

FY09 ROSS –
Service Coordinators
Start-Up Conference

with
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**Goal of Resident
Opportunities &
Self Sufficiency
Coordinator Grants**

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Goal ROSS-SC

- **Match Housing Families
with**
- **Services and Activities
to achieve**
- **Economic and Housing Self
Sufficiency**

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Learning Objectives

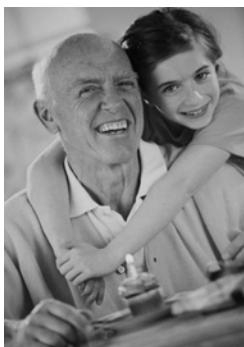
- Know steps in starting ROSS-SC program
- Identify behaviors to establish trust with PHA, residents, service partners
- Understand how collaboration and team building lead to community partnerships
- Know how PHA, program, client, and community goals relate to HUDs eLogic



Learning Objectives

- Understand details to track and report on service activities and outcomes
- Develop basic action plan for starting ROSS-SC program
- Identify preliminary service and activity tracking categories and procedures
- Form future ROSS-SC support groups





**Ross
And
The Families We
Serve**



Dispelling Myths

- Elderly/persons with disabilities are like children-less able 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
- Training, experience, and data help service providers work through these and other myths



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



ROSS BACKGROUND



ROSS in Public Housing

- 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!



ROSS Grants

- Funding Available
 - \$28 million for SC
 - SC salary \$68,000
 - 3 year funding
 - 3 SC = size/type of agency
 - Awards \$240,000 to \$720,000
 - Required 25% match



Grant Agreement

- Grantees
 - Public housing agencies (PHAs),
 - Tribes
 - Resident Associations
 - Community-based organizations
- Contract Administrators



Eligible Program Activities

- Salaries and fringe benefits
- Training and travel
 - Professional/program
- Administrative costs





Service Coordinator

- Must serve at least 50 units
- Average between 50 - 400 residents
- Funds MAY NOT be used for direct provision of service... **More later!**





Match Requirement

- 25% of requested funds
 - Cash or in-kind
 - Might be services provided in ROSS-SC
- Precise and in writing showing total dollar value
 - Must be tracked
 - See NOFA



Eligible Participants

- All persons assisted by ROSS SC must be residents of...
 - Conventional public housing or
 - NAHASDA-assisted housing

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

Eligible Participants



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



Purpose of Program

- Match Housing Families with
- Services and Activities to achieve
- Economic and Housing Self Sufficiency



Purpose of Program

- Services should enable *families* to...
 - Increase earned income
 - Reduce or eliminate need for welfare
 - Make progress toward economic independence and housing self sufficiency



Purpose of Program

- Services should enable *elderly* or *persons with disabilities* to...
 - Improve living conditions
 - Maintain independent living
 - Age-in-place
 - Avoid placement in full-care facility



Service Coordinator



SC Recommended Functions

- Coordinate Program Committee
- Provide service coordination
- Coordinate educational events
- Help build support networks
- Encourage civic engagement/self-help groups
- Monitor provision of services
- Track and report to HUD on progress
- Evaluate overall success of program



SC Recommended Functions

- Provide service coordination...
 - Intake
 - Assessment
 - Education
 - Referral
 - Monitor services
 - Regular-ongoing basis



Supportive Services



- Should be broad and responsive
 - Cannot be paid with funds from grant



Supportive Services Programs and Courses

- | | |
|----------------------------|------------------------|
| ■ Good Neighbor | ■ Parenting |
| ■ Nutrition | ■ Clothing |
| ■ Health care coordination | ■ Transportation |
| ■ Info on benefit | ■ Child care |
| ■ After-school | ■ Life-Skills training |
| ■ Summer school | ■ Financial literacy |
| ■ Early childhood ed | ■ Real life issues |



Supportive Services

<ul style="list-style-type: none"> ■ Basic education ■ Computer skills ■ Soft skills training ■ Job training ■ Job search ■ Job placement ■ Mentoring 	<ul style="list-style-type: none"> ■ Post-Employment follow-up ■ Career advancement planning ■ Long-Term economic self-sufficiency ■ Resident business development
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Supportive Services

- Services for elderly or disabled residents to age-in-place
 - Disability Services
 - Wellness Programs
 - Resident Organization
 - Community Safety
 - Civic Engagement Resources

Purpose of Program



- Match Housing Families with
- Services and Activities to achieve
- Economic and Housing Self Sufficiency

Service Coordinator

- Stabilize
 - Lease
 - Health
 - Kids
 - Money and benefits
 - Quality of life
- Train
 - Life skills, basic skills, job skills
- Develop career and long term SS




Tracking & Evaluating ROSS



Tracking & Evaluating ROSS

- Performance important in any program
- HUD determined that PHAs, RAs, CAs measure
 - Achieving economic/housing self-sufficiency
 - Reducing dependency on housing/welfare
 - Eliminating dependency on housing/welfare
 - Assist HUD in meeting its commitment to federal requirements for accountability



What Needs to Be Tracked

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



Past Performance

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



Match

- Required match 25% of requested funds
- Match is cash or in-kind
- Match might be ROSS-SC services
- Match is precise, in writing showing total dollar value
- Match must be tracked



Current Performance

- Evaluated by
 - HUD's field offices
 - Area Office of Native American Programs (ONAP)

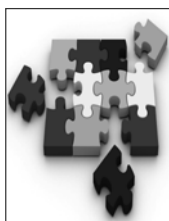


Achieving Results Program Evaluation

- Must measure results as they relate to HUD's Strategic Plan
- Must have effective, quantifiable, results oriented plan
- Must use eLogic Model form HUD-96010



Logic Models



- Logic model is picture of a program
- Explains purpose and impact in single page
- Viewer "sees" how priorities relate to activities and results



Logic Models

- Logic models show “what causes what”
- Logic models show why the program is a good solution to a problem



Logic Models & Work Plans

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



Logic Models

- Good logic models show an agency's
 - Goals
 - Priorities
 - Needs
 - Activities – outputs
 - Results – outcomes
- Some also show measurement or evaluation



Logic Models in General

- Must establish outputs
- “Outputs” are direct products of activities
 - Examples of outputs are number of...
 - Families participating in services
 - New services provided
 - Residents receiving counseling
 - Households using technology center
- Outputs should produce outcomes



Logic Models in General

- “Outputs” are direct products of activities
 - Complete homeownership class!



Logic Models in General

- “Outcomes” are benefits to residents, families, communities
- Outcomes are not services or activities
- Outcomes are the results of services or activities



Logic Models in General

- “Outcomes” are benefits to residents, families, communities



Logic Models in General

- Examples of outcomes are increasing...
 - Homeownership rates
 - Financial stability
 - Assets of a household through savings
 - Employment stability-getting/keeping job or promotion



Logic Models in General

- Measurement or performance indicators
 - Objectively quantifiable
 - Measure actual achievements against anticipated achievements
- What are you going to measure?
- How are you going to measure it?



Logic Models in General

- Example...
 - Goal
 - Priority
 - Need
 - Activity
 - Measurement/output
 - Result/outcome
 - Measurement/indicator



Logic Models and HUD

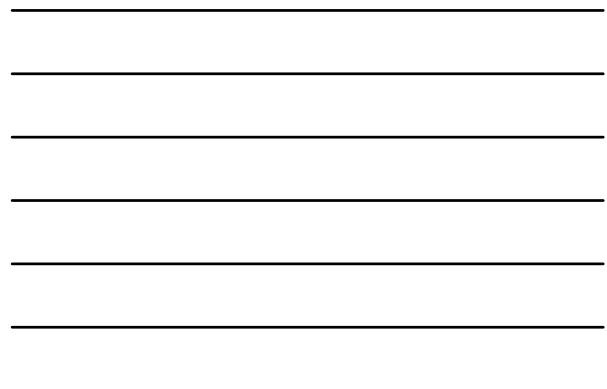
- HUD-funded programs tend to be new
 - Performance not established
- PHAs are doing this by
 - Completion of logic models
 - Submitting actual performance data



HUD's Logic Model

- Example







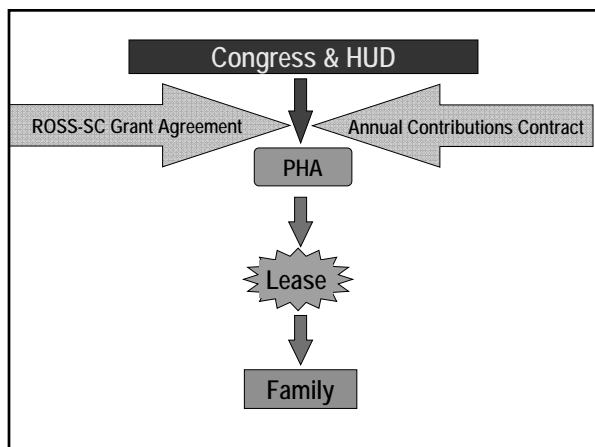
- To demonstrate
 - Read NOFA
 - Read application
 - Read and analyze Logic Model
 - Read Match letters
 - Identify activities, numbers of activities, how counted, types of results or positive changes, what counted, and how counted
 - Develop documentation needed to count



Your ROSS Program



Setting Public Housing Authority

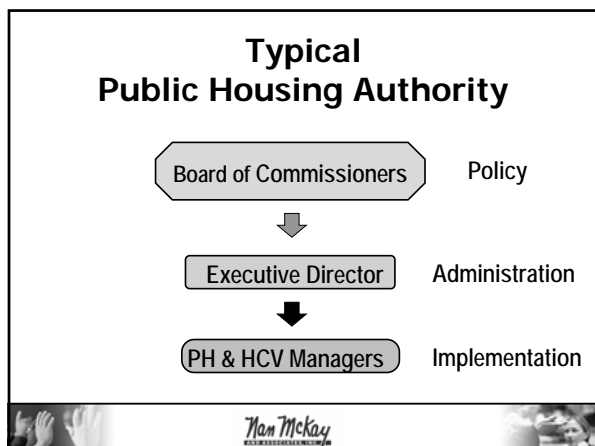


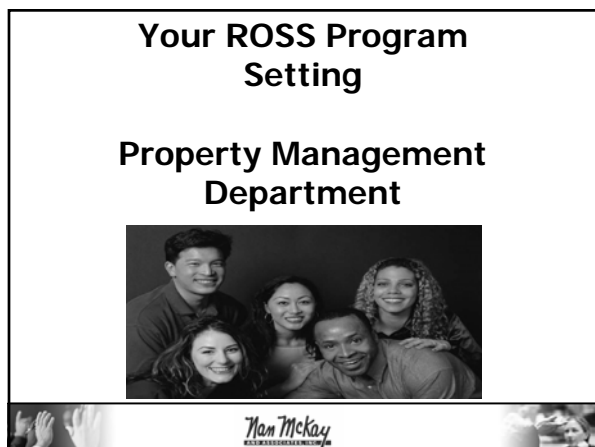


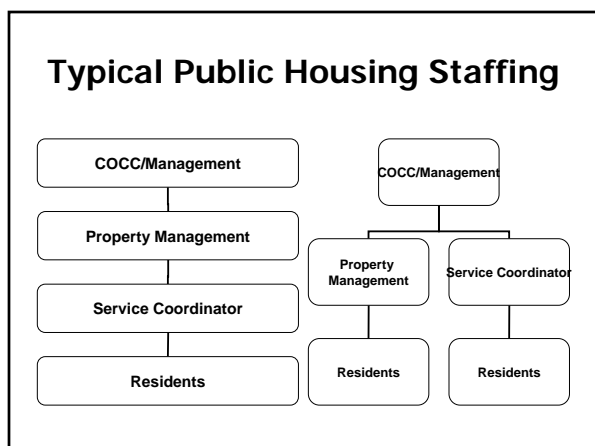
Public Housing

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












GETTING ROSS STARTED

Activity	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	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 admin program and documents
 - Design service program and documents
 - Develop resource directory
 - Meet with PCC



GETTING ROSS STARTED

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



Review Key Documents

- | | |
|---|---------------------|
| ■ Consolidated Plan | ■ NOFA |
| ■ Agency Plan | ■ Grant application |
| ■ Annual Plan | ■ Logic Model |
| ■ Admissions &
Continued
Occupancy Plan | ■ Grant Agreement |
| | ■ AASC Ethics |
| | ■ This Binder... |



Identify PHA ROSS Program Goal

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



Remember Your Logic Model



HUD 96010 ROSS SC V10.3 08/20/09Final.xls (Read-Only) (Compatibility Mode)												
	B	C	D	E	G	H	I	J	K	L	M	N
	HUD Goal	Priority	Problem, Need, Situation	Services or Activities/Outputs	Measure			Outcome	Measure			Evaluation Tools
	1	2	3	4	Pre	Post	Y10	Impact	Pre	Post	Y10	Accountability
7	Policy	Planning	Programming									
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Shadow Property Manager

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



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...
 - 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 Your Logic Model



HUD 98030 ROSS SC V10.3 (Read-Only) [Compatibility Model]													
	B	C	D	E	G	H	I	J	K	L	M	N	O
7	HUD Goals	Policy	Problem, Need, Situation	Services or Activities/Outputs	Measure			Outcome	Measure			Evaluation Tools	
8	1	2	3	4	5	6	7	8	9	10	11	12	13
9	Policy	Planning	Programming	Pre	Post	YTD	Impact	Pre	Post	YTD	Accountability		
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Identify Community Service Providers

- Look at Logic Model activities
- Look at support services
- Get resource directory-United Way & City
- Make a list of possible agencies and contacts
- Contact them - 15 minute meeting



Meet with Residents

- Set time & date & place with property manager
- Develop outreach
- Arrange food, activities, agenda




Meet with Community Service Providers




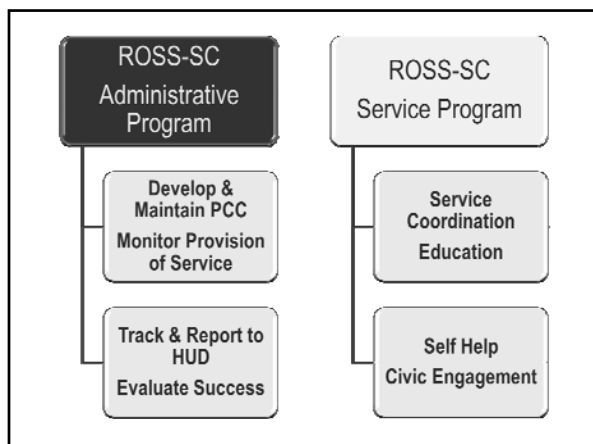
- Take ROSS program info
- Identify service goals in common
- Identify services to exchange
- Discuss PCC



Design ROSS Program

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





Design Administrative Program

- Logic Model describes
 - Activities, measurements, results/outcomes, measurements
- NOFA describes SC Functions
 - Develop and maintain PCC
 - Monitor Provision of Service
 - Track and Report to HUD
 - Evaluate overall success of program



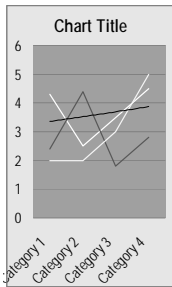

Design Administrative Program

- For each activity and function describe and design steps for...
 - Tasks
 - Documentation
 - Capturing baseline/results data
 - Reporting




Design Service Delivery Program Documents

- Baseline data for each activity and outcome
- On-going data for measurement of change (result) in baseline data


Design Administrative Program

- Data needed to track each activity
 - How data will be stored
 - How data will be summarized
 - Weekly, monthly, quarterly reports
 - How data & reports track
 - Activities, results/ measurements in logic model
- How data & reports answer management questions



Design Administrative Program Documents

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

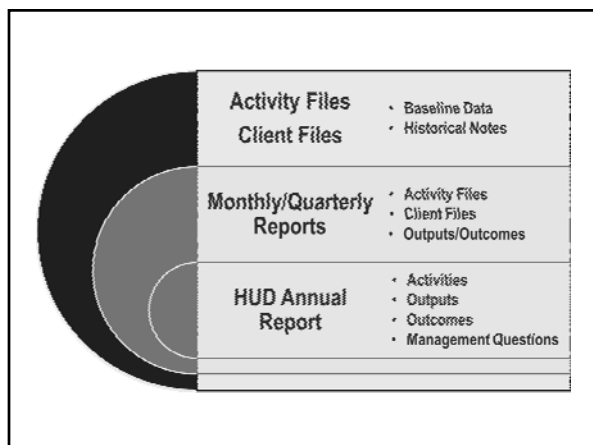



Design Administrative Program Documents



- Tracking system
 - Raw data in client/activity files
 - Summary data on monthly chart
 - Report data on quarterly chart
 - Quarterly data to annual report





Design Service Delivery Program

- Activities
 - Service Coordination
 - Education
 - Support Networks
 - Self Help & Civic Engagement
- For each activity describe/ design steps



Design Service Delivery Program

- For each activity describe/ design steps
 - Outreach
 - Orientation
 - Enrollment
 - On-going
 - Completion



Design Service Delivery Program Documents

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



Design Service Delivery Program Documents

- | | |
|--|-------------------------------|
| ■ 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 |



Design Service Delivery Program Documents

- Baseline data for each activity and outcome
- On-going data for measurement of change in baseline data

Chart Title

Category 1
Category 2
Category 3
Category 4

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	Policy	Planning	Programming	Pre	Post	YTD	Impact	Pre	Post	YTD	Accountability		
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Develop Resource Directory

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

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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



Begin Service Delivery



Recommended Service Coordinator Functions

- Activities
 - Service Coordination
 - Education
 - Support Networks
 - Self Help & Civic Engagement
- For each activity describe/ design steps



Recommended SC Functions

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



Role of Planning in Service Coordination

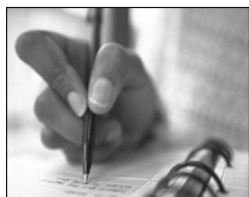
- Single greatest indicator someone will reach their goal
 - Written plan
- Provides
 - Guide
 - Reminder of next steps
 - Look at what has been accomplished



Individual Training and Service Plan

■ FINAL GOAL

■ Interim Goal 1



■ Task Person Time Resource



Using Prepared Assessment Instruments

- Two types of assessment instruments
 - Informal
 - Formal



Informal Assessments

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



Uses of Formal Assessment Instruments

- Formal tests are not always accurate in describing
- Critical to balance with personal and background information



Formal Assessment

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



Family Matrix



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



Goal Setting

- Goals motivate, educate, and evaluate progress
 - Long term goals are central
 - Short term goals are first accomplishments
- Tasks are steps to goals
- Resources are essential
- Timeline is accurate



Ways to Develop Goals

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

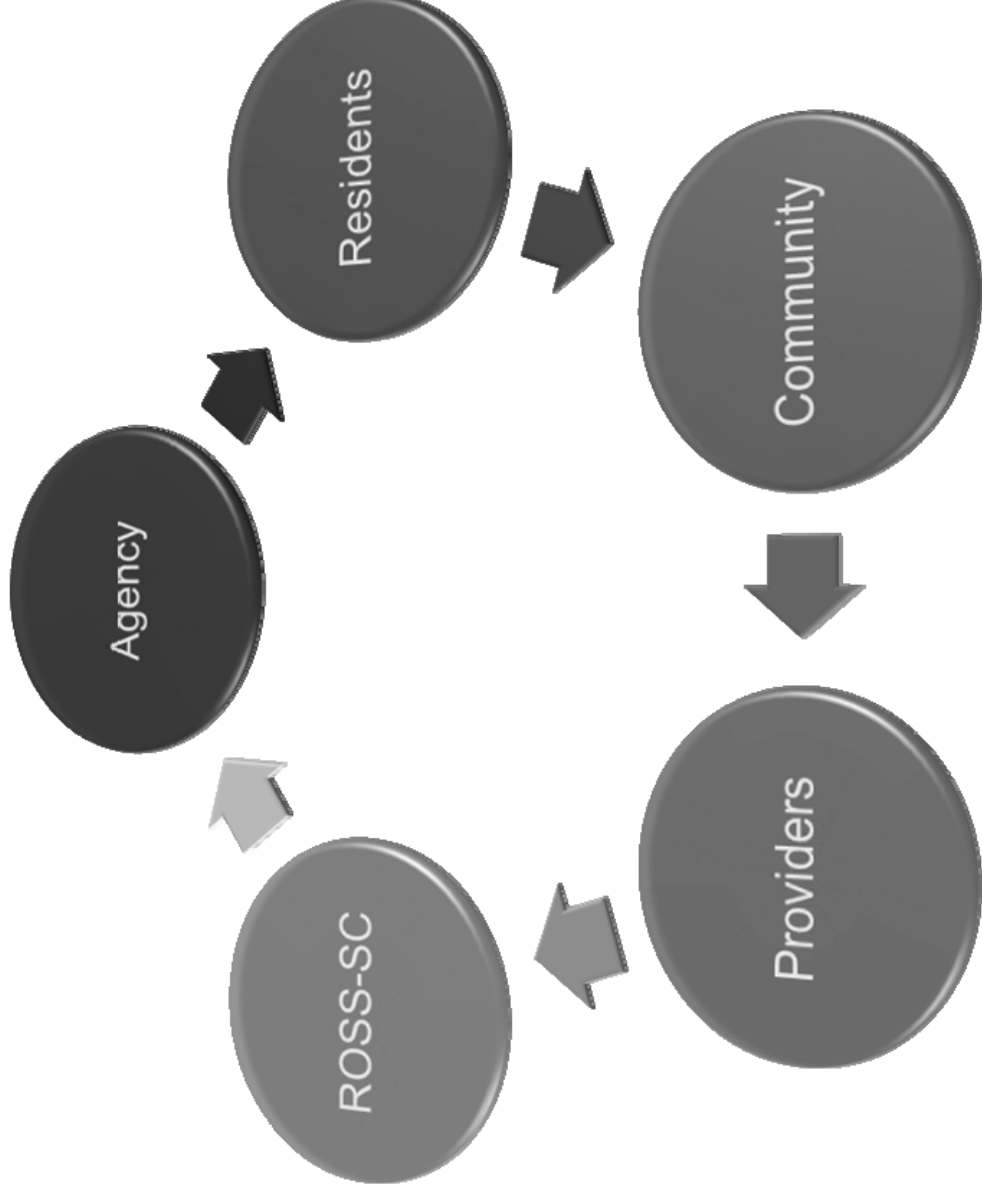


Writing Effective Goals

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



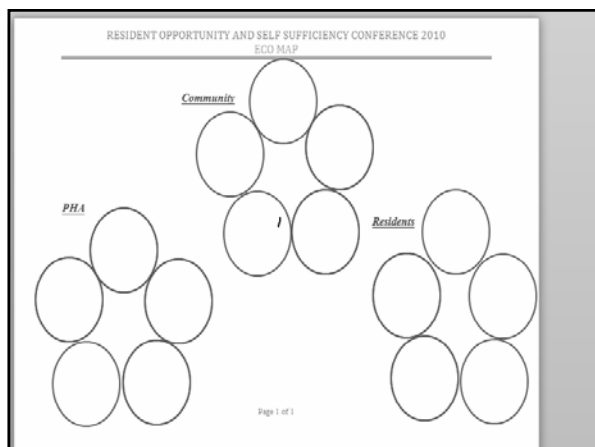
Your ROSS Community Networks



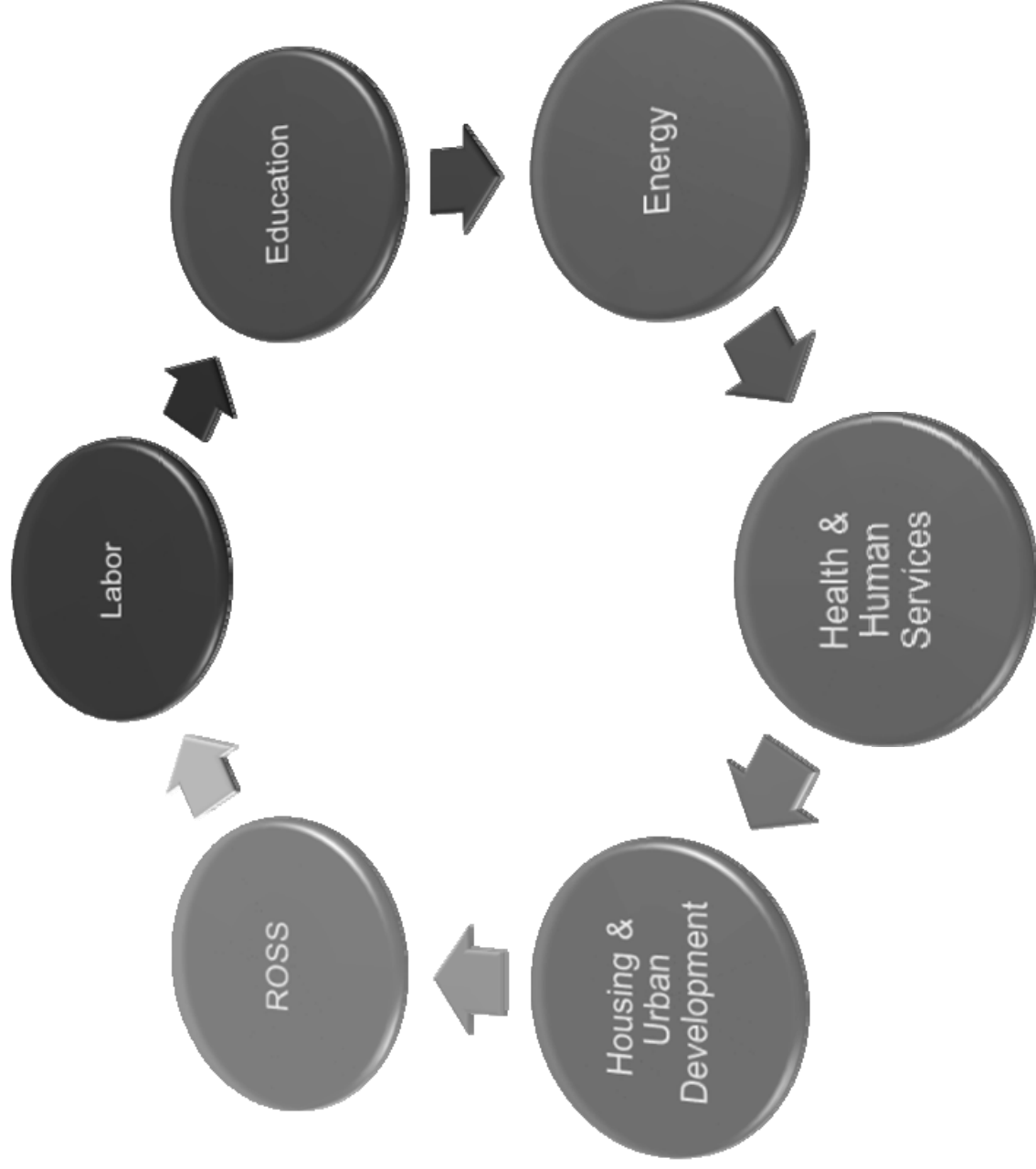
Agency/Clients/Community Networks

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





HUDs Network



Community Partners

❖ Commerce
❖ Public Computer Centers

❖ HHS
Public Housing
&
Health Clinics

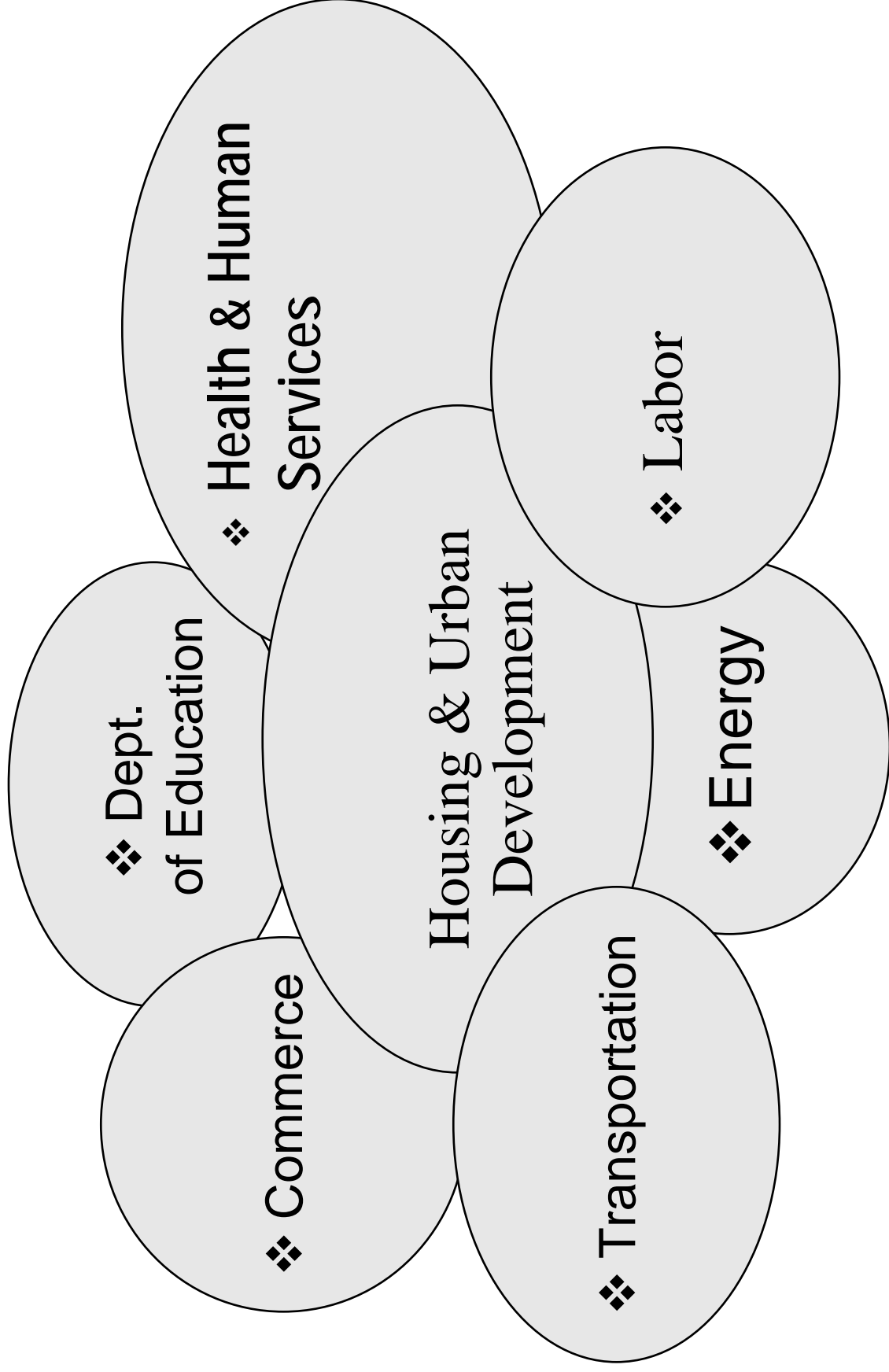
❖ Housing
to TANF
Families

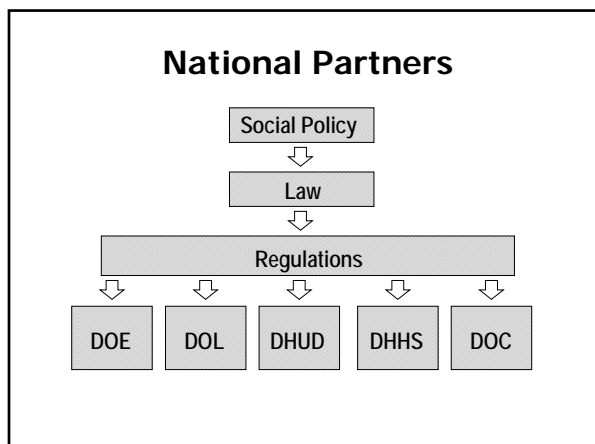
❖ Labor
Workforce Board's
One Stop Center's
Training thru Unions to PH

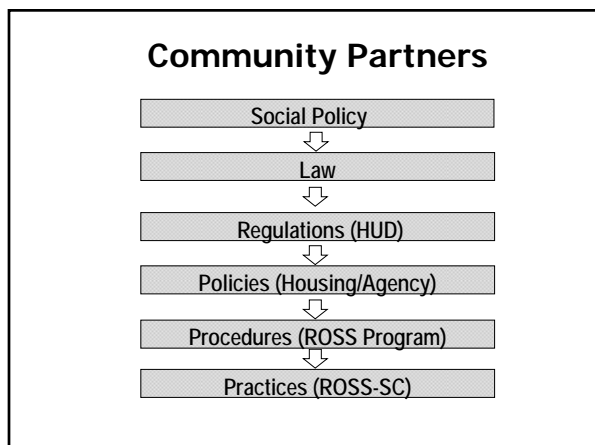
❖ Energy
❖ Green Training
to PH
Residents
❖ Weatherization
in PH

❖ Youth/
Head Start/
local Board
of Education

National Partners







**Resident Association Grantees
Contract Administrators
Session**

■ Please get lunch and return!

Practical Steps in Networking

- Networking with...

- Agency
- Residents
- Community

- Networking is creating...

- Community
- Teams
- Collaborations

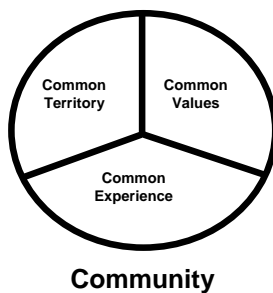


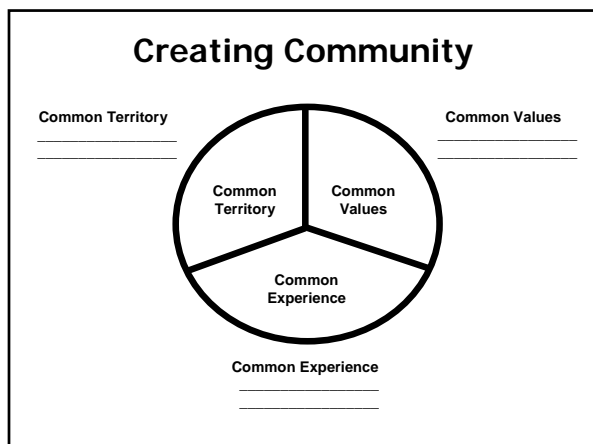
Practical Steps in Networking

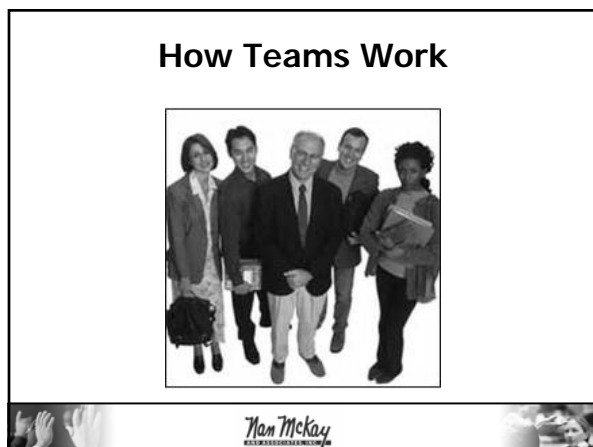
- Create community
- Develop your team
- Build collaborations

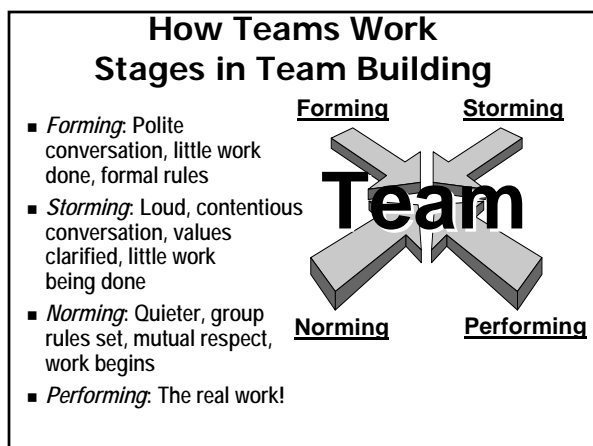


Creating Community









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 Collaboration Works



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BUSINESS COACHING

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

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BUSINESS COACHING

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 with 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

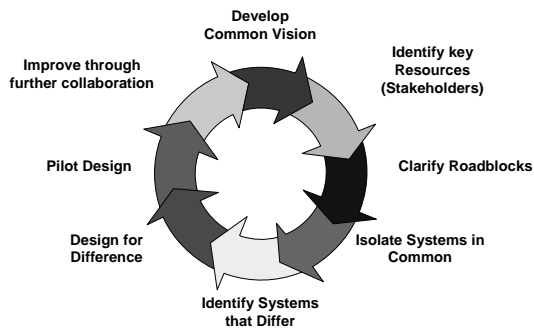
- PHA provides enormous financial support
- Families w/stable housing more likely to succeed at goals than any other group
- Local PHA relationship w/family is longer lasting and closer than any other services
- SC come to know values and attitudes of families
- Translate values to other professionals

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”



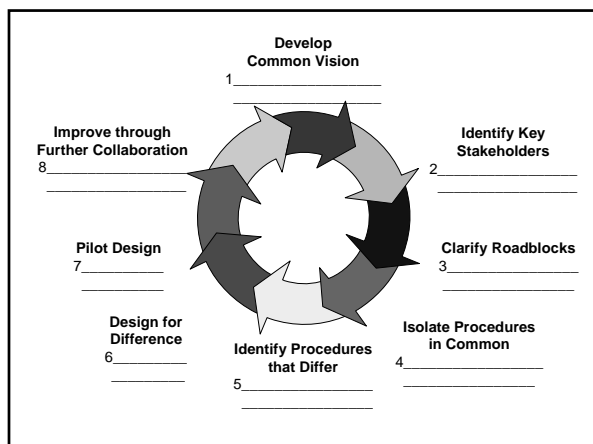
Stages of Collaboration



Stages of Collaboration

- Common vision and goal
- Key resources 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

Nan McKay
RESOURCES MANAGEMENT, INC.

Reporting and Other HUD Requirements



Nan McKay
RESOURCES MANAGEMENT, INC.

ROSS-SC
The Families We Serve





Summary

- What we covered...
 - Roles and abilities of case managers and coordinators
 - Steps in case management
 - ITSPs
 - Self-sufficiency program planning and design



Conference Evaluations

- Conference evaluations
 - Feedback is welcome!
- Thank you for attending!
 - Hope to see you again!



Reporting and other HUD Requirements

Effectiveness of the SC

- Review the training guidance document
 - Program coordination skills (macro)
 - Working with the resident s skills (micro)
- Where do you need to learn/brush-up/grow?
 - Make this part of your supervision
 - Develop an Individual Learning Plan for yourself

Effectiveness of the SC

- Use your resources
 - ROSS-SC grants have \$2000 per SC per year for training...(This is unusual. Take advantage.)
- Types of Training/Learning
 - Conferences
 - Webcast training
 - Classroom –style training
- Peer assistance
 - FSS Peer yahoogroup Listserve
 - FamilySelfSufficiency-
subscribe@yahoogroups.com
 - ROSS Peer yahoogroup listserve
 - hudross-subscribe@yahoogroups.com

Documentation

- NOFA
- Grant Agreement
- HUD-52768 Funding Request Form – from application
- Salary comparables
- HUD-52769 Needs and Partners form – from application
- Letters of match commitment

Documentation

- Program outreach materials
- PCC outreach and meeting materials
- Resource Directory (with updates)
- Resident Files – can be paper or electronic
 - Intake
 - ITSP
 - Case notes – should back up evaluation
 - Documentation of termination

Documentation

- Financial Files
 - Salaries/fringe
 - Training
 - Admin – save receipts... must all be eligible activities
 - Document all draws
 - Match documentation – quarterly reports from partners

Match/Leverage

- Strong Match Letters/MOUs are the key to match tracking
- MOUs should include
 - Service to be provided x cost per service
 - Partners should commit to regular reporting to you on how many of your people they served with which services
- Match letters will include number of people projected to be served
 - Use these letters as a tool to encourage partners to be involved.
- This tracking is to be kept on-file. Does not need to be submitted to HUD.

Tracking Systems

- Software available
 - Tracking-at-a-Glance
 - Happy, Yardi, etc.
 - Individualized Excel Spreadsheet
- Figure out what you will need to report on and set up your tracking FIRST!!
- Tracking should be on the LM goals as well as financials and match

Logic Model

- It's actually a useful tool!
- Locking/unlocking
- Annual reporting
 - Includes Management Questions
 - Responses are submitted on LM "reporting" tab
 - Space to explain successes/challenges
 - Do your best

Logic Model

- Activities/outputs vs outcomes
- Do not need to be one-to-one
- Limited “outcome” choices
- You choose/chose what to measure (don’t choose the kitchen sink)
- You should have files/data system to back up your reports

LOCCS

- Three BLIs
- Grant Agreement states that funds must be expended within 3 days of draw
 - No large chunk draws sitting in your accounts
- Vouchers/invoices for all expenditures on file
- Regular draws
- Help from field office

Reporting

- Annual Reporting
 - Logic Model
 - Financial Report – SF-425 (replaces SF-269-A)
 - due January 31 each year
 - LM must be submitted electronically
 - To field office
 - Covers start of grant through calendar year end for first year, then each calendar year
- Final Report
 - 90 days after grant ends
- Audit
 - *According to OMB Circular A-133, grantees that expend less than \$500,000 in federal awards are exempt from the audit requirement, but records must be available for review or audit.*
 - May be part of the overall audit of the PHA

Work with your Field Office

- Keep in regular touch with the FO, they are your friends
- The FO is where all review of your particular grant is done
- Only the FO has access to LOCCS
- The FO will be asked about your past performance on future grant applications
- The FO is aware of other local circumstances
- The better they know you and your situation, the more helpful and flexible they can be.

Questions?

- FIRST Consult your Grant Agreement and your NOFA
- THEN Depending on the question
 - Talk to each other
 - Talk to your local Field Office
- THEN Contact HQ
 - ROSS-SC & PH FSS - Anice Chenault - anice@hud.gov - 202-402-2341
 - HCV FSS – Kathryn Greenspan – kathryn.greenspan@hud.gov - 202-402-4055
