

# Housing Outreach & Stability Services Program Program Design Guide

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This guide establishes standard program procedures for awardees of Delaware State Housing Authority's Housing Outreach & Stability Services Program.

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# Table of Contents

<a href="#">Introduction</a>	3
<a href="#">Definitions</a>	3
<a href="#">General Information</a>	3
<a href="#">A. Program Eligibility</a>	3
<a href="#">B. Eligible Uses</a>	4
<a href="#">C. Program Timeline</a>	4
<a href="#">Program Components</a>	4
<a href="#">A. Community Outreach</a>	4
<a href="#">a. Outreach and Education Guidelines</a>	5
<a href="#">b. Initial Eligibility Screen Guidelines</a>	6
<a href="#">c. Referral Guidelines</a>	6
<a href="#">B. Case Management</a>	7
<a href="#">a. Intake Guidelines</a>	7
<a href="#">b. Case Management Guidelines</a>	8
<a href="#">c. Referral Guidelines</a>	8
<a href="#">C. Data Tracking &amp; Reporting</a>	9
<a href="#">a. Key Performance Indicators</a>	9
<a href="#">D. Training and Communities of Practice</a>	10
<a href="#">a. Training</a>	10
<a href="#">Appendix A</a>	12
<a href="#">Outreach Flyer</a>	12
<a href="#">Appendix B</a>	14
<a href="#">HOSS Program Process Visual</a>	14
<a href="#">Appendix C</a>	15
<a href="#">HOSS Program Initial Eligibility Screen</a>	15
<a href="#">Appendix D</a>	16
<a href="#">Legal Aid Emails &amp; Referral Form</a>	16
<a href="#">Appendix E</a>	17
<a href="#">COVID-19 Hardship Form</a>	17

## Introduction

In December 2020, the United States Congress passed Section 501 of the Consolidated Appropriations Act of 2021, which authorized the Emergency Rental Assistance Program (ERA 1). The Appropriations Act appropriated \$25 billion to ERA 1, of which Delaware was allocated \$200 million. In March 2021, Congress passed the American Rescue Plan Act (ARPA) which authorized a second round of the Emergency Rental Assistance Program (ERA 2). ARPA appropriated \$21.55 billion to ERA 2, of which Delaware was allocated \$152 million.

Both versions of ERA allow for up to 10 percent of the funds received to be used for housing stability services. Housing stability services include those that enable eligible households to maintain or obtain housing, such as: eviction prevention and eviction diversion programs; mediation between landlords and tenants; housing counseling; fair housing counseling; housing navigators who help households access ERA programs or ind housing; case management related to housing stability; housing-related services for survivors of domestic abuse or human trafficking; legal services or attorney's fees related to eviction proceedings and maintaining housing stability; and specialized services for individuals with disabilities or seniors that support their ability to access or maintain housing.

The Housing Outreach and Stability Services Program will utilize ERA-HSS funds to assist eligible households with maintaining housing by supporting the services outlined in this Program Design Guide.

## Definitions

**Delaware State Housing Authority (DSHA):** A public corporation established as an independent authority within the Executive Department of the State of Delaware, with its Director reporting to the Governor. DSHA is a housing finance agency, a community development organization, and a Public Housing Authority which provides affordable housing and related services to low- and moderate-income Delawareans.

**Service Provider:** An agency that receives funding through the Emergency Rental Assistance (ERA) Program to provide the Housing Outreach and Sustainability Services Program services to assist eligible households with maintaining housing.

**Housing Outreach and Stability Services Program (HOSS):** A program designed to provide community outreach and case management services to ERA-eligible households identified as being at risk of losing their housing.

## General Information

### A. Program Eligibility

HOSS is funded by the Emergency Rental Assistance Program (ERA). To be eligible to receive assistance through ERA, and therefore HOSS, renter households must have:

1. One or more individuals qualified for unemployment OR experienced a reduction in income, incurred significant costs, or experienced other financial hardship due directly or indirectly to the pandemic; **AND**

2. Risk of experiencing homelessness or housing instability, which may include: past due utility or rent notice or eviction notice, housing cost burden (rent is more than 30% of monthly income), or any member of the household has experienced homelessness since March 13, 2020; **AND**
3. Income (either 2020 annual income or current income at time of application) at or below 80% of Area Median Income for the county of residence.

**B. Eligible Uses**

HOSS funding can be used in the following ways:

- Up to **90%** of the grant may be used for **program delivery**; and
- Up to **10%** of the grant may be used for **program administration**.

**C. Program Timeline**

The HOSS program will begin on July 5, 2023 upon execution of the Grant Agreement and will run through June 30, 2024. Staff must be in place and services are expected to begin no later than August 30, 2023.

**Program Components**

HOSS has two components: 1) Community Outreach and 2) Case Management. This section will outline the processes to be followed and materials to be used for each of the two HOSS components. This section will also outline what will be determined by the Service Provider and what will be required and provided by DSHA. Please see [Appendix B](#) for a visual of the process flow outlined in this section.

**A. Community Outreach**

The purpose of the Community Outreach component of HOSS is to provide outreach, education, and referral support to eligible community members that may benefit from legal aid and wraparound services in Delaware. Community Outreach Specialists will engage their communities to educate people about available legal aid and case management services including eligibility, basic service components, and application processes. Outreach Specialists will also provide warm referrals for legal aid and case management services to eligible community members.

The following table outlines the required Community Outreach activities as well as what will be determined by the Service Provider and what will be determined and provided by DSHA.

Required activity	Determined by grantee	Provided by DSHA
Outreach & education	Grantee can determine all outreach activities, including location and approach	Outreach guidelines Outreach flyer ( <a href="#">Appendix A</a> )
Initial eligibility screening		Eligibility guidelines

		Eligibility screening tool ( <a href="#">Appendix C</a> )
Referral services	Process for referral and follow-up to case management	Referral guidelines Process for referral and follow-up to legal aid
Data tracking & reporting	Who will collect data & complete the reporting	Reporting guidelines Reporting tools (to be shared)
Training	Required staff must attend relevant meetings	Training guidelines Facilitation & logistics for all training and communities of practice

**a. Outreach and Education Guidelines**

Service providers are expected to conduct **proactive** outreach and education to both current clients and the greater community to identify individuals and families experiencing housing instability. While service providers can determine where, with whom, and how often to conduct outreach and education, the following guidelines must be adhered to:

- Outreach Specialists must meet the community where they are for outreach and education services (e.g., attending community events, frequented high-traffic locations). Outreach and education does not happen solely in the office.
- Outreach Specialists must have 1:1 and group conversations with community members; simply sharing a flyer does not constitute outreach and education.
- Outreach Specialists must have at least one location they visit each week (e.g., Dover Public Library every Wednesday from 11a-2p) and the community should be notified about this available time.
- Outreach Specialists must engage both current clients and individuals outside of the service providers current clients
- Outreach Specialists must connect with local landlords at least quarterly to provide education and identify tenants at risk for eviction.
- Outreach Specialists must be knowledgeable about legal aid and case management services (eligibility, service offerings, etc.), all of which will be provided through training and Community of Practice meetings.

A flyer for outreach can be found in [Appendix A](#). Service providers may create their own outreach materials, but must share them with DSHA for approval before use:

Main contact: Laurie Stovall, DSHA Director of Public Relations ([Laurie@destatehousing.com](mailto:Laurie@destatehousing.com))  
 Copied: Kyle Jones-Bey, HOSS Program Manager ([Kyle@destatehousing.com](mailto:Kyle@destatehousing.com))

## b. Initial Eligibility Screen Guidelines

Outreach Specialists should conduct an initial eligibility screen for **all interested community members**. Initial eligibility screens can be done in-person or over the phone. All information should be captured and stored in the service provider's database and the HOSS reporting tool so that it is available if a referral is needed.

Outreach Specialists **do not need to verify eligibility**. Verification will be completed by Legal Aid and/or Case Managers if referrals are made and accepted.

Initial eligibility screen questions can be found in [Appendix C](#).

## c. Referral Guidelines

For those who meet the eligibility criteria outlined in the Initial Eligibility Screening tool for HOSS **AND** agree to a referral, Outreach Specialists should provide a warm referral to case management and, as needed, legal aid.

While service providers can determine the process by which internal referrals are made for Case Management services, the following guidelines must be adhered to:

- Outreach Specialist must explain Case Management services and confirm interest in moving forward with a referral.
- Outreach Specialist must attempt to make a warm referral via phone call that connects the potential client with the Case Manager. If the Case Manager is not available or the client declines the offer to connect at that time, a plan should be made for the client and Case Manager to connect including a date, time, and location (e.g., phone call).
- Outreach Specialist must attempt to collect multiple points of contact for the potential client (e.g., multiple phone numbers, email address).
- Outreach Specialist must follow-up with Case Manager within 7 days of referral to ensure a successful connection was made.
- All information should be captured in the service provider's database and the HOSS reporting tool.

If a client has a relevant legal issue as outlined in the Initial Eligibility Screening tool, the Outreach Specialist should make a warm referral to Legal Aid following the process outlined below:

- Explain legal aid services and confirm interest in moving forward with a referral;
- Explain how the referral process will work;
- Complete the Legal Aid referral form, using either the [referral form link](#) OR the referral form PDF (see [Appendix D](#) for the referral form);
  - If using the PDF, share the referral form with Legal Aid agencies via email (see [Appendix D](#) for emails) - you can send the form to all 3 Legal Aid organizations and they will determine the best fit;
- Follow-up in 5 business days if you have not heard from legal aid that they connected with the client. Legal aid should follow-up with the referral within 3 business days; and

- Enter all information, including touchpoints with Legal Aid, into the service provider’s database and the HOSS reporting tool

**B. Case Management**

The purpose of the Case Management component of HOSS is to provide holistic support to eligible community members that may benefit from more robust and long-term housing support. Case Managers will engage with individuals referred by the Community Outreach Specialists to improve individual outcomes through coordinated support, identification of all wraparound service needs, and navigation of available services to meet those needs.

The following table outlines the required Case Management activities as well as what will be determined by the Service Provider and what will be determined and provided by DSHA.

Activity	Determined by grantee	Provided by DSHA
Intake	Intake process & forms	Intake guidelines
Needs & goals assessment and case management plan development	Needs and goals assessment process & forms Case management plan template	Case management guidelines
Connection to wraparound services	Process for referral and follow-up to all non-legal aid services; info on relevant referral services	Referral guidelines Process for referral and follow-up to legal aid ( <a href="#">Appendix D</a> )
Continuous communication and follow-up	Process for communicating and following up with clients	Case management guidelines
Data tracking & reporting	Who will collect data & complete the reporting	Reporting guidelines Reporting tools (to be shared)
Training	Required staff must attend relevant meetings	Training guidelines Facilitation & logistics for all training and communities of practice

**a. Intake Guidelines**

While service providers can use their own intake form(s), the following guidelines must be adhered to:

- Eligibility criteria must be **verified** through the documentation of the following:
  - Proof of eviction in progress, 5-day letter, or disconnect notice
  - Income verification form
  - COVID Hardship Form ([Appendix E](#))

- All information must be captured in the service provider’s database and the HOSS reporting tool.

## b. Case Management Guidelines

While service providers may follow their own case management processes and use their own case management forms, the following guidelines must be adhered to:

- **Intake** should be performed within 48 hours of referral receipt from the Outreach Specialist. The intake process must include a baseline assessment.
- During the **baseline assessment**, Case Manager must assess needs and identify long-term goals for clients. Assessment must include all members of the household. It should establish financial resources, external resources, etc. for the family as well as barriers. Each organization is free to use its own baseline, but it must be detailed and comprehensive.
- The **case management plan** must include a comprehensive family plan that will guide the family towards self-sufficiency and remove the threat of eviction.
- Case Managers must maintain **continuous communication** with client and client families throughout participation in the program. Case Managers must meet with families enrolled in the program at least bi-weekly with no less than two points of contact monthly, but can be more as deemed suitable by the Case Manager. All interactions must be documented in the service provider’s database and HOSS reporting tool.
- Case Managers must follow these **core principles**:
  1. Build trust with the client and their family
  2. Empower your clients
  3. Use evidence-based strategies
  4. Leverage powerful tools (quality data collection, comprehensive assessment, etc.)
- All case management clients should receive the [satisfaction survey](#) and be encouraged to complete it. Information should be documented in the HOSS reporting tool.

## c. Referral Guidelines

For clients that require referrals to either internal or external services **AND** agree to a referral, Case Managers should provide a warm referral. While Case Managers may follow the referral practices of the service provider, the following guidelines must be adhered to:

- Case Manager must explain services and confirm interest in moving forward with a referral.
- Case Managers must attempt to make a warm referral via phone call that connects the potential client with the referral organization. If the referral



organization is not available or the client declines the offer to connect at that time, a plan should be made for the Case Manager to connect with the referral organization via email or a follow-up phone call.

- Case Manager must attempt to collect multiple points of contact for the potential client (e.g., multiple phone numbers, email address).
- Case Manager must follow-up with the referral organization within 7 days of referral to ensure a successful connection was made.
- Case Manager must engage regularly with referral partners to build strong relationships and support connection between clients and providers.
- All information should be captured in the service provider's database and the HOSS reporting tool.

If a referral to Legal Aid is needed and was not made by the Outreach Specialist, the Case Manager must follow the process outlined below:

- Explain legal aid services and confirm interest in moving forward with a referral;
- Explain how the referral process will work - referral information will be sent via email (or through the [referral form link](#)) to the legal aid organizations and they will directly contact the client within X days;
- Complete the Legal Aid referral form (link in [Appendix D](#); PDF attached);
- Share the referral form with Legal Aid agencies via email;
- Follow-up in X days if you have not heard from legal aid that they connected with the client; and
- Enter all information, including touchpoints with Legal Aid, into the service provider's database and the HOSS reporting tool.

### C. Data Tracking & Reporting

Each Service Provider will be required to submit **monthly reports** via email to [kyle@destatehousing.com](mailto:kyle@destatehousing.com) by the 10th of the following month. For example, reports for August 2023 will be due September 10, 2023. If the 10th falls on a weekend, the report will be due the following Monday. The reporting template will be provided alongside this Guide.

#### a. Key Performance Indicators

The following are Key Performance Indicators (KPI) that each Service Provider must work to achieve throughout the HOSS Program period. After the first three months of the Program, DSHA reserves the right to withhold or recapture funds if adequate progress towards KPIs is not being achieved. There will be a conversation between DSHA and the Service Provider to determine adequate progress for each specific organization and attempts will be made to improve performance before any funding is withheld.

- Provide education to at least 1000 people (per Outreach Specialist full time equivalent\*), which means those people were informed about the HOSS program either in a group setting or one-on-one
- Engage at least 500 people (per Outreach Specialist full time equivalent\*), which means that those people are provided with both education and an eligibility screen

- At least 60% of engaged people are eligible for legal aid and/or case management services
- At least 30% of engaged people are new clients, which means they are not the Service Provider’s existing client
- Provide successful referral to legal aid for at least 75% of eligible clients, which means that those clients made contact with legal aid
- Provide successful referral to case management for at least 75 eligible people (per Case Manager full time equivalent\*), which means those clients made contact with a case manager
- On average, achieve no more than 2 business days between eligibility and referral to legal aid services
- On average, achieve no more than 2 business days between eligibility and referral to case management services
- On average, achieve no more than 2 business days between referral to case management and enrollment in case management services
- On average, achieve successful enrollment in case management for at least 45 clients (per Case Manager full time equivalent\*)
- Provide case management plans to 100% of enrolled case management clients
- Support clients in achieving, on average, at least 80% of goals in their case management plan, including connecting clients with services provided outside of the case management agency
- Case managers meet, virtually or in-person, at least twice per month, with each enrolled client
- Attain at least 90% attendance of HOSS trainings across all required staff
- Engage at least 15 landlords and/or property managers in your community, which means you meet with those landlords and/or property managers at least once and provide detailed information about HOSS

\*For example, if your organization has .5 FTE Outreach Specialist or Case Manager dedicated to HOSS, they will be responsible for half of the goal KPI

#### **D. Training and Communities of Practice**

Participation in all HOSS training sessions (for relevant staff), Communities of Practice, and quarterly meetings is mandatory.

##### **a. Training**

The following are trainings that have been scheduled for July and August. All sessions will be held virtually and a meeting link will be shared with the invitation. These sessions will be recorded and available to any new staff throughout the program.

<b>Training Schedule</b>			
<b>Topic</b>	<b>Date</b>	<b>Time</b>	<b>Attendees</b>
Best practices:	Tuesday, July 18	10 am- 11 am	All Outreach

Outreach			Specialists
Best practices: Case Management	Thursday, July 20	10 am- 11 am	All Case Managers
Legal Aid: services, eligibility, & referrals	Thursday, July 27	12 pm - 1:30 pm	All Outreach Specialists & Case Managers
Key Performance Indicators & Reporting	Wed, August 2	10 am - 12 pm	All HOSS-funded service provider staff
Client File Audits	TBD	10am - 11am	All Case Managers
Trauma-informed approach to service provision	TBD	TBD	All Outreach Specialists & Case Managers

**b. Communities of Practice**

HOSS will convene two monthly Communities of Practice (CoP), one for Outreach Specialists and one for Case Managers. All HOSS-funded Outreach Specialists and Case Managers are required to attend the relevant CoP monthly. The goal of the CoPs is to share best practices, problem solve for challenges, and learn about relevant changes or updates.

The Outreach Specialist CoP will meet the first Tuesday of each month from 10-11a via virtual meeting.

The Case Management CoP will meet the first Wednesday of each month from 10-11a via virtual meeting.

**c. Other mandatory meetings**

All HOSS-funded staff will be required to attend four quarterly HOSS meetings on the following dates:

- August 16 2023
- November 7, 2023
- February 7, 2023
- May 7, 2023

## Appendix A

### Outreach Flyer - English and Spanish Versions

Please note that your organization will receive a PDF version to be edited with your contact information. If you have any trouble or need help entering contact information, please reach out to [Kyle@destatehousing.com](mailto:Kyle@destatehousing.com).

## Housing Outreach & Stability Services



**ARE YOU UNEMPLOYED OR FACING FINANCIAL HARDSHIP?**

**ARE YOU AT RISK OF LOSING YOUR HOUSING?**

**DO YOU NEED HELP CONNECTING TO SERVICES?**

### What?

The Housing Outreach & Stability Services (HOSS) Program can help people at risk of losing their housing connect to useful community services.

### How?

Through our helpful **Case Management** team and close connection with **community services**, we are here to support you with your housing goals!



### Get Connected:

To learn more about HOSS services and eligibility requirements, call or email:



# Servicios de Extensión y Estabilidad de Vivienda



**¿ESTA DESEMPLEADO O ENFRENTA DIFICULTADES FINANCIERAS?**

**¿ESTA EN RIESGO DE PERDER SU VIVIENDA?**

**¿NECESITA AYUDA PARA CONECTARSE A LOS SERVICIOS?**

## **¿Que?**

El Programa de Servicios de Alcance y Estabilidad de Vivienda (por sus siglas en inglés- HOSS) puede ayudar a las personas en riesgo de perder su vivienda a conectarse con servicios comunitarios útiles.

## **¿Como?**

A través de nuestro útil equipo de Administración de Casos y nuestra estrecha conexión con los servicios comunitarios, ¡estamos aquí para ayudarlo con sus objetivos de vivienda!



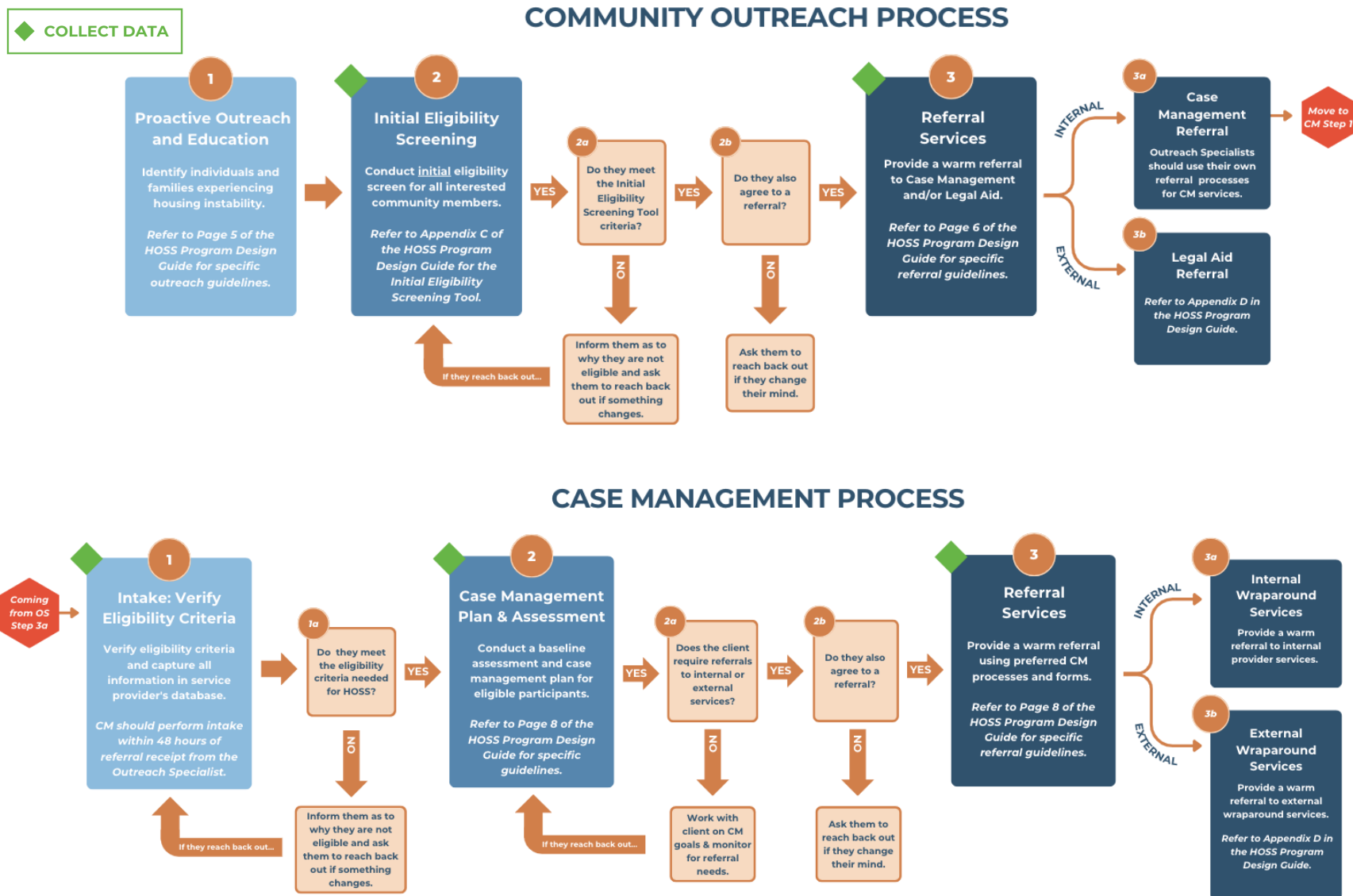
## **Conectese:**

*Para obtener más información sobre los servicios de HOSS y los requisitos de elegibilidad, llame o envíe un correo electrónico:*



# Appendix B

## HOSS Program Process Visual



## Appendix C

### HOSS Program Initial Eligibility Screen

All HOSS Program participants must be screened using the eligibility tool. If they do not answer “yes” to each of the three questions, they are not eligible for HOSS. If they answer yes to all three questions, they are eligible for HOSS and should be directed accordingly (please see [Program Components](#) for more information).

1. In your household, is anyone qualified for unemployment OR has anyone experienced a reduction in income, incurred significant costs, or experienced other financial hardship due directly or indirectly to the pandemic?
2. Are you at risk of experiencing homelessness or housing instability, which may include: past due utility or rent notice or eviction notice, housing cost burden (rent is more than 30% of monthly income), OR has any member of your household experienced homelessness since March 13, 2020?
3. Is your household income\* at or below [80% of Area Median Income](#) for the county of residence?

If someone answers yes to all three questions above, they are eligible for HOSS. Proceed to ask them the following question to understand their need for legal services:

4. Do you have any of the following legal needs?
  - a. Eviction
  - b. Unsafe Housing
  - c. Code Violations
  - d. Utility Shut-Offs
  - e. Government Benefits
  - f. Domestic Violence
  - g. Abuse
  - h. Consumer Complaints
  - i. Health Care

If someone answers yes to question #4, they should be referred to legal aid (please see [Program Components](#) for more information).

\*Household income is determined by totaling all earned and unearned income for all adults on the lease.

## Appendix D

### Legal Aid Emails & Referral Form

**Emails:**

<b>Organization</b>	<b>Point of Contact</b>	<b>Email</b>
CLASI	Sarah Rhine	srhine@declasi.org
LSCD	Elizabeth (Liz) Sanchez	tenantintake@lscd.com
DVLS	Jacki Chacona	jchacona@dvls.org

**Referral Form:** Referrals to legal aid can be made by [using this link](#) OR by completing the attached Referral Form PDF and emailing to legal aid (*see emails above*).



# Appendix E

## COVID-19 Hardship Form



### Self-Certification of COVID-19 Hardship and Risk of Homelessness or Housing Instability

*Instructions: Please read this page, check the appropriate options and sign and date.*

**TO COMPLETE THE FORM, CHECK AT LEAST ONE BOX UNDER BOTH #1 AND #2**

#### **1. SELF-CERTIFICATION OF (I) UNEMPLOYMENT OR (II) DECREASED INCOME AND/OR INCREASED EXPENSES:**

Since March 13, 2020, a member of my household qualifies for unemployment benefits

**OR**

Since March 13, 2020, a member of my household has experienced (check all that apply):

- Experienced a reduction in household income
- Incurred significant costs
- Experienced other financial hardship due directly or indirectly to the pandemic

#### **2. SELF-CERTIFICATION OF (III) RISK OF HOMELESSNESS OR HOUSING INSTABILITY:**

The Housing Outreach and Stability Services (HOSS) Program requires that since March 13, 2020, at least one member of the household can demonstrate a risk of experiencing homelessness or housing instability.

A member of my household has experienced a risk of experiencing homelessness or housing instability. (The hardship does not need to exist as of the date of the application as long as it existed for any period of time since March 13, 2020. For example, if one member of your household faced a risk or eviction or lived in an overcrowded situation between March 13, 2020 and August 1, 2020, your household would be eligible for assistance under this eligibility criteria.):

The hardship includes (check all that apply):

- An eviction notice
- A past due utility or rent notice
- Monthly rent and utilities are more than 30% of the household's monthly income

**OR**

Since March 13, 2020, one or more household members have experienced homelessness

Under penalty of perjury, I certify that the information presented in this certification is true and accurate to the best of my knowledge. I further understand that providing false representations constitutes an act of fraud. False, misleading, or incomplete information may result in the repayment of any funds received through the HOSS Program and other remedies available under applicable law.

\_\_\_\_\_  
Signature (First and Last Name)

\_\_\_\_\_  
Printed Name (First and Last)

\_\_\_\_\_  
Date