, you're faced with important challenges—serve more people, document more services, and deliver accurate performance reports quickly—all with limited time and a meager budget. But how can you be expected to do all that efficiently with paper-based processes, spreadsheets, or antiquated desktop software? It's time to embrace a whole new approach to documentation and outcomes tracking—AASC Online. Since 2004, AASC Online has been helping service coordinators simplify everything from tracking service referrals to standardizing outcome measurement to automating performance reports. Today, more than 2,000 professionals use AASC Online to make their jobs easier.



About AASC OnlineFeaturesAASC Online DifferencePricingGetting Started



Software for Service Coordinators



pangeafoundation™
PANGEA FOUNDATION FOR HOUSING

What is AASC Online?

AASC Online is Web-based software for service coordinators. It was developed by Pangea Foundation™ in collaboration with the American Association of Service Coordinators (AASC). Custom-designed to fit the unique needs of service coordinators working in senior and disability housing communities, AASC Online empowers service coordinators like never before.

- Web-based Software-as-a-Service removes the burden from your IT organization
- Simplify the documentation of services immediately
- Automate outcomes tracking and get accurate, real-time reports
- Tap into the power of data to engage key stakeholders
- Complete your HUD Semi-Annual Performance Report with one click



What We DeliverWho We ServePricingSign UpTry for Free

Software for family resident services

Powering case management, outcomes tracking, and performance reporting for family resident services

Try for Free



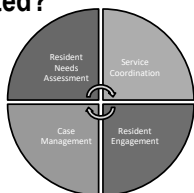
Over 150 standards

Ad hoc reporting flexibility

HUD reporting integration

Copyright 2025 by Nan McKay & Associates, Inc. Page 109

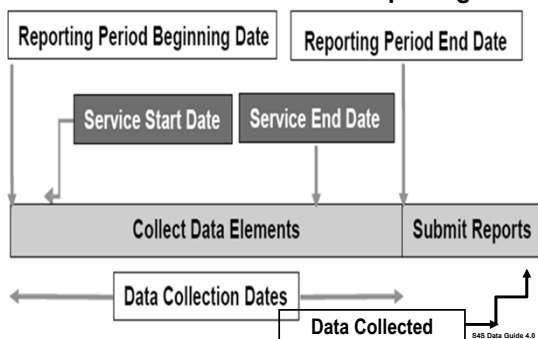
- **When is S4S data reported?**



S4S Data Guide 4.0

nmd

Reporting Period Beginning Date	Reporting Period End Date
---------------------------------	---------------------------



ROSS Evaluation

Past Performance

▪ Past performance for grant

▪ Numbers served

▪ Match

▪ Current performance

▪ Affirming Fair Housing



ROSS Evaluation

Past Performance - Grant

▪ Achievement in serving residents (10 pts)

▪ Numbers served

▪ Timely submission (5 pts)

▪ October 30 every year

▪ Timely use of funds (10 pts)

▪ 60% minus 10, 40-59% minus 5, 39% 10 pts

▪ Past performance “additional conditions or grant suspension(minus 10 pts)



Number of Families/Units Served Makes a Difference...Next Grant Application		
Number of Coordinators in 2017	Number of Residents Served	Points
1	25-49	5
1	50+	10
2	25-49	3
2	50-99	5
2	100+	10
3	25-49	1
3	50-99	3
3	100-149	5
4	150+	10

ROSS Evaluation

Past Performance

- Past performance
- Match
- Current performance
- Affirming Fair Housing



ROSS Evaluation

Remember Match Past Performance

- Required match 25% of requested funds
 - Match is cash or in-kind
 - May not be from public housing operating sub
 - Match is precise, in writing showing total dollar value
- Match must be tracked



ROSS Evaluation

Remember Match Past Performance

- Volunteer time and services
 - Professional rate (or min wage)
 - X number of staff
 - X number of hours
 - X number of years
 - Ex: \$42.50 @ hr 1 GED X 20 hrs @ week X 3 years
- Donated material, equipment, space, lease
 - Value
 - X length of time
 - Ex: \$1,000 rent per month X 12 mo X 3 years

ROSS Evaluation Past Performance Audits



- HUD uses on-site monitoring visits, off-site reviews, and audits



ROSS Evaluation Past Performance Audits



- On-site monitoring with ROSS staff, participants and community partners
 - Review program records



ROSS Evaluation Past Performance Audits



- Off-site review documentation if grantee is low-risk or specific issue
 - Review program records



**ROSS Evaluation
Past Performance Audits**

- HUD uses audits
 - Audits examine if funding used within grant requirements
 - <https://www.hudexchange.info/programs/ross/guide/tracking>



Helpful Resources

- [HUD Standards for Success¹](#)
- [ROSS-SC Data Dashboard²](#)
- [ROSS Data Guide & Webinars³](#)
- [ROSS-SC Data Dashboard Webinars⁴](#)
- [ROSS-SC Data Dashboard Tables⁵](#)

**ROSS Evaluation
Performance Reporting Tools**

- _ Visit Standard for Success HUD Exchange webpage
- _ Standards for Success Checklist
 - _ <https://www.hudexchange.info/programs/standards-for-success/>
- _ ROSS Data Guide 4.0

ROSS Evaluation
Contact Information

▪ For technical issues with reporting

▪ help@grantsolutions.gov

▪ If you need a user account or have issues with login

▪ AskGMO@hud.gov

▪ All other questions

▪ ROSS-PIH@hud.gov

nma

NMA through Collaborations



Service Coordination

Section 9

nma

ROSS Core Function

▪ Provide case management and coaching

▪ Intake

▪ Assessment & planning

▪ Goal setting

▪ Education

▪ Referral

▪ Monitor services

▪ Regular-ongoing basis

nma

NMA through Collaborations

Role of Planning in Service Coordination

- Single greatest indicator someone will reach their goal
 - Written plan
- Provides
 - Guide
 - Reminder of next steps
 - Look at what has been accomplished



Individual Training and Service Plan

- FINAL GOAL
- Interim Goal 1
- Task Person Time Resource





- Take a look at an example
 - Individual Training and Service Plan



ROSS Core Function

- Provide case management and coaching
 - Intake
 - Assessment & planning
 - Goal setting
 - Education
 - Referral
 - Monitor services
 - Regular-ongoing basis



- Material for reference
 - Linkage Agreement
 - Memoranda of Understanding
 - Sub-Contract
 - Resident Newsletter



Informal Assessments

- Informal assessments beneficial...
 - Directly involve participant
 - Easier to get insight into selves
 - Useful without formal assessment training



Formal Assessments

- Conducted by certified/licensed personnel
 - Often removed from participant
 - More difficult to analyze
 - Useful in combination with informal assessment



Family Matrix



- Family matrix
 - Twelve life areas like housing or education
 - Lists characteristics of families for each



- Let's look at an example
 - Family Matrix



Strong Beginnings Program: Family Matrix Part 1

Status Level	Shelter	Food & Nutrition	Transportation & Mobility	Health & Safety	Social & Emotional Health & Competence
Benchmarks	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria
Thriving	- Living in housing of choice - Spends less than 40% of income on housing rent or mortgage - Has adequate housing space and rooms for family size - Feels safe and secure in home and neighborhood - Takes measures to maintain household in a safe and livable condition - Owens property or has maintained tenancy for more than one year	- Can afford a variety of healthy and nutritious foods - Has appliances and utensils to prepare food in a variety of methods - Eats nutritious, well-balanced meals on a regularly scheduled basis - All special dietary requirements are met - Is ideal weight	- Has current and valid drivers license - Has a vehicle that is safe and in adequate running condition - Is fully insured and has comprehensive insurance coverage - Can afford choice of transportation - Is able to repair vehicle when needed	- Has established relationships with health care professionals - Has comprehensive health insurance - Practices preventive health habits - Practices safe behaviors in all environments	- Working to change negative social and cultural conditions on a personal and community level - Uses resources for personal development - Is not using drugs or alcohol - Is maintaining sobriety
	- Lives in or has access to adequate housing - Spends less than 50% of income on rent or mortgage - Has some choice in housing options - Feels safe and secure in home and neighborhood - Has adequate space and rooms for family size - Tenancy is secure for one year	- Has enough food to satisfy recommended daily allowances - Has appliances and utensils to prepare most foods - Eats well balanced meals on a regularly scheduled basis - Special dietary needs are usually met - Is ideal weight or less than 10 lbs. heavier or lighter than ideal weight	- Has current and valid drivers license - Has and maintains own vehicle - Has basic insurance coverage - Has a good driving and accident record - Has some choice of transportation	- Can access health care when needed - Has insurance that covers at least 80 percent of costs of care - Has adequate income to make payment arrangements - Has sound health and hygiene practices - Seeks timely assessment and treatment - Practices safe behaviors in most environments	- Is able to cope with social, cultural and economic pressures - Is not using drugs or alcohol - Has used treatment to make progress toward sobriety and is maintaining sobriety - Has well developed social support system – is able to receive as well as provide support - Generally makes wise use of community resources to meet full range of family needs
Safe and/or Self-Sufficient					
Stable	- Housing is not hazardous, unhealthy or overcrowded - Spends less than 60% of income on rent or mortgage - Housing options may be limited - Feels safe and secure in home - All housing and utility costs are paid and up to date - Has telephone or access to a telephone - Tenancy is secure for more than six months	- Has adequate nutritious food - Has some appliances and utensils to prepare food - Eats at least one nutritious meal daily - Food is sufficient to prevent malnutrition or health problems - Is ideal weight or less than 20 lbs. heavier or lighter than ideal weight	- Has current and valid drivers license - Has a vehicle - Can afford alternate transportation when needed - Can generally repair vehicle when needed	- Can and does access health care but has significant difficulty and/or gaps in health coverage - Has major and emergency insurance coverage - Has adequate income to pay treatment of care balances over time - Generally practices sound hygiene - Seeks treatment for significant problems - Practices safe behaviors in many environments	- Is usually able to handle social, cultural and economic pressures - Acknowledges any drug or alcohol problems and is utilizing treatment - Generally using community resources needed to meet family needs - Generally able to control symptoms of mental illness or seeks treatment when needed

Status Level	Shelter	Food & Nutrition	Transportation & Mobility	Health & Safety	Social & Emotional Health & Competence
At Risk and/or Vulnerable	◆ Lives in temporary or share housing ◆ Spends more than 60% of income for rent ◆ Housing options are severely limited or non-existent ◆ Living in unsafe and overcrowded conditions ◆ May have a recent eviction or utility shut off notice ◆ Feels unsafe in home and neighborhood ◆ May be dependent upon housing assistance ◆ Tenancy is secure for six months or less	◆ Family members are sometimes hungry and/or malnourished due to lack of food ◆ Does not have appliances and utensils to prepare food ◆ Nutritional requirements are not consistently met ◆ Eats when food is available ◆ Is obese or underweight	◆ Has a revoked, suspended or invalid drivers license ◆ May have insufficient funds to obtain transportation when needed ◆ Has unpaid traffic tickets ◆ Does not have safe or reliable transportation ◆ Does not have auto insurance ◆ Does not have income to obtain transportation	◆ Health care is sporadic ◆ Has difficulty accessing health care ◆ Is not covered by insurance ◆ Has inadequate income to access necessary health care ◆ Doesn't take care of self – ignores health problems ◆ Is unaware of and does not practice safe behaviors or hygiene practices	◆ Uses illegal drugs ◆ Abuses alcohol or prescription drugs ◆ Has inadequate social support systems but is beginning to develop appropriate connections ◆ Is often in denial of emotional, mental health, and/or substance abuse problems ◆ Is unable to control symptoms of mental illness or does not seek treatment when needed
In Crisis	◆ Is homeless or on the verge of being homeless ◆ Has insufficient income for anything but substandard or temporary housing ◆ Living in housing that is unsafe, deteriorating or seriously over-crowded ◆ Fears for safety in home and neighborhood ◆ Lacks income or resources to maintain permanent housing ◆ Lacks basic household necessities	◆ Hunger is common ◆ Has a serious lack of resources to obtain food ◆ Evidence of or diagnosis of malnutrition ◆ Has a severe eating disorder ◆ No one is preparing meals ◆ Is extremely obese or severely underweight	◆ Is driving without a license ◆ Is driving without insurance ◆ Does not have a drivers license ◆ Does not know how to drive ◆ Is not insurable ◆ Has no access to transportation for basic needs ◆ Has no income to obtain transportation ◆ Has been incarcerated for traffic violations	◆ Has no access to health care ◆ Needs immediate health care ◆ Displays dangerous and/or self-destructive behavior	◆ Is unable to take care of self or family ◆ Has severe and untreated drug or alcohol abuse ◆ Has severe and untreated mental illness ◆ Has no social support system ◆ Is isolated

Strong Beginnings Program: Family Matrix Part 2

Status Level	Income & Budget	Family Relations & Parenting	Employment	Adult Education & Development	Children/Youth Education & Development
Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria
Thriving	◆ Sufficient earned income to allow family choices for non-essential purchases ◆ Able to save 10% of income ◆ Established relationship with insured financial institution ◆ Has a good credit rating ◆ Expects to increase income level within one year	◆ Has a strong supportive family with positive family identity ◆ Mutually agreed upon rules and expectations ◆ Conflicts are easily negotiated ◆ Is nurturing and consistently cares for family members ◆ Children are happy and socially well-adjusted ◆ Children enjoy parents	◆ Possesses marketable job skills and positive work experience ◆ Constant development of transferable job skills ◆ Permanent employment by secure business offering a comprehensive benefit package ◆ Has made steady advancement in career of choice ◆ Has solid job search and retention skills	◆ Has post secondary education or training ◆ Parents speak, read and write English ◆ Positive, supportive attitude toward education ◆ Set and pursue long range career and educational goals ◆ Highly value education for children	◆ Has little or no absenteeism ◆ Has high grades in most subjects and passing marks in every subject ◆ Has no discipline problems ◆ Is a leader among other students ◆ Has a positive attitude toward education
Safe and/or Self-Sufficient	◆ Sufficient earned income to meet basic family needs ◆ Plans and sticks to a monthly budget ◆ Saves when possible ◆ Able to obtain a secured line of credit ◆ Pays bills on time, delays purchases to handle debt load ◆ Has a good credit rating ◆ Anticipates continuation of current income level for at least one year	◆ Supportive family with a generally positive identity ◆ Has realistic rules and manageable conflict ◆ Usually provides sound, nurturing care for family members ◆ Children unusually happy and outgoing; little violence or aggression ◆ Children are consistently able to relate to parents	◆ Has attained marketable job skills ◆ Is employed by a secure business offering some benefits ◆ Has employment with potential for advancement ◆ Has or can easily develop job retention skills. ◆ Has job search skills. ◆ Has sufficient wages to provide for family needs.	◆ Some family members speak, read and write English ◆ Have or are pursuing a high school diploma or equivalent education ◆ Enrolled in adult education, English as a Second Language, Vocational Education or College ◆ Values education for children	◆ Absenteeism is not high enough to be a concern ◆ Has passing marks in all subjects ◆ Has no discipline problems ◆ Has a good attitude toward education
Stable	◆ Has an income barely adequate to meet basic needs ◆ Plans and sticks to a monthly budget ◆ Has no savings ◆ Able to obtain limited secured credit ◆ Generally pays bills on time ◆ No anticipated decrease in family income	◆ No abuse or neglect of any kind ◆ Learning positive family dynamics ◆ Care of family members is adequate ◆ Little violence or aggression ◆ Children are sometimes able to relate to parents ◆ Parents are involved in parenting, communication and/or family development training	◆ Considering or in the process of developing more marketable job skills ◆ Has seasonal, part time or temporary employment ◆ Has employment with inadequate hours, benefits and/or stability ◆ Has employment with limited advancement potential ◆ Has understanding of job search skills. Can search for a job with assistance. ◆ Wages are sufficient to meet most family needs	◆ Considers personal education needs and options ◆ Has or is pursuing a high school education ◆ Has limited English skills ◆ Can set and pursue some career and personal education goals with assistance ◆ Values some education for children	◆ Has some absenteeism but it is not impeding educational performance ◆ Is performing at a minimum educational level ◆ Has some discipline problems ◆ Gets along with most other students ◆ Making adequate progress in reading, writing and arithmetic skills ◆ Has an average attitude toward education

Status Level	Income & Budget	Family Relations & Parenting	Employment	Adult Education & Development	Children/Youth Education & Development	
Benchmarks	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	Benchmark Criteria	
At Risk and/or Vulnerable	- Has a limited income - Is sometimes unable to meet basic needs - Has spontaneous and inappropriate spending habits - Has no savings - Has limited ability to obtain credit - Has unpaid bills - Has an overwhelming debt load	- Outside placement of children is threatened - Children have run away from home - Unrealistic or non-existent rules - Constant conflict - Inadequate care - Risk of abuse or neglect - Children are unhappy, withdrawn, violent or aggressive	- Has limited job skills - Has inadequate employment with no benefits - Is not sure where or how to find the next job - Has no advancement potential - Has disciplinary or performance problems at work - Has few job search or retention skills - Wages are insufficient to meet family needs	- Has less than a ninth grade education - Has severally limited English skills - Does not consider education a priority - Does not set or pursue educational or career goals	- Has a high absenteeism rate - Is performing below educational level or is failing in one or more subjects - Has continued discipline problems - Exhibits gang related behavior - Does not get along with other students - Has serious difficulty with reading, writing and arithmetic skills - Has a poor attitude toward education	
	In Crisis	- Has very little money and can not meet basic needs - Unable to obtain credit - Has unpaid bills and collectors calling - Is dependent upon public assistance	- Existence of child or spousal abuse, neglect or violence - Foster care or other placement of child has occurred or is imminent - Intervention of criminal justice system is required to deal with family violence or abuse	- Is unemployed or unemployable - Has minimum or no job skills - Has negative work history - Has negative work ethics or attitude - Has no job search or retention skills	- Is illiterate - Has no English skills - Has no interest in or access to educational remedies - Does not stress or value education for children	- Having great difficulty in school - Drops out of school - Has a poor attitude toward education - Has serious development deficiencies - Has serious behavioral problems

Formal Assessments

- Identify
 - Values – personal and vocational
 - Interests
 - Aptitudes
 - Abilities
 - Skills



Formal Assessments

- Career assessment instruments used in
 - Self knowledge
 - Vocational exploration
 - Vocational decision-making
 - Educational planning
 - Training planning
 - Vocational adjustment



Formal Assessment

- Remember...
 - Even a small amount of formal assessment can take SC and participant well beyond their current understanding of situation



Recommended SC Functions

- Provide service coordination...
 - Intake
 - Assessment & planning
 - Goal setting
 - Education
 - Referral
 - Monitor services
 - Regular-ongoing basis



Goal Setting

- Goals motivate, educate, and evaluate progress
 - Long term goals are central
 - Changes in status
 - Short term goals
 - Changes in belief and behavior
- Tasks are steps to goals
- Resources are essential
- Timeline is accurate



Ways to Develop Goals

- Extensive information gathering
- Guided imagery
- Brainstorm all possibilities
- List possible goals
- Prioritize by sorting into groupings
- Choose amongst these



Writing Effective Goals

- Built on values
- Positive action terms
- Specific and measurable tasks
- Time related
- Accomplishable
- Flexible
- Make a difference



Learning Activity 7

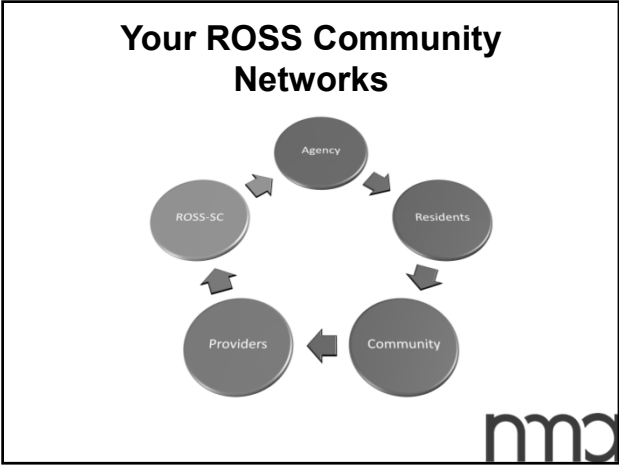
- Write 3 goals for a ROSS service coordinator (or ROSS program) for one year from now
- Remember
 - What will be happening if everything done perfectly – positive change
 - Begins with “To have” or “To be”





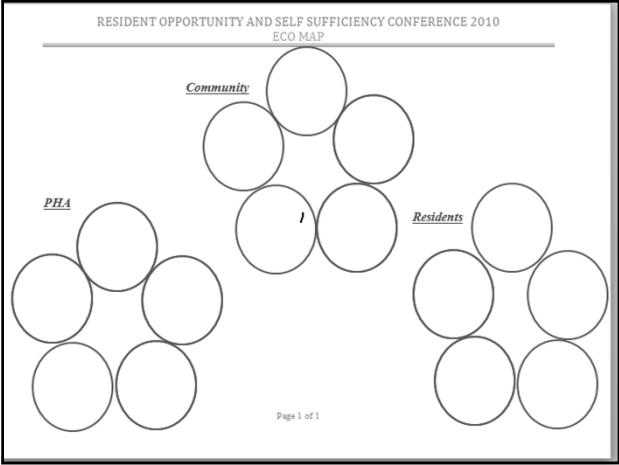
Networking

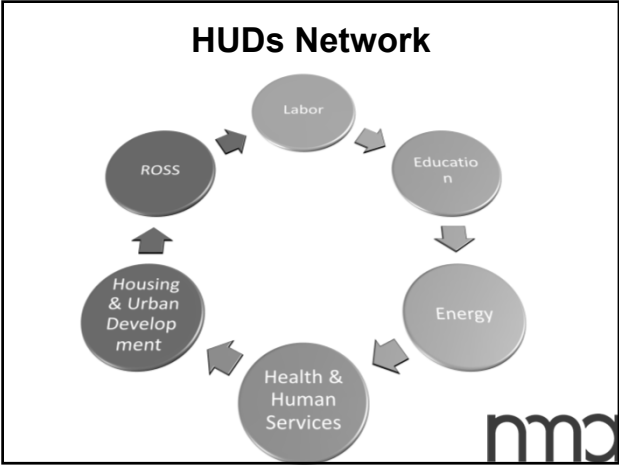
Section 10

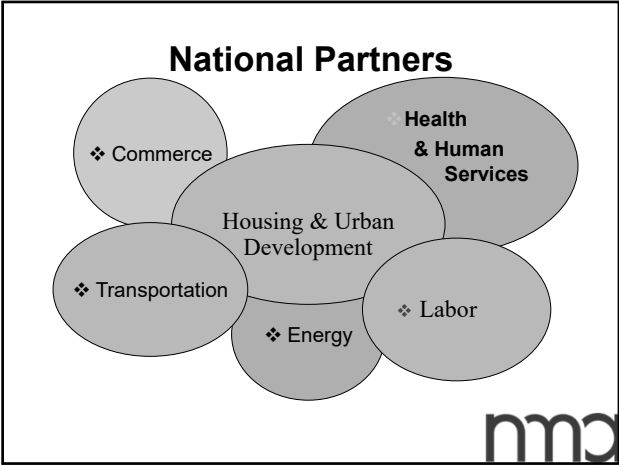


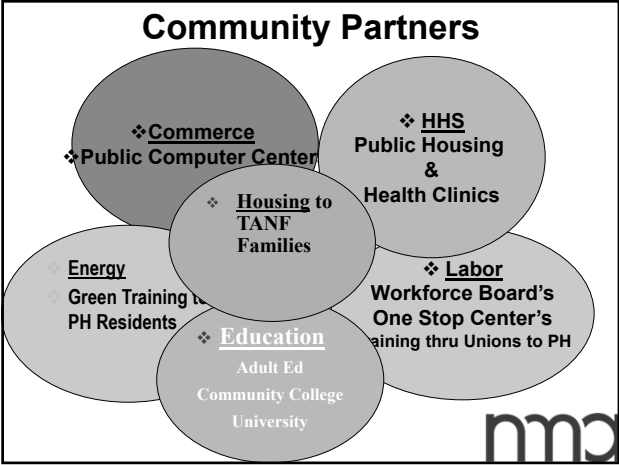
- Agency/Clients/Community Networks**
- PHA-Agency
 - Executive/property management
 - Residents-Clients
 - Resident Associations
 - Families
 - Seniors & Persons w disabilities
 - Community Services-NPO

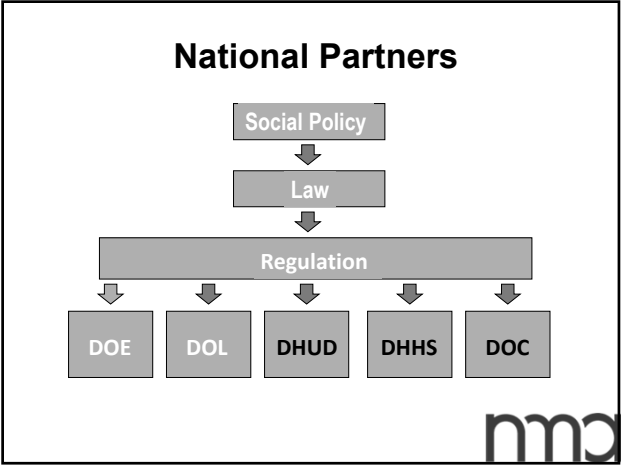




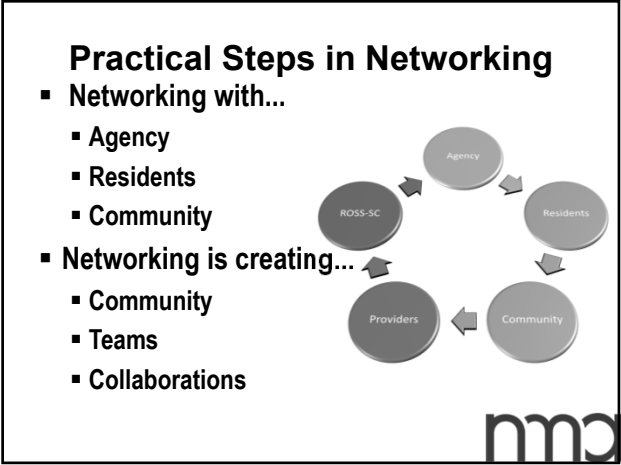










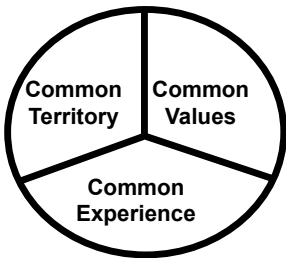


Practical Steps in Networking

- Create community
- Develop your team
- Build collaborations



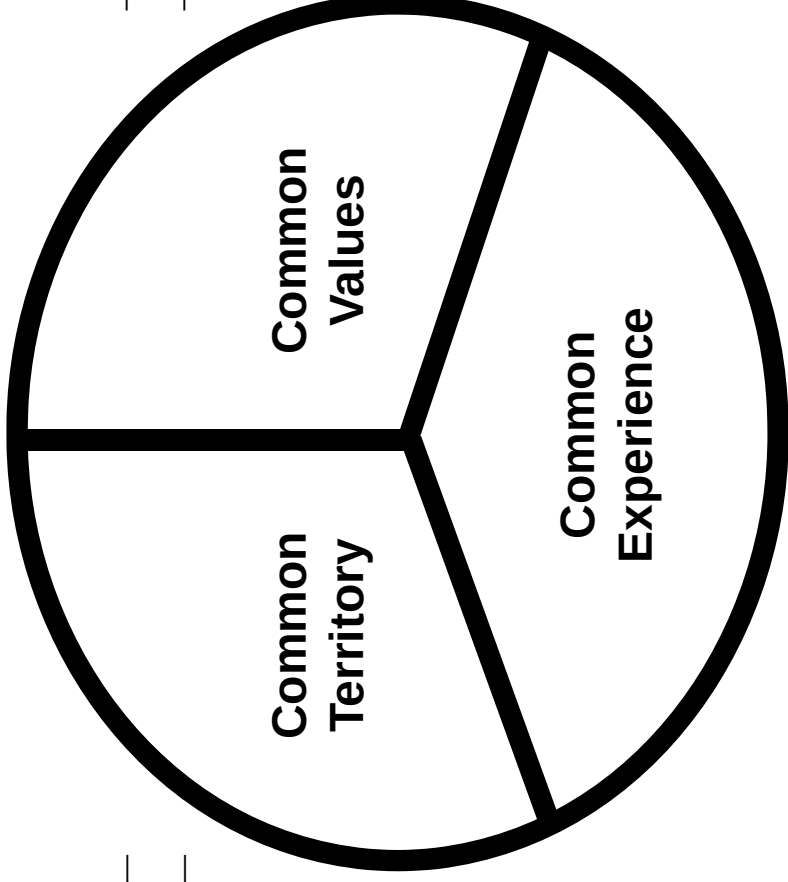
Creating Community



Creating Community

Common Territory

Common Values



Common Experience



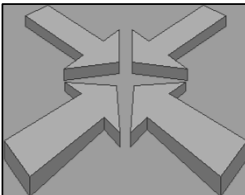
Team Work & Collaboration

Section 11

How Teams Work

Stages in Team Building

- Forming Polite conversation, little work done, formal rules
- Storming Loud, contentious conversation, values clarified, little work being done
- Norming Quieter, group rules set, mutual respect, work begins
- Performing The real work!

FormingStorming

NormingPerforming

Learning Activity 8

- Using the following
 - Describe where your team is now
- Where do you want to see your team in
 - One year
 - Five years
- Write those goals using format



Phases in Team Building

- Forming: Polite conversation, little work done, formal rules
 - _____
 - _____
 - _____
- Storming: Loud, argumentative, values clarified, little work
 - _____
 - _____
 - _____
- Norming: Quieter, group rules set, mutual respect, work begins
 - _____
 - _____
 - _____
- Performing: The real work!
 - _____

**How Collaborations Work
ROSS-SC Mandate to Coordinate**

- Coordinate and collaborate with a wide range of SS experts including
 - Educators
 - Health professionals
 - Emergency responders & services
 - Employment and job training specialists
 - Welfare reform authorities
- All practitioners become part of ROSS team



Conduct First PCC Meeting

- Carefully develop attendance list
 - Management
 - Staff providers
- Invite-don't commit...see invite
 - Bring agenda, handouts, chart of demographics
- Goals
 - Identify clients and goals in common



Unique Position of Housing Professionals

- Offer creative ideas and programs
 - Intimate, stable relationship w/families in poverty
 - Opportunity to create community
 - Obligation to provide culturally competent services
 - Mandate to coordinate existing services or collaborate w/existing services



Unique Position of Housing

- PHA provides enormous financial support
- Families w/stable housing more likely to succeed at goals than any other group
- Local PHA relationship w/family is longer lasting and closer than any other services
- SC come to know values and attitudes of families
- Translate values to other professionals



Coordinated vs. Collaborative Services

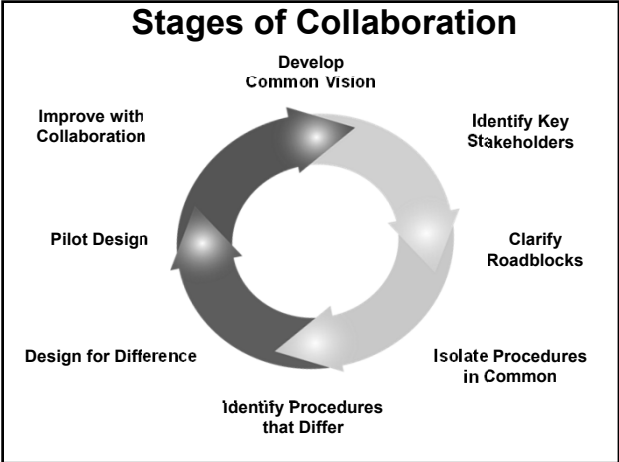
- Cooperative = mutual referrals
- Coordinated = “Synchronized” one before another
 - First service helps participant succeed with second
 - Similar goals, different delivery systems
- Collaborative = Services sharing goals and service delivery to be “seamless”



Stages of Collaboration

- Common vision and goal
- Key people to accomplish goal
- Clarify roadblocks
- Isolate procedures in common - same and different
- Design new services for differences
- Pilot newly designed services & system
- Improve with collaboration





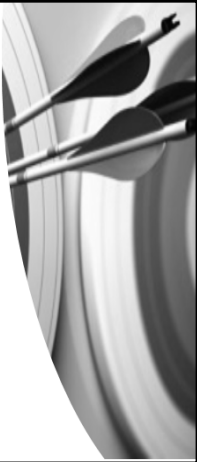
ROSS-SC Collaboration

- Ultimately community, teamwork, and collaboration will lead to results
 - Well coordinated activities
 - Thoroughly documented outputs
 - Outcomes that bring positive changes for
 - Residents
 - Agency
 - Community
 - HUD



Learning Outcomes

- Know starting ROSS-SC program
- Establish trust with PHA, residents, service partners
- Assess PHA, ROSS clients, ROSS program, and community needs
- Understand collaboration and team building in community partnerships
- Describe best practices in measuring ROSS success



Any Town Housing Authority

Any Town, USA
In Service In Excellence

Dear Resident (Fill in Name):

My name is Patrice Simpson. I have just joined the Riverfront Village Apartments Team at Any Town Housing Authority as Service Coordinator. **I can help you and your family with information about and connection to activities and services in Any Town.**

It's important to The Riverfront Village team and the Any Town Housing Authority that you and your family feel safe, happy, and a part of the community while you live here at Riverfront Village. It's important to me to meet you and your neighbors soon. I want to get your ideas, directly from you, how I can best serve this community.

Please join us to say “Hello”!

Ice cream and Coffee

Village Community Center

Friday Afternoon

3:00 p.m.

or

Saturday Morning

10:00 A.M.

Please feel free to bring family members too!

I'm looking forward to meeting you all!

Patrice Simpson

Service Coordinator

555-555-4321

Any Town Housing Authority

Any Town, USA
In Service In Excellence

Dear Resident (Fill in Name):

Need help finding and keeping high paying jobs? The Any Town Housing Authority has started a new program to help public housing families do just that! The program, **Resident Opportunity and Self Sufficiency ROSS**, could connect you and your family to special services like training for a job; finding a job, child care, and transportation; and a savings account when your wages go up after you start the program. Come find out how it works!

Please join us to learn more about ROSS!

Village Community Center

Friday Afternoon

3:00 p.m.

or

Saturday Morning

10:00 A.M.

Ice cream and Coffee Served

Please feel free to bring family members too!

My name is Patrice Simpson. I am the Service Coordinator for the **Resident Opportunity and Self Sufficiency** program at Any Town Housing Authority. It's important to the Any Town Housing Authority that you and your family receive these special services if you are interested in getting and keeping higher paying jobs. I want to get your ideas, directly from you, how I can best help you do that and serve this community.

I'm looking forward to seeing you all!

Patrice Simpson

Service Coordinator 555-555-4321

Resident Opportunity and Self Sufficiency Interest Card

Yes! I'm interested in the Resident Opportunity & Self Sufficiency Program

- € Call me! I want to sign up as soon as possible!
- € Tell me where the next Orientation Meeting is!
- € Send me an application!

My Name_____

My phone number_____

My Address_____

My Housing Assistant/Specialist is_____

A program of Any Town Housing Authority

555-555-4321

Call for Information

Armando Saved \$15,000 to Buy a Home! You Can Too!



The Family Self Sufficiency Program Gives You...

- Five Years of Help Getting a High Paying Job
- Savings Account – To Use Now or Later
- Extra Help with Child Care and Transportation

Send FSS Interest Card Now!

Program Limited to 25 Families

City of Any Town Housing Authority

Must be Public Housing Family

Resource Guide/Directory Service Provider Information Sheet

Agency/Organization Name: _____

Address: _____

Phone: _____

Fax: _____

Contact Name: _____

Services Provided: _____

Special Requirements/Considerations:

- | | |
|--|---|
| ☐ Application Needed | ☐ Flat Fee/Rate |
| ☐ Limited Service Area | ☐ Discounts Available |
| ☐ Sliding Fee Scale | ☐ Services Provided On-site |
| ☐ Limited Hours of Availability | ☐ Services Provided Off-site |

☐ Other: _____

Notes: _____

CONFIDENTIALITY AGREEMENT

Mrs. Smith, as a resident of the Any Town Housing Authority's Beech Gardens and a participant in the Resident Opportunity program it is important for you to know that Any Town Housing Authority, and its employees, will protect your right to confidentiality. Confidentiality means protecting another person's right to privacy.

In order for residents to have trust in the relationship with the Resident Service Coordinator at Any Town's Beech Gardens, it is important for you to know that the information you share with the Resident Service Coordinator **will not** be communicated to anyone without your written release.

A Release of Confidential Information form is used to obtain your permission. A signed form allows the Resident Service Coordinator to discuss your service needs and desires with specific community service providers, family members, physicians, and other individuals in order to link you to programs and services that may benefit you.

As your Resident Service Coordinator, I agree to protect your right to privacy and confidentiality within the ethical and legal limitations of my position and profession. The ethical and/or legal limitations to my promise of confidentiality include:

- **Adult Protection Services:** I am legally and/or ethically obligated to report adults with disabilities who have been subjected to physical abuse, neglect, or exploitation or who are living in hazardous conditions to the Disabled Persons Protection Commission. Likewise, I am legally and ethically obligated to report elder abuse and/or neglect to Protective Services and/or Executive Office of Elder Affairs.
- **Child Protection Services:** I am obligated to report suspected child abuse and/or neglect to Department of Social Services.
- **Police Department:** If I believe a child or elder is in imminent danger, I am obligated to report this to the local police department.
- **Courts:** I may be required by law in a court action to reveal information shared with me or contained within my resident files.
- **Housing Authority:** I have a responsibility to the Any Town Housing Authority, as my employer, and to the community to report lease violations that come to my attention in the course of my duties.

Resident Service Coordinator _____ Date _____

I have read and understand this agreement.

Resident Signature _____ Date _____

Any Town Housing Authority

1234 Main Street, Anytown, USA

Authorization to Release Confidential Information

I, _____, give the Any Town Housing Authority my permission
(Name)

to contact _____, of the _____ agency in order to get
(Job Title) (Agency Name)

or give confidential information regarding my _____ to be used to
(Subject)

_____.
(Purpose)

I understand that my signature on this document I give the Any Town Housing

Authority permission to get/give the above stated information from _____,
(Day/Month

2010 to _____, 2011.
(Day/Month)

(Resident Name) (Date)

(Any Town Representative) (Date)

Individual Training and Services Plan

Name of Participant _____	Social Security Number _____
---------------------------	------------------------------

Final Goal _____

Interim Goal Number _____

Date Accomplished: _____

Activities/Services	Responsible Parties	Date/s
---------------------	---------------------	--------

Interim Goal Number _____

Date Accomplished: _____

Activities/Services	Responsible Parties	Date/s
---------------------	---------------------	--------

Interim Goal Number _____

Date Accomplished: _____

Activities/Services	Responsible Parties	Date/s
---------------------	---------------------	--------

Interim Goal Number _____

Date Accomplished: _____

Activities/Services	Responsible Parties	Date/s
---------------------	---------------------	--------

Any Town Housing Authority

Any Town, USA
In Service In Excellence

Dear Colleague:

The Any Town Housing Authority is pleased to announce the implementation of the nationally acclaimed Resident Opportunities and Self Sufficiency (ROSS) Program for families and seniors living in public housing with the Any Town Housing Authority (ATHA).

The Any Town Housing Authority's Resident Opportunities program would like to invite you to the first meeting of its Program Coordinating Committee. As a leader in services to families and seniors, your participation in forming this Resident Opportunities program is vital. The meeting will be:

October 2, 2010
9 A.M. to 10:30 A.M.

Board Room Any Town Housing Authority
1432 The Road of the River Avenue
City of Any Town Housing Authority Boardroom
Any Town, USA 00012

National research demonstrates that agencies working together to serve common clients helps both the families and the agencies to achieve their goals. ROSS adds key services for both families and seniors:

- The ROSS program matches public housing families with the **supportive services** needed to enable them to, not only live independently but to, succeed in the workplace and achieve economic self sufficiency where possible.

Please join us, become a partner, and help identify how we can best help the families enrolled in one or more of our important programs!

RSVP to Sammie Smythe, Executive Director, Any Town Housing Authority
at 1-555-1234 Ext 101.

We're looking forward to working with you!

Sammie Smythe

Executive Director

AGENDA

ANY TOWN HOUSING AUTHORITY FAMILY SELF SUFFICIENCY PROGRAM COORDINATING COMMITTEE MEETING

- 9:00** **Welcome**
 Vision & Mission of ROSS Program
 Role of Program Coordinating Committee (PCC) Members
- 9:10** **Introductions of Partners**
- 9:20** **Resident Opportunity & Self Sufficiency Program**
 Purpose & Goals of ROSS Program
 Description of ROSS Families Served
- 9:30** **PCC Partners Programs**
 Purpose & Goals of Each Program
 Description of PCC Partners Families Served
- 9:50** **PCC Partners**
 Brainstorm & Prioritize Common Families Characteristics
 Brainstorm & Prioritize Common Goals
 Brainstorm & Prioritize Family's Needs
- 10:20** **ROSS Future in This Community**
- 10:30** **Next Steps – Next Meeting**
- 10:45** **Adjourn**
- Handouts**
- **ROSS Requirements Power Points & Notes**
 - **ROSS HUD Report Executive Summary**

**Minutes Resident Opportunity & Self Sufficiency
Program Coordinating Committee Meeting
September 8, 2010**

Present: Director-Meals on Wheel; Clinical Lead-Senior Crisis Team; Division Chief-Adult Protective Services; Senior Service Manager-Area Agency on Aging; Director Senior Community Services -Jewish Community Center

Director-EOPS/TANF Works Community College; Client Services Manager-AnyTownWorks; Division Chief-TANF/AnyTownWorks;
Manager-Central Valley Worksource Center; Community Relations Officer-Unified School District Adult & Community Education; Job Developer-Unified School District Adult & Community Education; Vice President Student Services-Mountain Community College

Agenda:

Discussion:

- I. Any Town Housing Authority described the Department of Housing and Urban Development requirements for Resident Opportunity & Self Sufficiency program.
- II. Agencies present discussed and acknowledged that agencies shared clientele and that it would not be difficult to recruit participants from among the agencies clients.
- III. Agencies identified common family characteristics and needs (see Attachment A)

Decisions:

- I. A decision was made to identify staff in each agency that would be in the best position to have and distribute outreach materials. Partners will e mail Any Town with the names and contact information for their staff. Any Town will contact each partner to identify these staff and to arrange for the delivery of outreach materials and a small "script" for staff to use when explaining the ROSS program to their clientele.
- II. A decision was made to pursue a small Program Coordinating Committee case management sub committee in the future. This sub committee, using signed "Authorizations to Release Information" would work with the families to ensure coordinated services.
- III. A decision was made to have the PCC carefully review the demographics of the ROSS clientele, when final enrollment is complete, to further identify the ways in which the PCC partner agencies can best serve them.
- IV. A decision was made to negotiate a Memoranda of Understanding amongst Any Town Housing Authority; Adult Protective Services Senior Crisis Team, and Area Agency on Aging that details steps to be taken to reduce intake roadblocks and regulatory barriers in providing services to elderly and disabled residents in ROSS programs.

**Minutes Resident Opportunity & Self Sufficiency
Program Coordinating Committee Meeting
September 8, 2010**

- V. A decision was made to further discuss Any Town Adult Education's Life Skills classes and Mountain College and Mountain Community College Equal Opportunity Program's Academies as a possible starting point for assessment and planning activities for FSS families.
- VI. An agreement was reached for Any Town Housing Authority and Department of Health and Human Services to investigate further opportunities for a mutual agreement to share data and database information on mutual clientele. Any Town will forward HUD's boiler plate for Memoranda of Agreement between Housing Authorities and local DHHS TANF offices for this purpose.

Follow Up:

- I. Develop ROSS outreach procedures with each ROSS partner agency.
- II. Pursue discussions with Any Town Adult Education, Mountain College and Mountain Community College Equal Opportunity Program Academies, and Any Town Works about initial formal vocational assessment and planning services for ROSS families.
- III. The next meeting of the Any Town Housing Authority's ROSS PCC will be held in October 2010.

LINKAGE AGREEMENT**

This linkage agreement dated October 1, 2010, is made and entered into by the **Any Town Housing Authority** and **Any Town Works Collaborative** hereinafter referred to as **ATW Collaborative**.

The purpose of this Linkage Agreement is to describe the cooperative relationships, services and activities between the **Any Town Housing Authority** and the **ATW Collaborative**. This coordination is designed to fully utilize the expertise and resources of each agency so that **WIA** eligible participants who are also public housing residents will be well served.

SECTION I: ELEMENTS OF SERVICE

In an effort to ensure that Any Town families complete training and maintain stable long-term employment the Any Town Housing Authority agrees to provide, as able, the following elements of services to WIA and Housing eligible families:

1. Housing Assistance - The Any Town Housing Authority has available housing to serve participants who meet all eligibility and suitability requirements including completion of application and all priorities that take them from the waiting list to available housing.
2. Service Coordination - The Any Town Housing Authority has qualified staff that provide service coordination services to qualified referred participants.

The ATW Collaborative will provide the following elements of service to 15 families who are ATW applicants referred by the Any Town Housing Authority who are assessed by ATW Collaborative and determined suitable for training. Each family will receive:

1. *Program Orientation* - ATW Collaborative case managers will provide a presentation of all training programs offered by ATW Collaborative. Labor Market Information will be given to referrals indicating growth, career advancement opportunities and salary range.
2. *Post Assessment* - ATW Collaborative case manager will assess interested applicants using a battery of assessment tools to determine suitability and appropriateness.
3. *Basic Education Skills* - ATW Collaborative and collaborative partners will provide concurrent basic skills for those referred who are tested below a 8.9 grade level. These skills are reading, writing , math and proper English grammar.
4. *VESL* - ATW Collaborative VESL instructor will provide Vocational English as a Second Language to those limited English speakers who are tested at 5th grade level.

****Linkage Agreements are legally binding documents and should only be negotiated with the explicit approval of legal counsel and Board approval.**

LINKAGE AGREEMENT**

5. *Work Readiness Skills* - ATW Collaborative will provide to referrals from ATHA a minimum of 40 hours of work preparation that includes resume writing, interviewing techniques, career planning, interpreting labor market information and completing job applications. All these components are to develop critical thinking skills, interpersonal skills, use of computers in resume writing and self-esteem.
6. *Occupation - Skills Training* - ATW Collaborative industry experienced instructors will provide skills training in an *Internships & OJT* work simulated environment. ATW partner agency employment staff will develop OJT's, subsidized and employer paid internships.
7. *Job Placement* - ATW Collaborative and partner job placement specialists will assist by setting up interviews, appointments, and company physicals. One-on-one interviews will be provided by the employment specialist.
8. *1 year Follow-up* - ATW Collaborative will monitor the employment status and progress of each participant referred at 30, and 90 days of employment. Assistance will be provided for re-placement if necessary.

SECTION II. TOTAL COST VALUE OF SERVICES PROVIDED

The Any Town Housing Authority will provide a \$68,000 worth of service coordination services specified in Section I for a minimum of 50 participants enrolled in the ATW Collaborative.

The ATW Collaborative will provide a total of at least \$60,000 worth of services specified in Section I to referred and enrolled participants.

- Basic Education Skills classes are valued at \$200 per class per person
- VESL is valued at \$300 per class per person
- One cycle of Work Readiness Skills is valued at \$400 per person
- Occupation –Skills Training is valued at \$300 per person
- Job Placement is valued at \$500 per placement
- One year of Follow-Up is valued at \$200 per person

****Linkage Agreements are legally binding documents and should only be negotiated with the explicit approval of legal counsel and Board approval.**

LINKAGE AGREEMENT**

SECTION III. MODIFICATION AND CANCELLATION

This Linkage Agreement may be modified by mutual agreement of both parties. Cancellation requires 30 day written notice from canceling partner to this agreement.

This agreement is effective October 1, 2010 and shall remain in effect until canceled by either party.

Any Town Housing Authority

Any Town Works Collaborative

Blanca Vega
Manager Resident Services &
Property Management

Sammie Smithye
President

Sample

****Linkage Agreements are legally binding documents and should only be negotiated with the explicit approval of legal counsel and Board approval.**

SUB-CONTRACT**

This sub-contract (Contract) for the _____ Program funded by the _____ is entered into this ____ day of _____, ____ by and between the Any Town Housing Authority, herein called the "ATHA" and the _____, herein called the "PARTNER" who agreed to provide the described services in the _____ Grant (Attachment A) with Grant Number _____ in accordance with the grant requirements.

1. Compliance with Regulations

PARTNER shall comply with all regulations specified in the assurances and certification statements required by the grant (See attached copy of grant).

2. Reports of Services Rendered

PARTNER agrees to provide ATHA reports of services rendered as required by the _____ and the ATHA, acting as fiscal agent.

3. Period of Agreement

This Agreement shall be effective from _____ until _____.

4. Compensation

ATHA will pay PARTNER \$_____ for: [services, equipment, site] _____, _____, and _____. Payment will be made upon presentation of appropriate invoice (s) by PARTNER. If the [funding source] _____ does not fully fund _____, a proportional adjustment will be made to this Agreement.

5. Renewal

This Agreement will be renewable for the period commencing _____ and ending _____, pending allocation of funds for the [fiscal year] _____ year from the [funding source] _____.

6. Confidentiality

The identity of participants who are economically disadvantaged is to remain confidential. PARTNER assumes responsibility for maintaining the confidentiality of individual participant records.

****Contracts are legally binding documents and should only be negotiated with the explicit approval of legal counsel and Board approval.**

SUB-CONTRACT**

7. Audit

PARTNER agrees to maintain and preserve, until five years after termination of the Agreement with ATHA and to permit the ATHA or any of its duly authorized representatives, to have access to and to examine and audit any pertinent books, documents, papers, and records related to this Agreement.

8. Contact Persons

The contact person for ATHA shall be:

The contact person for the PARTNER shall be:

9. Termination.

This Agreement may be terminated by either party 30 days after written notice to the Contact Person specified above.

10. Independent Contractor.

It is expressly understood that at all times while rendering the services described herein, and in complying with any terms and conditions of this Agreement, PARTNER is acting as an independent entity and not as an officer, agent, or employee of the Any Town Housing Authority.

11. Compliance with Law

PARTNER shall be subject to and shall comply with all Federal, State, and local laws and regulations applicable with respect to its performance under this contract including but not limited to, licensing, employment and purchasing practices and wages, hours and conditions of employment, including nondiscrimination.

12. Insurance Requirements

During the term of this Agreement, PARTNER agrees to keep in full force and effect such insurance as required by state law, including, but not limited to, workers compensation, general liability insurance, and automobile liability insurance.

****Contracts are legally binding documents and should only be negotiated with the explicit approval of legal counsel and Board approval.**

SUB-CONTRACT**

13. Entire Agreement

This Agreement represents the entire Agreement and understanding of the parties hereto and no prior writings, conversations, or representation of any nature shall be deemed to vary the provisions hereof. This agreement may not be amended in any way, except by writing duly executed by all signatories hereto.

14. Indemnification

- (a) The PARTNER shall be responsible for all injuries to persons and for all damages to real or personal property of the AUTHORITY or others, caused by or resulting from the negligence of itself, its employees, or its agents during the progress of or connected with the rendition of services hereunder.
- (b) PARTNER shall indemnify and hold harmless the AUTHORITY, the Housing Authority of the City of Any Town, the City of Any Town, and all officers and employees of each agency from any and all liability, claims, costs (including reasonable attorney's fees):
 - (1) For damages to real or personal property, or personal injury to any third party resulting from the negligence of PARTNER, its employees or its agents; or
 - (2) For any breach of any obligations, duties or covenants of PARTNER under this Agreement or transactions related to it.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be duly executed, such parties acting by their representative being thereunto duly authorized.

PARTNER

ANY TOWN HOUSING AUTHORITY

By (Authorized Signature)

By (Authorized Signature)

Name (Type or Print)

Name (Type or Print)

Executive Director

Title

Executive Director

Title

Date

Date

****Contracts are legally binding documents and should only be negotiated with the explicit approval of legal counsel and Board approval.**

LHA Today

Published by the Lincoln Housing Authority
402-434-5500 • www.L-Housing.com

Friends Forever



Evelyn Caha, left, is grateful Esther Hernandez, Crossroads House resident, was at the right place at the right time.

Evelyn Caha sits down to play beautiful music on the piano at the Downtown Senior Center. She turns and says the music plays on thanks to heroic actions of her “friend forever” who saved her life when she was choking.

Caha recalls the Oct. 3 incident at the center when she was eating lunch and started to choke on a carrot. Sitting by herself, she tried to cough, but was struggling to breathe.

At an adjacent table was Esther Hernandez, who also was eating lunch. Hernandez, a Lincoln Aging Partners volunteer front desk reception, noticed what was happening and sprang into action.

“To me, she came out of nowhere,” Caha said. “I just felt arms around me.”

Hernandez, who has worked for the City of Lincoln since July 2009, performed the Heimlich Maneuver and dislodged the carrot, likely saving Caha’s life.

For her quick thinking and heroic actions, Hernandez was awarded the Mayor’s Award of Excellence for December. The award recognizes city employees who consistently provide exemplary service and work that demonstrates personal commitment to the City of Lincoln.

Hernandez was recognized by Lincoln Mayor Chris Beutler before the Jan. 11 City Council meeting, where she was awarded a plaque and \$100 U.S. savings bond, as well as a day off with pay.

Hernandez is one of 12 monthly winners under consideration for the annual Award of Excellence, which comes with a \$500 U.S. savings bond, two days off with pay and a plaque.

Although it had been about 20 years since she received CPR/first aid training, Hernandez recalled what she had learned. She was glad she was able to help.

“I was scared, but knew I had to do something at that moment,” she said. “Every day I think about the fact I was able to save someone’s life.”

And every day, Caha comes in and reminds her and anyone nearby of that fact, professing her gratitude for her “friend forever.”

“If she wasn’t there, I probably would have died,” Caha said. “She saved my life and she’ll be my friend forever. I respect life more now.”

Courtesy Living Well magazine

Esther Hernandez, right, holding flowers, chats with Lincoln Mayor Chris Beutler after receiving the December Mayor’s Award of Excellence.



FSS Graduate Enjoys *Helping Others*

Moving to a new community is rarely easy — especially when it is on the other side of the planet.

When Lucia Morgan came to the United States from Sudan with her four sons, the transition was difficult. But, it was made easier with the help of Lincoln Housing Authority's Family Self-Sufficiency program.

Morgan, a recent FSS graduate, learned of the program through a friend. She called LHA and applied, and eventually was accepted to the program, which assisted her with her rent, school tuition and emergency car repairs.

"The program really helped me when I needed it the most," she said.

Morgan is an honor graduate of Southeast Community College with an associate degree in human services.

She plans to return to school next fall to earn her bachelor's degree in human services at the College of St. Mary in Lincoln.

Employed by Lincoln Public Schools as a McPhee Elementary School paraprofessional, Morgan works six or seven hours a day with special education students.

She is no stranger to teaching. In her homeland of Sudan, Morgan taught elementary school.

Now that she has completed the FSS program, Morgan's long-range plans include becoming a case worker or manager for the Department of Health and Human Services or some similar agency.

"I've always enjoyed helping people and doing what I can for others," she said. "There are many in my



Lucia Morgan is grateful for the help she and her family received from the FSS program.

community who don't speak English, who I could help translate and just get by day to day.

In addition to her sons, Morgan has one granddaughter, Elizabeth, who is 1. Her husband still lives in Sudan.

Take Time To Be Counted

Ten minutes and 10 answers to questions is all the 2010 Census needs from you.

Every 10 years, the U.S. Census Bureau takes a snapshot of the country's population to determine how many people live within the United States' borders.

Census data is used nationwide to determine areas in need of fire stations, hospitals, public housing, roads, schools and other organizations and services. It also helps determine the number of seats in state legislatures and the U.S. House or Representatives.

United States™
**Census
2010**

Census forms will be mailed to households in March, and must be returned by mid-April. Census workers visit households that don't return forms, as well as homeless shelters, jails, nursing homes and other locations to ensure everyone is counted.

This year's census is being conducted on a shorter form than previous years.

The City of Lincoln and the U.S. Census Bureau have formed a committee designed to encourage widespread participation among residents to help ensure an accurate account.

2010 Census Jobs

The U.S. Census Bureau is recruiting temporary, part-time census takers for the 2010 Census.

These short-term jobs offer good pay, flexible hours, paid training and reimbursement for authorized work-related expenses, including mileage accumulated while conducting census work.

These jobs are excellent for those who want to work part-time, for anyone between jobs or anyone who wants to earn extra money providing an important service for their community.

For more information, contact the Lincoln Census office at 402-479-2320.



Volunteers for the Lincoln SHARE program separate food for individuals orders.



SHARE-ing Savings on Food

Saving money in today's economy is a must. While trimming the monthly entertainment budget might not be much fun, paring down the cost of groceries can seem downright impossible.

After all, you have to eat.

But money-saving help for the grocery bill is available through a volunteer-run, community-based food distribution program.

Self Help and Resource Exchange is a non-profit, food-buying organization that offers good, nutritious products at reduced cost. The SHARE program can save participants as much as 50 percent on their grocery bills in return for volunteer hours.

SHARE was originally brought to Lincoln with the Lincoln Housing Authority through the Family Resource Center. Every month, the organization purchases wholesome, nutritious food on the national wholesale market, just like a grocery store.

Under the program, participants can purchase a \$35-40 supplemental food package of frozen meats, fresh fruits and vegetables at a reduced cost of \$22 in cash or food stamps through a food cooperative. To be eligible, each volunteer must present proof of at least two hours of volunteer work when they pick up their food.

Orders for the following month can be placed when the food is picked up. Additionally, a variety of other specialty packages are available each month through the program.

Glenna Showalter is one of three

site coordinators in Lincoln, along with Sharon Doll and Vi Johnson. Showalter's site at First Christian Church, 16th and K streets, handles about 100 orders per month.

Showalter became involved with SHARE about 15 years ago, learning of the organization through her neighborhood association.

"It's the best-kept secret in town," she said. "It's a great program, but unfortunately, not as many people know about it as we'd like."

Program participants receive their food about two weeks after they place their orders.

Food is delivered each month to Lincoln's three distribution sites, where volunteers unload the boxes from trucks, then count and record what has been delivered. Volunteers then put together each individual order before informing participants their food has arrived. When participants pick up their food, they present proof of at least two hours of volunteer work.

Showalter said participation in the program has declined the past six months, partly due to other food programs available in Lincoln.

"My goal for this year is to spread the word and let people know about the program and what it can do for them," she said.

For more information on SHARE, call Showalter at the Lincoln chapter at 402-805-3656, or call toll-free at 1-800-344-1107.

Spring Cleaning

Arnold Heights' annual spring cleaning is on the way.

The yearly neighborhood cleanup is scheduled for April 24 from 8 a.m. to noon. Anyone interested in helping with the cleanup should gather at the Carol Yoakum Family Resource Center, 4621 NW 48th St., at 8 a.m., where they will be treated to a light breakfast.

Jeff Schwabke, a member of the Arnold Heights Neighborhood Association and one of the cleanup's organizers, said the annual event is important to the general well-being of the neighborhood.

Schwabke has been involved in the neighborhood cleanup efforts nearly 10 years. Typically, he said, 50 to 90 volunteers participate.

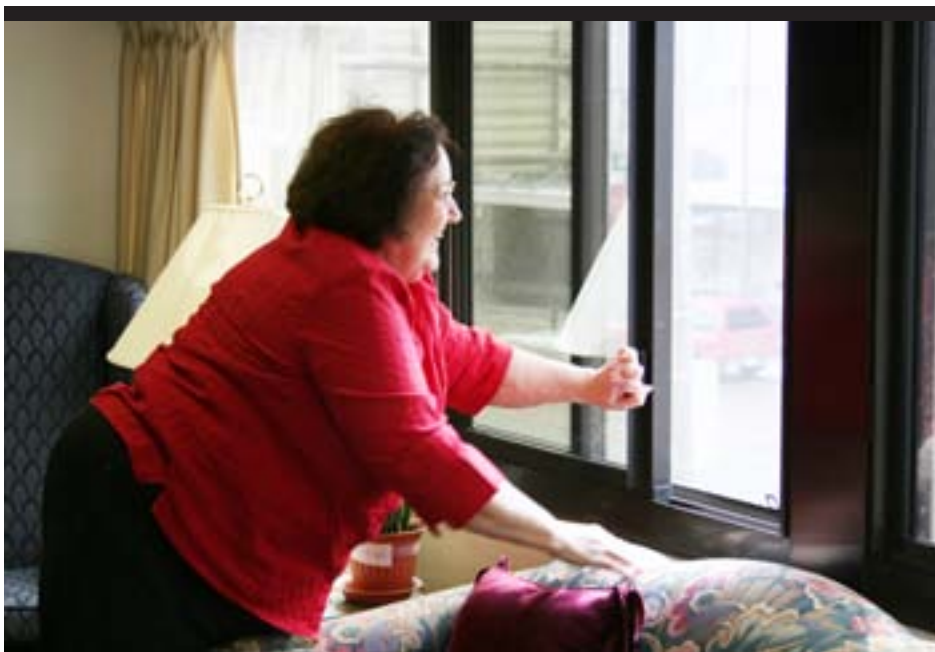
The event is sponsored by a grant from Keep Lincoln and Lancaster County Beautiful, an organization within the Lancaster County Department of Health.

As in past years, general trash, appliances and yard waste will be collected. Additionally this year, household waste will be collected.

Insecticides, wood stain or mysterious bottles of unrec-

Continued on page 5.





Phyllis Vensky opens a window to let in some fresh air in the second-floor community room at Crossroads House.

CROSSROADS HOUSE RECEIVES FACELIFT

Residents at Crossroads House have a new outlook on things — at least while looking out.

To the delight of its residents, Crossroads House, 1000 O St., recently received new energy-efficient, operable windows.

Each of the residence's 58 apartments on the second through seventh floors received operable windows in the living rooms and bedrooms. The windows are paired with screens, so residents can let in fresh air, and are tinted to reduce summer glare. The second-floor community room also sports new windows, which face O Street.

The new sets replace the building's original windows, which dated back to the building's origins as a hotel. The window-replacement project, which began last fall, was completed in November.

The Crossroads House project was funded through Lincoln Action Plan's Weatherization Assistance Program, through which renters and owners of mobile homes, multi-units and single-family dwellings in Lancaster County may be eligible for free weatherization services.

Funding for LAP's weatherization fund is part of the 2009 Economic Recovery and Reinvestment stimulus package.

Weatherization makes a home more energy efficient, saving money on utilities bills by sealing in heat and keeping cold air out.

To be eligible, a household must fall below 200 percent of the federal poverty guidelines, and the home cannot have been previously weatherized since Oct. 1, 1994.

For LAP assistance, tenants of a property must request weatherization from the property owner or manager.

For more information, call the Lincoln Action Program at 402-475-4515.

EITC May Benefit Some Taxpayers

With tax season in full swing, taxpayers should be aware that new tax law implemented this year may be beneficial to many individuals and families.

The Human Services Federation and the Lincoln Tax Assistance EITC Campaign will provide free tax preparation services at various sites throughout Lincoln until April 15.

Free electronic filing for both Federal and Nebraska state returns began Jan. 23. Direct deposit refunds generally are received seven to 10 days after filing. Free assistance is available every day of the week at sites available to help low-income families make this tax season less of a burden.

Taxes will be prepared by Internal Revenue Service-trained and certified volunteers and electronically filed for a rapid refund.

EITC may mean a larger refund if a filer is able to meet the qualifying rules, and if earned income is less than:

- \$48,281 for married-filing jointly for three or more children.
- \$45,295 for married-filing jointly with two or more children.
- \$43,281 for single or head of the household with three or more children.
- \$40,463 for married-filing jointly with one child.
- \$40,295 for single or head of the household with two children.
- \$35,463 for single or head of the household with one child.
- \$18,440 for married-filing jointly with no qualifying children.
- \$13,440 for single or head of the household with no qualifying children.

For more information on EITC eligibility and other tax questions, visit the IRS Web site at www.irs.gov or call 800-829-1040, or visit the nearest volunteer income tax assistance site.

Arnold Heights Getting a Spring Cleaning

Continued from page 3.

ognizable liquid under the sink can be brought to the Lincoln Housing Authority's Arnold Heights maintenance facility at 4721 NW 48th St.

While the general cleanup is intended for the Arnold Heights neighborhood, the drop-off site will accept hazardous household waste from anywhere in the city.

Exceptions for hazardous household waste materials, according to the City of Lincoln Web site, include the following products that should NOT be brought to the collection site:

- Ammunition and explosives
- Antifreeze
- Asbestos

- Batteries
- Electronics and computers
- Fertilizers
- Fire extinguishers
- Large propane cylinders, gas grills
- Latex paint
- Medicine/pharmaceuticals
- Tires
- Used oil

For information on proper disposal of these items, call 402-441-8021.

Also, Schwebke said, anyone in the Arnold Heights area wishing to dispose of appliances or other large items who are unable to transport those items to the drop-off site can

arrange for pick-up by calling LHA's maintenance facility before 5 p.m. Friday, April 23, at 402-434-2610.



Neighborhood cleanups are important to community health and well-being.

LHA Offers Guidance On Overnight Guest Rules

When tenants have overnight guests at their home, they have to be careful to follow the rules. LHA rules specify guests cannot stay in a unit on a repetitive basis. The definition of repetitive is something that recurs at intervals or something is repeated. When guests are allowed to stay in the unit on a repetitive basis, they become unauthorized tenants; that becomes a problem.

"Certainly, tenants can have guests" said Seanna Collins, LHA tenant-based housing manager. "But people need to be careful about the duration and frequency of the stays."

The amount of time a guest stays in your unit can vary depending on individual property managers. If a landlord or property manager has more strict rules than LHA, those rules must be followed.

Landlords often observe signs there are people who are not on the lease staying or living in the unit. Some telltale signs include police calls which include names of guests mentioned as residents, accident reports using the



Seanna Collins, LHA tenant-based housing manager.

address, and individuals other than the tenant receiving mail at the address. Sometimes, neighbors or other tenants in the building complain. "All these things are red flags which indicate tenants may have someone living there," Collins said. We probably get 80 complaints a month from people questioning the occupancy of units. The complaints, she said, come from a variety of sources, including family members, neighbors, and concerned taxpayers."

Guests must have a permanent address elsewhere. They must be able to provide a lease of their own or be able to prove they own property in which they reside. When the information is provided to LHA, the housing authority will verify that it indeed exists and the individual resides there. That is accomplished through contact with the owner.

Often unauthorized guests include significant others, a child's father, an ex-husband, or someone else who is close to the tenant. Relatives, particularly those coming from other states or countries, pose problems when they intend to stay for extended time periods. The housing authority addresses these cases in its policies. Tenants should always contact their Housing Specialist or Leasing Agent when they have questions about a visitor.

Center Expands *Facilities, Assistance*

Thanks to a \$2.3 million grant, education and job training has become easier and more accessible for many disadvantaged Lincoln-area residents.

The Job Education Training Center at the Center for People in Need, 3901 N. 27th St.,

was recently expanded. The center assists more than 80 people a day in their efforts to gain a foothold in the work force.

The expansion was financed largely through funds obtained by Nebraska Sen. Ben Nelson as part of last year's American Recovery and Reinvestment Act economic stimulus package.

The center will partner with Southeast Community College and other organizations to train 400 disadvantaged people to work in energy efficiency construction.

The money comes from the labor department's Pathways Out of Poverty grant program, designed to help disadvantaged people escape poverty and become self-sufficient.

The training, which will prepare participants to work in construction, carpentry, roofing, electrical, plumbing and sheet metal, will take place in a



Diane Vesley-Robb, distribution coordinator at the Center for People in Need.

10,000-square-foot space SCC will lease in the Center for People in Need's newly expanded facility.

The grant includes providing support services to ensure the success of participants, who face obstacles such as homelessness and unemployment.

The center is a designated community work site for recipients of federal cash assistance like Temporary Assistance to Needy Families. Targeting low-income workers, immigrants, clients with mental or physical disabilities and others, the center includes a 24-station computer lab, six meeting rooms and a commercial kitchen.

Additionally, thanks to a donation from Lincoln-based Class.com, interactive online instruction soon will be available.

Since its completion in October 2009, the conference center space — which includes a banquet hall that can accommodate about 560 for dining and 700 for meetings — has been used for the Giving Thanksgiving Food distribution event, Toyland for Kids toy drive and distribution and Project Homeless Connect, as well as other events, such



Courtesy of <http://centerforpeopleinneed.org/>.

as food handler permit training and flu shot clinics.

The space is available for rent to non-profit, commercial and private clients.

More than 4,000 people were served by the center's Thanksgiving food distribution drive and about 10,000 benefitted from the Toyland for Kids event, said Diane Vesley-Robb, distribution coordinator at the center.

"Without this new space, I don't know what we would have done," she said. "It was invaluable to our holiday efforts."

For more information, contact the Center for People in Need at 402-476-4357.

A Merry Mahoney Manor Christmas

Since 2002, Mahoney Manor residents have enjoyed Christmas parties each year thanks to members of Lincoln's Sunrise Rotary Club.

This past holiday season's event was Dec. 19. Residents enjoyed Christmas cookies and other treats, caroling and lots of socializing, all of which have become mainstays of the annual event. Each Mahoney Manor resident — in-

cluding those who could not make the party — receive a gift from Rotary volunteers.

The annual tradition began when the owner of the Engine House Restaurant in Havelock decided he wanted to do something for Mahoney Manor residents. He had such a good response, he recruited fellow Rotary Club members to help, and a tradition was born.



Santa Claus stopped by to chat with Mahoney Manor residents and guests during the Christmas party in December.

Renters Insurance Provides Peace of Mind

Life is filled with unexpected events, and some can be catastrophic. One tool to help make the unexpected more tolerable — and manageable — is renters insurance.

Available through most insurance companies, renters insurance pays you if your personal property is damaged or stolen, covering such events as fire

and smoke damage, explosions, theft, vandalism, wind, water, hail, plumbing problems and others. It also protects you from liability if an accident occurs in your home and may pay your temporary living expenses if an emergency forces you to temporarily relocate.

Generally, your landlord or property manager's insurance does not protect

your personal property; it only protects the building.

Regardless of income, renters insurance is a wise choice for anyone. Most renters policies are similar to homeowner's policies, covering the cost of furniture, clothing, appliances, electronic equipment and other personal property.

The cost of renters insurance — typically \$10-15 a month, but plans vary among different insurers — can be a tiny fraction of the price tag replacing uninsured items that are damaged or destroyed.

In some cases, renters insurance can even save renters money in unexpected ways. Some insurance companies offer reduced premiums for auto and renters insurance if both policies are purchased through the same company.

With the variety of policies available, it is best to shop around for the coverage that best suits your needs.

A July 2008 fire at Lincoln's Thomasbrook Apartments destroyed or damaged 23 units, 10 of which were not covered by renters insurance.



Tax Credit Still Available

Lincoln Housing Authority encourages first-time home buyers to remember they may be qualified for as much as an \$8,000 tax credit, which can be used as a down payment for their home.

The American Recovery and Reinvestment Act of 2009 authorized a tax credit equal to 10 percent of the home's purchase price up to a maximum of \$8,000 for qualified first-time home buyers purchasing a principal residence — new or resale.

First-time home buyers who bought after Jan. 1, 2009, and before April 1, 2010, with closing to take place before July 1, 2010, would get the \$8,000 home buyer tax credit.

The tax credit is for first-time home buyers only, and does not have to be repaid. Single taxpayers with annual incomes up to \$75,000 and married couples with incomes up to \$150,000 qualify.

For more information, visit NeighborWorks Lincoln's Web site at www.nwlincoln.org/ownership/ or contact NeighborWorks Lincoln at 402-477-7181, or by e-mail at info@NWLIncoln.org.



TIPS FOR TOUGH TIMES

A Web site created and maintained by the University of Nebraska-Lincoln offers ideas and resources designed to help people through the economic recession.

The site, created and maintained by UNL's Institute of Agriculture and Natural Resources, can be found at <http://toughtimes.unl.edu/home>.

The site includes information on money-saving ideas — including these ideas on how to save money while grocery shopping — family relationships in difficult economic times, educational opportunities and ideas on saving money at home on food and utilities. The page also includes links to information resources for farmers and ranchers on livestock and crop production.

The site, which launched last spring, also provides a link to a Recession Survival Guide, which includes videos and other information from UNL Extension.



A UNL Web Site provides information and tips to help during the current economic instability.

Fourth Annual Lincoln Housing Fair

Sponsored by the Realtors Association of Lincoln, the fourth annual Lincoln Housing Fair provides attendees with the information, advice and assistance needed to make owning a home a reality.

The fair is April 10 from 9 a.m. to noon at Southeast Community College's campus at 301 S. 68th Place in Lincoln. It will feature representatives from all businesses involved in real estate transactions to provide attendees information, advice and assistance in taking the necessary steps to achieve their dreams of owning a home, and to answer questions about the processes.

In addition to builders, foreclosure specialists, lenders, realtors and representatives from insurance and title companies, Credit Counseling Services of Nebraska, NeighborWorks Lincoln and the City of Lincoln Urban Development also will be on hand to explain their programs.



Information on home ownership will be available at the Lincoln Housing Fair April 10.

LIFELONG LIVING FESTIVAL RETURNS

A spring tradition continues with the 14th annual LifeLong Living Festival, the area's largest and longest-running information and product show for older adults and their families.

The event, sponsored by KFOR radio, will be May 15 at Lancaster Event Center. Free health screenings will begin at 7:30 a.m., and the information booths will be open from 8 a.m. to 2 p.m.

In addition to the health fair, more than 100 presentation booths from area businesses and organizations will be featured, providing visitors information, products and services for older adults with active lifestyles. The festival also will include live broadcasts from KFOR radio, which is sponsoring the event for the third consecutive year.

LHA Employees Have ID

Residents can verify the identity of Lincoln Housing Authority employees by asking for their LHA ID cards. The cards are plastic and include the employee's name and photo.

If an LHA employee comes to your home, ask for identification. If they do not have it, be safe and do not let them in. If they are with LHA, they will have an ID card with them.

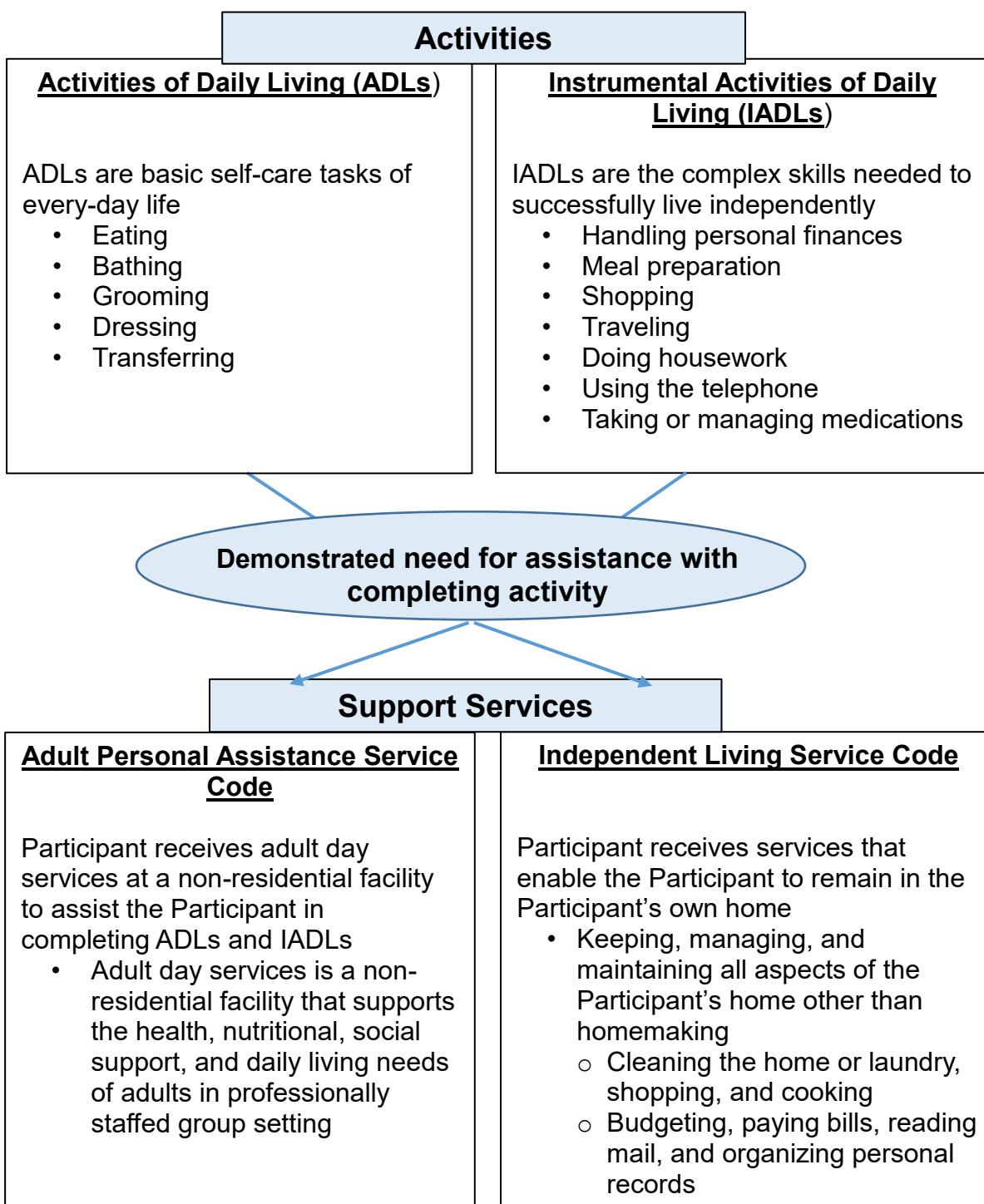



Lincoln Housing Authority
PO Box 5327, 5700 R Street
Lincoln, NE 68505

PRSRT STD
US POSTAGE
PAID
MAIL U.S.A.
68502

Activities of Daily Living

This document provides a comparison of activities of daily living and related support services for Participants who demonstrate a need for assistance with completing one or more activities.



U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

NOTICE: PIH 2000 - 11

Special Attention of:
Public Housing Agencies;
Management Corporations
(RMCs); Public Housing
Division Directors,
Community Builders,
Private/Asset Managers

Issued: May 9, 2000
Expired: May 31, 2001

SUBJECT: Guidance on Establishing Cooperation Agreements for Economic Self-Sufficiency between Public Housing Agencies (PHAs) and Temporary Assistance to Needy Families (TANF) Agencies

This notice provides guidance to Public Housing Agencies (PHAs), TANF Agencies, and others regarding the requirements in the Public Housing Reform Act of 1998 for PHAs to make their best efforts to enter into cooperation agreements with welfare agencies. Cooperation is needed to maximize and target resources, including state and local TANF funds, to help low-income families living in public housing or receiving Section 8 tenant-based assistance become self-sufficient. HUD recognizes the importance of these coordinated efforts and the impact they can have by helping assisted housing families move toward self-sufficiency.

New PHRA requirements further encourage coordination by requiring PHAs to: 1) assure that an assisted family's loss of welfare assistance due to noncompliance with self-sufficiency requirements or fraud will not result in a reduced rent ; 2) determine a public housing resident's eligibility for an earned income disregard; and 3) determine if a public housing resident is exempt from HUD's community service requirement.

The Notice includes a model Memorandum of Agreement (MOA) to assist PHAs in facilitating the process of coordination. The MOA is a model that is optional for PHAs and should be tailored to address the specific areas that the PHA and their joint welfare agency partners intend to target. PHAs have full discretion to use the model or some similar tool, and no HUD approval is required.

This Notice is organized in the following manner:

Part I Background	page 2
Part II Guidance	page 4
Model Memorandum of Agreement	Attachment A

PART I. BACKGROUND

In October, 1998 President Clinton signed into law the Quality Housing and Work Responsibility Act (hereinafter referred to as “PHRA,” the Public Housing Reform Act), which reformed federal housing assistance programs. PHRA is the largest overhaul of the public housing and Section 8 voucher and certificate programs since their inception. Congress stated as its purpose the promotion of homes that are affordable to low-income families in safe and healthy environments. Two of the ways Congress identified to accomplish this purpose are as follows:

- facilitating mixed income communities and decreasing concentrations of poverty in public housing; and
- creating incentives and economic opportunities for residents of dwelling units assisted by public housing agencies to work, become self-sufficient, and transition out of public housing and federally assisted dwelling units.

Increasing residents’ income as a result of self-sufficiency efforts will assist in promoting deconcentration in public housing developments.

In 1996, President Clinton signed another historic law: the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (hereinafter referred to as “Welfare Reform”). This law dramatically reformed the nation's welfare system into one that requires work and mandates time limits for cash assistance. Welfare Reform also gave states the resources and tools needed to move families from welfare toward self-sufficiency.

The Public Housing Reform Act recognizes and builds upon Welfare Reform. It does this by requiring linkages between housing assistance and welfare/supportive services systems, providing incentives which reward work by public housing residents and reinforcing welfare system compliance actions which promote self-sufficiency and combat fraud.

PHRA places great importance on public housing providers finding innovative ways to address increasing the economic self-sufficiency of participating families. However, Congress did not require PHAs to become service providers, or to work toward participant self-sufficiency on their own.

While PHAs have valuable resources to devote to economic self-sufficiency programs, PHRA recognizes that the effort to foster self-sufficiency generally should be undertaken in collaboration with other public and private agencies where the promotion of self-sufficiency is the principal mission of such agencies. PHRA specifically directs PHAs to work with State or local welfare agencies in fostering resident self-sufficiency.

The efforts to move people to work through welfare reform with the support of housing assistance are clearly linked in PHRA's requirement that the agencies operating these programs work together. There is significant overlap between the recipients of Temporary Assistance for Needy Families ("TANF"), and families who receive housing assistance. Approximately one third of all assisted housing families with children (public housing residents and section 8 voucher program participants) receive TANF – just under 500,000 families total.

It is clear that if government agencies administering these programs can collaborate, the result can be more effective use of public resources, and greater success of program participants. PHRA contains the specific requirement that PHAs make their best efforts to enter into cooperation agreements with state and local welfare agencies to accomplish three goals:

1. Target services and assistance to families who receive welfare assistance and live in public housing or receive Section 8 tenant-based assistance;
2. Improve the delivery of assistance to low-income families receiving welfare and living in or receiving federal housing assistance, by transferring information to facilitate the administration of housing assistance in a manner that reinforces self-sufficiency; and
3. Reduce and discourage fraud and noncompliance with welfare self-sufficiency program requirements.

PART II. GUIDANCE FOR PHAS

STATUTORY REQUIREMENT FOR HOUSING AND WELFARE COLLABORATION

As stated earlier, in addition to the requirement that PHAs make their best efforts to enter into cooperation agreements with local welfare agencies to target self-sufficiency related services, PHRA contains several specific provisions which necessitate the coordination efforts between housing and welfare agencies. (Final regulations can be found in the Admissions and Occupancy Final Rule published in the Federal Register on March 29, 2000 or at <http://www.hud.gov/pih/legis/titlev.html>. Efforts to implement these provisions described below should be included in the cooperation agreement.

1. Mandatory Income Disallowance for Public Housing Residents - [PHRA, Sec. 508 (d) and 24 CFR Sec. 960.255]. Persons in assisted housing who become employed are normally faced with an automatic increase in their rent. However, PHRA contains a provision which requires the PHA to exclude certain income for persons who were previously unemployed and who return to work, and thus to “make work pay” for public housing residents. The PHA must be able to:

- Determine eligibility for the disregard by obtaining written information from the local welfare agency regarding which residents receive, or have recently received welfare assistance.
- Determine whether to offer an Individual Savings Accounts instead of an earnings disregard. (Because many local welfare agencies also provide for saving accounts, PHAs should work with local welfare agencies to combine funds in these instances).

2. Exemptions from Community Service Requirements for Public Housing - [PHRA, Sec. 512 (a)(c)(2) and 24 CFR Sec. 960.600]. PHRA requires all adult members of families living in public housing to either contribute eight hours per month of community service within the community in which the family lives, or participate in an economic self-sufficiency program. Elderly persons, disabled persons, persons already working, persons exempt from work requirements under state welfare programs, or persons receiving assistance under state welfare programs are exempt from the requirement. The PHA must obtain written information from the local welfare agency to determine whether a resident is exempt from community service.

3. Welfare Reform Sanctions and Housing Assistance - [PHRA Sec. 512(d)(2)(A) and (3) and 24 CFR 5.615]. If a public housing or Section 8 tenant-based family has had its welfare income reduced as a result of an act of fraud or a sanction under a welfare assistance program, based on the failure of any member of the family to comply with conditions of continued assistance requiring participation in an economic self-sufficiency program or imposing work requirements, the PHA must deny the family's request to reduce the rent. Before the PHA can carry out this provision, it must obtain written verification from the welfare agency regarding the amount and term of the reduction of benefits and the reason for such reduction.

BENEFITS OF PHA/WELFARE COLLABORATION AND TARGETING OF FUNDS

Congress intended PHAs and local welfare agencies to be jointly providing or coordinating the services necessary to promote economic self-sufficiency for families receiving federal housing assistance. Through targeting services to the residents of public housing and those who receive Section 8 tenant-based assistance, PHAs and the welfare agencies can assist these families in overcoming the obstacles to self-sufficiency, such as lack of child care, transportation, and job skills and training, as well as achieving efficiencies in their programs. This will also assist in addressing the critical problem of deconcentration of poverty in public housing.

1. Financial Considerations - Both PHAs and local welfare agencies have financial reasons to ensure that their clients are making the transition from welfare to work. These include:

- TANF families in public housing or receiving Section 8 tenant-based assistance will be faced with welfare time limitations.
- Loss of welfare assistance for public housing families means a loss in revenue for the PHA, as rents will decrease commensurate with the decrease of family TANF income. Conversely, PHAs will eventually benefit from rising tenant incomes.
- TANF agencies work to move people off the welfare rolls and into employment. States are rewarded for their success in four categories: job placement, job success (retention and earnings), biggest improvement in job placement and biggest improvement in job success.
- States may be sanctioned if the required percentage of families on welfare is not engaged in work activities.

- TANF income that would otherwise be spent on housing could be available to pay for employment-related costs, such as transportation and childcare.

2. Opportunities in Assisted Housing Programs – HUD programs and regulations offer many opportunities for welfare recipients living in public housing or receiving Section 8 tenant-based assistance:

- One central location - a community center, for example, where TANF families living in public housing and service providers can come together to maximize the delivery of services. Also, a large number of families living at specific locations can be reached more easily.
- Earned income disregards, which allow for exclusions of certain types of income from the family's "income" for purposes of determining family contribution to rent.
- Resident Opportunity and Economic Self-Sufficiency Program (ROSS), which provides funding to PHAs, other housing entities, resident organizations, and nonprofits combined with public and private resources to enable public housing families achieve economic independence and self-sufficiency.
- Resident employment and training opportunities in construction, modernization, maintenance and administration at the PHA.
- Family Self-Sufficiency Program (FSS), which provides case management to public housing residents and Section 8 tenant-based recipients and uses local strategies and incentives such as interest-bearing escrow accounts for families who successfully complete the program.

3. Opportunities with TANF Funds - With respect to the welfare system, the TANF program offers a variety of opportunities to use federal and state funds to achieve the purposes of the program, and many states have substantial funds available. Detailed information on appropriate use of TANF funds can be found at: <http://www/acf/dhhs.gov/programs/ofa>, however, the range of activities beyond cash assistance includes:

- Self-sufficiency activities and services, job skills and training, educational expenses, English as a Second Language (ESL), literacy, transportation assistance, childcare assistance, mentoring and case management, housing counseling, moving expenses, security deposits and numerous other services that benefit low-income families.
- States can choose to spend TANF funds for services to assist a broad range of low-income families, not just those families currently on welfare, or those families that have received welfare assistance in the past.

HELPFUL HINTS FOR IMPLEMENTING A COOPERATION AGREEMENT

1. **Targeting Services** - Both the PHA and the Welfare Agency should review the needs of their clients in order to determine what services should be jointly provided, and then the cooperation agreement can be used to implement programs that fill “gaps” in services. A process for minimizing common or duplicative services should be developed as well. It is important that each Agency identify the services and resources it is able to commit, and include these commitments in the MOA. The details regarding the type of service/resource, the number of eligible recipients to be served, the time period, etc., should be included. (See Attachment, MOA, Section A for examples of types of commitments).
2. **Coordinating Delivery of Assistance and Services.** The PHA and the Welfare Agency should review their individual processes for providing services to their clients, including recruitment, application, intake and referral, in an effort to determine if there are ways to jointly streamline these processes and improve efficiency in service delivery. This could be done through joint intake/referral processes, use of staff, and access to services, as well as co-located or joint staff. These processes and the specific details of implementation should also be included in the MOA. (See Attachment, MOA, Section B for examples.)
3. **Verification of Information.** The PHA must determine what information must be collected to carry out the PHRA provisions, and then the PHA and the Welfare Agency should jointly determine the procedure to be used to exchange this information. This procedure should include an identification of staff contacts, as well as dates, times and details regarding the use of information, including any limitations and confidentiality issues. (See Attachment, MOA, Section C).
4. **Other Partnerships** - Although this guidance focuses on cooperative agreements with local welfare agencies, PHAs are encouraged to enter into cooperative agreements with any State or local agencies which can assist in providing services which encourage self-sufficiency to assisted families. An example would be the services and resources available at the One-Stop Centers created by the Workforce Investment Act (WIA), which requires that job services, education, and training resources be presented to the community at one central location.

One-Stops, if located in or near public or assisted housing (satellite offices), present a perfect opportunity to link PHA residents with services that assist in increasing self-sufficiency.

PHAs involvement with One-Stops should be included in a cooperation agreement, and all partners and opportunities should be described. Additionally, where possible, PHAs should seek participation in the local Workforce Investment Boards to enhance a coordination effort between all involved parties and service providers and to ensure awareness of the opportunities, resources, and people that a PHA can bring to workforce activities. More information on WIA a list of current One-Stops and Workforce Investment Boards can be found at <http://www.usworkforce.org>. Additionally, PHAs should coordinate with Welfare-to-Work (WTW) grantees who are servicing similar populations.

ROLE OF PHAs AND HUD

Since decisions as to how the additional TANF funds will be used may vary from state to state and in some cases, county to county, PHAs and other organizations should ensure that their state and local governmental entities are aware of the PHRA requirement, the joint (welfare agency and PHA) cooperation agreements and the housing assistance needs of public housing and voucher families in their community. HUD staff should assist PHAs in formulating these agreements and working with states and local agencies to make TANF funds available to assist families receiving housing assistance. The joint efforts between the PHA and its welfare agency partners can increase the economic self-sufficiency opportunities and reduce the dependence on welfare for public housing residents and voucher program families.

For additional information or assistance in establishing cooperation agreements, please contact your local HUD office.

/s/ Harold Lucas

Assistant Secretary for Public and Indian Housing



**U.S. Department of Housing and Urban Development
Office of Public and Indian Housing**

Special Attention of:

Public Housing Agency Directors;
Public Housing Hub Office Directors;
Public Housing Field Office Directors;
Program Center Coordinators;

Resident Management Corporations;
Resident Councils

Notice PIH-2016-06 (HA)

Issued: April 7, 2016

Expires: Effective until amended or
superseded

Cross References: PIH Notice 2015-12

Subject: Administering the Self-Certification Flexibility when Verifying Community Service and Self-Sufficiency Requirement (CSSR) Compliance

- 1. Purpose:** The Department is issuing this Notice to assist public housing agencies (PHAs) in understanding the resident self-certification process when administering the Community Service and Self-Sufficiency Requirement (CSSR).
- 2. Applicability:** This Notice applies to PHAs that administer the Public Housing Program and all HUD Field Offices with Public Housing Programs. This Notice supplements all previous guidance and provides clarification guidance on administering the resident self-certification of compliance with the CSSR.
- 3. Background:** Section 12(c) [42 U.S.C. Section 1437j] of the United States Housing Act of 1937, as amended on October 12, 1998 by Section 512 (Pub. L. 105-276) of the Quality Housing and Work Responsibility Act of 1998, contained a CSSR that every adult resident of public housing contribute eight hours of community service per month, or participate in an economic self-sufficiency program for eight hours per month. Certain individuals, including individuals that are employed and individuals with disabilities, are exempt from this requirement as outlined in 24 CFR 960.601(b). Regulations for the CSSR can be found at 24 CFR Subpart F, 960.600 through 960.609.

On March 8, 2016, HUD published a final rule in the Federal Register providing programmatic streamlining across several HUD programs. The rule amended a provision in 24 CFR Subpart F, 960.605, to permit, but not require, a PHA to accept resident self-certifications of compliance with the CSSR. The final rule also amended 24 CFR, Subpart F, 960.607 to require a PHA that elects to accept self-certification to notify residents the self-certifications may be subject to third-party verification, and to require PHAs to validate a sample of the self-certifications annually.

- 4. Contents of Annual Notification to Residents and Self-Certification:** Residents eligible to complete the CSSR must sign an acknowledgement of their obligation to complete the CSSR annually. This obligation is outlined in more detail in Notice PIH 2015-12. However, a PHA that elects to permit resident self-certifications must notify the resident of the resident's ability to submit a self-certification. Examples of such notifications are provided in in Attachments A and B.

As required in Section 11 of Notice PIH 2015-12, in order to determine compliance with CSSR, at each regularly scheduled rent re-examination, each non-exempt family member presents a signed certification on a form provided by the PHA of CSSR activities performed over the previous twelve (12) months. Each PHA develops a standardized form with places for signature confirmation by supervisors, instructors, or counselors certifying the number of hours contributed. If a PHA elects to permit self-certifications, this PHA-developed form must include the following information:

- a statement that the resident has completed the number of hours listed and this statement is subject to penalties of perjury;
- the number of hours and type of activity (community service or self-sufficiency) that the resident completed;
- the name of the organization or person for which the activity was completed;
- the address of the organization or person;
- the phone number of the organization or person; and
- a contact person in the organization or the person for which the activity was completed.

If a resident completes their CSSR obligation for more than one organization or person during the course of a year, the resident must complete one self-certification for each organization or person for which the resident performed the CSSR activity.

5. **PHA Policies:** A PHA that chooses to accept resident self-certifications of compliance with CSSR must update its CSSR policies prior to accepting resident self-certifications. Further, a PHA that elects to accept self-certifications only may do so prospectively after making necessary policy changes. For residents under lease at the time the PHA amends its policies, the PHA must review annual compliance and obtain third party verification for that lease cycle. However, for any subsequent lease cycles beginning after the PHA has adopted the policy change, the PHA may accept resident self-certifications for those periods. A PHA may not accept resident self-certifications for tenants subject to a work-out agreement until the resident has completed, and the PHA has verified through a third party, that the resident has completed the required hours.
6. **Sampling Methodology and Validation Requirements:** As required by amended 24 CFR Part 960.605, a PHA that elects to accept self-certifications must validate a sample of self-certifications with the third-party for whom the resident completed the community service or self-sufficiency activity. The sample of self-certifications the PHA validates must be a statistically valid, random sample. Attachment D to this notice provides the appropriate sampling methodology to be used by a PHA when determining how many self-certifications must be validated annually. For example, a PHA that has a universe of self-certifications of 50 must validate at least 29 of the self-certifications to meet the statistically valid requirement. A PHA with a universe of self-certifications of 500 must validate 60 self-certifications to meet the statistically valid requirement.

The universe of self-certifications should only include residents that submitted a self-certification, and should not include:

- Residents that are under the age of 18 years or 62 years or older;
- Residents that are exempt;
- Residents for which a PHA receives third party verification of completion with CSSR; and
- Residents that did not complete the required CSSR.

Because the number of residents subject to the CSSR is constantly in fluctuation due to unit turnover, resident employment, etc., a PHA must choose a point in time annually to calculate the universe of self-

certifications received during the previous 12 months. However, PHAs do not need to wait until the end of the 12-month period to begin validating self-certifications. For example, a PHA that can reasonably determine the expected number of self-certifications to be received throughout the 12-month period may validate the appropriate sample of self-certifications during the 12-month period rather than waiting until the end of that time period, subject to any necessary reconciliations once the final universe and sample size is determined.

To validate a self-certification, the PHA must obtain third-party documentation that includes, at a minimum, the name of the organization or person, the number of hours completed by the resident, a signature from the appropriate staff person within the third-party organization or person and that staff person's contact information. Consistent with the written third-party verification techniques outlined in Notice PIH 2010-19, a PHA may accept third-party generated documentation directly from the third-party or from the resident.

- 7. Treatment of Fraudulent Self-Certifications:** In the event a PHA determines a resident has submitted a fraudulent self-certification, the PHA must provide a notice of noncompliance to the resident pursuant to 24 CFR 960.607. If the resident agrees to sign a work-out agreement, the PHA must obtain written third-party documentation of the resident's compliance with the requirements of the workout agreement. Should the resident refuse to enter into a work-out agreement pursuant to the notice of noncompliance, the PHA must take steps to terminate the tenancy of the resident. For more information on this process, see Notice PIH 2015-12.
- 8. HUD Oversight:** A PHA that elects to accept self-certifications must retain the self-certification, any third party validation, and any information related to fraudulent self-certifications in the resident's file for at least two years from the date the documents are received by the PHA for possible HUD review. As part of HUD's oversight and regulatory review processes, and on a risk basis, HUD may review a PHA's administration of CSSR, resident self-certifications, and sample validations.
- 9. Further Information:** Direct inquiries to Todd Thomas of the Office of Public Housing and Voucher Programs at (678) 732-2056.
- 10. Paperwork Reduction:** The information collection requirements contained in this Notice will be submitted for approval by the Office of Management and Budget (OMB) under the Paperwork Reduction Act of 1995 (44 U.S.C. 3520) and assigned OMB control numbers 2577-0083 and 2577-0226.

_____/s/
 Lourdes Castro Ramirez,
 Principal Deputy Assistant Secretary
 for Public and Indian Housing

Attachment A

Community Service and Self-Sufficiency Requirement Certification
For Non-Exempt Individuals

Entrance Acknowledgement

Date:

Participant Name:

I have received and read the Community Service and Self Sufficiency Requirement (CSSR). I understand that as a resident of public housing, I am required by law to contribute 8 hours per month (96 hours over the course of every 12 month period) of community service or participate in an economic self-sufficiency program. I further understand that if I am not exempt, failure to comply with CSSR is grounds for lease nonrenewal. I understand that I may submit a self-certification of compliance with the CSSR, and that my self-certification of compliance may be subject to validation with the organization for which I completed the required hours. My signature below certifies I received notice of this requirement at the time of initial program participation.

Signature: _____

Date of Signature: _____

Attachment B

Community Service and Self-Sufficiency Requirement Certification
For Non-Exempt Individuals

Annual Renewal

Date:

Participant Name:

I understand that as a resident of public housing, I am required by law to contribute 8 hours per month (96 hours over the course of every 12 month period) of community service or participate in an economic self-sufficiency program. I further understand that if I am not exempt, failure to comply with CSSR is grounds for lease nonrenewal. I understand that I may submit a self-certification of compliance with the CSSR, and that my self-certification of compliance may be subject to validation with the organization for which I completed the required hours. My signature below certifies I received notice of this requirement at the time of initial program participation.

Signature: _____

Date of Signature: _____

Attachment C

Below is a chart that indicates the universe and required sample sizes that must be validated by a PHA annually. A CSSR universe would be the number of age eligible residents that have submitted a self-certification. For universe sizes that fall between the universe sizes listed in the chart below, PHAs should utilize the sample size for the next largest universe size. For example, a PHA with a sample size of 27 self-certifications must validate at least 21 self-certifications.

Universe Size	Sample Size AT LEAST
≤ 10	ALL
15	13
20	16
25	19
30	21
35	24
40	26
50	29
60	33
100	41
150	47
200	51
250	54
300	56
350	57
400	58
450	59
500	60
600	61
700	62
800	63
900	63
1000	64
1500	65
2500	66
3500	67
4000	67
5000	67
6000	67
6500	67
≥ 7000	68

What is Standards for Success?

Standards for Success is HUD's new data collection and reporting framework for its discretionary grants.

How is Standards for Success different from the current approach to reporting?

The Standards for Success framework offers:

- Standardization of data elements, definitions, data collection and reporting;
- One reporting tool for multiple types of grants eliminating duplicative requirements across programs;
- Improvements in the reporting tool;
- Reduced frequency of reporting;
- Option of data extracts from current technology systems;
- Protection of privacy of Participants; and
- De-identified, record-level data collection allows for aggregation at different levels and more extensive and valuable data analysis.

When does Standards for Success become effective?

Standards for Standards for Success has a multi-year transition period beginning with a one-year proof of concept Pilot in fiscal year (FY) 2017. The Pilot will test the framework and validity of the data measures. At the pilot's conclusion after FY 2017, HUD will assess the pilot, review feedback from users and make refinements for broader implementation.

Which Grantees are participating in the Pilot Program?

The Pilot Program participation is designated for select discretionary Grantees from the Housing Opportunities for Persons with HIV/AIDs (HOPWA) Program, the Multifamily Housing Service Coordinator (MFSC) Program using AASC Online, Budget-based (B-b) Funding Service Coordinators using AASC Online, and the Resident Opportunities and Self Sufficiency (ROSS) using AASC online and all FY16 ROSS awardees.

I am a service coordinator and I use AASC Online in my data collection and reporting, am I included in the pilot?

Yes, AASC Online users are participating in the Pilot because new reporting requirements will be built directly into AASC Online.

Will I be required to change reporting tools from the tool I currently use?

The new on-line data collection and reporting tool, "InForm", accommodates Grantees' current data management systems. InForm accepts predetermined system to system file transfers, XML files uploads, and direct data input.

Will APR regular reporting requirements for HOPWA be replaced by this program?

APR remains a required reporting activity. HUD is making efforts to avoid duplication of reporting activities with Standards for Success.

Do MFSC and B-b Funding Service Coordinators still need to submit other "semi-annual" reports? If so, when are they to be submitted?

MFSC and B-b Funding Service Coordinators will submit one last semi-annual report covering the time period October 1, 2016 through December 31, 2016. This report is due on January 30, 2017.

How will the grant program Participants' privacy be protected?

Personally identifiable information (PII) is kept at the Grantee level and will not be reported to HUD. Grantees submit de-identified information to HUD. No PII is reported to HUD.

What are Standards for Success indicators?

The Standards for Success framework focuses on 18 indicators aligned with HUD's strategic goals to measure the self-sufficiency and ability of HUD beneficiaries to obtain and maintain housing.

The indicators are designed to answer five fundamental questions on grant effectiveness:

1. Does Participant economic independence and self-sufficiency improve?
2. Does the ability to live independently improve?
3. Does participation reduce homelessness?
4. Does participation in grant-funded housing services improve other quality of life outcomes?
5. Do the grant-funded housing services help participants meet their housing needs?

These fundamental questions align with HUD's Agency Priority Goals (APGs).

What are data elements?

Data elements are individual items of information such as a calendar date, number or status code. The indicators are derived from 98 data elements that provide information regarding the Grant Award or Participant.

Will I be required to collect all 98 data elements and report all 18 indicators?

Grantees will collect data elements for indicators only relevant to their grants as determined by each HUD program.

In addition, all 18 indicators do not apply to each program. Success Indicators apply to a program based off the data elements the program collects and reports. Calculations of success indicators are performed at the HUD level, not at the Grantee level.

Will Grantees participating in the Pilot be required to meet benchmarked performance indicators?

Grantees participating in the Pilot Program will not be required to meet performance measures. The purpose of the Pilot Program is to test the feasibility of the framework and methodology; assess what works; and identify opportunities for refinements.

Can I opt out of the Pilot Program?

Grantees participating in the Pilot Program have the option to discontinue participation if they make this election during the first year of the Pilot. Participating in the Pilot offers the following advantages to Grantees:

- A first-hand look and experience with HUD's new reporting approach before broader implementation;
- The ability to provide feedback to better serve Grantees' and Participants' needs; and
- Not being held to any benchmark on data collected during the Pilot.

HUD is striving to minimize any inconveniences of participation.

What resources are available to help me learn about Standards for Success?

HUD representatives and subcontractors are offering a variety of opportunities to increase knowledge about Standards for Success and its components including a:

- Series of webinars and computer-based training;
- Data Integrity Reference Manual addressing what, when and how to collect data elements and an explanation of the success indicators;
- Data Reporting Reference Manual explaining the InForm tool; and
- Set of Frequently Asked Questions (FAQs), Fact Sheets, Shortcuts, and Quick References for both Data Collection and Data Reporting.

Existing educational and reference materials are available on the HUD portal. As new materials are developed, they will also be available on the HUD portal.

How can I provide feedback or ask questions or regarding the Standards for Success framework and methodology?

Contact HUD by e-mail at askgmo@hud.gov to provide feedback or submit questions regarding Standards for Success. Include Standards for Success in the e-mail's subject line.

