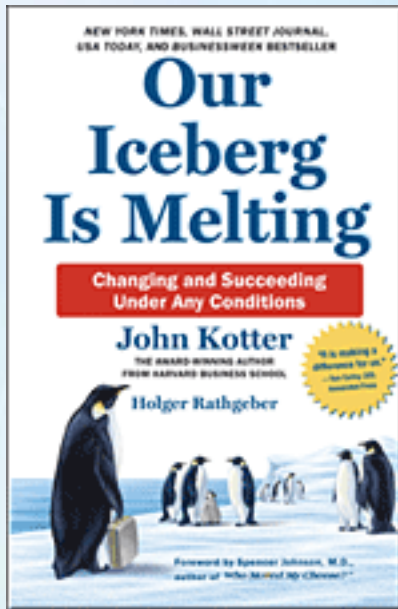


# Changing and Succeeding Under Any Conditions



**Their home is not safe.  
What about yours?**

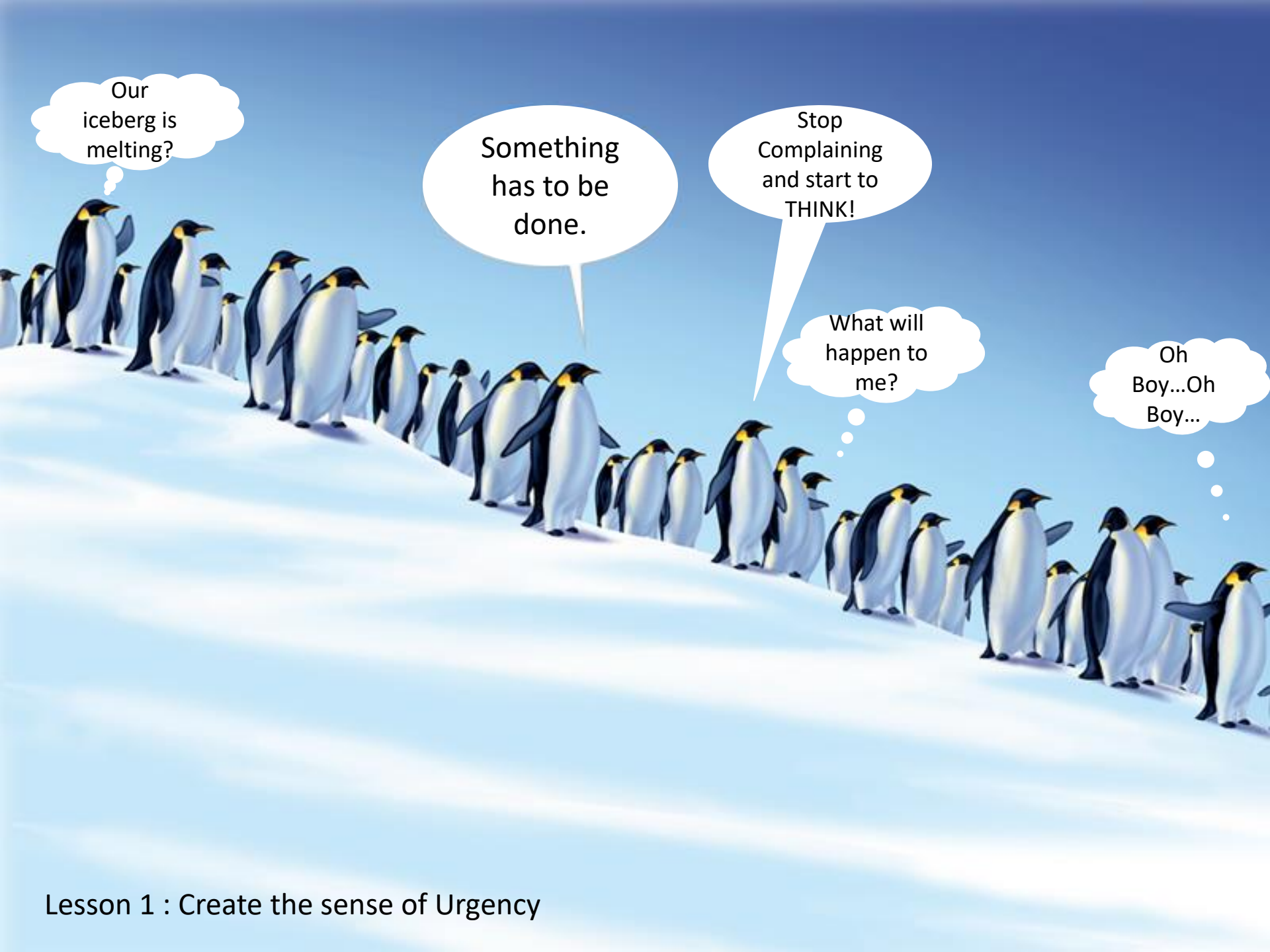
From the authors of the best selling book  
**Our Iceberg Is Melting**

John Kotter  
and Holger Rathgeber



## HUD Workforce Initiatives & Programs

Secretary Carson's vision for the U.S. Department of Housing and Urban Development (HUD) is to focus on policies that develop people so that they can climb the ladder of opportunity and ultimately move from dependence to self-sufficiency. HUD administers and funds several programs that support training and employment for low-income Americans, so that they can acquire the skills and jobs they need to achieve economic mobility.



Our iceberg is melting?

Something has to be done.

Stop Complaining and start to THINK!

What will happen to me?

Oh Boy...Oh Boy...

## **JOBS PLUS**

Many public housing residents face obstacles to employment. The JOBS Plus Initiative program provides work readiness, employer linkages, job placement, educational advancement technology skills, and financial literacy for residents in public housing. These services increase earnings and advance employment outcomes AND opportunities.

The JOBS Plus Initiative program consists of the following three core components:

- 1. Employment-related service:** Grantees offer employment-related services to residents with a range of employment needs. This includes services such as work-readiness training, employer linkages, financial counseling, educational advancement, job placement, and employment counseling.

2. **Financial incentives:** Targeted residents enrolled in JOBS Plus will be granted a 100 percent income disregard\* that will remain in place for up to 48 months.
3. **Community support for work:** Grantees market JOBS Plus services and financial incentives to all targeted residents in a public housing development. The goal is to saturate communities with work-related messages and create a culture of work.

\*Important to keep in mind that Public housing agencies will disregard earnings from an individual's job when calculating his, or her rent during this time period.

Many public housing residents face obstacles to employment. The JOBS Plus Initiative program provides work readiness, employer linkages, job placement, educational advancement technology skills, and financial literacy for residents in public housing. These services increase earnings and advance employment outcomes.

Another important fact: **FUNDING:** Since 2015, HUD has awarded nearly \$63 million to 24 public housing agencies (PHAs) to implement the JOBS Plus Program.



A team of 5--including Louis, Alice, Fred, Buddy, and the Professor--is to come up with a solution.



Lesson 2 : Pull Together the Guiding Team





The idea is not new. We have done it before. That is what our founder did when he moved the colony to our home today.

### Lesson 3 : Develop Change Vision and Strategy

## **Moving to Work (MTW)**

Moving to Work (MTW) is a demonstration program for public housing agencies (PHAs) that provides them the opportunity to design and test innovative, locally-designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

MTW gives PHAs exemptions from many existing public housing and voucher rules and more flexibility with how they use their Federal funds. MTW PHAs are expected to use the opportunities presented by MTW to inform HUD about ways to better address local community needs.



Lesson 4 : Communicate for Understanding and Buy-In

Son...What about  
your nightmares?  
Are you still  
frightened?

No, they are gone. I'm  
going to help the colony.  
My teacher said no matter  
how big or small we are,  
we could all help.

I will help fish for food  
for the scouts. I will  
help with the  
promotion campaign.

We will celebrate  
*"Tribute to Our Heroes  
Day"* when they  
return.



Lesson 5 : Empower others to act.

## **Family Self-Sufficiency (FSS) Program**

HUD's FSS Program helps local Public Housing Authorities to hire Service Coordinators who work directly with residents to connect them with programs and services that already exist in the local community.

The program encourages innovative strategies that link housing assistance with a broad spectrum of services that will enable participating families to find jobs, increase earned income, reduce or eliminate the need for rental and/or welfare assistance, and make progress toward achieving economic independence and housing self-sufficiency.

Participants in the program sign a five-year contract that requires the head of the household to obtain employment and that no member of the household will receive certain types of public assistance at the end of the five-year term.

Families in the FSS program have an interest-bearing escrow account established for them. The amount credited to the family's escrow account is based on increases in the family's earned income during the term of the FSS contract.

If the family successfully completes the FSS contract, the family receives the escrow funds that can use for any purpose, including debt reduction in order to improve credit scores, educational expenses, or a down payment on a home.

**FUNDING:** In Fiscal Year 2017, HUD awarded \$ 75 million to 700 public housing agencies and Native American tribes for the family self sufficiency program.



When the scouts returned, they told amazing tales of the sea, about swimming long distances, and about a new iceberg they had seen.

They used up a lot of energy and were hungry, but no worry as the littlest member of the team gave them food.





Wasting no time, the second group of scouts went out the next day to find that perfect iceberg they could call home. An iceberg with tall snow walls to protect from icy storms, close to fishing sites, and located on a route with small icebergs to provide rest for the young and old when migrating.

Lesson 7 : Don't Let Up, Press Harder and Faster After the First Success



## **Resident Opportunity & Self-Sufficiency (ROSS) Program**

To help residents make progress towards economic self-sufficiency, HUD provides ROSS-SC (Resident Opportunity and Self-Sufficiency-Service Coordinators) grant funding to eligible applicants to hire a Service Coordinator who assess the needs of Public and Indian housing residents and link them to supportive services that enable participants to move along a continuum towards economic independence and stability.

In the case of elderly/disabled residents, the Service Coordinator links them to supportive services, which enables them to age/remain in place.

**Resident Needs Assessment:** ROSS – resident opportunity and self sufficiency applicants/grantees must assess the needs of public housing residents to determine the critical needs that residents identify as barriers to achieving economic self-sufficiency.

**Coordination:** The ROSS-SC must build partnerships with local service providers and work with the local Program Coordinating Committee (PCC) and with local service providers to ensure that program participants are linked to supportive services.

**Case Management:** Provide general case management to residents which includes intake, assessment, education, and referral of residents to service providers in the local community.

**Resident Engagement:** Grantees must find creative ways to continuously engage all residents in developments they are serving in activities that builds the residents capacities to become resident leaders and champion projects to address needs in the community.

**The Resident Opportunity & Self Sufficiency (ROSS) Program received ...**

**Funding:** In Fiscal Year 2017, HUD awarded approximately \$35 million to 117 Grantees.



Even though they found a perfect iceberg they would continue to move. A nomadic way of life became their new culture.

Lesson 8 : Create a New Culture



## **Section 3 Program**

The Section 3 program requires that recipients of certain HUD financial assistance, to the greatest extent possible, provide training, employment, contracting and other economic opportunities to low- and very low-income persons, especially recipients of government assistance for housing, and to businesses that provide economic opportunities to low- and very low-income persons.



## **EnVision Centers**

EnVision Centers provide communities with a centralized hub for supportive services in the following four pillars: (1) Economic Empowerment, (2) Educational Advancement, (3) Health and Wellness, and (4) Character and Leadership.

Through results-driven partnerships with federal agencies, state and local governments, non-profits, faith-based organizations, corporations, public housing agencies (PHAs), tribal designated housing entities (TDHEs) and housing finance agencies, EnVision Centers leverage public and private resources to help individuals and families living in HUD-assisted housing.

In addition, residents will be able to engage with EnVision Center services in three different ways: through a physical, brick-and-mortar EnVision Center, by downloading the EnVision Center Mobile App on their phones, and by visiting an organization that is a part of the EnVision Network.

**Funding:** The President's Fiscal Year 19 budget requested \$2 million for the development of a dashboard that will track outcomes and measure impacts of the EnVision Centers within the communities in which they operate.

This is a new and exciting initiative – and just recently kicked off this initiative and already seeing successes across the country.

“Housing assistance should be more than just putting a roof over someone’s head... EnVision Centers offer a more holistic housing approach by connecting HUD-assisted families with the tools they need to become self-sufficient and to flourish.”

- Secretary Carson

Just to wrap up  
once again



Create a Sense  
of Urgency

Pull Together  
the Guiding  
Team

Develop the  
Change Vision  
& Strategy

Communicate  
for  
Understanding  
& Buy-in

Empower  
Others to Act

Produce Short-  
term Wins

Don't Let Up

Create a new  
Culture



That's the end of this story, but just the beginning ...

**Is your iceberg melting?  
What will you do about it?**

Again,

Secretary Carson's vision for the U.S. Department of Housing and Urban Development (HUD) is to focus on policies that develop people so that they can climb the ladder of opportunity and ultimately move from dependence to self-sufficiency and independence. HUD administers and funds several programs that support training and employment for low-income Americans, so that they can acquire the skills and jobs they need to achieve economic mobility, capacity and stability for a better and brighter future.

My contact information is Bob W. Cook, at [bob.w.cook@hud.gov](mailto:bob.w.cook@hud.gov), or my telephone number is 865-474-8205, direct. Thank you for your time and attention.