

# Family Self-Sufficiency Program Master Book

September 1993

Revision Date	Revision Date
March 1, 1994	October 1, 2004
April 20, 1994	September 1, 2005
June 1, 1994	July 1, 2006
November 1, 1994	June 1, 2007
October 15, 1995	July 1, 2008
August 1, 1996	June 1, 2009
December 1, 1996	May 1, 2010
March 1, 1997	March 1, 2011
June 1, 1997	February 1, 2012
August 1, 1997	November 1, 2012
May 1, 1998	January 1, 2014
June 1, 1999	February 1, 2015
April 1, 2000	January 1, 2016
September 1, 2000	February 1, 2017
June 1, 2001	April 1, 2018
December 1, 2001	March 1, 2019
August 1, 2002	January 1, 2020
January 1, 2003	



1810 Gillespie Way, Suite 202  
El Cajon, CA 92020  
800.783.3100  
Fax: 619.258.5791  
[www.nanmckay.com](http://www.nanmckay.com)

**Product #301-003**

Acknowledgments:

Joseph Kress (Case Unit Supervisor, City of Phoenix, Community Services Division) and his staff of dedicated Caseworkers; Patti Zatarian Menard, FSS Coordinator, San Diego Housing Commission; Joe Menard, Manager, Rehabilitation Counselor, Hall & Associates; Valerie Dennehy, LCSW FSS Program Coordinator, Plymouth Massachusetts Housing Authority, and the staff at Nan McKay and Associates, Inc.

All materials copyrighted by Nan McKay and Associates, Inc. January 2020, except reference material.

# Table of Contents

---

## BASIC PROGRAM INFORMATION

<b>Section 1</b>	<b>Program Components</b> .....	i
	KEY RELATIONSHIPS .....	i
	ROLES IN SUBSIDIZED HOUSING .....	ii
	CREATION OF A HOUSING AUTHORITY .....	iv
<b>Section 2</b>	<b>Overview of the Housing Process</b> .....	xi
	THE PUBLIC HOUSING PROGRAM .....	xi
	THE HOUSING CHOICE VOUCHER PROGRAM .....	xxi
<b>Section 3</b>	<b>Policy Development</b> .....	xxix
	THE ROLE OF POLICY IN IMPLEMENTING REGULATIONS .....	xxix
	MANDATORY VS. DISCRETIONARY POLICIES AND PROCEDURES .....	xxxii
<b>Section 4</b>	<b>Where to Get More Information</b> .....	xxxv
	GUIDE TO HUD REFERENCES .....	xxxv
	INFORMATION ON THE INTERNET .....	xxxvi

## CHAPTER 1 FSS BASICS

<b>Section 1</b>	<b>Overview of Family Self-Sufficiency</b> .....	1-3
	PROGRAM GOALS AND OBJECTIVES .....	1-3
	SELF-SUFFICIENCY .....	1-4
	HISTORY .....	1-7
	LEGISLATIVE HISTORY .....	1-7
	REGULATORY REFERENCES .....	1-9
	OVERVIEW OF BASIC PROGRAM STEPS .....	1-9
	FUNDING OF SOCIAL SERVICES .....	1-10
	FUNDING OF FSS COORDINATORS .....	1-12
	OTHER FSS COORDINATOR FUNDING .....	1-15
	REQUIRED VS. VOLUNTARY FSS PROGRAMS .....	1-15
	REQUIREMENT TO IMPLEMENT AN FSS PROGRAM .....	1-16
	VOLUNTARY FSS PROGRAMS .....	1-22
	INELIGIBLE PHAS .....	1-24
<b>Section 2</b>	<b>Action Plan</b> .....	1-25
	ACTION PLAN OVERVIEW AND REQUIREMENTS .....	1-25
	STATE AND REGIONAL PHAS .....	1-25
	REVISIONS TO THE FSS ACTION PLAN .....	1-25
	MINIMUM CONTENT OF THE ACTION PLAN .....	1-26
	COMBINED PROGRAMS .....	1-29
	SINGLE ACTION PLAN .....	1-29
	ACTION PLAN .....	1-29
<b>Section 3</b>	<b>Program Coordinating Committee (PCC)</b> .....	1-31
	MEMBERSHIP OF THE COMMITTEE .....	1-31
	RESPONSIBILITIES AND ROLE OF THE COMMITTEE .....	1-33
	STRUCTURE OF THE COMMITTEE .....	1-34
	ALTERNATIVE COMMITTEE .....	1-38

Table of Contents

<b>Section 4</b>	<b>Staffing</b> .....	1-41
	STRUCTURE OF THE PROGRAM WITHIN THE AGENCY .....	1-41
	PERFORMING FSS FUNCTIONS WITHIN THE AGENCY .....	1-41
	RESOURCES FOR FUNDING .....	1-42
	STAFF POSITIONS NEEDED.....	1-45
	INITIAL FUNCTIONS.....	1-46
	ONGOING FUNCTIONS .....	1-47
	STAFF RATIOS.....	1-52
	MENTORS.....	1-53
	COMMUNITY VOLUNTEER GROUPS.....	1-53
	STAFF TURNOVER.....	1-54
<b>CHAPTER 2</b>	<b>SELECTION AND CONTRACT OF PARTICIPATION</b>	
<b>Section 1</b>	<b>Selection of FSS Families</b> .....	2-3
	NO SELECTION OF APPLICANTS .....	2-3
	ESTABLISHMENT OF A LOCAL PREFERENCE (HOUSING WAITING LIST) .....	2-3
	LEASING ACTIVITIES.....	2-4
<b>Section 2</b>	<b>Eligible Families</b> .....	2-5
	SELECTION FROM PARTICIPANTS.....	2-7
	PREFERENCES IN THE FSS SELECTION PROCESS.....	2-8
	SCREENING AND DENIAL OF PARTICIPATION .....	2-10
	PROCESS FOR FAMILY SELECTION .....	2-15
<b>Section 3</b>	<b>The FSS Contract of Participation</b> .....	2-21
	CONTRACT REQUIREMENTS.....	2-21
	THE INDIVIDUAL TRAINING AND SERVICES PLAN (ITSP).....	2-31
	REQUIREMENT TO SEEK AND MAINTAIN EMPLOYMENT.....	2-32
	COMPLIANCE WITH THE LEASE.....	2-35
	PROVISION OF SERVICES .....	2-35
	TRANSITIONAL SERVICES .....	2-36
	CHANGE IN FAMILY COMPOSITION .....	2-37
	COMPLETION OF CONTRACT .....	2-38
	CONSEQUENCES OF NONCOMPLIANCE WITH CONTRACT .....	2-38
<b>Section 4</b>	<b>Contract Planning</b> .....	2-41
	CONCEPTUAL PLANNING OF CONTRACT .....	2-41
	CHARACTERISTICS OF THE CONTRACT .....	2-41
	ASSESSMENT INFORMATION.....	2-43
	EVALUATING GOAL ATTAINMENT .....	2-47

Table of Contents

<b>CHAPTER 3</b>	<b>ESCROW ACCOUNTS</b>	
	HOW THE ESCROW ACCOUNT WORKS .....	3-3
	WHERE DO THE ESCROW DOLLARS COME FROM? .....	3-4
	ESCROW ACCOUNT: GENERAL GUIDELINES .....	3-7
	HOW THE TOTAL TENANT PAYMENT (TTP) RELATES TO ESCROW CALCULATIONS AND RENT.....	3-8
	BASELINE FIGURES AND INCREASES IN EARNED INCOME .....	3-9
	TIMING OF THE ESCROW CREDIT CALCULATION .....	3-19
	IMPACT OF INCOME LIMITS .....	3-20
	IMPACT OF THE EARNED INCOME DISALLOWANCE (EID).....	3-21
	CREDITING THE ESCROW ACCOUNT.....	3-23
	INVESTING THE FSS ACCOUNT .....	3-24
	REPORTING ON THE FSS ACCOUNT.....	3-26
	DISBURSING THE FSS ACCOUNT .....	3-27
	FORFEITING THE FSS ESCROW ACCOUNT.....	3-32
	FORFEITED FSS ESCROW ACCOUNTS .....	3-33
	UNDERSTANDING INCOME AND RENT CALCULATIONS .....	3-33
	CREATING POLICIES TO INCLUDE FLAT, CEILING, AND MINIMUM RENTS IN THE PUBLIC HOUSING ESCROW CALCULATION .....	3-37
<b>CHAPTER 4</b>	<b>FSS PORTABILITY</b>	
	HOUSING CHOICE VOUCHER PORTABILITY.....	4-3
	SPECIFIC PORTABILITY PROVISIONS.....	4-7
<b>CHAPTER 5</b>	<b>FSS PROGRAM EVALUATION</b>	
<b>Section 1</b>	<b>Program Evaluation Essentials .....</b>	5-3
	FSS NARRATIVE REPORT.....	5-3
	HOW TO OVERCOME CHALLENGES IN SUBMITTING FSS ADDENDUMS TO IMS/PIC.....	5-15
	CHANGES TO HEAD OF HOUSEHOLD AND PIC PROCESSING OF FSS ADDENDUM RECORDS.....	5-21
	ACCURATE REPORTING OF FSS ESCROW BALANCES .....	5-22
	FSS ADDENDUM AND 50058 PROCESSING FOR PORTABILITY.....	5-25
	ADMISSIONS TO ANOTHER PHA FEDERALLY ASSISTED HOUSING PROGRAM .....	5-29
	SECTION 8 MANAGEMENT ASSESSMENT PROGRAM (SEMAP) .....	5-30
	PUBLIC HOUSING ASSESSMENT PROGRAM.....	5-33
	THE FSS PERFORMANCE MEASUREMENT SYSTEM: COMPOSITE SCORING.....	5-34
	OVERVIEW OF FSS PROGRAM EVALUATION.....	5-39
	HUD'S HISTORICAL EVALUATIONS OF THE FAMILY SELF-SUFFICIENCY PROGRAM ..	5-40
	HUD'S BEST KEPT SECRET – FSS .....	5-47
<b>CHAPTER 6</b>	<b>CASE MANAGEMENT SERVICE COORDINATION</b>	
<b>Section 1</b>	<b>General Case Management Issues .....</b>	6-3
	CHARACTERISTICS OF EFFECTIVE CASE MANAGERS.....	6-3
	DEFINING DUTIES/ TASKS OF THE CASE MANAGER .....	6-5
	CLIENT CONFIDENTIALITY .....	6-11
	THE ROLES OF THE CASE MANAGER.....	6-12

Table of Contents

<b>Section 2</b>	<b>Identifying Resources and Networking</b> . . . . .	6-15
	RESEARCH TECHNIQUES . . . . .	6-15
	BASIC RESOURCE REFERRALS . . . . .	6-16
	STATE AND COUNTY GOVERNMENT SERVICE DIRECTORIES . . . . .	6-17
	SOCIAL SERVICE DIRECTORIES . . . . .	6-17
	WHAT IF RESOURCES ARE LIMITED? . . . . .	6-18
	NETWORKING: WHAT IS IT AND HOW DO YOU DO IT? . . . . .	6-22
<b>Section 3</b>	<b>Client Case Management Activities</b> . . . . .	6-25
	ACTIVITIES PRIOR TO CoP EXECUTION . . . . .	6-25
	SIX CRUCIAL NEEDS OF THE CLIENT . . . . .	6-29
	HELPING-INTERVIEW APPROACH . . . . .	6-29
	THINGS TO AVOID IN THE HELPING INTERVIEW . . . . .	6-30
	TYPES OF QUESTIONS . . . . .	6-31
	WHEN TO USE QUESTIONS (OTHER THAN THE NEED FOR SPECIFIC INFORMATION) . . . . .	6-32
	MULTIPLE STEP ORIENTATION PROGRAMS . . . . .	6-43
	ACTION STEPS . . . . .	6-44
	ORIENTATION ACTION STEPS . . . . .	6-45
	COMMUNICATING ABOUT FAMILY SELF-SUFFICIENCY . . . . .	6-46
<b>CHAPTER 7</b>	<b>AVENUES TO ACHIEVING SELF-SUFFICIENCY</b>	
<b>Section 1</b>	<b>The Private Sector</b> . . . . .	7-3
	MARKETING FOCUS . . . . .	7-3
	SPECIFIC TARGETING . . . . .	7-5
	MARKETING TO-DO LIST . . . . .	7-9
<b>Section 2</b>	<b>Client and Community Factors Affecting FSS Success</b> . . . . .	7-11
	CLIENT FACTORS AFFECTING SUCCESS . . . . .	7-11
	COMMUNITY FACTORS AFFECTING SUCCESS . . . . .	7-12
<b>Section 3</b>	<b>Agency Factors Affecting Success</b> . . . . .	7-13
	INTRA-AGENCY COLLABORATION . . . . .	7-13
	TEAMWORK – INTERACTION BETWEEN PROFESSIONALS, THE PHA AND OTHER AGENCIES . . . . .	7-13
	STRUCTURE AND PROCESS FOR COMMUNITY COORDINATION . . . . .	7-15
	MEETINGS . . . . .	7-15
	SUGGESTIONS FOR IMPROVING SUCCESS . . . . .	7-16
<b>Section 4</b>	<b>Homeownership Option</b> . . . . .	7-17
	GENERAL . . . . .	7-17
	FAMILY ELIGIBILITY . . . . .	7-18
	PRE-ASSISTANCE HOMEOWNERSHIP COUNSELING . . . . .	7-21
	FINDING A HOME . . . . .	7-22
	DENIAL OR TERMINATION . . . . .	7-25
	MONTHLY HOMEOWNERSHIP ASSISTANCE PAYMENTS . . . . .	7-26
	MONTHLY HOMEOWNERSHIP ASSISTANCE - CONTINUED ASSISTANCE . . . . .	7-28
	MONTHLY HOMEOWNERSHIP ASSISTANCE - TERMINATION . . . . .	7-31
	DOWNPAYMENT ASSISTANCE GRANTS . . . . .	7-32

Table of Contents

<b>CHAPTER 8</b>	<b>HUD REFERENCES</b>	
Section 1	24 CFR References .....	8-1
Section 2	HUD 50058 Instruction Booklet (FSS Section) .....	8-27
Section 3	FSS Error Messages in 50058 Submission Module .....	8-37
<b>CHAPTER 9</b>	<b>HUD MEMOS</b>	
Section 1	HUD Forms Relating to FSS.....	9-1
Section 2	HUD Memos and Other Information .....	9-15
<b>GLOSSARY</b>		
<b>INDEX</b>		