

FAMILY SELF-SUFFICIENCY (FSS) PROGRAM ACTION PLAN (revised October 2008)

The Housing Authority of the County of Salt Lake (HACSL) was established in 1970 by a group of citizens concerned with the housing needs of moderate and low-income families. HACSL began its Family Self-Sufficiency (FSS) program in 1993. The FSS Program Coordinating Committee (PCC) was formed in accordance with HUD guidelines in an effort to coordinate services with public and private agencies. The goal of the FSS Action Plan is to reflect services and outline procedures of the FSS program.

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MISSION STATEMENT

HACSL's mission is to provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency, empowerment and neighborhood revitalization. The FSS program is operated through HACSL's Resident Services Department.

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DEMOGRAPHICS

The FSS program provides services to eligible families who are currently receiving housing assistance through HACSL's Section 8 and Public Housing programs, as per HUD guidelines. The following demographics were calculated based on the current families on the FSS program:¹

Deleted: Family Self-Sufficiency (FSS) Program

Racial/Ethnic Codes

	Non-Hispanic	Hispanic
Caucasian:	<u>72.0%</u>	<u>17.5%</u>
Black or African-American:	<u>8.4%</u>	<u>0.0%</u>
Native American or Alaskan Native:	<u>2.1%</u>	<u>0.0%</u>
Asian:	<u>0.0%</u>	<u>0.0%</u>
Native Hawaiian or Pacific Islander:	<u>0.0%</u>	<u>0.0%</u>

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¹ Although demographics fluctuate with enrollment, no major changes are projected in the near future

Number of Dependent Children:

0 children: 4.9%
1 child: 28.7%
2 children: 30.8%
3 children: 23.8%
4 children: 7.0%
5 or more children: 4.9%

Head of Household:

Single Head of Household: 87.4%
Joint Head of Household: 12.6%

Employment Statistics:

Participants Employed: 63.6%

Average Annual Income: \$17,155

FSS PROGRAM COORDINATING COMMITTEE (PCC)

The PCC assists in securing commitments of public and private resources for the operation of the FSS program. It is also responsible for assisting with the development and implementation of the program. The PCC meets quarterly and may conduct business on an as-needed basis via email or telephone conferences.

Membership in the PCC will be drawn from a variety of agencies and individuals, which includes but is not limited to:

- Human service agencies
- State/City/County government
- Community colleges
- Financial institutions
- Private business sector
- Job training services
- Department of Workforce Services
- Nonprofit service providers
- A Section 8 resident
- A Public Housing resident
- HACSL staff members

FSS FAMILY SELECTION PROCEDURES

It is the policy of HACSL to comply with all Federal, state, and local nondiscrimination laws; the Americans with Disabilities Act; and the U.S. Department of Housing and Urban Development regulations governing Fair Housing and Equal Opportunity. No person shall be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under the FSS program, on the ground of race, color, sex, religion, national or ethnic origin, familial

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status, [source of income](#), or disability. In addition, HACSL's FSS staff will, upon request, provide reasonable accommodation to persons with disabilities to ensure they are able to take advantage of the services provided by the FSS program ([see Requests for Reasonable Accommodations below](#)).

The FSS staff has the primary responsibility to make sure that participants are not discriminated against in the selection process. For families or individuals whose potential enrollment is in question, the FSS staff will review the file in staff meeting to ensure that non-selection is not based on discriminatory factors before the final decision is made. Applicants will be [notified in writing](#) of the reason(s) that they were not selected for participation and will [have the opportunity to appeal the decision \(see section on Hearing Procedures\)](#).

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At all times, HACSL will select families for participation in the FSS [program](#) in accordance with HUD guidelines. As per HUD guidelines, HACSL's FSS [program](#) may exercise its right to give preference on the FSS waiting list [for up to 50 FSS slots](#) to applicants/participants who are in a related service program. This preference will extend to FSS participants from other [housing authorities](#) who are porting to HACSL, at HACSL's discretion. At all times, families who enter the selection process must be active recipients of designated HACSL [housing assistance programs](#) (i.e. [the Section 8](#) or Public Housing [program](#)).

HACSL clients who express an interest in the FSS [program](#) may be screened before being enrolled in the program with [in](#) the following HUD allowable guideline: mandatory participation in an FSS [program orientation on either a group or individual basis](#). [The orientation will include a review of participant expectations, the services offered, and the requirements to complete the FSS program](#). Those interested clients who have successfully completed the [program orientation](#) and express further interest in enrollment will be chosen for participation based on the following factors:

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- Preference given to participants who are currently on the FSS program and are transferring from the Public Housing program to the [Section 8](#) program.
- Preference given to participants of related service programs as described above.
- [Preference](#) given to FSS participants porting to HACSL from another housing authority.
- [Preference](#) given to FSS participants who have previously participated on the FSS program without successful completion.
- [First](#) come, first served.
- [Preference](#) given to FSS participants who have previously participated on the FSS program and successfully completed with an escrow.

Referrals for [the FSS program](#) may be accepted from, but are not limited to, any of the following: HACSL [housing specialists](#), [program case managers](#), [technicians](#), [managers](#), other housing authorities, educational institutions, vocational rehabilitation agencies, homeless shelters, client advocacy/service provider agencies, current FSS participants, or self-referral. If all FSS [program](#) slots are filled, HACSL's FSS [case managers](#) will maintain a waiting list of

families to be enrolled based on the above ordered criteria and families will be enrolled through attrition as slots become available.

HACSL, at its discretion, may deny participation in the FSS program to a family that previously participated and was terminated from FSS because the family did not meet their obligations according to the Contract of Participation. HACSL, at its discretion, may allow a family that previously participated in the FSS program and was terminated to sign a new Contract of Participation if the cause for termination of the original contract was due to circumstances beyond the family's control, such as a serious illness.

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OUTREACH EFFORTS

Efforts will be targeted equally to minority and non-minority families to ensure that non-English and limited English speaking families receive information and have the opportunity to participate in the FSS program. Efforts will also be made to serve persons with disabilities including, but not limited to, persons with impaired vision or hearing. Publication and outreach efforts for the FSS program may include, but are not limited to, distribution of FSS program flyers to community agencies and partners (both private and public), mass mailing of program information to current HACSL residents, HACSL website, orientation presentations to incoming Section 8 and Public Housing clients, door to door recruiting for Public Housing tenants, and Public Housing tenant meetings. Interpreters will be used as needed and clients may contact staff via our TTD telephone line or by email. Outreach informational material about the FSS program may include:

- Details about program history;
- Available resources;
- Requirements for eligibility;
- Application procedures;
- Participant responsibilities; and/or
- Program benefits.

Referrals for the FSS program may be accepted as described above under the heading FSS Family Selection Procedures. Referrals will be screened for eligibility, and selection made in accordance with HUD guidelines.

INCENTIVES TO ENCOURAGE PARTICIPATION

As part of the FSS program, HACSL offers incentives to encourage participation and enhance the participant's ability to achieve self-sufficiency. HACSL will establish an FSS Escrow Account for each eligible participating family in accordance with HUD guidelines as a financial incentive for program participation. Additional incentives include, but are not limited to,

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enhanced opportunities for education, training and employment. FSS participants have access to financial counseling, credit repair, homeownership workshops, and available resources about the home buying process. FSS participants also have a number of personal incentives for involvement including structured goal planning, greater opportunity to increase their standard of living, an enhanced support system, increased self-esteem, etc. HACSL reserves the right to revise this plan when and if additional official incentives can be offered.

ACTIVITIES AND SUPPORTIVE SERVICES

Extensive resources are available to FSS program participants through public and private agencies. In order to protect confidentiality, participants sign a Release of Information that allows FSS staff to coordinate with these agencies for the provision of services. The following is a list of services currently available to eligible FSS participants. We continue to include resources from many places throughout the community, which means that resources and services are in a constant state of change. This list is not intended to be exhaustive but only an overview.

- **Case Management:** Families participating in the FSS program will be in regular contact with a case manager to develop and carry out the Individual Training and Services Plan. The case manager will provide ongoing supervision of the participant's progress and act as an advocate to empower families toward self-sufficiency. In addition, the case manager will facilitate and monitor other agency involvement and track participant progress through monthly phone calls and quarterly face-to-face reviews, which includes home visits.
- **Housing:** The FSS case manager may act as a liaison between program participants and their housing specialist to ensure updates are processed in a timely manner, bring any discrepancies to resolution in a positive fashion, and find possible solutions to problems as they occur.
- **Escrow:** Deposits may be made into an escrow account on behalf of an FSS family. Amounts deposited will be calculated in accordance with Federal regulations for the FSS program (see section on FSS Escrow Account).
- The state and local offices of the **Department of Workforce Services (DWS)** currently assist HACSL's FSS participants with applications for Temporary Assistance for Needy Families (TANF), Medicaid, food stamps, childcare assistance, and funds for car repairs and other emergencies. They also offer workshops on employment, parenting, stress management, and self-esteem. DWS both makes and accepts referrals to/from HACSL's FSS program. DWS has provided on-the-job internships to FSS participants which have led to full-time employment.
- The **Office of Recovery Services** helps FSS single parents locate the absent parent, file appropriate paperwork, and collect child support payments.
- The **Office of Vocational Rehabilitation** provides vocational testing, career counseling and additional financial assistance for educational programs to persons with disabilities.

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This includes funds for tuition, books, supplies, transportation, and emergency expenses. Vocational Rehabilitation also provides psychological counseling, drug and alcohol rehabilitation, and special programs for the disabled. These programs both make and accept referrals to/from HACSL's FSS program.

- Many educational programs in the Salt Lake area, including **the University of Utah, Salt Lake Community College, Weber State University, Brigham Young University, Westminster College, and the Salt Lake-Tooele Applied Technology Center** assist HACSL tenants and refer candidates for FSS. **Southpointe High School** provides on site GED classes weekly.

Each educational program assists FSS tenants with applications for admission, **applying for financial aid**, deciding on a course of study, and **other aspects of higher education**.

Many educational institutions have single parent programs or women's centers. These provide one-on-one assistance and groups for the new students where problems can be discussed and self-esteem developed.

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- **AAA Fair Credit Foundation** provides financial education to families. They help with budgets, credit repair, understanding the home buying process, and debt management. They also provide free classes on various financial topics.
- The **Utah Individual Development Account Network** gives low-income families the opportunity to have their savings matched 3:1 for the purchase of specific assets.
- The **Junior League of Salt Lake City** and the **Assistance League** provide employment appropriate clothing to those who are entering back into the workforce.
- **USU Extension Services** provides HUD approved homeownership education and financial management classes.

- **Head Start** programs are readily accessible to most FSS residents.

- The **HEAT Program** assists with payment of gas and electric bills.

- **Women, Infants, and Children (WIC)** provides vouchers for infant formula and food for low-income pregnant women and children up to five years of age. All eligible FSS tenants are referred.

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- **Valley Mental Health** provides individual and group counseling for adults and their children. They also provide medication management and many other supportive services.

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- **Salt Lake County Division of Substance Abuse Services** provides assessment, intake, service referrals and counseling for those with addiction problems.

- The **Family Support Center** has 24-hour emergency child care for up to 72 hours at a time. Many tenants find themselves overwhelmed with the stress of their lives and the needs of their children. This emergency service prevents child abuse, provides a safe refuge for children, and has free follow-up counseling for parents.

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- **Catholic Community Services, Community Action Program, and Crossroads Urban Center** provide emergency services often needed by FSS participants. These

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include emergency food, monthly commodities, clothing, and counseling for personal and financial problems. Community Action Program also provides assistance locating affordable housing and mediates tenant/landlord disputes.

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- **Neighborhood House** provides quality childcare and summer activities to children ages 2-12 on a sliding-scale fee.
- **Community Development Corporation** provides homeownership education, down payment assistance grants, and affordable housing options to low-income families.
- **Habitat for Humanity** provides decent affordable homeownership for families in our community.
- **People Helping People** provides support to disadvantaged women as they find employment and learn the skills to become self-sufficient.
- The **Utah Food Bank** provides food and supplies for those in need.
- **Project Reality** is a comprehensive treatment program for individuals with compulsive and dysfunctional substance abuse histories. They also provide on-site parenting classes and Mommy and Me groups to HACSL residents.
- HACSL, in conjunction with Salt Lake County Division Substance Abuse Services, provide **Youth Programs for children living in Public Housing**. These programs provide an opportunity for supervised recreation, help with school work, and access to positive role models. Not only does this reduce stress on parents, but it increases the opportunities for children to be involved in positive youth development activities while their parents are in school or at work.
- HACSL, in conjunction with Salt Lake County Division of Substance Abuse Services, also provides the **Parents as Teachers** program to both Section 8 and Public Housing residents. Parents as Teachers is an early childhood development program for parents with children ages 0-3.
- **American Express Centurion Bank, CIT Bank, OptumHealth Bank, and Wells Fargo Bank** provide financial management education to FSS participants. Monthly workshops are provided to give clients a better understanding of finances and a basic overview of credit.

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METHOD FOR IDENTIFICATION OF FAMILY SUPPORT NEEDS

Families selected for participation in the FSS program work closely with the FSS case managers to identify family needs in a holistic manner and to develop an Individual Training and Services Plan. This plan will address the needs identified in the initial assessment process and outline the services to be accessed (NOTE: this will be a living/working plan that can be adjusted according to changes in circumstances for each family). The head of household is required to complete and sign the Contract of Participation (CoP), the Individual Training and Services Plan (ITSP), and any related documentation.

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A one page goal prioritizing worksheet is currently in use to help active program participants get started in the goal/need identification process. The FSS staff works with each person in the family who wishes to develop an ITSP in a face-to-face interview process in which the goal prioritizing worksheet is used as a springboard to begin the goal planning process. This worksheet addresses common issues faced by participants of self-sufficiency programs including, but not limited to: employment, job search and readiness, abuse issues, budget issues, child care issues, clothing needs, credit needs, drug and alcohol issues, educational issues, health/mental health issues, housing issues, medical coverage issues, parenting skills, support network needs, training needs, and transportation issues. (NOTE: ~~The goal prioritizing worksheet is not meant to be an all-encompassing needs identification document. It is meant to help clients start thinking about the issues of real concern in their lives and the areas of their lives in which they can realistically hope to achieve some improvement.~~)

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In conjunction with the ITSP, identified goals are then broken down into realistic action steps. Goal progress is tracked with each participant through monthly contact by letters ~~phone~~ and email, and face-to-face interviews every three (3) months. The head of household is the only person required to have an ITSP, although other adult family members are welcome to work with the case manager to develop their own.

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CONTRACT COMPLETION

In order to successfully complete the FSS Contract of Participation and receive any money in the FSS Escrow Account, participants must meet the following criteria:

1. The head of household has obtained suitable full-time employment (as defined below) and maintained it for at least six (6) months.
2. All members of the household have been independent of welfare for at least twelve (12) consecutive months. Welfare is defined as income assistance from Federal or state welfare programs, and includes only cash maintenance payments designed to meet a family's ongoing basic needs. It does not include food stamps, Social Security payments, Medicaid, or similar benefits.
3. All activities listed on the Individual Training and Service Plan must be completed within the designated timeframes.
4. The household is in full compliance with the lease, including no monies owed for unpaid rent or damages to HACSL or the Section 8 landlord.

Full-time employment is defined as:

- For hourly or salaried employees – at least 32 hours per week
- For self-employment – net earnings (after business expense deductions) of at least 32 hours per week at minimum wage.

- Accommodations for disabled individuals – Requests for accommodation must be submitted in writing and supported by a written statement from the individual's medical provider at least 120 days prior to program completion. The statement will include a recommendation from the medical provider as to a specific number of hours that the individual is able to work due to disability. Requests will be considered on a case-by-case basis.

Suitable employment is defined as follows:

- Employment with an established, legitimate business (the participant is receiving a regular paycheck from which taxes and other required deductions are withheld) – or –
- Self-employment which is verifiable through signed Federal income tax returns (with Schedule C).
- Contracted or commission employment will be considered if it meets the hourly/income requirement, is verifiable, and is being declared for tax purposes.
- Informal employment which does not meet the criteria listed above will not be considered (employment where income is not declared for tax purposes).
- Employment must be considered a lawful activity.

Contract Extensions:

The initial contract term is five years. The contract may be extended for up to two additional years if the family is unable to achieve self-sufficiency in this time due to circumstances that are beyond their control such as:

- Serious illness in the immediate family;
- Involuntary loss of employment;
- Serious injury that interferes with employment opportunities; and/or
- Other circumstances that are beyond the control of the family and that are deemed as good cause by HACSL.

Extensions will not be granted for loss of employment due to lack of performance on the part of the FSS participant.

All requests for extension must be submitted in writing prior to expiration of the Contract of Participation. The request letter should include the following components:

1. An explanation of why the goals were not completed;
2. What goals still need to be completed; and
3. The time frame in which the goals will be completed.

Participants will be notified in writing of HACSL's decision within ten (10) business days and may request an informal hearing if they disagree with the decision (see Hearing Procedures below).

During the extension period, the family will continue to be eligible to receive deposits into the FSS Escrow Account. The FSS Head of Household will be required to continue abiding by the Contract of Participation, Program Completion Agreement, and Individual Training and Services Plan, as well as keep in regular contact with a FSS case manager during the extension.

TERMINATION FROM FSS

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Involuntary Termination:

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Participants may be denied or involuntarily terminated from FSS under the following circumstances:

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- A. If the participant fails to meet their obligations under the Contract of Participation, the Individual Training and Services Plan, the Program Completion Agreement and related documentation. Non-compliance includes:
 - a. Missing scheduled meetings;
 - b. Failure to return phone calls;
 - c. Failure to maintain monthly contact;
 - d. Failure to complete quarterly face-to-face reviews;
 - e. Failure to work on activities and/or goals set forth in the Individual Training and Services Plan;
 - f. Failure to complete activities and/or goals within the specified time frames; and/or
 - g. Failure to participate in job related activities (i.e. employment, education, training, workshops, completing applications, etc).
- B. If the participant owes money to the PHA or any other PHA in connection with the Section 8 program or the Public Housing program;
- C. If the participant breached an agreement to pay back amounts owed to HACSL for payments made on behalf of the family to an owner in the Section 8 program;
- D. If the participant has committed fraud in connection with any Federal housing assistance program;
- E. If the participant failed to meet any obligations under the lease;
- F. Expiration of the Contract term or any extension of the Contract without completing the criteria for program completion as outlined under the section Contract Completion;

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- G. If the client's housing assistance (either Public Housing or Section 8) is terminated;
- H. By operation of law; and/or
- I. By such other act as is deemed inconsistent with the FSS program.

Participants who fail to meet their obligations under the above circumstances will be given the opportunity to attend a required meeting with the FSS case manager or assigned HACSL representative to resolve the problem. At this meeting, a review of the Contract of Participation, Individual Training and Services Plan, Program Completion Agreement, and all related documentation will be conducted and amendments will be made as necessary (within HUD guidelines) to allow for changes in circumstances. Failure to contact the FSS case manager to schedule this meeting within ten (10) days of HACSL's written request for a meeting or failure by the FSS Head of Household to attend this meeting without some type of correspondence to clarify the issue(s) that lead to non-attendance, may lead to termination from the program.

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Participants who remain out of compliance after this meeting will be subject to termination from the FSS program. Notification to the family will be made by letter stating:

1. The specific facts and reasons for termination;
2. A statement informing the family of their right to request an informal hearing and the date by which this request must be received (see Hearing Procedures below); and
3. A statement informing the family that termination from the FSS program for the reasons stated therein will not result in termination of the family's housing assistance.

Failure to request a hearing in writing by the deadline will result in closure of the family's FSS file and all rights to a hearing will be waived. All escrow money held on the family's behalf will be forfeited in accordance with HUD regulations. Housing assistance will not be terminated based on non-compliance with the FSS program.

Voluntary Termination:

Participants may also be terminated from the FSS program under the following circumstances:

1. Mutual consent of both parties; and/or
2. The family's withdrawal from the program.

If the family withdraws from the FSS program with the mutual consent of HACSL and the FSS Head of Household, then the family may rejoin the FSS program in the future, with the following understanding:

- The family signs a new Contract of Participation, Program Completion Agreement, and Individual Training and Services Plan.
- The family is not eligible to receive funds accrued in escrow up to the point of their initial

withdrawal from FSS.

- The family will be eligible to receive future deposits into escrow upon rejoining the FSS program.

Hearing Procedures:

All requests for informal hearings must be received by HACSL within ten (10) business days of the date of decision. If a hearing is requested by the FSS family, notification to the family regarding the date, time, and location of the informal hearing will be made by certified mail, return receipt requested, within ten (10) business days from the date the request was received.

Persons included in the informal hearing shall include, but not be limited to:

- The FSS head of household;
- The FSS case manager; and
- HACSL staff members, other than FSS program staff, serving as the Hearing Committee.

The family may request to reschedule a hearing for good cause, or if it is needed as a reasonable accommodation for a person with disabilities. Good cause is defined as an unavoidable conflict which seriously affects the health, safety, or welfare of the family. Requests to reschedule a hearing must be made orally or in writing prior to the hearing date. At its discretion, HACSL may request documentation of the "good cause" prior to rescheduling the hearing.

If the family does not appear at the scheduled time, and was unable to reschedule the hearing in advance due to the nature of the conflict, the family must contact HACSL within 24 hours of the scheduled hearing date, excluding weekends and holidays. HACSL will reschedule the hearing only if the family can show good cause for the failure to appear, or if it is needed as a reasonable accommodation for a person with disabilities.

The Hearing Committee will issue a written decision to the family within ten (10) business days after the hearing. The decision made by the Hearing Committee will be final. HACSL reserves the right to overturn the Hearing Committee's decision only in the event that the decision is contrary to policy.

FSS ESCROW ACCOUNT

Escrow Account Deposits:

Escrow deposits are calculated on increases in earned income as they impact the family's Total Tenant Payment (TTP) at the time the Contract of Participation was executed. Escrow credit calculations will be made whenever HACSL conducts an interim or annual re-

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¶ If the family continues to remain out of compliance after this initial meeting has been conducted, the FSS Case Manager, or assigned HACSL representative, may, at his/her discretion, offer the client a chance to attend a joint staffing/informal hearing in which grievances and concerns can be addressed by all involved parties. Attendance at this meeting will include at a minimum: the FSS Case Manager, the Resident Services Manager, the FSS Program participant Head of Household, and any other HACSL staff that have been assigned to the case in question. Other attendees may include Case Managers from partnership agencies that have specific involvement (... [7])

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¶ Participants may also be terminated from the FSS Program and related supportive services components under the following circumstances:¶
<#>Mutual consent of both parties¶
<#>The family's withdrawal from the program¶

¶ If the family withdraws from the FSS with the mutual consent of HACSL and the FSS Head of Household, then the family may rejoin the FSS in the future, with the following understanding¶ (... [8])

examination during the Contract of Participation. HACSL will credit escrow accounts monthly and calculate interest quarterly. At least annually, HACSL will provide FSS families with an escrow statement reflecting beginning and ending balances, deposits, withdrawals, and interest accrued.

Interim Withdrawal Procedure:

Participants in good standing with the FSS program and HACSL will be allowed to request money from their escrow accounts prior to the completion of their Contract. The early withdrawal of funds must be used for continuing growth and for reaching the goals articulated in the ITSP. Withdrawals can only be made once during a six (6) month period. The family will be required to pay a portion of the overall cost of the item. All FSS families with an escrow balance are eligible to request a withdrawal.

The head of household must submit a budget in addition to a written request for an interim withdrawal (see Attachments). The request must include:

1. The amount of money requested;
2. The amount of money the family will be investing;
3. How the funds will be used;
4. How this will facilitate their movement toward self-sufficiency;
5. An assessment of their progress on their self-sufficiency goals;
6. Alternative funding sources they have tried; and
7. Documentation of expenses.

The FSS staff will discuss the appropriateness of the request during a regularly scheduled meeting. The FSS program reserves the right to request that the family attend a meeting for clarification of the withdrawal request before a determination is made and/or require additional documentation prior to making a decision.

The decision to release escrow will be made by consensus of the staff members and the decision will be binding. If the withdrawal request is denied, the FSS family will be given a written response outlining the decision.

Final Disbursement of Escrow:

Final disbursement of the FSS Escrow Account will be made to the FSS head of household when a written request is submitted (see Attachments) and:

1. The family has met the obligations as defined in the Contract of Participation (see Contract Completion); or

2. Whenever 30 percent of the family's monthly adjusted income equals or exceeds the existing Fair Market Rent for the unit size for which the family qualifies, provided no member of the household is receiving welfare (as defined by FSS) at that time.

Forfeiting of the Escrow Account:

Funds in the FSS Escrow Account will be forfeited if:

1. The Contract of Participation, including any extension, expires and the obligations are unfulfilled;
2. The FSS family loses their housing assistance;
3. The FSS family is deemed to be out of compliance with the FSS program and is terminated; and/or
4. The FSS family voluntarily terminates their enrollment in the FSS program.

CHANGE IN HEAD OF HOUSEHOLD

The FSS head of household is the head of household designated on the family's housing assistance for purposes of rent determination. The head of household is responsible for the requirements under the Contract of Participation, Individual Training and Service Plan, Program Completion Agreement, and other related documentation.

If a family wishes to transfer head of household status, it can only be made with the permission of the housing specialist and only to an adult member of the household who is listed on the family's lease/rental agreement. This person must also elect to assume all of the responsibilities, conditions, and terms as the FSS head of household listed in the Contract of Participation, Individual Training and Services Plan, Program Completion Agreement, and other related documentation.

A written request must be submitted to the FSS program (see Attachments) and will be attached to the Contract of Participation as an amendment. The request must contain the following:

- Name of new designated head of household;
- Effective date of change;
- Signature of new head of household;
- Signature of the FSS case manager; and
- The date signed

Deleted: Participant families who have a grievance are encouraged to first try to resolve the issue with their FSS Case Manager. If they do not feel like they are able to resolve the issue at this level, they may request, in writing, an informal hearing with the FSS Case Manager, Resident Services Manager or assigned HACSL representative to resolve the problem. The informal hearing will be scheduled within ten working days from when HACSL received the written request for a hearing. At the hearing, each party will be given the opportunity to present their information and question any witnesses. HACSL staff will provide a written response to the client within ten working days after the hearing explaining their decision and actions to be taken as a result of that decision. All decisions will be made in accordance with HUD regulations and will be based on evidence presented at the hearing. Reasonable accommodations will be provided to persons with a disability. Please contact Janice Kimball, 504 Compliance Officer, HACSL @ 284-4423 for further information.¶

Successful Completion of the FSS Program¶

¶ In order to successfully complete the FSS Program and receive any money in escrow, FSS participants must meet the following criteria:¶

- ¶ A. Meet the self-sufficiency goals set in the Contract of Participation and Individual Training and Services Plan. These goals include a minimum of the following:¶

1. Head of household will maintain full-time employment or be attending school full-¶
time at an accredited institution during a minimum of six consecutive months out of¶

-----Section Break (Continuous)-----
the last year of participation on the FSS Program. ¶

¶ If the FSS head of household identifies a documented disability or documented ¶
physical, mental or emotional impairment, this requirement will be modified to¶
accommodate the participant's needs. The participant will be eligible to receive FSS¶
funds if they obtain suitable employment.¶

2. No member of the FSS household shall receive welfare assistance... [9]

The new Head of Household will be required to develop their own Individual Training and Services Plan. The contract expiration date and baseline income and TTP figures will remain unchanged.

PROGRAM SIZE

HACSL's FSS program currently operates a voluntary program size of 100 Section 8 clients and 50 Public Housing clients.

Deleted: Residents

ASSURANCE OF NON-INTERFERENCE

HACSL's FSS program is a voluntary program under current HUD guidelines and, as a voluntary program, families who elect not to participate will not be negatively effected in regards to admission or ongoing occupancy in subsidized housing programs offered by HACSL (i.e. the Section 8 Program, Public Housing programs, etc.)

TIME TABLE FOR PROGRAM IMPLEMENTATION

Program implementation has already occurred and outreach selection, and enrollment activities are ongoing. FSS slots are in the process of being filled and will continue to be filled as vacancies occur and as additional slots are created. The services identified in this Action Plan are in place and are being accessed by FSS program participants. Agency processes for the continued implementation of the FSS program have been revised according to HUD requirements and information contained in this Action Plan.

Deleted: HACSL continues to coordinate with

Deleted: Division of Work Force Services

Deleted: the Department of Workforce Services and other community resources. Implementation of the services and activities described herein will continue to be coordinated with these and other agencies as the program continues to mature and refine. Communication is coordinated on multiple levels to avoid duplication of services (including, but not limited to, dialogue between the FSS case manager and assigned case managers of other programs, and dialogue between the FSS case manager and members of the

Deleted: Family Self-Sufficiency Coordinating Council

Inserted: the Department of Workforce Services

Inserted: ,

Inserted: case manager

Deleted: FSS Program Coordinating Committee).

Inserted: case manager

Inserted: case managers

Inserted: FSS Program Coordinating Committee

CERTIFICATION OF COORDINATION

HACSL certifies that the development of services and activities under the FSS program have been coordinated with the Workforce Investment Act, and any other relevant employment, child care, transportation, training, and education programs in order to avoid duplication of services.

REQUESTS FOR REASONABLE ACCOMODATIONS

HACSL and FSS program staff will make reasonable accommodations to persons with disabilities in order to ensure they are able to take full advantage of the services provided under the FSS program. Requests for reasonable accommodations must be submitted in writing to Janice Kimball, HACSL 504 Compliance Officer. For more information, call (801) 284-4423.

OPTIONAL ADDITIONAL INFORMATION

HACSL's FSS program reserves the right to make addendums to this Action Plan as situations, regulations, and funding sources change, but such changes will be make in compliance with HUD regulations.

Comment: Made Reasonable Accommodations its own section.

Deleted: ¶
¶
HACSL staff will make reasonable accommodations to persons with disabilities in order to ensure they are able to take full advantage of the services provided under the FSS Program.¶

DRAFT

SUPPORTIVE SIGNATURES:

Janice Kimball, Director of Housing and Services

Deleted: DATED THIS ____ of
____, 2005

Kerry W. Bate, Executive Director

Clarence A. "Bud" Bailey, Board Chair

DATED THIS ____ of _____, 2008:

Deleted: JANICE KIMBALL
DIRECTOR OF HOUSING AND
RESIDENT SERVICES

HUD SIGNATURE(S) OF APPROVAL:

KERRY BATE, HACSL EXECUTIVE
DIRECTOR:

KERRY STEADMAN, CHAIR OF
HACSL BOARD OF DIRECTORS:

DATED THIS ____ of _____, 2008:

Deleted: DATED THIS ____ of
____, 2005

HUD SIGNATURE(S) OF
APPROVAL

Deleted: :

Attachments

- Family Self-Sufficiency Application
- HUD-52650 FSS Contract of Participation
- [FSS Contract Addendum](#)
- FSS Program Completion Agreement
- Release of Information
- Individual Training and Services Plan
- [Request for Interim Withdrawal of the FSS Escrow Account](#)
- [Request for Final Disbursement of the FSS Escrow Account](#)
- [Amendment to the Contract of Participation \(Head of household change\)](#)

Do you anticipate any change in your household size within the next six months?

Yes No

Do you receive? Section 8 Public Housing

What is your portion of the current monthly rent? _____

What type of financial assistance are you currently receiving?

TANF (Welfare) General Assistance Food Stamps

SSI Social Security Child Support

State-funded child care assistance

Church/Family Other (explain) _____

What is your total monthly household income? _____

Which services are you currently receiving?

Food Bank Job Service Medicaid

Social Services Career Counseling Medicare

EWP WIC

Are you currently involved in any other self-sufficiency program?

Yes No

If yes, give names of agency, address and phone:

Please give names of case managers in above agencies: _____

How long have you been in this program? _____

Do you receive any other sources of financial support for your family? Please list: _____

Other than the agencies you indicated above, are you currently receiving direct services from any other agencies? (Example: daycare, after school care, counseling, family therapy, etc.)

EDUCATIONAL INFORMATION

Please circle highest level you completed:

1 2 3 4 5 6 7 8 9
10 11 12 13 14 15 16 17 18

Did you receive your high school diploma or GED?

Yes No Date: _____

Are you currently attending school? Yes No

If yes, please provide name of program: _____

Please indicate any training, certificate and/or college programs you have achieved or are currently participating in:

Type of Training/Education	Location	Dates Attended	Certificate or Degree

Did you receive any financial assistance while in training?

Vocational Rehabilitation Pell Grant Student loans
 Tuition Waiver GSL Other (Explain)

EMPLOYMENT INFORMATION

Are you currently employed? Yes No

Name of employer: _____

Address: _____

Starting Date: _____ Hourly Rate: _____

Do you receive medical benefits? _____

Employment History:

Beginning with your next most recent job, list and describe your employment history:

Employer	Job Title	Dates Worked	Reason for Leaving

Employment Goals:

What type of job would you like to have? _____

What type of training/education would you need for this job? _____

Do you have any physical or mental health problems (past or present) which may affect your ability to start training/working? _____

Any problems your children may have which may affect your ability to start working?

Please check other areas which could affect your ability to start work:

- Transportation Quality child care Pregnant
 Police record Lack of education Appropriate Clothing
 Other (explain) _____

ADDITIONAL INFORMATION

How would you describe the positive skills and attributes you have?

Thank you for completing this application.

Signature

Date

Upon request, HACSL will provide reasonable accommodations for individuals with disabilities.

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
CONTRACT ADDENDUM**

Purposes of the Addendum:

The purpose of this FSS Contract Addendum is to define welfare assistance for the intentions of this program.

At the time of completion of the FSS Contract of Participation, the family must provide written certification to the Housing Authority that no member of the household has received welfare assistance for at least twelve (12) consecutive months.

The 1998 Quality Housing and Work Responsibility Act (QHRWA) amended the definition of welfare assistance for the purposes of the FSS program only. Welfare assistance means income assistance from Federal or state welfare programs, and includes only cash maintenance payments designed to meet a family's ongoing basic needs. It does not include Social Security payments, childcare assistance, food stamps, Medicaid, or other similar benefits.

Signatures:

Head of Household

Date

FSS Case Manager

Date

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
COMPLETION AGREEMENT**

In order to successfully complete the FSS program, the following must be met prior to expiration of the Contract of Participation:

1. The head of household has obtained and maintained suitable employment.
2. All goals and activities specified in the Individual Training and Services Plan (vocational, educational, therapeutic, etc.) have been completed within the designated time frames.
3. All members of the household have been free of welfare for at least twelve (12) consecutive months.
4. The household is in full compliance with the lease, including no monies owed to the Housing Authority or the Section 8 landlord for unpaid rent or damages.

EXPECTATIONS

1. Participate regularly in job related activities (i.e. employment, education, training, workshops, completing applications, classes, etc).
2. Maintain six months of consistent suitable employment prior to completion of the FSS program. Suitable employment is defined as:
 - a. Employment with an established, legitimate business (the participant is receiving a regular paycheck from which taxes and other required deductions are withheld) or self-employment which is verifiable through signed Federal income tax returns (with Schedule C).
 - b. Full-time (at least 32 hours per work) or, for self-employment, net earnings equal to at least full-time at minimum wage.
 - c. Other as defined in the FSS Action Plan.
3. Maintain monthly contact with the FSS case manager.
4. Attend all appointments as required by the FSS case manager, including quarterly face-to-face reviews.
5. Complete a financial management education program.
6. Complete a homeownership education program.

PROCEDURES

1. Maintain contact with the FSS case manager at least monthly.
2. If contact has not been maintained, the case manager will attempt to contact the participant by phone, mail, and certified letter.
3. If no response is received from the participant, the file will be reviewed for possible closure.
4. Hearing procedures will be an option.

I understand that violation of any of the above responsibilities may result in termination from the Family Self-Sufficiency program and forfeiture of the escrow savings account.

Participant

Date

FSS Case Manager

Date

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
INDIVIDUAL TRAINING AND SERVICES PLAN (ITSP)**

Name of Participant: _____ Date: _____

Final Goal/s:

“Obtain and maintain suitable employment specific to my skills, education, job training, and the available job opportunities in the area.”

Interim Goals:

1. Goal: Meetings and contact with FSS Case Manager.

Objectives to goal:

1. _____
2. _____
3. _____
4. _____

Target Date: _____ Completed: _____

2. Goal: _____

Objectives to goal:

1. _____
2. _____
3. _____
4. _____

Target Date: _____ Completed: _____

3. Goal: _____

Objectives to goal:

1. _____
2. _____
3. _____
4. _____

Target Date: _____ Completed: _____

4. Goal: _____

Objectives to goal:

1. _____
2. _____
3. _____
4. _____

Target Date: _____ Completed: _____

Signatures:

Participant

HA Representative

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
APPLICATION FOR INTERIM WITHDRAWAL OF ESCROW ACCOUNT FUNDS**

Partial withdrawal of funds from the escrow account *may* be approved to assist you in reaching self-sufficiency and completing your FSS Contract of Participation. The following limitations apply for partial disbursements:

1. Withdrawals can only be made once during a six (6) month period.
2. Escrow funds may only be used to assist you to reach a goal related to your self-sufficiency.
3. You will be required to pay a portion of the overall cost of the item.
4. A budget must be submitted with each request.
5. An updated assessment of the progress on your self-sufficiency goals must be submitted with each request.
6. Documentation of cost is required. Please discuss with your case manager what a specific request requires.
7. All checks will be two-party checks made out to you and to the vendor.

I, _____, hereby request that a withdrawal from the FSS escrow account in the amount of \$ _____, payable to _____, be approved for _____.

I will be paying \$ _____ of my own funds to help cover the cost of this expense.
Alternative funding sources I have tried include (list sources and outcome): _____.

This will help me achieve my goals by _____.

Submission Checklist:

- Application (this form)
- Completed budget
- Goal Progress sheet
- Documentation of cost

****If FSS escrow funds are obtained fraudulently, based on misinformation, or used in for any purpose other than as outlined above, the family will be required to repay these funds to the Housing Authority of the County of Salt Lake. In addition, this will be grounds for immediate termination from the FSS program.**

By signing this form, I certify that the information submitted in this application for partial disbursement of the FSS escrow account is true and correct to the best of my ability and that I will use the funds as outlined in this application.

Signature

Date

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
APPLICATION FOR INTERIM WITHDRAWAL OF ESCROW ACCOUNT FUNDS**

GOAL PROGRESS UPDATE

Please update us on the progress you have made on your self-sufficiency goals.

Goal #1: _____
Progress: _____

Goal #2: _____
Progress: _____

Goal #3: _____
Progress: _____

Goal #4: _____
Progress: _____

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
APPLICATION FOR FINAL WITHDRAWAL OF ESCROW ACCOUNT FUNDS**

Final disbursement of the funds in the FSS escrow account will occur when:

8. The Housing Authority of the County of Salt Lake determines that the family has fulfilled the obligations outlined in the FSS Contract of Participation; or
9. When 30 percent of the family's monthly adjusted income equals or exceeds Fair Market Rent for the unit size for which the family qualifies, provided no member of the household is receiving welfare assistance (defined below).

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In order to complete the FSS Contract of Participation, the following must be met and *written verification must be provided*:

1. The head of household has obtained suitable full-time employment and maintained it for at least six (6) months.
2. All members of the household have been independent of welfare for at least twelve (12) consecutive months. Welfare is defined as income assistance from Federal or state welfare programs, and includes only cash maintenance payments designed to meet a family's ongoing basic needs. It does not include food stamps, Social Security payments, Medicaid, or similar benefits.
3. All activities listed on the Individual Training and Services Plan (ITSP) must be completed within the designated time frames.
4. The household is in full compliance with the lease, including no monies owed to the Housing Authority or the Section 8 landlord for unpaid rent or damages.

Submission Checklist:

- Application (this form)
- Updated Employment Verification form
- Workforce Services Certification form
- Verification of completion of goals (if not already on file)
- Statement from Landlord form
- Copy of settlement statement (if moving to homeownership)

I certify that my household has completed the FSS program and that the information submitted in this application for final disbursement of the FSS escrow account is true and correct to the best of my ability.

Signature

Date

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM
AMENDMENT TO THE CONTRACT OF PARTICIPATION**

Purpose of the Amendment:

The purpose of this FSS Contract Amendment is to change the designated head of household for the Contract of Participation between the Housing Authority of the County of Salt Lake and _____
_____.

The new head of household agrees to assume all of the responsibilities, conditions, and terms listed in the Contract of Participation, Program Completion Agreement, and any related documentation. In addition, the new head of household agrees to develop their own Individual Training and Services Plan and complete the activities within the designated time frames. The baseline income and TTP figures listed on the Contract of Participation will remain unchanged.

The new designated head of household is _____

Effective date of change: _____

Signatures:

New Head of Household

Date

Previous Head of Household (if available)

Date

FSS Case Manager

Date

OUTREACH EFFORTS

Efforts will be targeted equally to minority and non-minority families to ensure that non-English/limited English speaking families receive information and have the opportunity to participate in the FSS . Efforts will also be made to serve persons with disabilities including but not limited to persons with impaired vision or hearing. Publication and outreach efforts for the FSS may include, but are not limited to, distribution of FSS flyers to community agencies / partners (both private and public), mass mailing of program information to current HACSL residents, HACSL website, orientation presentations to incoming / Public Housing applicationsdoor to door recruiting for Public Housing tenants and Public Housing tenant meetings. Interpreters will be used as needed and clients may contact staff via our TTD telephone line or by email. Outreach informational material about the FSS Program that may include:

- about program history
- resources
- for eligibility
- procedures
- responsibilities
- benefits.

Referrals for FSS Program Orientation may be accepted as described above under the heading: "FSS Family Selection Procedures". Referrals will be screened for eligibility, and selection made in accordance with HUD guidelines.

Participants sign a release of information form to protect their confidentiality.

Eligible participants will receive case management services which include identifying needs, planning goals, assessment of work/training, employment planning, job interviewing, problem solving skills, monitoring and tracking of progress, life skills planning (budgeting, improving credit, parenting skills, etc.), and coordination of community services and other public/private agencies with participant's needs and objectives in mind.

: Homeownership counseling through Utah State University Extension Services workshops and supportive services are available to families who are interested and eligible to become home owners. Financial assistance is available to assist with down payment and closing costs.

parenting, job readiness classes as well as, stress management and self-esteem

building programs.

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Kim

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DWS assists many FSS participants who are having problems with TANF grants, Medicaid, Food Stamps or day care arrangements.

with

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Kim

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Participants who fail to meet their obligations under the above circumstances will be given the opportunity to attend a required meeting with the FSS Case Manager or assigned HACSL representative to resolve the problem. At this meeting a review of the Contract, Individual Training and Services Plan, and all related documentation in effect will be conducted and amendments will be made as necessary (within HUD guidelines) to allow for changes in circumstances. Failure to contact the FSS Case Manager to schedule this meeting within fifteen days of HACSL's written request for a meeting or to attend this meeting by the FSS Head of Household without some type of correspondence to clarify the issue(s) that lead to non-attendance, may lead to implementation of consequences as outlined in HUD guidelines (i.e. - removal from the FSS Program, loss of supportive services, etc.).

If the family continues to remain out of compliance after this initial meeting has been conducted, the FSS Case Manager, or assigned HACSL representative, may, at his/her discretion, offer the client a chance to attend a joint staffing/informal hearing in which grievances and concerns can be addressed by all involved parties. Attendance at this meeting will include at a minimum: the FSS Case Manager, the Resident Services Manager, the FSS Program participant Head of Household, and any other HACSL staff that have been assigned to the case in question. Other attendees may include Case Managers from partnership agencies that have specific involvement in the case, representation from the Self-Sufficiency Committee, the HACSL Director, and any other parties that have a viable concern in the issues at hand. At the hearing the participant will first be given an opportunity to present his/her objections to the decision in questions and may present evidence or question witnesses at this time. HACSL staff will then have an opportunity to explain the decision and present any evidence. Again, the Contract, Individual Training and Services Plan, and related documentation may be amended to reflect necessary changes that may assist the client in getting back on track (within allowable HUD guidelines). At each hearing the participant will be advised of their rights and responsibilities under the FSS Program and of the possible consequences of non-compliance. The participant will be provided with a written decision stating the reasons for the decision within ten business days following the informal hearing. The decision will be based on the evidence presented at the hearing.

The purpose of these meetings is to provide FSS participants with every opportunity possible to successfully complete the FSS Program. However, families who remain out of compliance after attending the hearing process will be terminated from participation in the FSS Program.

Section 8 or Public Housing assistance will not be terminated based on compliance with the FSS Individual Training and Services Plan. Also, at the initial FSS assessment, each participating family member will be informed of their rights and responsibilities under the FSS Program and of the possible consequences of non-compliance

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Kim

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Voluntary Termination

Participants may also be terminated from the FSS Program and related supportive services components under the following circumstances:

1. Mutual consent of both parties
2. The family's withdrawal from the program

If the family withdraws from the FSS with the mutual consent of HACSL and the FSS Head of Household, then the family may rejoin the FSS in the future, with the following understanding

- The family completes a new Contract of Participation, Completion Agreement, and Individual Training and Services Plan with a HACSL FSS Case Manager.
- The family is not eligible to receive funds accrued in escrow up to the point of their initial withdrawal from FSS.
- The family will be eligible to receive future deposits into escrow upon rejoining the FSS .

Participant families who have a grievance are encouraged to first try to resolve the issue with their FSS Case Manager. If they do not feel like they are able to resolve the issue at this level, they may request, in writing, an informal hearing with the FSS Case Manager, Resident Services Manager or assigned HACSL representative to resolve the problem. The informal hearing will be scheduled within ten working days from when HACSL received the written request for a hearing. At the hearing, each party will be given the opportunity to present their information and question any witnesses. HACSL staff will provide a written response to the client within ten working days after the hearing explaining their decision and actions to be taken as a result of that decision. All decisions will be made in accordance with HUD regulations and will be based on evidence presented at the hearing. Reasonable accommodations will be provided to persons with a disability. Please contact Janice Kimball, 504 Compliance Officer, HACSL @ 284-4423 for further information.

Successful Completion of the FSS Program

In order to successfully complete the FSS Program and receive any money in escrow, FSS participants must meet the following criteria:

- A. Meet the self-sufficiency goals set in the Contract of Participation and Individual Training and Services Plan. These goals include a minimum of the following:
 1. Head of household will maintain full-time employment or be attending school full-time at an accredited institution during a minimum of six consecutive months out of

the last year of participation on the FSS Program.

If the FSS head of household identifies a documented disability or documented

physical, mental or emotional impairment, this requirement will be modified to

accommodate the participant's needs. The participant will be eligible to receive FSS

funds if they obtain suitable employment.

2. No member of the FSS household shall receive welfare assistance, as per HUD's

current definition of welfare assistance, during the last year of participation in the FSS

Program.

3. Participant will maintain regular contact with the assigned FSS Case Manager

(defined as contacting the Case Manager on a monthly basis and meeting in person a

minimum of once every six months to update the Individual Training and Services Plan).

4. Mandatory completion of All Workshops during the time of the Contract of Completion. These include ten (10) Bank Workshops, seven (7) Home ownership workshops, one (1) Bankruptcy workshop and one (1) Sustaining Home ownership Workshop.

Requests for exceptions from this requirement will be reviewed on an individual basis

with the participant, Case Manager, FSS Coordinator and Resident Services Manager.

B. Comply with the Completion Agreement

C. Comply with lease agreement

D. Complete goals listed in the Individual Training and Services Plan and the FSS Contract

FSS EXTENSIONS:

The initial contract term is five years. The contract may be extended, in writing, for up to two additional years if the family is unable to achieve self-sufficiency in this time due to circumstances that are beyond their control such as:

- Serious illness in the immediate family

- Involuntary loss of employment

 Serious injury that interferes with employment opportunities

Other circumstances that are beyond control of the family and that are deemed as good cause by HACSL.

Extensions will not be granted for loss of employment due to lack of performance on the part of the FSS Participant.

During the two-year extension, the family will continue to be eligible to receive deposits made into an FSS escrow account.

The FSS Head of Household will be required to continue abiding by the Contract of Participation, Completion Agreement, and Individual Training and Services Plan as well as keep in regular contact with a FSS Case Manager during the two year extension.