

FY09 ROSS –
Service Coordinators
Start-Up Conference

with
Patti Zatarian Menard
Nan McKay & Associates

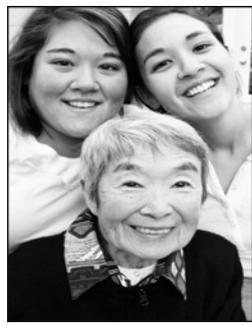
Anice Schervish Chenault
HUD ROSS Program Manager

Performance Improvement Solutions



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



Goal ROSS-SC

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



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

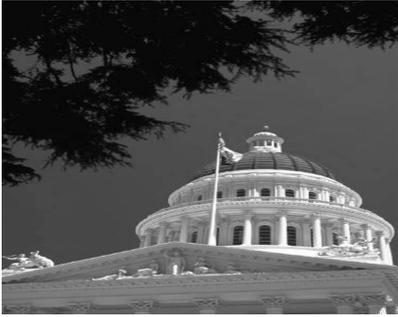


Service Coordinator

- 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

- Basic education
- Computer skills
- Soft skills training
- Job training
- Job search
- Job placement
- Mentoring
- Post-Employment follow-up
- Career advancement planning
- Long-Term economic self-sufficiency
- Resident business development



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 HUDs 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

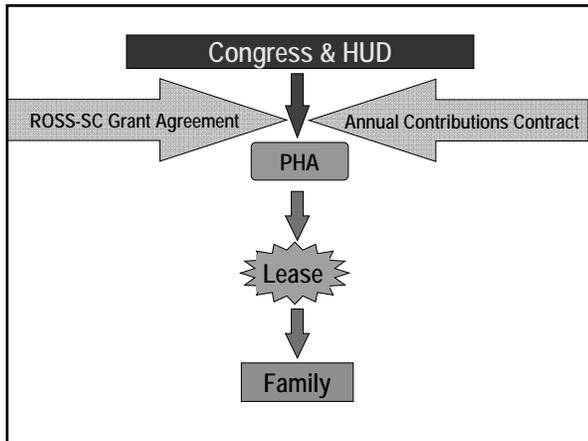
- Example



Your ROSS Program

Setting Public Housing Authority

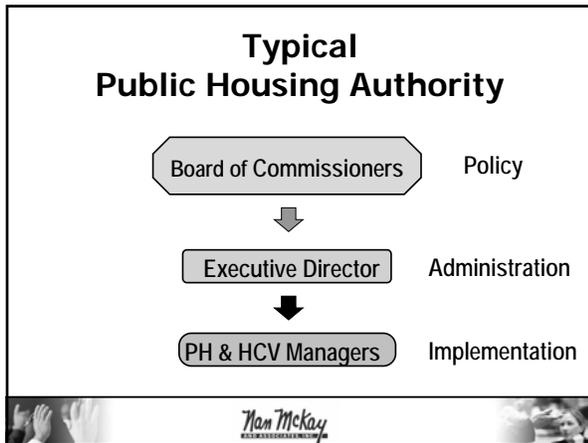


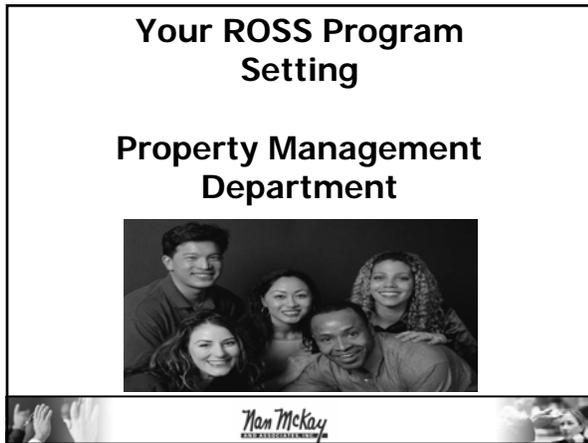


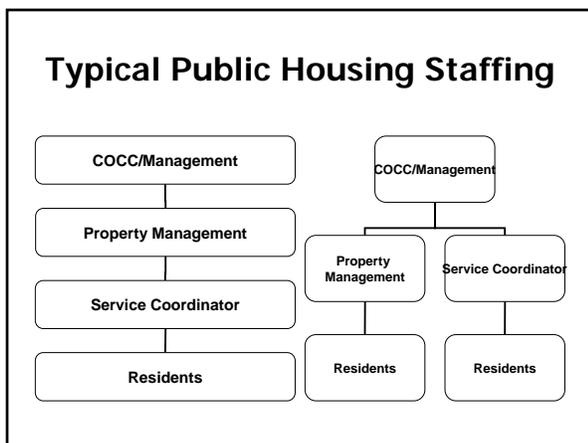
Public Housing

- 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 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... |



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




	B	C	D	E	G	H	I	J	K	L	M	N	O
7	HMID	Policy	Problem, Need, Situation	Services or Activities/Outputs	Measure			Outcome	Measure			Evaluation Tools	
8	1	2	3	4	5	6	7						
9	Policy	Planning	Programming	Pre	Post	YTD	Impact	Pre	Post	YTD	Accountability		
10													
11												A. Tools for	
12													
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15													
16												B. Where Data	
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21													
22												C. Source of Data	
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27													
28												D. Frequency of	
29													
30													
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32													
33													
34													

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



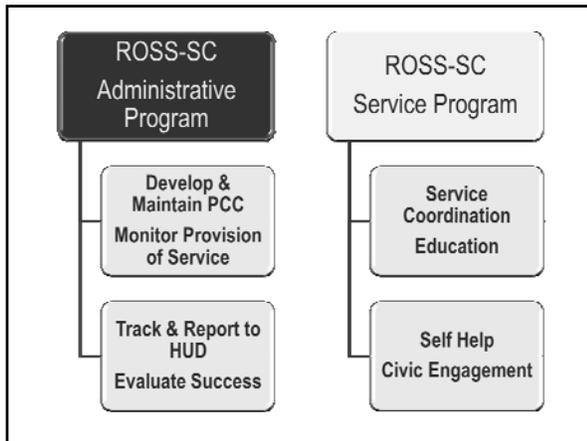
- Take ROSS program info
- Identify service goals in common
- Identify services to exchange
- Discuss PCC



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

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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

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Design Administrative Program Documents

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

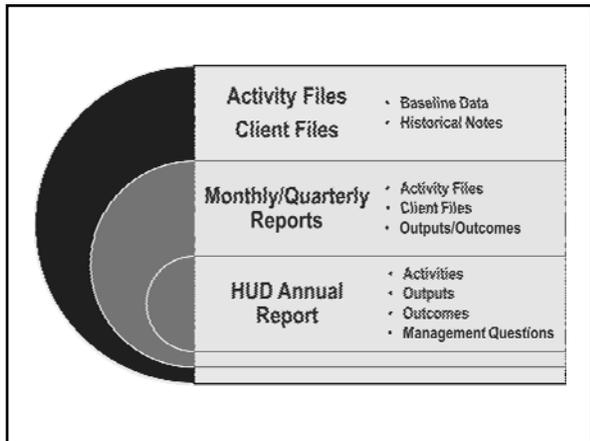
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Design Administrative Program Documents



- 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

HUD 98010 ROSS SC V10.3 080509Final.xls (Read-Only) (Compatibility Mode)													
	B	C	D	E	G	H	I	J	K	L	M	N	O
7	HUD Goals	Policy Priority	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	
10					WIA				WIA			A. Tools for	
11					WIA				WIA				
12					WIA				WIA				
13					WIA				WIA				
14					WIA				WIA				
15					WIA				WIA				
16					WIA				WIA			B. Where Data	
17					WIA				WIA				
18					WIA				WIA				
19					WIA				WIA				
20					WIA				WIA				
21					WIA				WIA				
22					WIA				WIA			C. Source of Data	
23					WIA				WIA				
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27					WIA				WIA				
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Develop Resource Directory

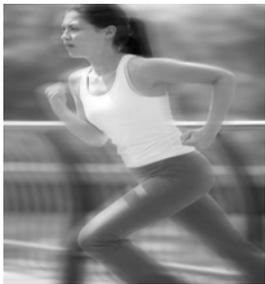
- Develop ROSS directory
 - Use existing directories
 - Develop protocol for private providers

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

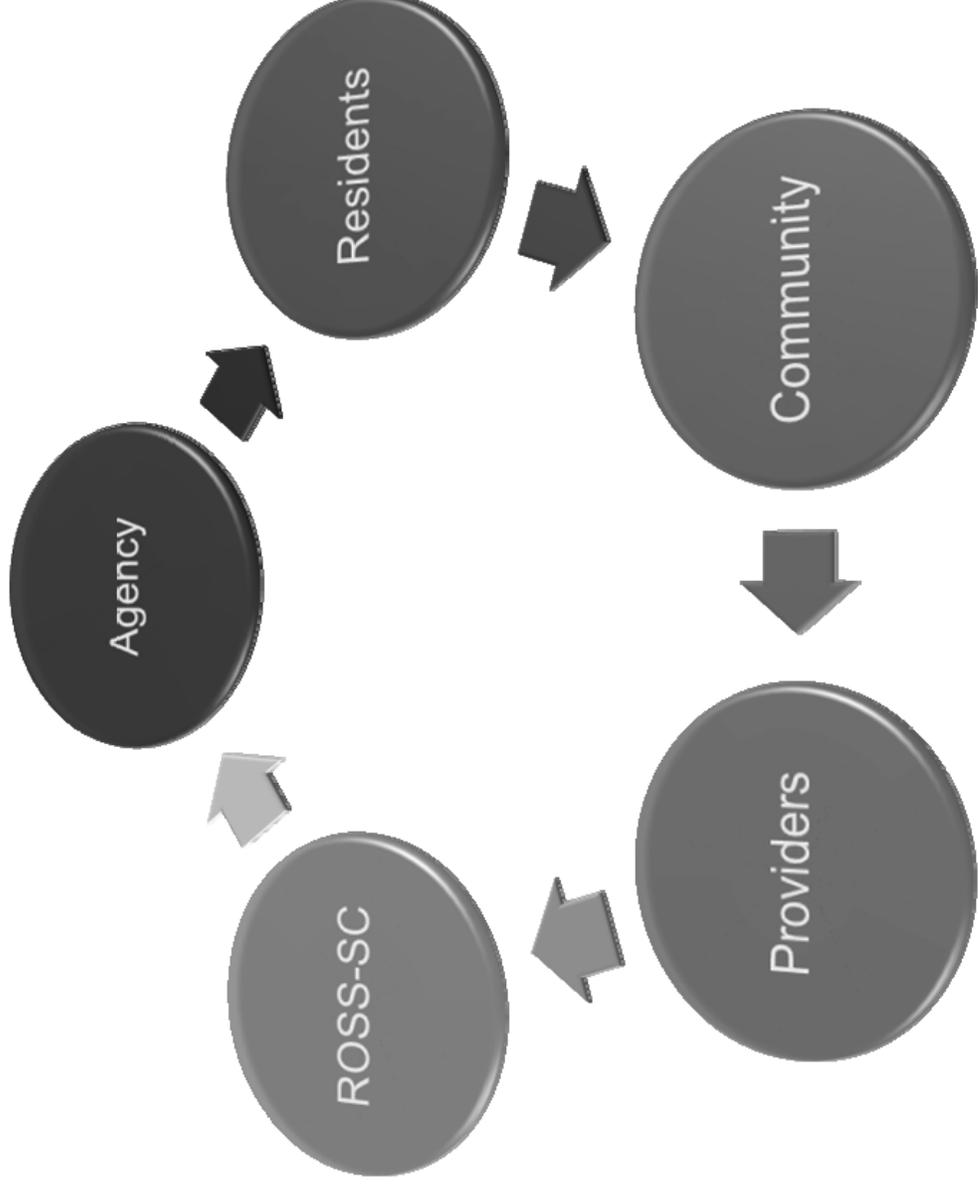


Writing Effective Goals

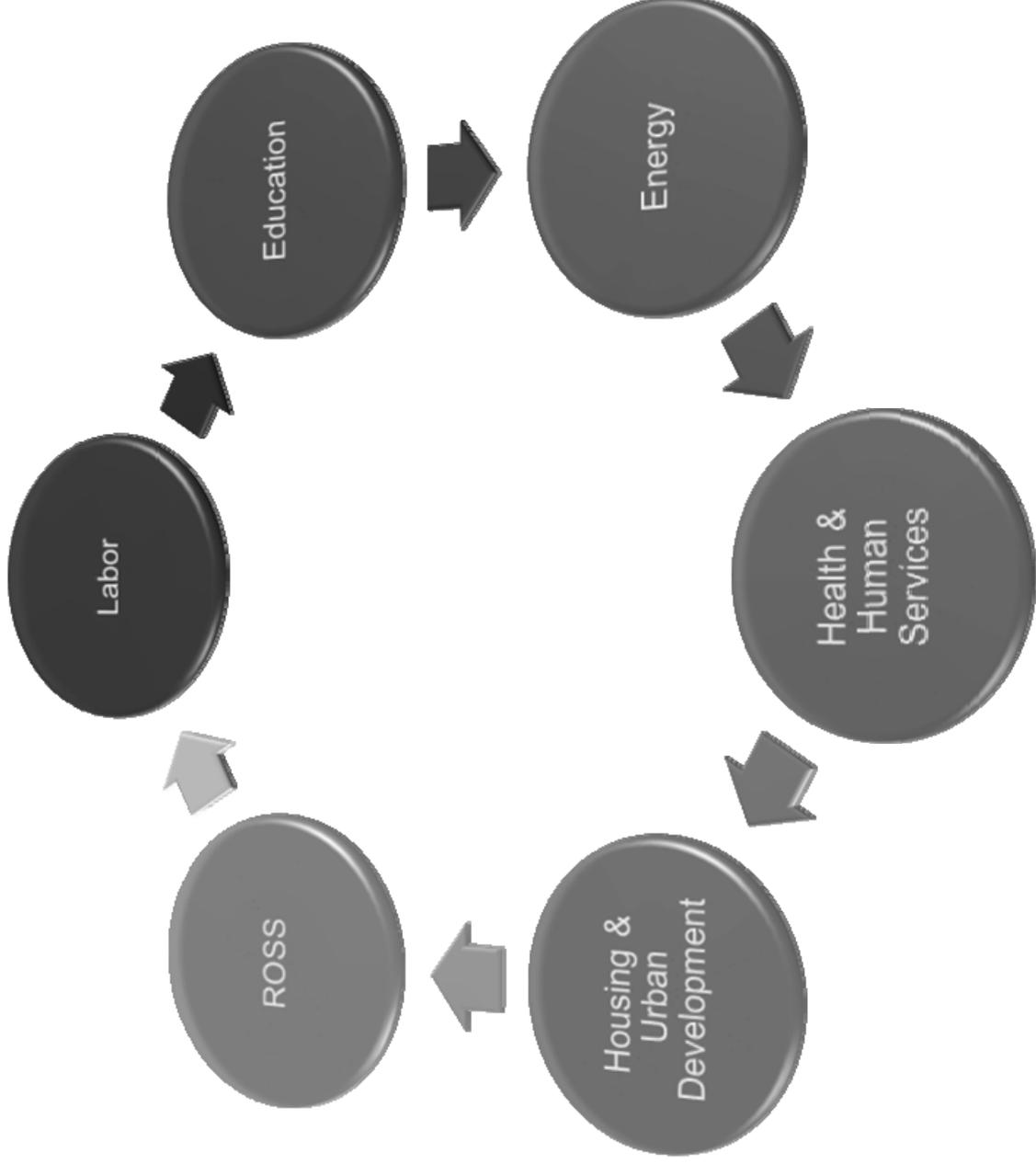
- Built on values
- Positive action terms
- Specific and measurable tasks
- Time related
- Accomplishable
- Flexible
- Make a difference



Your ROSS Community Networks



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

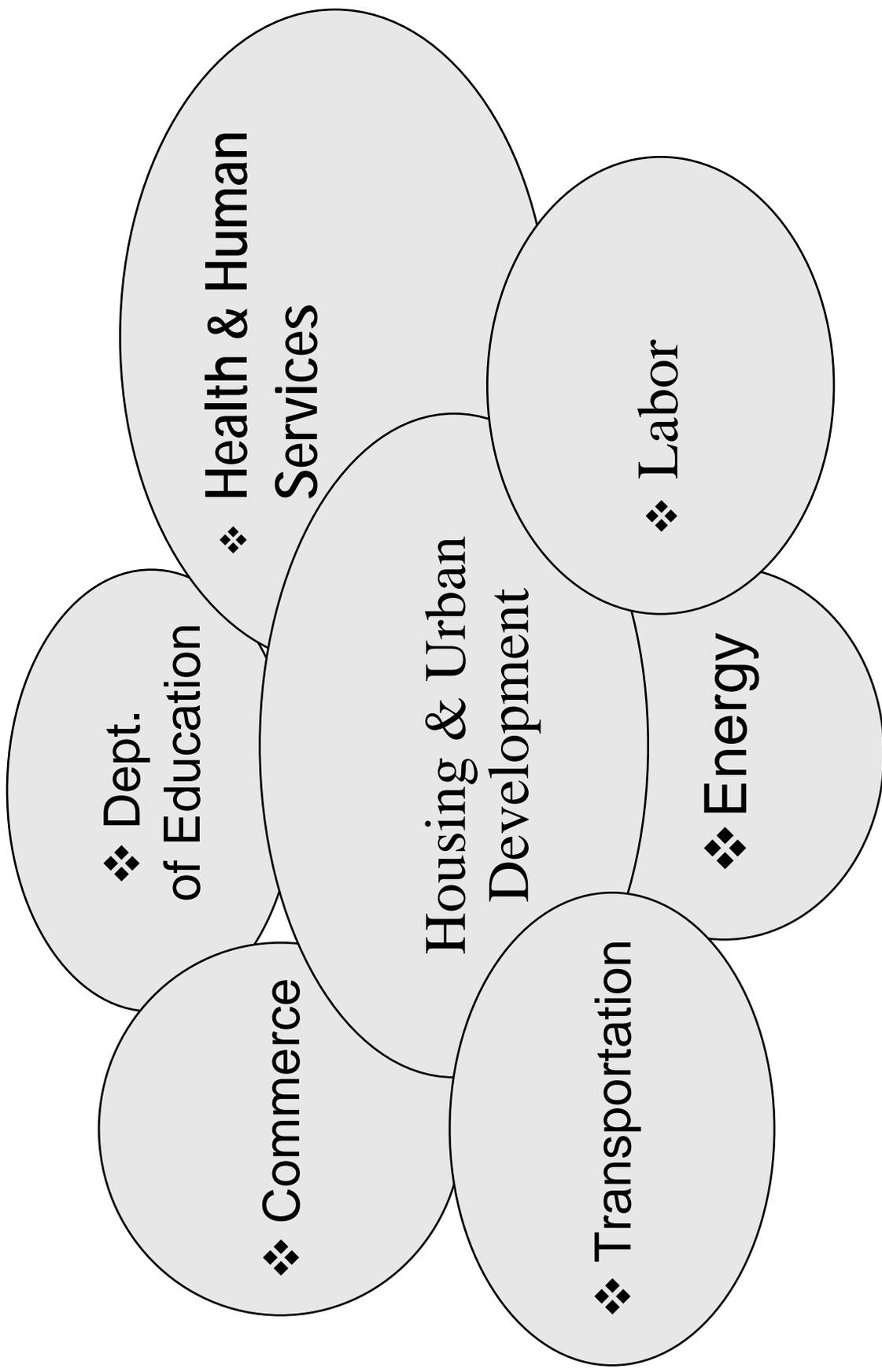
❖ Energy

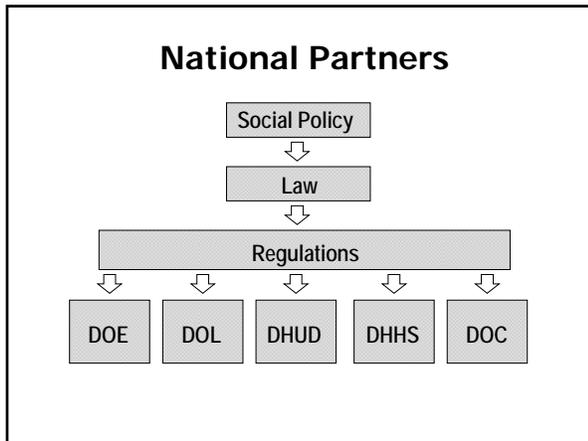
❖ Green Training
to PH
Residents

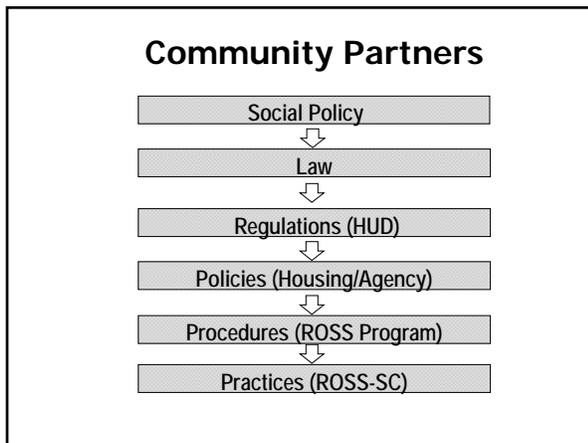
❖ Weatherization
in PH

❖ Youth/
Head Start/
local Board
of Education

National Partners







Resident Association Grantees Contract Administrators Session

■ Please get lunch and return!



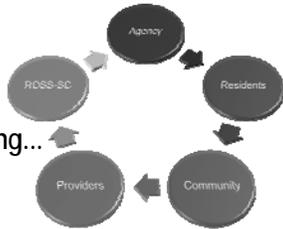
Practical Steps in Networking

■ Networking with...

- Agency
- Residents
- Community

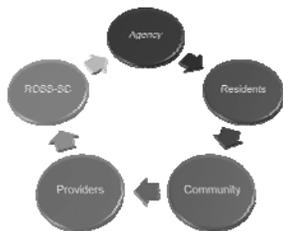
■ Networking is creating...

- Community
- Teams
- Collaborations

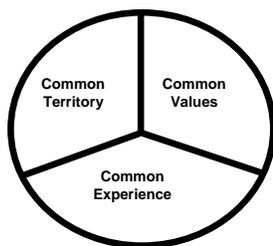


Practical Steps in Networking

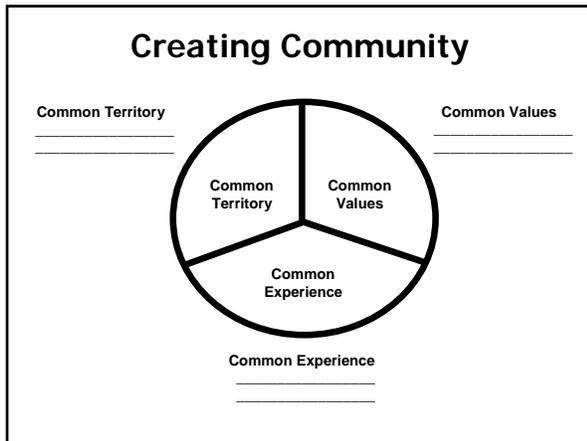
- Create community
- Develop your team
- Build collaborations

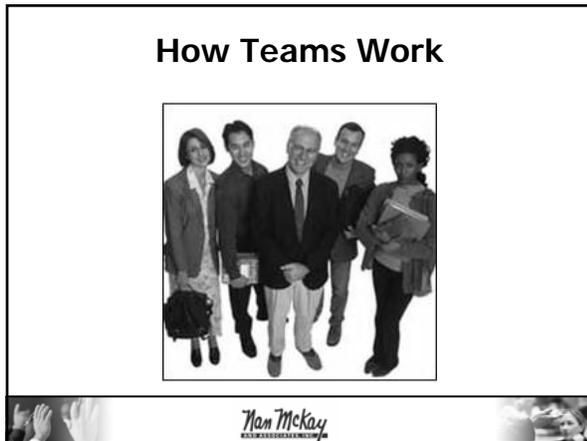


Creating Community



Community





How Teams Work

Stages in Team Building

- **Forming:** Polite conversation, little work done, formal rules
- **Storming:** Loud, contentious conversation, values clarified, little work being done
- **Norming:** Quieter, group rules set, mutual respect, work begins
- **Performing:** The real work!

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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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

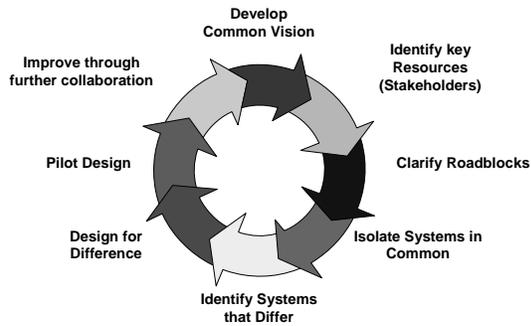
- PHA provides enormous financial support
- Families w/stable housing more likely to succeed at goals than any other group
- Local PHA relationship w/family is longer lasting and closer than any other services
- SC come to know values and attitudes of families
- Translate values to other professionals

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”



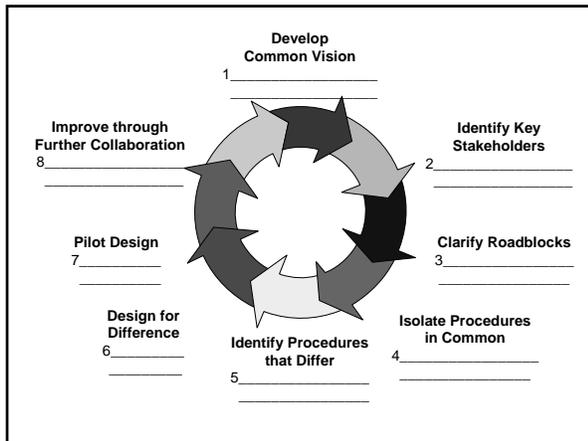
Stages of Collaboration



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



Reporting and Other HUD Requirements



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
