



The Housing Conference
2017
AUGUST 21-22, 2017 - BOSTON, MA

Managing Your FSS Program

Starting FSS in Multi Family Housing


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2017 25th FSS Anniversary

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2017 25th FSS Anniversary

FSS Families ...

- More likely to get services
- More likely to get better jobs
- More increase in earnings

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Manage Your FSS Program
Start FSS in Multi Family

Where We Are
Where We Want to Be

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FSS Management Challenges

- In general PHAs can be ...
 - Out of compliance with regulations
 - Policies are incomplete and underutilized
- Unclear about their own FSS goals/success
- FSS operates outside PHA mainstream
- Inexperienced in anti-poverty supervision
- FSS staff unfamiliar with case management
- PCCs underutilized

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FSS Management Opportunities

- In general PHAs want to ...
 - Do the basics right – every time!
 - Match goals to FSS goals and track progress
 - Ensure PHA/agency wide support for FSS
 - Provide leadership - hire talent and expertise
 - Craft a stellar PCC then lead to excellence

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FSS
The Basics

Where We Are

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Managing Your FSS Program
Do the Basics Right
Let's Review the Basics



FSS Goals

Match Housing Assistance Families
with
Existing Community Services
to
Achieve (Economic) Self Sufficiency

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Family Expresses Interest

- Families volunteer
 - 5 year contract for HOH employment
- Case manager assigned
 - Needs assessment
 - Goal set
 - Resources needed
- Escrow savings account
 - As earnings increase
 - Interim withdrawals
 - Final disbursement



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FSS Implementation

Develop PCC

↓

Identify & coordinate needs to resources

↓

Develop Action Plan
Revise Action Plan

↓

Develop program design
Service systems

↓

Select & service participants

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FSS Program Design

Outreach

↓

Orienting

↓

Needs Assessed
Goals Set

↓

Selecting

↓

Contracting

↓

Servicing

↓

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- ### Action Plan Requirements*
- Must have Action Plan policies
 - HUD-approved *
 - Avoid legal challenges
 - Developed with PCC*
 - PHA final decision-maker
 - Must include revisions in Annual Plan*
 - [Could be many legal concerns here!](#)
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Minimum Required Contents

- Demographics
- Selection procedures
- Incentives
- Case management steps
 - No mandates
- Changes to ITSP
- Interim disbursements
- Termination procedures
- Assurances



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Program Coordinating Committee

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Program Coordinating Committee*

- Must have a PCC
 - May use existing committee
- Assists with Program
 - Participating Family*
 - PHA Representative*
- Vastly under utilized!
- PHAs shifting responsibility!

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Possible Members Leadership!

- TANF
- Adult Education
- Community College
- Mental Health
- Veterans Services
- Vocational Rehab
- Employers
- Faith Based Service
- Legal Aide
- Childcare Resources
- University
- Financial Literacy
- Homeownership
- Micro Business
- Social work
- Case management
- Elder Care
- Crisis Team

Who else.....?



Selection

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Selection of FSS Families

- S8 Program Participants
 - Project Based
 - No Mod Rehab
- PH Residents
 - No Tax Credit
 - No Mixed Finance
- Multi Family
 - No coord grant
 - May partner with PHA



Selection of FSS Families*



- FSS family head
 - HOH for Income and Rent*
- Elderly & disabled
 - Must NOT exclude if interested
 - Must make reasonable accommodations if requested
 - Legally vulnerable [Here!](#)

Denial of Participation*

- May* deny FSS participation to:
 - People who are not motivated
 - Previous participant who was terminated
 - Families where services are unavailable
 - Participants and residents who owe debt to any PHA



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Contract of Participation

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FSS Contract*

- Must use COP HUD Form
- ITSP completed for head and each participating adult*



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FSS Contract

- Must be signed by family head*
- Initial term 5 Years
- Can be extended for "good cause"
 - Up To 2 Years*
 - Beyond Family Control
- Individual Training & Services Plan
 - Mandatory for Head
 - Includes Interim and Final Goals
 - Employment & Free of Welfare
 - No mandated goals or requirements!

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Completion Of The FSS Contract

- All obligations complete on or before expiration of FSS contract*
- Or ...



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Completion Of The FSS Contract

- In HCV only
 - 30% AMI equals/exceeds FMR,
 - THEN
 - Escrow account if HOH certifies family welfare free



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Termination of COP

- FSS Contract of Participation may be terminated:
 - Mutual consent
 - Failure to meet obligations
 - Here is legal vulnerability about mandating goals
 - Withdrawal
 - Act inconsistent with FSS
 - Operation of law

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Escrow Account

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How Escrow Account Works

- Generally, escrow credit is amount rent increases as result of increase in earned income
- Not always dollar for dollar
 - Other factors affect the family rent

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Disbursing FSS Account

- Final Disbursement....
 - Family fulfills all obligations under contract or
 - In HCV only 30% MAI => FMR
 - Family must be free of welfare assistance
- Interim Disbursements
 - At sole discretion of PHA

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Forfeiting the Account


- Contract terminated
- Completed but family receiving welfare
- If head dies and remaining members choose not to participate
- If family does not pay its rent, funds may be forfeited per FSS contract
- If family ports and can not take FSS

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FSS Reporting

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- FSS 50058 Addendum
- SEMAP
- PHAS
- PHA Program Evaluation

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HUDs "New" Program Evaluation

- Purpose
 - Provide performance data in grant programs
 - Allow continuously improvement
 - Identify best practices



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HUDs "New" Program Evaluation

- Result of scathing reviews by
 - GAO
 - OIG
- Problems
 - Validity of data
 - Comparability of data
- 6-8 OIG reviews of FSS each year now
 - HUD recapturing funds
 - Misspent
 - Unspent

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HUDs "New" Program Evaluation

- Measuring in FSS
 - Number in FSS
 - Number with escrow account
 - Increased earned income

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Managing Your FSS Program

Where We Are
Where We Want to Be

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FSS Management Challenges

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Managing FSS Basics

Where We Want to Be

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Managing Your FSS Program

- Let's look at each challenge and then management strategies and opportunities
- Starting with...
 - Manage the Basics



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HUD Regulations

- Read and follow the regulations
- Know regulation wording
- Trust regulation wording
 - PHA must = Required
 - PHA may = Choice



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HUD Regulations (M & M's)*

- PHA must = Required
- PHA may = Choice
- Choice = Policy
- Policy =
 - Action Plan*
 - ACOP
 - Administrative Plan



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HUD References

- 24CFR Part 984, SubParts (A)(B)(C)(D)
- PIH Notice 93-24, Q & A's
- PIH Notice 95-5 Modification of Contract
- PIH Notice 2016-8 PIC
- H 2016-8
- FSS Contract of Participation
- Admission and Occupancy Rule
- NOFA for each year



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Managing FSS Goal Setting

Where We Want to Be

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Managing Your FSS Program

- Let's look at each challenge and then management strategies and opportunities
- Now...
 - Goal Setting



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FSS Goal Setting

- High performing PHAs/owners have a strategic plan including
 - Overall goal of PHA/owner
 - Goals for each program
 - Activities used to reach goals
 - Procedures to measure goal achievement
 - Respect for participants and residents served



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FSS Goal Setting



- Match agency goals with FSS goals
- Ask question...“Why are we involved with FSS?”
 - Increase rent revenues
 - Decrease HAP per family
 - Increase non-HUD funding for programs
 - Increase families served
- OR
- Increase services or
- Increase earned income
- Business or social support?

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FSS Goal Setting

- Is this PHA/owner trying to increase self sufficiency by
 - Increasing access to services
 - Increasing time in education and training
 - Increasing wages
 - Decreasing dependency on subsidies by
 - This much.....
- And if so, why?

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FSS Goal Setting

Some think...

- It's not all about the rent and HAP
 - It's only about the rent and HAP

Others think...

- It's all about the cost and the return on investment
- And
- It's all about the human cost and the return in quality of life!

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Match FSS and PH/HCV/PBRA Goals

- Set goals, activities, and measurements for FSS as well
- Make certain these are consistent with PHA/owners goals
- Create procedures that allow tracking



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Managing FSS Agency Wide Support

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Managing Your FSS Program

- Let's look at another challenge and turn it into a management opportunity...
- Ensure PHA agency wide support for FSS program



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Managing Your FSS Program



- Ensure PHA agency support for FSS
 - Work with human resources
 - Identify FSS software
 - Develop partnerships with finance

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Managing Your FSS Program



- Hire talent
 - FSS Case Managers
 - FSS Coordinators
 - Have different duties

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Work with Human Resources

- Make sure Coordinator position designed to meet agency goals for FSS
 - Job descriptions are accurate and bench marked in community
 - Performance standards are developed, trained and tracked
 - Performance evaluations are done, match standards and job description

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FSS Computer Software and PH/HCV Interface

- FSS Coordinator work closely with IT to make certain ...
 - Software is good and used to full capacity
 - Education, training, employment and earnings data are tracked
 - Software can pull and summarize data to see if agency goals met

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Develop Partnerships with Finance

- Cut costs of escrow
 - Use software to calculate escrow
 - Print hard copy escrow calculation to both files
 - Develop quality control procedure to spot check each escrow related issue
 - Develop policy to report balances and post interest in a cost effective manner
 - Track actual length of time needed to complete escrow functions in this manner

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Develop Partnerships with Finance

- Cut costs of porting
 - Educate FSS participants on the realities of porting
 - Create partnerships with nearby PHAs to port FSS families
 - Think outside the box about long distance ports

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Managing FSS Craft a Stellar PCC

Where We Want to Be

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Managing Your FSS Program

- Let's look at another challenge and turn it into an opportunity...
 - Craft a Program Coordinating Committee



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Craft a Program Coordinating Committee



- To provide
 - Case management
 - Vocational assessment
 - Wide range of services

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Craft a Program Coordinating Committee



- Key design of FSS
 - True leadership
 - Design collaborations
 - Make PHA a central player in the community-wide self-sufficiency arena

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Craft a Program Coordinating Committee

- True leadership and commitment
 - Consider goal of PCC
 - Truly collaborative
 - Informative
 - Directive



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Craft a Program Coordinating Committee

- True leadership and commitment
 - Membership should be carefully considered
 - PHA member from PHA management
 - Make a statement to community
 - What is expected of other agency

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Craft a Program Coordinating Committee

- True leadership and commitment
 - Chair person from community NOT FSS Coordinator
 - FSS Coordinator should be staff support to PCC
 - Expect to spend 60% of time

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Make PHA a Central Player in Community-Wide Self-Sufficiency

- PHA management have leadership positions
 - Community College Board
 - University Advisory Boards
 - Workforce Investment Board
 - United Way
 - DHHS
 - Community Council
- Take the message...



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Make PHA a Central Player in Community-Wide Self-Sufficiency

- Take the message...
 - This PHA is increasing self sufficiency by
 - Increasing access to services
 - Increasing time in education and training
 - Increasing wages
 - Decreasing dependency on subsidies by
 - This much.....

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Make PHA - Central Player in Community-Wide Self-Sufficiency

- Take the message...
 - It's not all about the rent and HAP
 - It's only about the rent and HAP

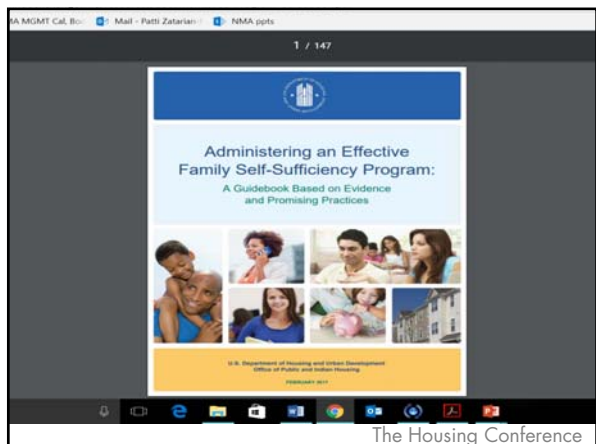
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Make PHA a Central Player in Community-Wide Self-Sufficiency

- Take the message...
 - It's all about the cost and the return on investment
 - It's all about the human cost and the return in quality of life!



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HUD Best Practices Guidebook & On Line Training

- www.hudexchange.info/resources/documents/FSS-Program-Guidebook.pdf
- www.hudexchange.info/trainings/fss-program-online-training/

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Multi-Family Differences



Multi Family, HCV and PH FSS

Multi Family-PBRA Differences Notice H-2016-08

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Law <ul style="list-style-type: none"> ▪ 2015 AA ▪ Grant <ul style="list-style-type: none"> ▪ None ▪ HUD Approval <ul style="list-style-type: none"> ▪ Performance based ▪ Staffing <ul style="list-style-type: none"> ▪ Lower ▪ Action Plan <ul style="list-style-type: none"> ▪ Funding ▪ PCC <ul style="list-style-type: none"> ▪ No consultation | <ul style="list-style-type: none"> ▪ Eligibility <ul style="list-style-type: none"> ▪ Denials/Approvals ▪ FSS Contract <ul style="list-style-type: none"> ▪ Contradictions/120 Rule ▪ Completion <ul style="list-style-type: none"> ▪ Must complete if moving ▪ Escrow <ul style="list-style-type: none"> ▪ HAP/Same not obvious ▪ Ports/Transfers ▪ Reporting <ul style="list-style-type: none"> ▪ Quarterly & On Site |
|---|---|

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**FAMILY SELF SUFFICIENCY
ASSISTED HOUSING FSS PROGRAMS
COMPARISON CHART**

TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
PURPOSE, SCOPE, APPLICABILITY	24 CFR 984.101/105			
FSS Entities Eligible	Yes	Yes	Yes	Yes
Mandatory or Voluntary	Voluntary unless rec'd new vouchers between 1993 and October 21, 1998 and have not successfully completed that number of FSS	Voluntary	Voluntary unless transitioning PH to PBV RAD. In this case, PHA must continue to serve PH FSS participants transferred to PBV until completion	Voluntary- all privately owned multifamily housing properties that receive PB Section 8 rental subsidy through a Housing Assistance Payment (HAP) contract with HUD Pg. 1
Enabling law and regulation	Section 23 of the United States Housing Act of 1937.	Section 23 of the United States Housing Act of 1937.	Section 23 of the United States Housing Act of 1937.	Consolidated Appropriations Act, 2015, Pub. L. No. 113-235. Pg. 2
FUNDING				
Coordinator Funding	Congress approved FSS Coordinator Grant Annual NOFA	Congress approved FSS Coordinator Grant Annual NOFA	Congress approved FSS Coordinator Grant Annual NOFA	Congress has not approved new funding. Pg. 3 Owners may use residual receipt accounts for coordinators for FSS. HUD Handbook 4350.1, Chapter 25, "Residual Receipts" and H2016-08. Includes advances and using remaining residuals to fund FSS Coord next year.
DEFINITIONS	24 CFR 984.103			
FSS Family or FSS Participant	HOH	HOH	HOH	FSS program shall be available to any aged [sic] participant above 18 years of age Pg. 4

**FAMILY SELF SUFFICIENCY
ASSISTED HOUSING FSS PROGRAMS
COMPARISON CHART**

TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
				MF COP "Instructions" says "Other family members 18 and older may choose to execute an ITSP if agreed by the owner.
Individual Training Service Plan	HOH and any adult who chooses to have ITSP and PHA approves	HOH and any adult who chooses to have ITSP and PHA approves	HOH and any adult who chooses to have ITSP and PHA approves	HOH and each adult member who elects to participate in the FSS program. Owner does not have to approve. Pg. 4 MF COP "Instructions" says "Other family members 18 and older may choose to execute an ITSP if agreed by the owner.
Program Coordinating Committee	Committee required/can be joint with another PHA or Owner/can be an existing committee Participant and PHA staff Required PCC Membership	Committee required/can be joint with another PHA or Owner/can be an existing committee Participant and PHA staff Required PCC Membership	Committee required/can be joint with another PHA or Owner/can be an existing committee Participant and PHA staff Required PCC Membership	Committee required/can be joint with another PHA or Owner Pg. 4 and Pg. 11 No Required PCC Membership
ACTION PLAN	24 CFR 984.201			
Development of the Action Plan	Required in consultation with PCC	Required in consultation with PCC	Required in consultation with PCC	PCC required but not in consultation with PCC – policy Pg. 8
Approval of Action Plan	Approval criteria not defined	Approval criteria not defined	Approval criteria not defined	Owner must rate Satisfactory or higher on most recent Management

**FAMILY SELF SUFFICIENCY
ASSISTED HOUSING FSS PROGRAMS
COMPARISON CHART**

TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
				and Occupancy Review, be current in submission of Annual Financial Statements and Monthly Accounting Reports for prior three-year period, and have resolved all compliance flags. Pg. 8
Revisions to FSS Action Plan	Must submit to field office if change in policy or program size	Must submit to field office if change in policy or program size	Must submit to field office if change in policy or program size	Must submit if change in policy or program size. Modification for increased program size is required only if there is a concurrent request for an additional residual receipts amount. Pg. 9
Action Plan Description of Coordinator Funding	None Required	None Required	None Required	Action Plan must include how FSS program coordinator will be funded and include a strategy for continuing funding over at least next five years. Pg. 10
Action Plan Optional Additional Information Combined FSS Programs	PHA may operate a joint FSS program with another PHA	PHA may operate a joint FSS program with another PHA	PHA may operate a joint FSS program with another PHA	An owner may operate a joint FSS program with another multifamily assisted housing owner or PHA. Owner must submit a joint Action Plan and a signed agreement to create and operate a combined FSS program.

**FAMILY SELF SUFFICIENCY
ASSISTED HOUSING FSS PROGRAMS
COMPARISON CHART**

TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
				An owner with multiple properties participating in FSS has the discretion to choose between submitting an individual Action Plan for each property, or a “joint” Action Plan for multiple properties. Pg. 10
FSS FAMILY SELECTION	24 CFR 984.203			
FSS Family Selection	May only exclude: Previous FSS participants who were terminated; Families that owed money to a PHA; Families who do not meet motivational screening criteria; and Families who need a service that is not available and the service cannot be replaced by another service.	May only exclude: Previous FSS participants who were terminated; Families that owed money to a PHA; Families who do not meet motivational screening criteria; and Families who need a service that is not available and the service cannot be replaced by another service.	May only exclude: Previous FSS participants who were terminated; Families that owed money to a PHA; Families who do not meet motivational screening criteria; and Families who need a service that is not available and the service cannot be replaced by another service.	Owners must provide a description of the procedures to select families for participation in the FSS program. [...] The description should [making this policy] include any ineligibility criteria, such as a record of failing to comply with lease requirements or having been previously terminated from the FSS program. Pg. 9 And then states, ‘Eligible families must [making A system mandatory] be selected according to an objective system, such as a lottery, the length of time living in subsidized housing, the date the family

**FAMILY SELF SUFFICIENCY
ASSISTED HOUSING FSS PROGRAMS
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TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
				expressed an interest in participating in the FSS program, prior participation with poor results, history of on-time rent payments, or no lease violation notices within the past year. [making these choices optional] Pg. 11
PROGRAM OPERATION	24 CFR 984.301			
Timetable	None for voluntary program	None for voluntary program	None for voluntary program	Owners using residual receipts to employ an FSS program coordinator must begin program operation within 12 months of the approval date to use the residual receipts. Operation means that activities such as outreach, participant selection, and enrollment have begun. If this does not occur, owner must submit an updated action plan for HUD approval. Amounts not covered by an approved, updated plan of action must be returned to the residual receipt account prior to the close of the project fiscal year. Pg. 12

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ASSISTED HOUSING FSS PROGRAMS
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TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
Coordinator Funding Residual Receipts				<p>Owners may use available residual receipts to support the position of the FSS program coordinator. Residual receipts may not be used for any other FSS program expense other than supporting the position of the FSS program coordinator. Pg. 14</p> <p>To justify approved residual receipt amounts, owners must establish an acceptable FSS program coordinator to individual FSS participant ratio within nine months of the residual receipts approval date and on an ongoing basis thereafter. HUD may reduce future residual receipt amounts if participant levels fall short of the initial approved program size. See Section IV.B.3 above for information on staffing guidelines. Pg. 15</p>
Staffing Ratios	Policy. In Coordinator grant:	Policy. In Coordinator grant:	Policy. Coordinator grant:	Policy. In H-2016-08:

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	25 to 1 75 to 2 125 to 3 etc.	25 to 1 75 to 2 125 to 3 etc.	25 to 1 75 to 2 125 to 3 etc.	25 to 1 50 to 2 etc.
CONTRACT OF PARTICIPATION	24 CFR 984.303			
Contract of Participation	Same	Same	Same	Same except; Program names have been changed Changes noted in this column of this chart have been made and There is no requirement to do an interim at start if more than 120 days has passed since last recertification.
Baseline Figures	Annual Income Earned Income Family Rent= 30% MAI	Annual Income Earned Income Family Rent= TTP	Annual Income Earned Income Family Rent= 30% MAI	Annual Income Earned Income TTP
Term of Contract of Participation	Effective 1 st day of month following signing. Ends 5 years later.	Effective 1 st day of month following signing. Ends 5 years later.	Effective 1 st day of month following signing. Ends 5 years later.	Effective 1 st day of month following signing. COP Pg. 17
Extensions to COP	Good cause up to 2 years for a total contract of 7 years	Good cause up to 2 years for a total contract of 7 years	Good cause up to 2 years for a total contract of 7 years	Good cause up to 2 years for a total contract of 7 years Except if initial HAP contract's term is less than 5 years, the Cop may be extended upon renewal of the Section 8 contract, so long as the HAP contract's

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				renewal term covers the full term of the COP Pg. 17
Completion Of The Contract	<p>Two ways to complete:</p> <ol style="list-style-type: none"> 1) Meet all the obligations under the contract [HOH employed, HH free of welfare 12 consecutive months at end, and all goals accomplished or 2) 30% of MAI =/+ FMR for unit entitled to <p>If head is employed and HH is free of welfare for 12 months, PHA may have policy to delete goals, complete, and release escrow if family is porting and cannot be in FSS in RH</p>	<p>Two ways to complete:</p> <ol style="list-style-type: none"> 1) Meet all the obligations under the contract [HOH employed, HH free of welfare 12 consecutive months at end, and all goals accomplished or 2) 30% of MAI =/+ FMR for unit entitled to 	<p>Two ways to complete:</p> <ol style="list-style-type: none"> 1) Meet all the obligations under the contract [HOH employed, HH free of welfare 12 consecutive months at end, and all goals accomplished or 2) 30% of MAI =/+ FMR for unit entitled to 	<p>One way to complete: Meet all the obligations under the contract:</p> <ol style="list-style-type: none"> 1) HOH employed 2) HH free of welfare 12 consecutive months at end, and 3) All goals accomplished. <p>If head is employed and HH is free of welfare for 12 months, owner may have policy to modify goals, complete, and release escrow if family is ending participation in PB S8 program</p> <p>If head is employed and HH is free of welfare for 12 months, owner must modify goals, complete, and release escrow if family is moving to HUD assisted project and new project does not have FSS Pg. 26[info is same as 58]</p>
Transferring FSS				If the property offering the FSS program is sold, the next

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ASSISTED HOUSING FSS PROGRAMS
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				owner is obligated to assume and meet the terms of the FSS contracts, as long as the rental subsidy continues. Pg. 18
ESCROW ACCOUNTS	24 CFR 984.305			
Escrow Calculation Worksheet	Same	Same	Same	Same
Establishing the Escrow Account	PHA deposits FSS account funds of all families participating in the PHA's FSS program into a single depository account. PHA must deposit FSS account funds in one or more HUD-approved investments.	PHA deposits FSS account funds of all families participating in the PHA's FSS program into a single depository account. PHA must deposit FSS account funds in one or more HUD-approved investments.	PHA deposits FSS account funds of all families participating in the PHA's FSS program into a single depository account. PHA must deposit FSS account funds in one or more HUD-approved investments.	Owner establishes an interest-bearing escrow account for all FSS families, with separate accounting for each participating FSS family. Pg. 21 No HUD approved investment. Pg. 21
Where Escrow Comes From	HAP	RENT REVENUE	HAP	HAP via creating a monthly Owner/Agent Request (OARQ) as a positive adjustment to the voucher. Pg. 20 Instructions Pg. 21
Crediting The Escrow Account	PHA must debit the HAP account and credit the HCV escrow account at least annually	PHA must debit the HAP account and credit the HCV escrow account at least annually	PHA must debit the HAP account and credit the HCV escrow account at least annually	Owner shall credit monthly, to each family's FSS account, the amount of the FSS credit. Pg. 22 f.
Forfeited Escrow	Returns to HAP	Returns to Rent Revenue (other income)	Returns to HAP	All forfeited escrow account funds must be remitted to

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				HUD by creating a negative Owner/Agent Request (OARQ) adjustment on the property's HAP voucher. Pg. 17
PORTING AND TRANSFERRING	24 CFR 984.306			
Transferring between Assisted Programs	<u>Transferring from PH to HCV or vice versa</u> COP is transferred Escrow remains in two accounts: 1 for HCV and 1 for PH	<u>Transferring from PH to HCV or vice versa</u> COP is transferred Escrow remains in two accounts: 1 for HCV and 1 for PH	<u>Transferring from PH to HCV or vice versa</u> COP is transferred Escrow remains in two accounts: 1 for HCV and 1 for PH	<u>Transferring from MF to HCV/PH or vice versa</u> The current escrow balance and CoP must be transferred to the Public Housing or HCV program or vice versa. Pg. 27
REPORTING	24 CFR 984.307			
Reporting on FSS	PIC 50058 SEMAP	PIC 50058 SEMAP	PIC 50058 SEMAP	Owners must submit a quarterly report [info is same as on FSS 58 Addendum] on each FSS family with an active FSS CoP, FSS families who have completed, and FSS families that have a terminated CoP. Owners shall compile the individual families' reports into one submission. HUD Account Execs will review and approve the owner's quarterly reports. See attachment to Notice H-2016-08. Pg. 28

**FAMILY SELF SUFFICIENCY
ASSISTED HOUSING FSS PROGRAMS
COMPARISON CHART**

TOPIC	Housing Choice Vouchers 24 CFR 984	Public Housing 24 CFR 984	Project Based Vouchers 24 CFR 984	Multi Family-PBRA Notice H-2016-08
				Failure to submit may result in termination of FSS and use of residual receipts. Pg. 30
Monitoring	No description	No description	No description	During an on-site Management and Occupancy Review (MOR) or as part of an off- site desk audit, HUD or the property's Performance Based Contract Administrator (PBCA) staff will review the accuracy of the: (1) executed CoP and (2) calculation of escrow. HUD will determine the frequency of additional on-site reviews and off- site reviews specific to FSS, based on each property's particular circumstances. If proper documentation is absent or insufficient, HUD will make efforts to work with the owner to correct the problems before an FSS program is terminated. Pg. 31

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Identify SS Calculating

Family Self-Sufficiency and Resident Opportunity and Self-Sufficiency

Goals, Costs and Return on Investment

A. PROGRESS TOWARD FINANCIAL GOALS

STEP ONE – Identify Self-Sufficiency goals and methods for achieving those

STEP TWO - Calculate current average rent to owner or rent to PHA .

STEP THREE -

HCV - Calculate for HCV average rent to owner of to PHA needed to lower HAP to point where additional families can be served.

PH – Calculate for public housing average rent needed to:

Cover costs;

Get excess cash; and

Make capital improvements.

STEP FOUR – Track progress toward goal quarterly and annually.

STEP FIVE – Identify annual increase in rent to owner/rent to PHA.

STEP SIX – Report on this increase quarterly and annually.

B. RETURN ON INVESTMENT

STEP ONE – Identify cost of staffing, benefits, and overhead for each SS staff person

STEP TWO – Identify all in-kind cost committed by partners including their staffing, benefits, and overhead per staff person.

STEP THREE – Compare amounts in A. FIVE above to amounts in B. ONE above. Identify the point at which A5 exceeds B1. (If AACTUAL cost is desired then add B1 and B2 together and compare to A.5.

C. REDESIGN PROGRAM TO MEET GOAL

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