

Chapter 3

PROGRAM ADMINISTRATION

INTRODUCTION

This chapter discusses administrative policies and practices as they are relevant to the activities covered in this plan. The policies and practices are discussed in two parts:

Part I: Staffing, Fees and Costs, and On-Site Facilities: This part describes identifying appropriate staff and contractors to operate the FSS program and provide the necessary direct services to FSS families. In addition, it describes how administrative fees, costs, and supportive services will be funded, and defines the use of on-site facilities.

Part II: The Program Coordinating Committee: This part covers the establishment of a program coordinating committee (PCC), which is a regulatory requirement in all FSS programs other than multifamily housing assistance. It describes required and recommended PCC membership, in addition to the option for an alternative committee.

PART I: STAFFING, FEES AND COSTS, AND ON-SITE FACILITIES

3-I.A. OVERVIEW

Several functions of program administration are crucial to running an FSS program. A PHA may need to employ a program coordinator or decide to contract with another organization to administer the program. In addition to staffing issues, PHAs should understand how program funding and expenses work to keep the program running smoothly. Finally, PHAs need to sort out whether and how to make common areas or unoccupied units available to provide supportive services.

3-I.B. PROGRAM ADMINISTRATION STAFF AND CONTRACTORS

[24 CFR 984.301(b)]

PHAs have the choice between hiring their own staff and contracting with an outside organization to administer their FSS program. If the PHA should choose to employ its own staff, the staffing levels should be appropriate, and may include one or more FSS coordinators. If the PHA chooses to contract with an outside organization, the organization's staffing levels must likewise be appropriate to establish and administer the FSS program, and whether the organization's responsibilities would include managing the FSS account in accordance with federal regulations.

PHA Policy

The PHA will employ appropriate staff, including one or more FSS coordinators or program coordinators to administer its FSS program.

3-I.C. FSS PROGRAM COORDINATOR RESPONSIBILITIES

Primary Role of the FSS Program Coordinator

The FSS Program Coordinator is responsible for building partnerships with service providers in the community, working with the Program Coordinating Committee (PCC) and local service providers to ensure that FSS program participants are linked to the supportive services they need to achieve self-sufficiency, preparing an Individual Training and Services Plan (ITSP) for the head of the FSS family and each adult member of the FSS family who elects to participate in the FSS program, making certain that the services included in the participants' CoP are provided on a regular, ongoing, and satisfactory basis, ensuring FSS participants are fulfilling their responsibilities under the CoPs, monitoring progress of participants, and establishing and properly maintaining FSS escrow accounts for eligible families. FSS coordinators may also provide outreach, recruitment, goal setting, case management and coaching for FSS participants, and tracking of FSS program performance.

FSS Program Coordinators funded under the FSS Coordinator Notice of Funding Opportunity (NOFO) may not perform the routine public housing or Section 8 program functions of housing eligibility, leasing, rent calculation, and portability that are funded through Section 8 administrative fees or public housing operating funds unless doing so would enhance the effectiveness of the program. If conducting these functions would enhance the effectiveness of the FSS program, the PHA must seek prior approval from HUD of those enhancements to the FSS program and certify that doing so will neither interfere with the FSS Coordinator's ability to fulfill their primary role nor be used to balance or fill in for gaps in traditional staffing.

Performance of routine Section 8 or public housing functions for non-FSS families does not enhance the effectiveness of the FSS program and is therefore an ineligible use of FSS funds [2021 FSS NOFO, p. 36].

PHA Policy

~~The PHA will not require the FSS Program Coordinator to perform the routine Section 8 or public housing program functions of housing eligibility, leasing, rent calculation, and portability that are funded through Section 8 administrative fees or public housing operating funds.~~ The PHA will request and provide the rationale to the HUD Field Office to require the FSS Program Coordinator to perform the routine Section 8 or public housing program functions of housing eligibility, lease up, rent calculation, and portability that are funded through Section 8 administrative fees or public housing operating funds.

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3-I.D. ADMINISTRATIVE FEES AND COSTS

The Consolidated Appropriations Act of 2014 combined funding streams for the Section 8 and public housing FSS programs. FSS funding is now awarded through one NOFO. Use of this funding is no longer restricted to the applicable program and funding now may be used to serve both Section 8 and public housing FSS participants. Funding for FSS Coordinators salary, benefits, and training as well as limited administrative costs is awarded through a Grant Agreement and disbursed through HUD's Line of Credit Control System (LOCCS), rather than as an amendment to the PHA's Annual Contributions Contract (ACC). These funds are separate from other available funds that may be used.

Section 8 FSS Program

In the Section 8 programs, administrative fees are paid to PHAs for HUD-approved costs associated with the operation of an FSS program. These administrative fees are established by Congress and subject to appropriations [24 CFR 984.302(b)].

In addition, administrative fees for HUD-approved costs not specifically related to the operation of the FSS program may be used to cover these costs associated with the administration of FSS [see Notice PIH 93-24 E-7 and E-8].

See 24 CFR 982.152 and PIH 2022-18 for details on the eligible use of administrative fees.

Public Housing FSS Program

For public housing FSS programs, the performance funding system (PFS), provided under section 9(a) of the 1937 Act, provides for the reasonable and eligible administrative costs that the PHA incurs in carrying out the program only when funds have been appropriated. However, a PHA may use other resources for this purpose [24 CFR 984.302(a)].

In other words, the PHA may fund reasonable and eligible administrative costs in the FSS program from the Operating Fund. However, these expenses will only be reimbursed in the operating subsidy when a current appropriations act allows it. In addition, the PHA may fund reasonable and eligible administrative costs from the Capital Fund. Administrative staffing costs may also be funded through HUD or other grant or foundation sources. This includes FSS Coordinator grants when available.

PHA Policy

~~The PHA will not make funds available from the Section 8 administrative fees, unrestricted net position, or public housing operating fund to provide administrative costs to the FSS program.~~

~~The PHA will make ~~insert amounts and source of funds to be made available~~ operating funds available to provide administrative costs under the ~~insert Section 8 or public housing FSS program, or both~~ public housing FSS program.~~

~~The PHA will not make funds available from the Section 8 administrative fees, unrestricted net position, provide administrative costs to the Section 8 FSS program.~~

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3-I.E. SUPPORTIVE SERVICES FEES AND COSTS

Section 8 FSS Supportive Services

In the Section 8 program, the PHA may fund reasonable and eligible FSS supportive service costs in the FSS program from unrestricted net position [see Notice PIH 93-24, E-3].

The PHA may seek additional funds from HUD through submitting grant applications or seek grants from other sources when available.

In addition to unrestricted net position and other grant sources, the FSS forfeited escrow account can fund FSS supportive services. See Section 6-I.E. for eligible supportive services costs.

Public Housing FSS Supportive Services

In public housing, the PHA may fund reasonable and eligible FSS supportive service costs in the FSS program from the Operating Fund. However, the costs of FSS supportive services are only reimbursed through the operating subsidy when appropriations allow it.

FSS public housing supportive services can also be funded through other HUD grants or related government and foundation grants, when available.

PHA Policy

~~The PHA will make *[insert amounts and source of funds to be made available]* available to provide supportive service costs under the *[insert Section 8 or public housing FSS program, or both]*. The PHA will not make funds available from the Section 8 unrestricted net position or public housing operating funds to provide supportive services costs to the FSS program.~~

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3-I.F. USE OF FORFEITED ESCROW ACCOUNTS FUNDS

In addition to Section 8 unrestricted net assets, public housing operating funds, and other grant sources, the FSS forfeited escrow account funds must be used for the benefit of FSS participants, which includes supports and other costs for FSS participants in good standing. HUD does not provide an exhaustive list of these supports. However, the supports include, but are not limited to, transportation, childcare, training, testing fees, employment preparation costs, and other costs related to achieving obligations outlined in the contract of participation as well as training for FSS Program Coordinators.

PHA Policy

The PHA will use forfeited escrow accounts for support and other costs for FSS participants in good standing when funds requested are needed to complete an interim goal or task in the ITSP and are not ongoing expenses or if the family can demonstrate that the need for one-time payment of otherwise ongoing expenses such as rent, utilities, telephone, cell phone, pager, car payments, car maintenance, insurance, or childcare is needed to complete an interim goal, a final goal, or a task related to such goals in the ITSP.

The PHA will use forfeited escrow accounts for training provided to FSS Coordinators.

The PHA will define *supports* as defined in 24 CFR 984.305(f)(2)(i)(A) as transportation, childcare, training, testing fees, employment preparation costs, other costs related to achieving obligations outlined in the CoP, and training for FSS Program Coordinator(s)

The PHA will define *other costs related to achieving obligations in the CoP* as any costs necessary to complete an interim goal, a final goal, or tasks related to such in the ITSP as defined in 24 CFR 984.305(f)(2)(i)(A) as transportation, childcare, training, testing fees, employment preparation costs, other costs related to achieving obligations outlined in the CoP, and training for FSS Program Coordinator(s).

The PHA will define *necessary to complete* as meaning that no other resources are available in the community either because such a resource is non-existent or that resources are utilized above capacity and agencies cannot, for an indetermined period, provide such a resource.

The PHA will provide funds from the forfeited escrow account to FSS participants in good standing before requiring the participant to use an “interim” disbursement from their current escrow account so long as:

The funds requested are needed to complete an interim goal or task within the CoP and are not ongoing expenses; or

If the family has demonstrated that the need for one-time payment of otherwise ongoing expenses such as rent, utilities, telephone, cell phone, pager, car payments, car maintenance, insurance, or childcare is needed to complete an interim goal, a final goal, or a task related to such goals.

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The PHA will prioritize requests for funds from forfeited escrow accounts initially on a first come first served basis based on the date and time of the request. After that order is established, while still preserving the first come first served basis, the PHA will apply the following priorities:

Priority 1: Funds to meet a goal in the ITSP that is necessary to ensure the safety and wellbeing of victims of domestic violence, dating violence, sexual assault, and stalking as defined in the PHA's Section 8 Administrative Plan and public housing Admissions and Continued Occupancy Policy regarding VAWA.

Priority 2: Funds to meet a goal in the ITSP that is necessary to stabilize health, safety, and welfare of the FSS participant or family that if left unattended would jeopardize education, training, or employment.

Priority 3: Funds to meet a goal in the ITSP that is necessary to further education, training, and employment goals in the ITSP including childcare, transportation, and medical costs if the lack of any of these prevents completion of the education, training, and employment.

Priority 4: Funds to meet a goal in the ITSP that is necessary to further any other goal or tasks.

3-I.G. ON-SITE FACILITIES

Each PHA may, subject to the approval of HUD, make available and utilize common areas or unoccupied dwelling units in public housing projects to provide supportive services under an FSS program. This includes using such areas for participants in a Section 8 FSS program.

PHA Policy

The PHA will make ~~insert site and area to be made available~~ the Administration Building and any other conference areas located on Public Housing property available to provide supportive services under the ~~insert public housing or Section 8 FSS program, or both~~ Housing Authority of Clackamas County's FSS program.

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PART II: PROGRAM COORDINATING COMMITTEE

3-II.A. OVERVIEW

As another integral part of FSS program administration, each participating PHA must establish a program coordinating committee (PCC) whose functions will be to assist the PHA in securing commitments of public and private resources for the operation of the FSS program within the PHA's jurisdiction, including assistance in developing the action plan and in implementing the program [24 CFR 984.202(a)].

The PCC must consist of specific members, which are dependent upon whether the PHA is operating Section 8, public housing, or multifamily assisted housing FSS programs. In addition to these required members, the PCC may also include additional members recommended by regulation.

3-II.B. PROGRAM COORDINATING COMMITTEE MEMBERSHIP

Required PCC Membership [24 CFR 984.202(b)(1)]

The PCC required members consist of representatives of the PHA, including at least one FSS Program Coordinator, and one or more participants from each HUD rental assistance program (Section 8, public housing, or multifamily assisted housing) served by the PHA's FSS program.

PHA Policy

~~The PHA's representative to the program coordinating committee will be the FSS coordinator(s).~~

~~The PHA's representatives to the program coordinating committee will be the *center executive director, director of housing, or director(s) of the Section 8 and/or the public housing programs here* and at least one FSS Program Coordinator and one or more participants from each of the housing programs in which there is an FSS program: Section 8, and public housing, and multifamily assisted housing, as applicable.~~

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Assistance in Identifying Potential PCC Members [24 CFR 984.202(b)(1)]

The PHA may seek assistance from area-wide, city-wide, or development-based resident councils, the resident management corporation, or the Resident Advisory Board, in identifying potential PCC members.

PHA Policy

~~The PHA will seek assistance in identifying potential members of the PCC from area-wide, city-wide, and development-based resident councils, the resident management corporation, or the Resident Advisory Board.~~

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Recommended PCC Membership [24 CFR 984.202(b)(2)]

Membership on the PCC also may include representatives of the unit of general local government served by the PHA, local agencies (if any) responsible for carrying out employment training programs or programs funded under the Workforce Innovation and Investment Act, and other organizations, such as other state, local, or tribal welfare and employment agencies, public and private education or training institutions, child care providers, nonprofit service providers, private business, and any other public and private service providers with resources to assist the FSS program.

PHA Policy

The PHA's FSS program coordinating committee membership will include leadership from the following organizations:

~~[Enter the names of representative organizations in PCC]~~ HACC

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Department of Human Services

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Clackamas Community College

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WorkForce/WorkSource

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3-II.C. ALTERNATIVE PCC COMMITTEE [24 CFR 984.202(c)]

It is also possible for the PHA, in consultation with the chief executive officer of the unit of general local government served by the PHA, to use an existing entity as the PCC, if the membership of the existing entity consists or will consist of the individuals required by regulation (See section 3-II.B. above).

PHA Policy

~~The PHA will not utilize an existing entity as its program coordinating committee.~~ The PHA will utilize an existing entity, Workforce and Housing Collaborative as its program coordinating committee.

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EXHIBIT 3-1: CHART FOR DETERMINING PCC MEMBERSHIP

Organization or Service Type	Organization Name	PCC Member Title	PCC Member Name
Housing	PHA	Director of Housing	
	Housing Counseling Agencies	Section 8 Director	
	Continuum of Care	PH Director	
	Emergency Shelters		
GED and Educational Training	Transitional Housing		
	Community College	Dean of Instruction	
	Adult Education	Chair, Welfare to Work Program	
	Workforce Investment Center	Counselor	
High School		Head of Displaced Homemaker Program	
		Director	
Post-Secondary Schools	Public High School	Chair, Vocational Education	
	Charter High School	Principal	
	College	Chancellor's Office or Delegate	
	University		

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Organization or Service Type	Organization Name	PCC Member Title	PCC Member Name
Job Training	Community College Adult Education Workforce Innovation and Opportunity Board and Centers TANF SSI/PASS Program	Dean of Instruction Chair, Welfare to Work Program Counselor Head of Displaced Homemaker Program Director	
Job Search, Placement, Retention	Community College Adult Education Workforce Investment Center TANF	Dean of Instruction Chair, Welfare to Work Program Counselor Head of Displaced Homemaker Program Director	
Transportation	Office of Public Transportation Dial-a-Ride	Director	
Health Care	Community Clinic Hospital Public Health Office Veteran's Administration	Director	

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Organization or Service Type	Organization Name	PCC Member Title	PCC Member Name
Alcohol and Drug Prevention	Clinic Hospital Narcotics Anonymous Alcoholics Anonymous Drug and Alcohol Rehab Centers	Director	
Mentoring	Score RSVP	Director	
Homeownership	PHA First-Time Homebuyers Habitat for Humanity	Director	
Individual Development Accounts	PHA TANF Banks Lending Institutions	Director	
Child Care	Child Care Resource Center TANF	Director	
City, State, or County Government	Mayor's Office Governor's Office Board of Supervisors	Mayor or Mayor's Chief Aide Governor or Chief Aide Chairperson or Chief Aide	

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Organization or Service Type	Organization Name	PCC Member Title	PCC Member Name
Community-Based Organizations	Urban League		
	Neighborhood House		
	Union of Pan-Asian Communities		
Social Service Funding and Coordination Organizations	United Way	Director, Information Referral Services Director, Volunteer Services	
Information and Referral Services	Infoline Senior I and R	Director	
Crisis Services	Crisis Team		
	Senior Crisis Team		
	Poison Center	Director	
	Domestic Violence Shelter		
Child/Adult Protective Services	Senior Services		
	Adult Services		
	In-home Support Services		
	Adult Abuse Hotline	Director	
	Child Abuse Hotline		
	Foster Care Adoption Services		

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Organization or Service Type	Organization Name	PCC Member Title	PCC Member Name
Vocational Rehabilitation	State Department of Rehabilitation Regional Centers		
Employment Development	Employment Development Department Unemployment Workforce Investment Act Disability Insurance		
Parks and Recreation	Community Centers Recreation Centers		
Religious Organizations	Catholic Community Services Episcopal Community Services Jewish Family Services Islamic Circle of North America St. Vincent de Paul		
Financial Institutions	Banks Credit Unions Mortgage Lenders		
Legal Services	American Civil Liberties Union Legal Aid	Director	

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Organization or Service Type	Organization Name	PCC Member Title	PCC Member Name
Debt Resolution Services	Consumer Credit Counselors	Director	

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