STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



Recovery Plan

State and Local Fiscal Recovery Funds

2025 Report

State of Delaware

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THE AMERICAN RESCUE PLAN

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GENERAL OVERVIEW

The State of Delaware received $924,597,608 in funding through the State and Local Fiscal Recovery Funds (SLFRF) provided through the American Rescue Plan Act (ARPA). The provision of funding or payment relating to the projects detailed within this report are the result of an effort to meet the health, economic and community challenges within the State of Delaware in recovering from the global reaction to the pandemic. This report details how the funds have been spent to date as well as what we are looking forward to in the future to assist the State in recovering from the unprecedented COVID-19 Pandemic and addressing service deficiencies of the most vulnerable populations within the state.



EXECUTIVE SUMMARY

Delaware's plan for use of funds is to promote a response to the pandemic and economic recovery. To date, Delaware has expended over $719 million of the nearly $925 million allocated to the state while all of the funds have been allocated to specific projects that will have a tremendous impact on the state for years to come. The goals below have been developed to ensure the most equitable, targeted, and effective use of this historic funding.

Key Outcome Goals

- HELP rebuild the middle class
- Build a stronger economy that is fairer and more equitable
- Address persistent issues that require funding and large capital projects.
- Invest in Delaware's future: building upon our diverse, robust economy, with high-paying jobs and a sustainable quality of life.
- Validate that the projects are compliant with federal ARPA regulations.
- Prioritize funding requests based on ARPA regulations.
- Maintain Fiscal Responsibility: Coordinated, planned, sustainable projects & growth
    - Do not expand State Government Operating Budget
    - Focus on one-time, capital projects/investments
    - Partner with county/local governments and private sector dollars
    - Increase opportunities for all communities, particularly those hardest hit
    - Utilize existing processes around community investment

Areas of Focus:

1. Invest in Public Health and Public Safety
2. Capital Investments to meet (current & future) pandemic operational needs
3. Economic Development/Community Investments
4. Workforce Development Fund
5. Community-Based Mental Health Services Fund
6. Address affordable housing crisis
7. Universal Broadband Access



ARPA Delaware continues to conduct compliance reviews and project status update meetings for each awarded project and subrecipient. Each review includes an analysis of subrecipient internal controls, supporting documents, and project achievements. At the conclusion of each review, a detailed compliance review report is developed, highlighting the procedures undertaken, the material reviewed and any recommendations or findings reported. In addition to compliance reviews, ARPA Delaware also employs project status questionnaires to capture and compare quarterly progress for each project or objective. Over the past year, ARPA Delaware has expanded compliance and status monitoring with partners, incorporating contracted compliance firms for greater detailed reviews covering hundreds of projects and subrecipients. The goal of these meetings is to ensure compliance with ARPA SLFRF rules and guidance, state and federal regulations, monitor progress of all projects, and to obtain data that will help showcase the substantial impact these funds have made on communities throughout Delaware.

Progress to Date on Outcomes –Many of the larger-scale construction projects have moved into the main construction phases. Several other projects have made a substantial impact throughout Delaware since they received funding. These projects are boosting employment, delivering temporary housing, providing relief to hospitals, long-term care facilities, and federally-qualified health centers, and providing more resources and services to those in need throughout Delaware.

Challenges/Opportunities Identified During the Reporting Period – Throughout this reporting period, we have found the opportunities to assist a multitude of organizations across a vast array of business sectors has been astonishing. This extraordinary funding has allowed the State to work with legislators, local leaders, nonprofits, and others across the State to address the needs of citizens across the state and provide impactful results ranging from affordable housing, mental health services and enhanced workforce skills. The main challenges that we have seen as we work closely with our partners include long lead times, inflated costs, and the lack of experienced personnel. The ARPA funds have been critical in supporting our community to develop workforce skills and ensure projects continue to move forward amidst the higher resource costs. Through ARPA Delaware's compliance efforts, we work to ensure each subrecipient is raised to a high level of compliance by assisting with an enhanced understanding of managing and tracking a federal grant program. These efforts will not only boost the compliance and monitoring results of the American Rescue Plan funding but will establish experienced and confident non-profits in the state prepared to tackle additional federal grants in the future.



USES OF FUNDS

a. *Public Health*

Almost $400 million has been dedicated to help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn, Delaware has invested in several public health measures, including but not limited to: COVID testing and vaccination programs, public health surveillance, continued COVID-19 mitigation efforts in congregate living facilities and schools, behavioral healthcare for children, youth and adults, mental health treatment services, domestic violence awareness, and capital investments to improve ventilation systems in state facilities, provide a food bank to those in need, construct a new Delaware Hospital for the Chronically Ill, and construct new clinical laboratories.

We have and will continue to focus on measures that support a strong and equitable recovery and meet specific needs of communities, populations, and individuals hardest hit by the pandemic and the resulting economic downturn.

Delaware has made significant capital investments to improve the air quality in the three major correctional institutes in the State as well as investments to improve the air quality in other state-owned buildings across the state. These investments will allow for better air quality and flow to assist in the prevention of COVID-19 and other airborne illnesses while providing a more comfortable environment and working conditions in all facilities. The State has also dedicated $50 million to community-based health care services to be provided throughout the state to serve those in need. These services will be provided through healthcare partners in each county throughout the state. These services will provide mental health supports which have been caused and/or exacerbated by the COVID-19 pandemic. The food warehouse will provide food to families in need and work with organizations throughout the state to confront hunger issues felt in the most vulnerable neighborhoods. Clinical laboratories will be developed through collegiate partners as well as the Division of Public Health (DPH) and Department of Natural Resources and Environmental Control (DNREC). These labs will serve citizens throughout the state by conducting needed research into the prevention and treatment of diseases, behavioral research, neuroscience, and other areas of need.

b. *Negative Economic Impacts*

Nearly $200 million has been dedicated to help support a strong and equitable recovery from the



COVID-19 pandemic and economic downturn, Delaware has and will continue to invest in economic development and community projects, including but not limited to, job training, compensation incentives for healthcare facilities to regain full employment, workforce development for small businesses, addressing health disparities and social determinants of health, addressing educational disparities caused or exacerbated by the pandemic, investing in neighborhoods and affordable housing programs, enhancing child care and senior care services.

$52 million has been dedicated to workforce development initiatives throughout the State. We have and will continue to promote job training and workforce development for the benefit of the citizens of Delaware across many different work environments and occupations.

Over $117 million has been dedicated to creating affordable housing opportunities across the State. These projects will help address the critical housing shortage and provide affordable housing to countless families in need that have been the most vulnerable throughout the COVID-19 pandemic. Through strategic partnerships ARPA Delaware will continue to address and navigate the many barriers and challenges associated with maintaining and creating new affordable housing.

Additional projects dedicated to assist childcare, small businesses, non-profits, and impacted industries have begun as well. These projects include new childcare and innovation centers for Delaware State University and Delaware Technical and Community College, a new facility to address educational disparities and after-school activities for students in the City of Wilmington, and economic relief to impacted industries in hard-hit areas. The overall scope and intent of these projects is to address systemic economic disparities that exist within the state related to multiple facets of need. The end result will produce a population better served and lifted up beyond the impacts of the pandemic.

c. *Public Health-Negative Economic Impact*

Over $100 million has been provided to help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. Delaware has and will continue to invest in the public sector workforce and capacity. Funds have been used to fulfill staffing issues and increase the workforce for positions that were depleted due to the COVID-19 pandemic. For instance, staffing shortages were addressed for specific workforces such as correctional officer, nurses, and school staffing. These projects have allowed the State to increase staffing and ensure vital services are made available to the public.



In addition to assisting with staffing issues and an increased workforce, several projects have been undertaken to allow for better service delivery such as the digital government platform allowing employees to work safely from a remote location and updated meeting rooms to allow for updated technology so virtual meetings can take place to reduce the potential transmission of COVID-19. Learning management systems and health data systems will be developed to provide accurate, real-time information to the general public and at-risk populations across the State.

d. Premium Pay

More than $22 million was used to help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. Delaware has invested in Premium Pay as an incentive to recruit and retain employees in vulnerable job sectors. These funds have been provided to State agencies experiencing staffing shortages in vulnerable positions such as behavioral and correctional officers, nurses, and other impacted positions. We were able to work towards our goal of resolving the staffing shortage crisis by offering unique bonus packages including sign-on bonuses, shift bonuses, attendance bonuses, and more.

e. Water, sewer, and broadband infrastructure

Delaware has invested $41 million of ARPA funds towards a Broadband Last Mile project. Delaware aims to be the first state in the nation to provide broadband access to every home in the State. This project also provides temporary broadband to students across the state through Connect DE to ensure students have access to high-speed internet. This not only addresses service needs exacerbated by the pandemic but allows for newfound access to education material, needed services and other critical needs of a modern community.

f. Revenue Replacement

To help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn, Delaware is researching opportunities to help advance economic development opportunities and may utilize a portion of the “State Revenue Loss” from calendar year 2020 to support. As of June 30, Delaware had appropriated approximately $132 million to the Revenue Replacement category. Delaware’s calculated State Revenue Loss is $275,159,913.



PROMOTING EQUITABLE OUTCOMES

a. *Goals:*

Delaware is working with communities hardest hit by the pandemic in all parts of the State to help underserved, marginalized, or adversely affected groups. For example, we have a number of housing, economic development, community investment, and workforce development projects focused in each county. These projects will serve the hardest hit areas and most vulnerable communities such as the City of Wilmington, Georgetown, Dover, and other areas across the State.

b. *Awareness*

Delaware has worked closely with legislators, mayors, religious leaders, nonprofit organizations, and the business community to promote equitable and practical access and awareness to SLFRF. We are utilizing existing, efficient, and effective entities, such as Downtown Development Districts, to promote access and awareness of SLFRF. With over $892 million dedicated to projects throughout the State and additional funding earmarked for specific purposes, we have conducted significant outreach and made significant progress in the distribution of funds to the areas most in need. News conferences and announcements have been made for numerous projects and we will continue to provide outreach and promote awareness of the spending of these historic funds.

c. *Access and Distribution*

One advantage of a small state is that we can break down barriers of access to benefits and services across our state. We aim to provide the same levels of access to benefits and services to all individuals throughout the State and serve the most vulnerable of communities. Delaware has not experienced and does not anticipate administrative requirements that result in disparities in ability to complete applications or meet eligibility criteria.

d. *Outcomes*

Intended outcomes are focused on closing gaps in employment, poverty, access to healthcare, access to broadband, and communities hardest hit by the pandemic. By working with various groups across the State we have been able to identify the hardest-hit and most vulnerable areas. We have aimed to promote workforce development, affordable housing,



public health initiatives and more in these areas to ensure we achieve universal levels of service. We have worked with our partners to ensure demographic information is obtained so we can verify the success of the project and the impacts that have been made based on a variety of demographic information received such as race and ethnicity.

e. Equity Goals and Targets

We have worked with our partners to ensure the most vulnerable communities and business sectors are provided assistance. For instance, multiple workforce development projects were created to provide training and development for women and minorities in the workplace. These goals and objectives will focus on bridging the economic and racial equity gap in the workplace. The affordable housing projects will focus on providing housing relief to those in need prioritizing economic and racial equity. Demographic information will be collected as part of these projects to ensure targets will be met and meaningful results are achieved. Compliance monitoring of each project will ensure all projects stay on track to deliver the expected results.

f. Project Implementation

Delaware has worked with partners throughout the state to create a multitude of projects that address various issues such as assistance to households, small businesses, and non-profit organizations.

Several projects will provide assistance to households in the form of food programs such as a food warehouse being developed or funding to non-profits to provide food and other necessities to communities in need. One of these projects will work with local farmers and food providers to provide grant funding that will be used to increase the food supply and assist the public with any food shortages.

Affordable housing and emergency housing assistance projects will provide housing security to those in need. New affordable housing units will be developed to address the current a housing crisis affecting our State and the entire country. In the meantime, while these units are being developed, families in need are provided emergency housing supports to prevent homelessness and work with these families to achieve housing security.

Other projects will focus on addressing educational disparities or providing childcare and learning services. For instance, one project will help inner city youth in Wilmington by providing after school tutoring and educational support. In addition to this support to



address educational disparities, they will have after-school activities to teach the children other beneficial activities. These programs result in an increased graduation rate and long-term success for children in Delaware.

g. *Project Outcomes*

We have begun to see the large impact many projects are having on our State. As these projects continue to grow and develop, we will continue to see the impact they are having as a whole and the equitable outcomes and goals we aim to achieve.



COMMUNITY ENGAGEMENT

Delaware has met with legislators, local leaders, nonprofits, and others across the State to engage the community and create awareness of the proposed projects as well as proposals for projects. In addition to meeting with a variety of leaders throughout the state, an application process was created to attract organizations to apply for funding through the Community-Based Mental Health Services fund. This fund dedicated $50 million to provide mental health services throughout the State. Over 100 applicants responded to this application process requesting in excess of $140 million for projects to be created to provide new and enhanced services across the State. Moving forward, additional outreach will be conducted in various methods to receive community feedback on specific programs to ensure the funds are being used as expected and equity goals are met. Many success stories are detailed below within the project inventory detailing how the projects have made an impact on communities throughout Delaware. These outreach efforts allow ARPA Delaware to best identify and address underserved communities, resource disparities and workforce shortages.



LABOR PRACTICES

Delaware has one infrastructure project at this time – Broadband Last Mile. This project is currently nearly completed, having provided services to 3,726 locations thus far. There are three vendors that have been obtained to assist with the work in completing this project. For other capital projects, such as the HVAC upgrades, food warehouse construction, DPH & DNREC labs, and the new Hospital for the Chronically Ill, many of these projects are completed or nearly completed and many are in the construction phase. Each project follows the State's prevailing wage requirements and labor agreements based on the State law. In addition, each project must follow the State's procurement policies, as set forth in the Budget and Accounting Manual. Community benefit agreements and local hiring are being pursued for each project. Subrecipients with capital purchases or upgrades included in their project provide details regarding the labor practices associated with their specific project and how they adhere to Federal and State regulations.



USE OF EVIDENCE

Evidence-based interventions will be incorporated in many SLFRF projects as a means of program evaluation and objective achievement. By implementing and bolstering the leading strategies and science in the fields of mental health, job training, community engagement and housing support, our projects will have the strongest and most long-lasting impact on Delaware's vulnerable citizens and communities. Understanding the vulnerable populations is not sufficient to enact effective and long-lasting change. Each project will target impacted populations with tailored and focused strategies to meet their needs. As projects move beyond the planning phase, data related to client demographics, especially for impacted/disproportionately impacted communities and populations, will be evaluated to ensure services are rendered to individuals and families most in coming out of the pandemic. Much of this data is provided for various projects within the Project Inventory section of this report. Job training initiatives, mental health services and community intervention programs will be evaluated and judged based on reaching the most vulnerable populations within our communities centered around the design and objectives laid out in each subrecipient agreement. ARPA Delaware will achieve these goals and statistical understandings through rigorous and detailed compliance reviews. Documentation including contracts, grant agreements, invoices and short and long-term trend will all be reviewed for compliance purposes and proper utilization of grant funding tied to each project. In addition to the financial review ARPA Delaware will use quarterly compliance and project status updates to gather data on demographics, client satisfaction and project completion goals and percentages. Most of Delaware's SLFRF projects will have a robust statistical assortment of information by demographic groups to demonstrate how this once in a lifetime funding has transformed communities throughout our state.



PERFORMANCE REPORT

As we progress in the distribution and dedication of funds, we are tracking all projects closely to ensure the overarching goals are being met. There are several different sectors for which the funds have been divided that are monitored to achieve success as a whole. We have grouped projects in the following categories: Affordable Housing, Broadband, Public Assistance, Delaware Healthcare Relief, Higher Education, Mental Health, Workforce Development, and State Infrastructure Investment. Each category is monitored for overall success on a high level while also monitoring each project that fits within the category.

We have contracted with four firms to assist in the compliance monitoring and review of subrecipients. This will ensure projects are performing and providing the expected results. Demographic data will also be collected through these review processes. The frequency of the review will be determined based on the risk of the project. A risk assessment will be conducted for each project based on several qualifying factors such as managing federal funds, previous audits, personnel, and other factors.

All projects are posted on our website (ARPA SLFRF Reports - Division of Accounting - State of Delaware) with a brief description capturing what purpose the project intends to serve as well as the budget and current expenditures for each project. An Internal Compliance Review Policy has been developed and is also posted on our website. This document will provide guidance on the guidelines that we will follow and additional details regarding compliance for each project.

Each and every project that is awarded funding through the ARPA SLFRF program is reviewed Opined by the Department of Justice to ensure eligibility based on the worksheet details provided by the applicants. No awards are made to any organization without this review to ensure the project is an eligible use of funds through ARPA SLFRF.

***Affordable Housing*:** Over $100 million has been awarded to various partners across the State to assist with the development of affordable housing. Several partners have begun construction or beautification projects while a few are still in the development stage for this category. As awards continue to be issued and projects are completed, frequent reporting and compliance monitoring will occur to ensure the overarching goals of affordable home ownership are met. The breadth of these projects range from the City of Wilmington in norther Delaware to partnerships with Sussex Habitat for Humanity in lower Delaware.

***Broadband*:** This project has achieved providing 3,726 unserved and underserved locations with high-speed internet to date. In addition to providing high-speed broadband internet, Connect DE provides temporary high-speed internet to areas in need where high-speed internet is currently not accessible.

***Community-Based Mental Health Services*:** Many of these projects continue to be in an operational phase while a few have run to completion. The scope and intent of the funding range from construction of new and modern facilities to expansion of service to underserved locations, populations, and demographics. Multiple projects address substance use disorder, postpartum needs, and mental health services highlighted as insufficient coming out of the pandemic. Each project submitted a detailed worksheet stating what is intended to be completed. Compliance reviews are conducted to ensure the funds are spent appropriately and as they were stated to be spent. Quarterly subrecipient meetings are conducted to track service-related outcomes, number of clients served and potential completion barriers. We will review the services provided and the demographics associated with the services that have been provided. Some of these statistics are available in the Project Inventory section of this report.

***Delaware Healthcare Relief*:** The awards for these projects have been issued and facilities have begun to spend money on COVID-19 mitigation as well as staff recruitment and retention. Each facility has provided details showing how the funds they received were spent. Contracted firms have begun monitoring efforts to ensure the goals of this project, to mitigate COVID-19 while reduce staff shortages, have been met. We continue to work closely with the contracted firms to keep the reviews moving along and assist in any way possible.

***Higher Education*:** Delaware has partnered with Delaware State University (DSU), Delaware Technical and Community College (DTCC), and the University of Delaware (UD) to complete multiple ARPA projects. These projects are in the early phases of design and construction and are not yet complete. These projects will consist of capital upgrades related to technology purchases and building construction for new facilities. Routine meetings have begun and will continue to be held to discuss the progress and compliance for each project. These projects will serve the students of each higher education facility as well as the citizens of Delaware through the research that will be conducted in the new facilities.

***Public Assistance*:** The majority of these projects are underway and others will be awarded in the future. Each of these projects have routinely submitted information regarding the use of funds to ensure they are being spent appropriately. Additional compliance monitoring will take place as the projects progress.

***State Infrastructure Investment*:** The majority of projects in this category have begun and are in various stages of development. Many are through the design phase and going through RFP to select a vendor. Some projects have conducted capital upgrades and continue to move towards completion. Projects in this category include new construction or renovations, HVAC upgrades, or software system

developments. Each project will be monitored to ensure funds are spent appropriately and the projects progress in a timely manner. A new Hospital for the Chronically Ill, Public Health laboratory, DNREC laboratory, and Food Warehouse will be developed to better serve the citizens of Delaware. ARPA Delaware coordinates with the Office of Management and Budget to monitor budgets impacted by inflation and material costs and to ensure project timelines are efficient and on the anticipated pace for completion.

***Workforce Development*:** This fund provided $50 million to developing the workforce through Delaware. Several projects have been awarded to date and programs are continuing to see great results. Data will continue to be collected and reviewed to verify the successes of the projects and the impacts they have made on our state. Each project will be monitored to ensure compliance with the terms of the project and use of funds. A few of the projects are currently in the middle of being monitored at this time to ensure compliance and conformity with the rules and regulations set forth surrounding these funds. The focused workforce projects developed in partnership with the Delaware Workforce Development Board address deficiencies in sectors such as coding, information technology, driver training, and food services.

PROJECT INVENTORY BY STATE AGENCY

COURTS

Judicial Branch COVID Testing Program

Project [Identification Number]: 18017
Funding amount (Budget): $0.00
Project Expenditure Category: 1.2-COVID-19 Testing
Expenditures to date: **No ARPA funds; funds recoded to OGOV on 02/28/2023**

NOTE: $214,457.50 was spent on this program but later recoded to DEMA funding in May 2022. All funds for project 18017, $401,650, were then moved back to the main ARPA project by the Governor's Office and OMB on February 28, 2023. Therefore, no ARPA funds were used for this project.

Project Overview

- Providing COVID-19 testing to unvaccinated employees within the Judicial Branch in all three counties in Delaware.

Use of evidence

- Testing of unvaccinated employees for the Delaware Judicial Branch began October 4, 2021 and ended February 27, 2022. These tests were provided with a hybrid approach. Weekly mandatory testing services (for unvaccinated employees only) were available on-site at a Courthouse in each of our 3 counties; there were also self-administered at-home tests for those who worked at different locations or who were not on-site on the day of testing.

Courts eFiling Case and Document Management

Project [Identification Number]: 18214

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Funding amount (Budget): $14,560,481.96
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $4,343,282.63

Project Overview

Implementing civil e-filing, case management and document management for Superior Court, Family Court, Court of Common Pleas, and Justice of the Peace Court.

The scope and objectives of the Cascade project are the implementation of a modernized civil e-filing, case management, and document management solutions for the Delaware Judicial Branch. These solutions are interdependent with the broad range of information technology (IT) investments the Judicial Branch must make over the next decade. The implementation of these modernized solutions also includes the sunsetting of legacy systems that are no longer scalable technologies and the implementation of associated technical solutions.

Due to the strategic nature of this initiative, and to be best positioned for success, the Delaware Judicial Branch executed a Discovery Phase prior to an Implementation Phase. The Discovery Phase collected and analyzed information about the project to allow a well-rounded and in-depth understanding of the objectives, requirements, scope, and constraints of the project.

Professional services for the planning, design, development, deployment, training, and support for the Cascade Discovery Phase were executed collaboratively with the Delaware Judicial Branch and two vendors (File & Serve Express and Thomson Reuters). The vendors were procured through a competitive bid process and executed via a not to exceed contract vehicle. It was envisioned that the Discovery Phase would be beneficial to both the vendors and Delaware Judicial Branch to develop a more detailed and accurate scope of services prior to the implementation phase.

The Discovery Phase was completed in April 2023, with the following deliverables:

- Infrastructure Design Document
- E-filer experience report.
- Data Migration Scope Document
- Integration Scope Document
- Gap Requirement Traceability Matrix
- Business Process Review Report per Court (6)

The Delaware Judicial Branch is working on an enterprise agency ad-hoc reporting solution (Power BI) to interface with CASCADE.

After extensive contract negotiations, the Delaware Judicial Branch has executed a contract for civil case management and document management; the implementation process for Phase 1 has begun effective July 1, 2024.

SUCCESSES TO DATE

- The contract for civil e-filing and case management solutions has been executed effective July 1, 2024.
- The JIC team has been meeting with leadership from the Courts included in Phase 1 (Superior Court, Court of Common Pleas and the Justice of the Peace Court) to review the specifics of the project scope, timeline, and resource needs, as well as planning out communicate efforts with the Courts.
- JIC has developed a CASCADE website to provide information and project updates throughout the initiative.
- An 8-minute video describing the project has been produced and is available to anyone online.

Next Steps:

- The first phase (Phase 1) will include the Superior Court, Court of Common Pleas, and the Justice of the Peace Court. This will take approximately two and a half years, with completion expected in Winter of 2026.
- The second phase (Phase 2) will focus on Family Court. This phase would begin in Winter of 2026 and extend into 2028.

What About Criminal Case Management and e-Filing?

It was the original intent of this initiative to include Criminal Case Management needs. Due to the size and scope of this initiative, the cost and available funds of the project, and a review of statewide criminal justice information systems, this part of the effort has been deferred until the Civil Phases are complete.

Courts eCourtroom Upgrades Expansion

Project [Identification Number]: 18215
Funding amount (Budget): $5,107,088.41
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to Date: $5,098,113.64



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PROJECT OVERVIEW SUMMARY

The project aims to leverage funds provided by the American Rescue Plan Act (ARPA) to upgrade courtrooms throughout the state of Delaware with state-of-the-art hi-tech infrastructure. By embracing technological advancements, this initiative seeks to enhance the efficiency, effectiveness, and accessibility of the legal system. Through the integration of cutting-edge technologies, the upgraded courtrooms will revolutionize the way cases are presented, evidence is managed, and justice is served.

In a post pandemic environment where Zoom was a major solution to meet operational needs, we were able to upgrade remote hearing functionality to include multi-view cameras, directional microphones to allow for better channel separation and speaker identification and upgraded hearing and language interpretation equipment.

Due to post-pandemic inflation the price per courtroom increased substantially. Therefore, the total number of courtrooms to receive the upgrades is reduced from our original estimate.

We have completed upgrades in 31 courtrooms in 3 counties with ARPA funds. Court staff and security officers have been trained on the proper use of the upgraded hardware.

We have implemented a printing solution for annotated evidence designed by our JIC staff. This solution will not only be used by the Delaware Courts, but the vendor is offering it to other states and other customers worldwide.

USE OF EVIDENCE

This project enhances outdated technology within courtrooms statewide. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Equitable distribution between all three counties within Delaware will be tracked. The project upgraded 31 courtrooms. The State of Delaware is in the process of building new Family Court facilities in Kent County and Sussex County, so the courtrooms in those locations were not upgraded.

County	Court	Number of Courtrooms Upgraded
Sussex	Superior	2
	Chancery	1
	CCP	1
Kent	Superior	5

	CCP	1
New Castle	Superior	7
	Chancery	1
	CCP	6
	Family	7

COMMUNITY ENGAGEMENT –

On June 28th, June 29th, and July 27th, 2023, the Judicial Information Center held open house events, one in each county, to introduce attorneys to the cutting-edge technologies available in the judicial branch hi-tech courtrooms. The events were kicked off by the Chief Information Officer for the judicial branch, Kenneth Kelemen, who welcomed about 100 members of the bar and provided them with the background, overview, and goals of the judicial branch initiative to upgrade courtrooms throughout the state.

The Delaware Judicial Branch is currently looking for opportunities to conduct additional sessions in the fall of 2024 with our technical partners. Like the previous sessions, these events will inform members of the bar and court staff.



SueLynn Morgan and Jeff Baily of FTR discussing the courtroom technology

By showcasing the latest tools and equipment, legal professionals gain firsthand experience of how the technology can enhance their effectiveness and efficiency in the courtroom. These open house events provide a platform for attorneys to interact with ForTheRecord (FTR) experts who are the designers of

the technology, and Judicial Information Center staff, learn about the latest advancements, and understand how to leverage technology during litigation proceedings.



Lisa Robinson, Court Administrator for Superior Court and Chris Talley of JIC answering questions

The hi-tech courtroom open houses also offer attorneys a unique opportunity to explore the benefits of technological innovation, empowering them to leverage technology and stay ahead in an increasingly digital world.

- Enhanced Presentation of Evidence –
  Interactive displays, smart monitors, and touch-screen interfaces allow for seamless integration of multimedia evidence, making it easier for attorneys to present their case effectively.
- Remote and Virtual Proceedings
  Enables participants to join hearings from anywhere in the world, breaking down geographical barriers and reducing the need for travel. This technology enhances access to justice, particularly for remote or disadvantaged communities.
- Language Support and Hearing Accessibility
  Provides technology that enables participants who require language support and hearing assistance to fully engage in proceedings, break down language barriers, and foster inclusivity within the legal system, ensuring that all individuals can effectively participate in the justice process.



Attorneys using technology and asking questions of JIC staff and FTR vendors

The benefits of hi-tech courtroom technology for attorneys and the public are vast and transformative. As the judicial branch continues to implement new technologies to transform the way courtrooms operate, improving efficiency, accessibility, and the overall quality of justice, the Judicial Information Center will continue to share the information with legal professionals providing them with an opportunity to embrace these innovations to maximize their potential.

The Judicial Branch is transferring $55,166.77 from the Court Backlog – IVR ARPA project (18489) to this project. While these remaining funds cannot complete another entire courtroom, the funds will be used for upgrading components of courtroom technology.

Courts Online Instructions

Project [Identification Number]: 18488
Funding amount (Budget): $369,985.85
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $359,684.35

Project Overview

- *Improving online access to courts forms and instruction packets.*
- *This project is comprised of 2 parts.*
  1. ADA Remediation – upgrading court forms to online fillable forms
  2. Court forms translated to Spanish and Haitian Creole

Use of Evidence



Few of the forms for State of Delaware courts – or form instructions - were ADA accessible or fillable online. The lack of online capacity and inaccessibility of online information makes it difficult for many people to utilize court resources at all, especially for Pro Se litigants, and impossible to do remotely.

As evident from the table below, the vast majority of interpreter services in Delaware Courts are for those who speak Spanish or Haitian Creole.

Tables 5. Statewide Number of LEP Litigants who Received Court Interpreter Services in FY 2020 (top 12 languages).

LANGUAGE	*Justice of the Peace Court*	*Court of Common Pleas*	*Family Court*	*Superior Court*
Spanish	3,,860	1,042	1,997	236
Haitian Creole	268	59	138	33
Chinese -Mandarin	60	22	12	6
Arabic	28	8	19	1
Turkish	19	5	9	1
Portuguese	8	2	12	2
Korean	7	2	2	1
Vietnamese	16	5	8	1
Hindi	0	8	3	10
Russian	0	3	0	3
Urdu	1	4	0	2
French	0	3	5	5

Before this project, there were approximately 50 high-priority reports or weblinks already translated into Spanish, but still in need of translation into Haitian Creole. There are other forms that needed to be translated into both languages.

The Courts and Interpreter Services worked together to determine the highest priority forms for translation. The bulk of the translations have been for Family Court as there was the greatest need for self-represented litigants there.

PROGRAMMATIC DATA & SUCCESSES

ADA remediation project:

445 court forms are currently have been converted for ADA accessibility by a vendor. The breakdown of converted court forms is as follows:

- 156 forms for the Court of Chancery
- 111 forms for JP Court
- 97 forms for Superior Court



- 56 forms for CCP Court
- 20 forms for Supreme Court
- 5 forms for the Office of State Court Collections

Forms for Family Court were already ADA accessible.

Language translation project:

A glossary of terms to assist with the translation to Haitian Creole was created.

The Courts are making progress toward improved forms. From the first batch of translated forms, 92 forms were completed in Spanish and 96 forms plus one webpage were completed in Haitian Creole translation. The translations are being done contractually with editing/oversight by court interpreter staff.

A second batch of 113 court forms/instructional packets is currently being translated.

Courts Backlog Assistance

Project [Identification Number]: 18489
Funding amount (Budget): $30,000.00
Project Expenditure Category: 7.1-Administrative Expenses
Expenditures to date: $30,000.00

Part II discontinued, appropriated funds of $55,166.77 are transferring to project 18215

There are two parts to the Court Processing Backlogs project.

- Part 1: Staff Overtime for the Collection of Fees, Fines and Victim Restitution, appropriated $30,000
- Part II: IVR Technology for Handling Large Call Volumes and Accepting Payments, appropriated $55,166.77

Part I: Staff Overtime for the Collection of Fees, Fines and Victim Restitution

PROJECT OVERVIEW SUMMARY

After an 18-month moratorium of collections for Delaware criminal justice fees, fines and restitution, significant work was required for the start-up and clean-up of reestablishing collections. The moratorium, which began on April 8, 2020, not only caused a decrease in collection amounts payable to the State's general fund, but it also halted the payment of restitution to many victims of crime. It was particularly important to resume collections for victim restitution.

With the lifting of the moratorium, persons who owe Court-imposed legal financial obligations must be notified of the payment obligation. This involved a great influx of calls, renegotiations of personalized payment plans, researching active addresses when letters are returned, etc. The Court has only a small number of employees who work on these issues statewide, and they required overtime in order to complete this work.

PROGRAMMATIC DATA –

Sept 2021 – December 202

- **Letter Generation** – issued 67,686 letters to start collection efforts
- **Tax Intercept Processing –** Off Season
- **Monies Collected** – $1,033,766
- **Restitution Issued** – 3,988 checks for $257,637.89
- **Restitution Return Processing** – 2
- **Account Cleanups** –

  Joint & Several Adjustments – 136

  Skip Tracing/Victim lookups – 6,966

  Death Checks – 456

  Charge Off Adjustments – 141

- **Cases Closed** –

  Paid in Full – 208

  Charge Off Due to Death – 254

  Charge Off Misc. - 595

January 2022 – June 2022

- **Letter Generation** – issued 14,464 letters to continue collection efforts
- **Tax Intercept Processing** – 2558 Intercepts for DOC Probation Fees for $391,766.89; 385 intercepts for OSCCE Receivables for $134,553.84



- **Monies Collected** – $1,942,628
- **Restitution Issued** – 12,678 checks for $636,450.22
- **Restitution Return Processing** – 640
- **Account Cleanups** –

  Joint & Several Adjustments – 763

  Skip Tracing\Victim Lookups – 20,132

  Death Checks – 2,394

  Charge Off Adjustments - 940

Cases Closed –

Paid in Full – 214

Charge Off Due to Death – 165

Charge Off Misc. - 558

July 2022 – August 2022

- **Letter Generation** – issued 4,088 letters to continue collection efforts
- **Tax Intercept Processing** – 806 Intercepts for DOC Probation Fees for $122,653.93; 132 intercepts for OSCCE Receivables for $37,752.96
- **Monies Collected** – $611,890
- **Restitution Issued** – 3,761 checks for $176,613.83
- **Restitution Return Processing** – 247
- **Account Cleanups** –

  Joint & Several Adjustments – 749

  Skip Tracing\Victim Lookups – 6,662

  Death Checks – 775

  Charge Off Adjustments - 88

- **Cases Closed** –

  Paid in Full – 47

  Charge Off Due to Death – 14

  Charge Off Misc. - 1



These statistics represent the outcome of significant research time, victim\client interactions and process development as this occurred with the increased jurisdiction OSCCE accepted from the Judicial Branch effective August 2021.

In addition to the above statistics, through the research completed under our ARPA project, we have identified –

- Victim research lists for known problems (i.e. insurance companies, banks, law enforcement, state agencies)
- Approximately 1589 victims ($3,263,163) that are deceased
- Approximately 894 businesses ($2,688,158) that are closed

Part II: IVR Projec

PROJECT OVERVIEW SUMMARY

The IVR Project aimed to expand Interactive Voice Response (IVR) usage currently used by the Court of Common Pleas to additional courts/judicial agencies for criminal payments. These include the Superior Court, the Family Court, the Justice of the Peace Court, and the Office of State Court Collections Enforcement. Additionally, the intent of the project was to ensure that the courts' IVR system adheres to the PCI DSS requirements.

Unfortunately, after the upgraded IVR server hardware was successfully installed at the Leonard L. Williams Justice Center, it was confirmed that the IVR software solution was not PCI compliant as originally believed.

The project has been discontinued. Expended funds for the upgraded IVR server were reimbursed to ARPA on April 12, 2024, and the total funds that were approved for the project are being transferred to the Judicial Branch's e-Courtroom ARPA project (18215).

EXPENDITURES (As of 6/30/2023) – None

USE OF EVIDENCE – Discontinued

DELAWARE DEPARTMENT OF AGRICULTURE (DDA)

DDA Local Food System Grant Program

Project [Identification Number]: 18394
Funding amount (Budget): $1,985,051.47
Project Expenditure Category: 2.29 Loans or Grants to Mitigate Financial Hardship
Expenditures to date: $1,985,051.47

Project Overview

Funding to create a local food access and food system grant program, the First State Food System Program. Food entities, including farm businesses and food access organizations, in Delaware can access financing needed to achieve short-term or immediate improvements that strengthen the capacity and sustainability of their operations which improves the resiliency of Delaware and regional food supply chains, sustaining jobs, and food security. Food entities that access the grants through the program can include agricultural producers and processors, retail food businesses, nonprofit community distribution entities, and others that facilitate food access to consumers. Funding available for food supply chain activities including for neighborhood markets, restaurants, farmers markets, commercial kitchen spaces, processing facilities, storage facilities, food delivery, grocery stores, aggregation, and more.

Use of Evidence

Through the First State Food System Program grants from $2,500 to $150,000 are made available to eligible food The Council has collected quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions.

Customer, end user, and client counts, food sector, demographics and geographic distribution data was analyzed to determine a balanced and equitable distribution of funding to aid communities throughout Delaware. The project created sustainability for family farms and small to medium scale food supply chain entities enabling them to build capacity, expand operations, improve efficiencies, and collaborate with others to maximize offerings to clients, customers, and community members.

The Council, through its partnership with the University of Delaware Institute for Public Administration has developed the Food Resource Connection, a data platform tracking food resource data throughout the state, including a data dashboard and geospatial map depicting vulnerabilities and systems needs. The Council and partners have conducted extensive analysis about Delaware's food system and



understand that the projects awarded through this project are helping to build strength across the system.

Programmatic Data

A Total of 39 projects awarded over three grant cycles, projects spanning across all three counties. Website link: https://farmandfood.delaware.gov/

Program overview to date including pictures from projects is captured here. The Council will update as project site visits are conducted: https://farmandfood.delaware.gov/pages/programs-and-projects

Community Engagement

As a state agency, the Department receives inquiries and requests from farmers, food businesses, and other constituents and community members engaged in food supply chain activities in the state. Requests often include funding and assistance to support food access, food distribution, and food aggregation initiatives. The project is administered by the Delaware Council on Farm & Food Policy, a subset of the Delaware Department of Agriculture. The Council also hosts an annual meeting with community members, government and non-government partners to discuss key food system topics, share information, and review priorities. This is an opportunity for community members and partners to meet and engage in focused conversations about existing resources, resource gaps, and highlight specific capacity needs that could be fulfilled by added funding. Both provided a helpful basis to inform what is needed to strengthen the food supply chain and justify administering grant funds directly to businesses/entities. The project offers a mechanism for community leaders and organizations to tell their story, specify their needs and budget, and how funding will help them to achieve specific goals within their communities.

Use of Evidence

Data collection led by USDA and supported by other federal agencies, state level data collection, observations, and information gathering demonstrates the significance of strengthening the food supply chain particularly activities taking place in the middle of the food supply chain. Since the height of the pandemic, policy, program, and funding initiatives have focused on building resilience in these areas. In Delaware, the Council has taken this charge and developed this project to strengthen local food supply chain capacities, ensuring that there can be reliance on food processing, aggregation, distribution/transportation functions right here in our own state. This kind of emergency preparedness is backed by qualitative and quantitative data. One critical way to build this resilience is to provide financial supports to the variety of food supply chain entities that fill these functions throughout the state.

We have specific information about what the shortcomings in the food supply chain were during the pandemic. This project makes funding available through grants to directly achieve outcomes in those food supply chain areas, to increase capacity, create new entities to fill gaps, adapt operations where needed, ultimately ensure that people have access to food to meet their needs.

DELAWARE STATE HOUSING AUTHORITY (DSHA)

DSHA RENT REPORTING

Project Identification Number: 20158
Funding amount (Budget): $220,000.00
Project Expenditure Category: 2.2 Household Assistance Rent Mortgage and Utility Aid
Expenditures to date: $220,000.00

Project Overview

ARPA funding for a Tenant Rent-Reporting Pilot Program in the amount of 200,000 The Program will subsidize the cost to report low-income tenants and housing assistance recipients rent payments to the major credit bureaus with the goal of increasing credit scores The increase in tenants credit scores will in turn position them to purchase homes or move from public housing assistance.

DSHA ACCELERATOR FUND

Project Identification Number: 20159
Funding amount (Budget): $11,055,000.00
Project Expenditure Category: 2.15 Long-Term Housing Security Affordable Housing
Expenditures to date: $11,055,000.00

Project Overview

ARPA funding for its Affordable Housing Accelerator Fund AHAF to fund the Mixed Income Market Fund and costs related thereto the MIMF The project will provide subsidy to encourage market rate developers to provide units affordable to residents at 65 AMI in market rate rental developments that have been approved by local jurisdictions or are already under construction Specifically DSHA will offer with the MIMF a subsidy of up to 150000unit for an agreement to income restrict the units for 15 years from the issuance of the certificate of occupancy with rents restricted to no greater than 30 of 65 of AMI.

DSHA PRESERVATION FUND

Project Identification Number: 20163



Funding amount (Budget): $8,300,000.00
Project Expenditure Category: 2.15 Long-Term Housing Security Affordable Housing
Expenditures to date: $8,300,000.00

Project Overview

ARPA funding to fund the Affordable Housing Preservation Fund the AHPF predominantly in Kent and Sussex Counties AHPF funds will be used for capital costs of preserving Delawares existing aging affordable housing portfolio including acquisition costs of developments necessary capital expenditure repairs of developments including but not limited to major systems structural environmental and efficiency improvements AHPF will also be used to financially restructure developments including refinancing existing public private and/or DSHA debt on developments as necessary to ensure financial sustainability By utilizing AHPF to pay existing debt on developments as part of acquisition or restructuring AHPF will promote long term stability of affordable housing projects.

DSHA CATALYST FUND

Project Identification Number: 20172
Funding amount (Budget): $13,025,000.00
Project Expenditure Category: 2.15 Long-Term Housing Security Affordable Housing
Expenditures to date: $13,025,000.00

Project Overview

The CF will be available to provide subsidy to rehabilitate vacant and blighted properties for sale to homebuyers focusing on Qualified Census Tracts and DSHAs identified Strong Neighborhood Housing Fund communities CF will be available statewide in selected communities on a rolling application basis in partnership with Cinnaire a non-profit Loan Fund Service Provider which will issue construction loans to developers rehabilitating vacant and blighted properties.

DSHA MARKET PRESSURE RELIEF FUND

Project Identification Number: 20263
Funding amount (Budget): $9,900,000.00

Project Expenditure Category: 2.15 Long-Term Housing Security Affordable Housing
Expenditures to date: $9,900,000.00

Project Overview

DSHA ARPA funds to support Market Pressure Relief Fund created by the Delaware Division of Small Business and Office of Management and Budget that will provide assistance to state contractors who are working on affordable housing projects and facing increased construction costs due to the COVID-19 pandemic.

DELAWARE DEPARTMENT OF FINANCE (DOF)

DOF ADMIN OVERSIGHT PERSONNEL

Project Identification Number: 18475
Funding amount (Budget): $273,514.80
Project Expenditure Category: 7.1 Administrative Expenses
Expenditures to date: $273,514.80

Project Overview

This funding line is for staff salaries to manage the oversight of all ARPA SLFRF grants awarded. These positions are dually incumbent with the Office of the Governor where the ARPA Delaware grant management team resides.

DIAMOND STATE PORT CORPORATION

Project Identification Number: 20441
Funding amount (Budget): $50,000,000.00
Project Expenditure Category: 6.1 Provision of Government Services
Expenditures to date: $31,185,000.00

Project Overview

This project is to update the infrastructure of the Port of Wilmington at Edgemoor. Activities to be funded in full or part include dredging, spoils disposal, engineering, permitting, legal, materials, and project management.

DELAWARE DEPARTMENT OF TRANSPORTATION (DELDOT)

DelDOT Workforce Development

Project [Identification Number]: 18048
Funding amount (Budget): $190,916.00
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers get job training subsidized employment supports or incentives
Expenditures to date: $149,856.00

Project Overview

DelDOT workforce development program to offer trainings through the DelDOT Workforce Development Academy WDA that would be administered by an accredited organizations identified by DelDOT to increase the participation of women minorities and disadvantaged persons in job classifications in the highway construction industry.

Use of Evidence

Funds for the DelDOT Workforce Development Program have assisted **99** Delaware residents with training in various work classifications such as welding, electrical, construction and mechanics.

Programmatic Data* This performance period shown includes funding sources utilized in addition to ARPA funding.

Participants- Black /African American (60) Hispanic (10) White(18) Other (11)

See table below for breakdown by demographics.

	Females	**Males**
African/Amer	2	58
Hispanic	1	9
White	8	10
Other		11

*Asian/ American Indian/Alaska Native/White

DelDOT CDL Training

Project [Identification Number]: 18298

Funding amount (Budget): $798,131.58
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers eg job training subsidized employment supports or incentives
Expenditures to date: $505,764.00

Project Overview

Training and development for classified drivers that meet certain qualifications.

Use of evidence

Funds for the DelDOT CDL Program have assisted **106** Delaware residents obtain their CDL with **66** being placed in various employment positions to utilize there CDL. *See table below for breakdown by demographics*.

SUCCESS STORIES



1. Paul Boldens- graduated in February,2024 and today is an owner operator

PROGRAMMATIC DATA

*** This performance period shown includes funding sources utilized in addition to ARPA funding.**

CDL Demographic Information October 2021 through June 2024

2021	ENROLLED	GRADUATED	EMPLOYED
MALES			
BM	3	2	
HM	2	1	
WM			



FEMALES			
BF			
HF	2	1	1
WF	1	1	1
OTHER			

2022	ENROLLED	GRADUATED	EMPLOYED
MALES			
BM	29	14	10
HM	5	2	2
WM	1	1	
FEMALES		12	7
BF	10	8	4
HF	1	1	1
WF	4	3	2
OTHER			

2023	ENROLLED	GRADUATED	EMPLOYED
MALES			
BM	63	31	27
HM	10	9	5
WM	1	1	
OTHER			
FEMALES			
BF	12	6	5
HF	1	1	
WF	1	1	
OTHER			

2024	ENROLLED	GRADUATED	EMPLOYED
MALES			
BM	37	7	1
HM	2	0	0
WM			
FEMALES			



BF	**11**	**4**	
HF			
WF			
OTHER	**1**		

***BM/Black Male - HM/Hispanic Male - WM/White Male – BF/Black Female – HF/Hispanic Female – WF/White Female**

Success Stories

1. Kathea Parker (mom) - Employed as a truck driver with JJID INC since November 2022.
2. Kaligah Parker (son) - Employed as Roller Operator by Greggo and Ferrara since December 2022.
3. Michael Thomas (2/7/23)- Employed as a truck driver in the oil fields of North Dakota with the Haliburton Corporation.
4. Shamar Sharpe (1/24/23)- Employed as an OTR driver by TMC Trucking, the largest employee-owned open deck freight carrier in the United States.
5. Anthony Christie (2/23/23)- owns his own trucking business.

***** American Indian/Alaska Native/White

DelDOT Western Sussex NSTI

Project [Identification Number]: 18299
Funding amount (Budget): $60,952.42
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers eg job training subsidized employment supports or incentives
Expenditures to date: $60,952.42

Project Overview

The National Summer Transportation Institute (NSTI) is an intensive summer program that seeks to aid in developing a diverse and robust workforce for the transportation industry by exposing students to transportation careers. The Western Sussex Summer Transportation Institute seeks to create awareness and stimulate interest among high school students on the western part of Sussex County of Delaware, including Delmar, Dagsboro, Milford, Seaford, Laurel, and Georgetown, about the vast transportation and science technology mathematics and engineering STEM related careers available. It provides them

with the opportunities to explore many exciting fields in the Transportation and STEM Industry through field trips and hands on activities during the four-week program.

Use of evidence

In an effort to support the development of a diverse, well-qualified workforce for the 21st century transportation industry, the National Summer Transportation Institute (NSTI) Program serves to increase awareness and stimulate interest in transportation to middle and high school students. Funds were used on behalf of high school students that are minority, female, and otherwise disadvantaged. (During the first year the program had one student with limited English proficiency (LEP).

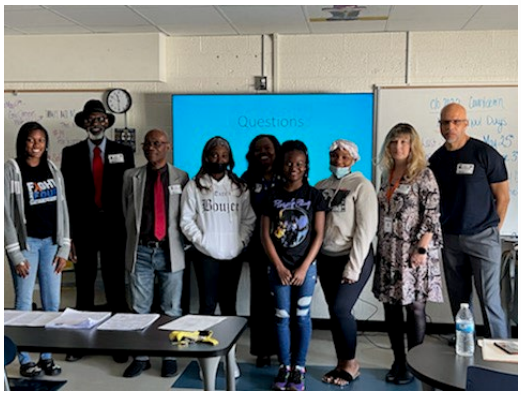


STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN











Programmatic Data* This performance period shown is for participants through June 30, 2023

Participants- Black African/American (3) Hispanic(1) White(0) Other(1)*

	Females	Males
African/Amer	2	1



Hispanic	1	
White		
Other	1	

*Black/African American/White

DelDOT Keep DE Litter Free

Project [Identification Number]: 18300
Funding amount (Budget): $228,662.70
Project Expenditure Category: 1.7-Other COVID-19 Public Health Expenses including Communications Enforcement Isolation Quarantine
Expenditures to date: $228,662.70

Project Overview

Clean-up of Delaware's Highways and other transportation areas.

Use of evidence

We received a ¼ of the approved ARPA grant ($228,663) at the end of 2021 and used to the funds thru June of 2022 to remove 9,149 bags of trash from our roadways.

Success Stories: Removal of litter from the roadways

Programmatic Data

The bulk of that was removed from New Castle County with 8,053 bags. Kent County had 665 bags of trash removed and Sussex County saw 431 bags picked up off their roads. The WADEAP program when at full capacity employs 30 individuals. 3 crews in New Castle and 2 in Kent and Sussex. During the timeframe of the ARPA expenditures the WADEAP program employed 36 individuals.

DELAWARE EMERGENCY MANAGEMENT AGENCY (DEMA)

DEMA COVID Testing Program

Project [Identification Number]: 17949
Funding amount (Budget): $27,599,668.00
Project Expenditure Category: 1.2-COVID-19 Testing
Expenditures to date: $27,599,668.00

Project Overview

DEMA COVID Testing program to procure and distribute COVID test kits. This program will deliver test kits throughout the state and provide testing at various sites during the COVID-19 pandemic.

As of early 2023, this project is closed. We are proceeding to ensure all expenditures were captured and adequately credited to this project.

Use of evidence

Testing was covered statewide for almost three years. Tracking was conducted by Division of Public Health and posted online. https://myhealthycommunity.dhss.delaware.gov/locations/state

DEMA Emergency Operations Center Upgrades

Project [Identification Number]: 18015
Funding amount (Budget): $1,317,901.30
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $1,317,901.30

Project Overview

DEMA coordinates and responds to emergencies including to public health emergencies as the designated public safety authority. This project will modify the States Emergency Operations Center to update and configure capabilities for improved pandemic response. There will be physical capital improvements made to this facility.

Use of evidence

Funding will enhance the capabilities and operations of the DEMA Emergency Operations Center. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. The EOC renovations have been ongoing with new furniture to ensure we can hold additional support partners as well as new technology to ensure collaboration in a virtual environment that can enhance safety.

During Covid, coordination with out local, state and federal partners took part daily, both in our EOC and virtually. This project is multiple phases, the first was a video technology upgrade and that is now complete. The second part will be the redesign of the EOC floor to ensure enhanced coordination and is scheduled to start this fall and the last part will be the basic technology upgrades needed across the building.

DEMA Mobile Emergency Command Vehicle

Project [Identification Number]: 18016
Funding amount (Budget): $0.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $0.00

DEMA Comprehensive School Safety Plan

Project [Identification Number]: 20650
Funding amount (Budget): $478,700.00
Project Expenditure Category: 2.22-Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Expenditures to date: $478,700.00

Project Overview

- The Comprehensive School Safety Plan (CSSP) seeks to enhance public safety in all of Delaware's public and charter schools. This funding will be used for the implementation and onboarding of (1) an anonymous reporting system, (2) a behavioral threat model and risk assessment training, and (3) a case management program at all two-hundred and thirty (230) Delaware public and charter schools.

Use of evidence

- The School Safety project has had quick adaptation amongst schools with 10 districts and 18 charters enrolled which is over 2/3 of students in the public and charter schools.



DEMA Active Assailant

Project [Identification Number]: 21629
Funding amount (Budget): $0
Project Expenditure Category: 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $0



DELAWARE NATIONAL GUARD (DE NG)

DE NATL GUARD MOBILE BARRIERS

Project [Identification Number]: 18276
Funding amount (Budget): $958,380.00



Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $ 958,380.00

Project Overview

- Funding to purchase six mobile vehicular barriers (MVB) packages with an estimated total cost of $958,380. Delaware National Guard indicates that it will utilize the systems as part of its pandemic response package to protect the providers and support staff located at the testing sites and vaccination area.

Use of Evidence

- The Mobile Vehicle Barriers (MVB) will mitigate the conditions of peril to persons or property caused by a pandemic or other similar calamity that presents a threat to public safety.

DE NG Pandemic Readiness Center

Project [Identification Number]: 18823
Funding amount (Budget): $9,374,441.63
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $2,968,405.90

Project Overview

- Purchase land with improvements and create a Pandemic Readiness Center at 12 Penn's Way New Castle DE. To establish a temporary public medical facility and other measures to increase COVID-19 treatment capacity and related operational needs. Purchase of land with building improvements to create a Pandemic Readiness Center.

Use of Evidence

- The creation of a new Pandemic Readiness Center will mitigate the conditions of peril to persons caused by a pandemic or other similar calamity that presents a threat to public safety.



DELAWARE HEALTH & SOCIAL SERVICES (DHSS)

DPH Point of Care Rapid Testing

Project [Identification Number]: 17998
Funding amount (Budget): $510,054.60
Project Expenditure Category: 1.2-COVID-19 Testing
Expenditures to date: $510,054.60

Project Overview

- DHSS Division of Public Health purchase and distribution of testing kits. Testing kits will be distributed throughout the state.

Use of evidence

- Division of Public Health, rapid test kit purchases. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan.

Programmatic Data

- The tests were distributed to Public Health testing sites throughout the state, drug treatment facilities, private practice doctor offices, State Services Centers, Public AND Public Health offices, Charter and Private schools, Long Term Care facilities, Home Health Care providers, Churches, Test to Treat locations, Pharmacies, Hospitals, Libraries, Summer Camps, Senior Centers, Community Outreach groups, The Department of Corrections, State and Local Law enforcement, Veterans Homes, DEMA, DSAMH, EMS, Dental Offices, Fire Departments, Homeless Shelters, Community Centers, Ambulance Services, Ministry of Caring, State and Local Government offices, Public Health Lab, and The Salvation Army.
- The impact and outcome to the community was initially priceless. Test kits were hard to find and many venues, centers, schools, churches, LTC facilities were daily testing employees and students. As the Covid pandemic progressed, the need and the ask for testing decreased rapidly that left DPH with a surplus of unused test kits. We had paused ordering of new test kits since September 2022 and monitored the Covid situation. In March 223, DPH leadership decided that



we no longer needed to purchase any test kits and have facilitated measures to reduce our surplus before test kit expiration dates.

- There were 11 types of test kits received at the warehouse, they are as follows with the quantities:
  - Alinity Test kits – 788,534
  - Abbott BinaxNOW Test Kits – 726,520
  - Abbott BinaxNOW OTC Test Kits – 7196,326
  - Abbott Binax ID NOW Test Kits – 49,512
  - Veritor Test Kits – 223,710
  - Carestart OTC Test Kits – 88,160
  - FlowFlex OTC Test Kits – 197,858
  - iHealth OTC Test Kits – 99,990
  - NIDS Test Kits – 9,600
  - Nasopharyngal Tests – 21,480
  - Curative Saliva Tests Kits – 110,000

DELAWARE HOSPITAL RELIEF FUND

Project [Identification Number]: 18205
Funding amount (Budget): $24,904,166.65
Project Expenditure Category: 1.10-COVID-19 Aid to Impacted Industries
Expenditures to date: $24,904,166.65

Project Overview

- Funding for hospitals to pay for extraordinary and unbudgeted workforce costs. Delaware Healthcare Association DHA reports that increased patient load, coupled with staff burn-out and the exit of nurses and other front-line care givers from acute care and other facility settings, has led to a dramatic undersupply of care givers in Delaware and that the resulting local supply-demand imbalance has led to significant cost increases to retain and attract needed personnel.

Use of evidence

- This project seeks to tackle the intense burden placed on hospital facilities around the state brought on by pandemic risks and staffing shortages. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Training and retention payments will be analyzed and collected. Client satisfaction and facility impact studies will be conducted to determine the success of the program. Staff retention statistics, turnover and satisfaction will be determinants of success.

DELAWARE HEALTHCARE FACILITIES FUND

Project [Identification Number]: 18206
Funding amount (Budget): $24,920,819.00
Project Expenditure Category: 1.10-COVID-19 Aid to Impacted Industries
Expenditures to date: $24,920,819.00

Project Overview

- Funds for workforce stabilization to include training, retention, hazard pay shift differentials, and other strategies to support required staffing levels.

Use of evidence

- This project seeks to tackle the intense burden placed on hospital facilities around the state brought on by pandemic risks and staffing shortages. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Training and retention payments will be analyzed and collected. Client satisfaction and facility impact studies will be conducted to determine the success of the program. Staff retention statistics, turnover and satisfaction will be determinants of success.

DHSS AFFORDABLE CARE ACT MARKETPLACE

Project [Identification Number]: 18274
Funding amount (Budget): $32,211.47
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $32,211.47



Project Overview

- Funding to support a marketing campaign to promote Affordable Care Act marketplace, particularly to individuals, age 18-64, in low-income zip codes throughout the state. Funds were used for the 2021-2022 and 2022-2023 open enrollment periods, and included printed materials including fact sheets and flyers, and digital advertising on social media channels.

- The Department of Health and Social Services requested $50,000 in ARPA funding to conduct a digital marketing campaign encouraging people who were hard hit by the COVID-19 pandemic – either physically or financially – and potentially had lost their healthcare insurance coverage through an employer or because of long-term illness to look at the affordability of plans on Delaware's Health Insurance Marketplace.

- DHSS received final approval on the funding in late December 2021, with only a little more than two weeks left in the marketplace's open enrollment for the 2022 plan year. This is, however, when many people finally decide about buying plans. We were also able to use remaining funds from the 2021-2022 open enrollment period for the 2022-2023 open enrollment period.

Use of evidence

- In order to evaluate marketing efforts and campaign success, the Department of Health and Social Services' marketing firm, Aloysius Butler & Clark, provided an analytics report at the end of each campaign.

Programmatic Data

- About 89% of Delaware's marketplace enrollees receive federal financial assistance in paying their monthly premiums and/o monthly deductibles and co-pays – and the potential expense of COVID-19 hospitalization.

- A direct cause and effect through marketing is almost impossible to calculate. However, these funds helped more than 30,000 Delawareans access low-cost health insurance two years in a row.

- The digital campaign during the 2021-2022 open enrollment period utilized Facebook newsfeed advertising, which resulted in 629,000 impressions; 2.4 thousand clicks; and 1.7 thousand sessions.



- The 2022-2023 open enrollment period utilized Facebook newsfeed advertising, which resulted in 1.7 million impressions; 5.7 million click; and 4.4 thousand sessions.

- Delaware had record enrollment on the 2022 Health Insurance Marketplace, with 32,113 people enrolled - an increase of 26.8% over 2021.

- Delaware saw yet another record-breaking Marketplace enrollment period, enrolling 34,742, an increase of 8% over the 2022 enrollment period.

Success Stories

- Press Releases:
  - 2023: https://news.delaware.gov/2023/01/27/enrollment-on-delawares-health-insurance-marketplace-for-2023-reaches-all-time-high/
  - 2022: https://news.delaware.gov/2022/02/03/enrollment-on-delawares-health-insurance-marketplace-for-2022-reaches-all-time-high/

Community Engagement

- With people leaving or losing their jobs because of the COVID-19 pandemic, they also may have left their health insurance behind. Our goal was to help close that gap among the recently uninsured by promoting the affordability and the enhanced tax credits to that population.

- We identified ZIP codes in Delaware where we know that the impact of COVID-19 – cases, hospitalizations, and deaths – has had a disproportionate impact on Black and low-income communities in our state (Wilmington, New Castle, Dover, Seaford and western Sussex County). Therefore, our marketing campaign would specifically geo-target individuals in those ZIP codes with digital marketing ads that tout the affordability of coverage.

- Our marketing firm, AB&C, used COVID-specific ads that emphasized the affordability of coverage for many individuals and families, especially for those eligible for the enhanced financial assistance from the federal government.

  Website Link: https://www.choosehealthde.com/Health-Insurance-Marketplace

DHSS Youth Risk Behavior Surveillance System

Project [Identification Number]: 18362
Funding amount (Budget): $576,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $576,000.00

Project Overview

Funding was used to support marketing and incentives related to the Delaware Youth Risk Behavioral Surveillance System (YRBS) and Delaware Behavioral Risk Factor (BRFSS) surveys. These Centers for Disease Control and Prevention (CDC) surveys are conducted by the DHSS Division of Public Health, Health Promotion and Disease Prevention section. The YRBS is an in-person survey conducted biennially (during odd years) to approximately 35 to 40 schools randomly selected by CDC that collects data from approximately 1500 Delaware high school students. The BRFSS is an annual telephone survey that collects data about health-related behaviors and risk factors from approximately 4000 among Delaware adults ages 18 and older each year.

Use of evidence

Project funding was used for Behavioral health surveys of Delaware students and adults. ARPA Delaware collected quarterly project status updates and compliance reviews, met with the project leads as well as reviewed sample invoices and transactions. Quarterly project reviews and compliance checks were used to ensure funding is used expeditiously and accordance with the project plan. Randomly selected schools by the CDC were incentivized to participate by utilizing ARP funds in 2021. In addition, vendors were used to produce print and social media advertisements for the survey participation. The number of schools and students that participated drove the statistical data and overall success of this project.

Website Link

The Youth Risk Behavior Survey (YRBS) | Healthy Delaware

DPH Reports and Statistics: Behavioral Risk Factor Surveys – Delaware Health and Social Services – State of Delaware – Division of Public Health

Materials Developed

- Please see attached. Statistical infographics were developed to help understand the impacts of the COVID-19 pandemic on Delaware youth. In addition, infographics were also developed related to youth tobacco use, mental health, and physical activity. These materials are able to be updated with most current data as it becomes available.

DHSS ARPA Project_18362 YRBS_

Programmatic Data

• Of the approved $576,000.00 of ARPA funding for this project, all $576,000.00 was spent as of the end of this project (March 31, 2025). During this reporting period, there were no further activities related to this project as the project ended. The last of the funding was used to pay for the development and implementation of Youth Risk Behavioral Survey (YRBS) informational and promotional materials and outreach/social media campaigns by March 31, 2025, as previously approved. Originally, funding was planned to be utilized by June 30, 2024, however some delays in getting approval(s) for some of the materials developed by the DPH Office of Communications (OCOMMs) made it necessary to request an extension to spend this down by March 31, 2025. The project objectives were completed by March 31, 2025. Final invoices from the contracted vendor were received and paid during this reporting period, and the project is considered closed. All funding approved for this project were used – there are no unobligated/unspent funds to report.

• Payment of incentive funding was made to 27 ($270,000.00 total) of the eligible schools that participated in the 2021 YRBS and completed submission of required documentation.

• $150,000.00 was used to partially pay three (3) monthly invoices to conduct the Delaware Behavioral Risk Factor Survey (BRFS) which collected covid-related information on Delaware adults.

• The remaining $156,000.00 was used to develop promotional and informational materials and run a social media/outreach campaign associated with the Delaware Youth Risk Behavior Survey, which were distributed and run beginning November 2024 and through the reporting period that ended March 31, 2025. Details related to this campaign are attached. As previously mentioned, these materials are able to be updated with the most current data as it becomes available.

Success Stories

Successful collection of YRBS and BRFS data to inform of impacts of COVID-19 pandemic on all Delawareans.

Community Engagement

This ARPA project 'responds to' the pandemic, as defined in the Federal Rule (FR417(b)(3)(i)(A). This project will allow DHSS to better address youth health disparities and mitigate some harms caused by the pandemic. This project will also allow DHSS to collect high-quality data for adult health-risk behaviors and chronic health conditions. Increasing representation of more demographics will be essential to mitigate the devastating health impacts of COVID-19.

DHSS DPH Lab

Project [Identification Number]: 18470
Funding amount (Budget): $14,422,605.27
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $9,570,777.07

Project Overview

Funding to support expansion of the new Division of Public Health laboratory. Funds are sought to construct a second floor above the new space to house teams from the infectious disease prevention and control team.

Use of evidence

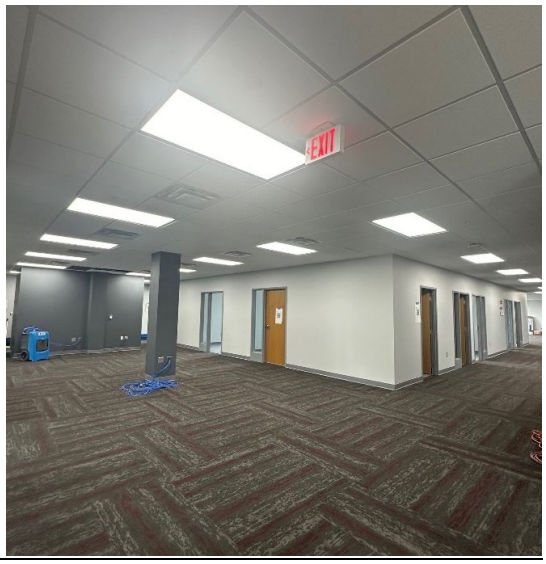
The grant funding will be used to expand and enhance the existing State of Delaware public health lab but adding a second story to house an infectious disease prevent and control team. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. The implementation of the disease prevention and control team will be evaluated to demonstrate the need and effectiveness of the new facility.

Project Update 7/16/25

- Certificate of Occupancy was approved by the Town of Smyrna as of 7/1/25.
- Contracts are being closed out and final punch list items are being completed.
- ARPA SLFRF Purchase Orders with Encumbrances remaining due to contingencies on contract Purchase Orders will be recoded to the ELC COVID grant due to the funding being extended after the POs are closed.

Photos







DHSS Health Data System

Project [Identification Number]: 18574
Funding amount (Budget): $5,000,000.00
Project Expenditure Category: 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $2,245,888.80

Project Overview

This funding is supporting the upgrade of existing data systems within the Division of Public Health's Health Systems Protection (HSP) section. This upgrade will allow movement away from paper-based inspections and applications, which must be hand-entered, to electronic reporting and recordkeeping. This project will lead to reductions in administrative staff time, improved efficiency, and allow for more consistent program delivery to stakeholders.

Use of evidence

•This project is creating a centralized database for permitting, billing, and inspections for regulatory public health programs that are currently conducting inspections on paper and operating in an unsupported Microsoft ® Access Database. The lack of an IT solution was exacerbated during the COVID

public health emergency. At a time when there should have been electronic ability to maintain the continuity of operations, there was not. Programs meant to prevent and mitigate public health hazards were unable to operate seamlessly. This solution creates a cloud-based solution with online access for data entry, emailing of pertinent documents, and electronic reconciliation of payments.

•The existing databases available for maintaining the permits and registrations of many of the regulatory programs are no longer supported by Delaware's Department of Technology & Information (DTI). The legacy databases are on a Microsoft® Access Database platform within Citrix. DTI discontinued the use of this platform after Microsoft discontinued support of the product. Without support from Microsoft® and DTI, the database has become both volatile and fragile. It arbitrarily removes data, ultimately resulting in compromised oversight of regulated facilities and a lapse in revenue collection. There are no viable alternatives outside of this Health Data System modernization. Without a new solution, the existing fragile databases will cease to operate in short order.

Programmatic Data

•The most recent, June 2025, status illustrates continued success of the development and deployment of database enhancements. The current and planned enhancements will positively affect the over 100 employees of the Health Systems Protection Section and the entire population of Delaware as it relates to the permitting, billing, and correspondence with the regulated community.

•The programs supported in these efforts include those that regulate: Food Protection, Childhood Lead Poisoning Prevention, Engineering, Plumbing, Public Drinking Water, Body Art Establishments, Recreational Camps, Bedding and Migrant Labor Camps. The Bedding module just completed, and the Plumbing module is entering User Acceptance Testing.

•An advanced enhancement will allow for customers to login in via Okta to a one stop shop for all their environmental health permitting needs.

•Thousands of stakeholders will be able to apply for permits, see their review status in the queue, make payments utilizing GoDE (Fiserv), and print documents related to their account.

Success Stories

•The most recent advancement was the development and integration of a solution to create PDF documents from the existing HSP Salesforce ® database that will save the section $8,000, annually, in licensing fees.

•Upgrades to existing HSP Salesforce ® database have made it possible for the food safety program to seamlessly create and email temporary food establishment permits to applicants. This alleviates the use of the unsupported Microsoft ® Access database, additional tracking in Microsoft ® Excel databases and manual entry into Microsoft ® Word documents for permit issuance.

•The overall project has seen the development of business requirements for the inclusion of Health Systems Protections programs into a supported database. Additionally, development, deployment and user guides and video tutorials have been created for those enhancements. The Bedding program's database has been created and tested. The Plumbing program's database is created and under testing.

Labor Practices

This project is using strong labor standards to promote effective and efficient delivery of high-quality capital projects while also supporting the economic recovery through strong employment opportunities for workers. The project utilizes the State of Delaware's procurement requirements, including solicitation of small and disadvantaged businesses and local hiring.

DHSS Emergency Housing

Project [Identification Number]: 18598
Funding amount (Budget): $6,661,693.57
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $6,661,693.57

Project Overview

- To develop and implement strategies to transition households experiencing homelessness.

Use of evidence

- Emergency housing funding for families at risk of homeless or presently homeless. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Utilization is tracked by temporary housing location by impacted family. In addition, geographic and demographic data is collected to be used as evidence supporting the outcomes of the project.

Programmatic Data



- Program initially formed to reduce the spread of Covid-19 virus. Hotels/Motels were used to assist with quarantined efforts.
- Funding used to provide non-congregate shelter to help reduce the spread of the Covid-19 virus.

- 3,385 people served
  - 1,206 New Castle
  - 860 Kent
  - 1,319 Sussex
- 1,852 adults served
  - 644 New Castle
  - 432 Kent
  - 776 Sussex
- 1,533 children served
  - 562 New Castle
  - 428 Kent
  - 543 Sussex
- 166,804 total days sheltered
  - 55,343 New Castle
  - 37,344 Kent
  - 74,117 Sussex

County	(All)

Row Labels	Sum of Days In Emer Shelter	Sum of Household Size	Sum of Children Under 18
African American	98,643	2,031	1,006
American Indian/Alaskan	638	14	6
Asian	294	5	2
Caucasian/White	61,337	1,187	448
Hispanic	4,716	110	55
Other	499	19	12
Pacific Islander/Asian	189	6	2
Unknown	488	13	2
Grand Total	**166,804**	**3,385**	**1,533**

Community Engagement

- All clients were offered wrap around services and case management via CPSU and other sister agencies.

DHSS Emergency Housing Flood Victims

Project [Identification Number]: 18667
Funding amount (Budget): $492,260.66
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $492,260.66

Project Overview

- To develop and implement strategies to transition households experiencing homelessness.

Use of evidence

- ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan.

Programmatic Data

- Clients=27 (estimated) Families = 19 served.
- All clients were offered wrap around services and case management via CPSU and other sister agencies
- Daily food delivery was provided to those who needed it.
- Provided a temporary emergency housing resolution during for those who had no place to stay due to their apartment building being condemned.
- Safe non-congregate shelter was provided to victims while the sought alternate permanent housing solutions.

DHSS Retention Premium Pay

Project [Identification Number]: 18721
Funding amount (Budget): $ 5,640,228.66



Project Expenditure Category: 3.1-Public Sector Workforce Payroll and Benefits for Public Health Public Safety or Human Services Workers
Expenditures to date: $5,640,228.66

Project Overview

- Retention incentives to existing DHSS facility patient care positions and DHSS nursing classifications. In response to the shortage of health care workers, retention incentives are being provided to direct care staff to enhance the department's ability to provide direct care to residents and patients.

Use of evidence

- Funding for retention incentives to existing DHSS facility patient care positions and DHSS nursing classifications. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Time and effort documentation as well as payroll reviews will demonstrate proper compliance within the scope of the project.

Programmatic Data

- Pay retention bonus to employees involved in clinical care of patients. These individuals had to be employed as of a certain effective date; and in order to receive the quarterly payment, employee had to be in a paid status. Casual/seasonal employees were eligible and had to have worked 75 regular hours during the qtr.
- Employees had to be in covered classifications and have an active pay line within an effective date.
- Hiring bonuses were deducted from retention bonus amount so there wasn't any double dipping.
- Individuals had to be in 24/7 direct patient care & community (nursing classifications).
- 8/8 payments have been made. However, there are still pending payments for a few specific individuals. Payment is delayed due to labor union negotiations.
- 657 employees have received retention bonuses.

This project has successfully concluded, with the last retention payment occurring in August of 2023. In Fiscal Year 25, approximately 73% of recipients were still retained by DHSS.

DHSS Vaccine Booster for Homebound Adults

Project [Identification Number]: 18749
Funding amount (Budget): $59,726.79
Project Expenditure Category: 1.1-COVID-19 Vaccination Health Public Safety or Human Services Workers
Expenditures to date: $59,726.79

Project Overview

Through ARPA efforts, the Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) stood up a Homebound Vaccine Access Hotline and Vaccine Booster for Homebound Adults program. The DHSS Homebound Vaccination Program provided Delawareans access to COVID-19 vaccines in their home. Homebound individuals are in general among the state's most vulnerable populations, often medically fragile. CallsPlus, with 24-hour service, provided the hotline, operators, and scheduling for Delawareans who were unable to leave their homes to access a COVID-19 vaccine. In addition to the COVID-19 vaccine, many individuals, including caregivers in the home, also received the flu vaccine.

Use of evidence

One of the projects associated with this funding was a commissioned research study through the University of Delaware's (UD) Center for Disabilities Studies (CDS) about COVID-19 vaccine access and hesitancy among people with disabilities, those who are aging, and their caregivers. DSAAPD was interested in understanding facilitators and barriers to accessing the COVID-19 vaccine and reasons for hesitancy to inform future vaccine policies and initiatives. The research study gleaned quality information about vaccine hesitancy that can be applied to any vaccination beyond the COVID-19 boosters. One finding is that the most relevant way for someone to be convinced to receive a vaccine is through their trusted primary care physician. Recommendations include:

- Create more drive-through vaccination sites.
- Increase vaccination services that come to a person's home to give them the shots.
- Provide affordable and accessible transportation to vaccination sites.



- Encourage households and relatives to get vaccinated together.
- Use a variety of media, such as social media, television commercials, texts, and phone calls to dispel vaccine myths and to inform users about locations for shots.
- Make the vaccines more available at primary care physicians' offices and other doctors' offices.
- Develop additional ways for appointments to be made via phone calls.

A website was developed to help increase healthcare access for people with disabilities, https://www.cds.udel.edu/healthcareaccess/, and was informed by the study.

Programmatic Data

Partnerships with independent pharmacies, pharmacist contractors, and nursing students and their supervisors provided the vaccines in-home. 1,050 households were served by the program, primarily by Cardinal Health contracted pharmacists. Of the 1,401 individuals who called the Vaccine Hotline, 347 individuals received general assistance or were referred to DSAAPD for additional supports.

Success Stories

DSAAPD served 1,050 households by the program Vaccine Booster for Homebound Adults, primarily by Cardinal Health contracted pharmacists. Of the 1,401 individuals who called the Vaccine Hotline, 347 individuals received general assistance or were referred to DSAAPD for additional supports.

This DSAAPD Vaccine Booster for Homebound Adults program officially ended June 30, 2023. DSAAPD is no longer supporting this initiative as funds are depleted. Since we are no longer in the height of the pandemic, COVID vaccines are readily available and accessible through other means and resources.

Community Engagement

The Homebound Vaccine Access program allowed for vulnerable adults and their caregivers the ability to receive preventative care for a global virus with ease, making the program a success. Delaware, through DSAAPD, was able to support the public health response initiative

in a significantly impactful way for medically vulnerable adults. More information on this program can be found at:

https://news.delaware.gov/2021/12/14/dhss-to-launch-toll-free-number-for-eligible-delawareans-who-are-homebound-to-access-covid-19-vaccinations/.

If an individual requesting an in-home vaccination seeks additional supports, the vaccination line will refer them to Delaware's Aging and Disability Resource Center (ADRC) for services and supports.

DHSS Federally Qualified Health Care Fund

Project [Identification Number]: 18750
Funding amount (Budget): $4,500,000.00
Project Expenditure Category: 1.10-COVID-19 Aid to Impacted Industries
Expenditures to date: $4,500,000.00

Project Overview

- Increase and or retain staffing capacity impacted by COVID-19 and COVID-19 Infection Control Measures. Provide payments to local healthcare facilities in order to retain employees and provide coverage of staff shortages due to COVID-19. Conduct compliance checks to ensure funds went to retaining employees and coverage of staff shortages due to COVID-19.

Use of evidence

- The project purpose is to increase and retain staffing capacity at impacted FQHC facilities. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan.

DHSS Early Childhood Testing

Project [Identification Number]: 0
Funding amount (Budget): $ 86,203.00
Project Expenditure Category 1.2-COVID-19 Testing
Expenditures to date: $0

DHSS Emergency Supplies

Project [Identification Number]: 18873
Funding amount (Budget): $128,601.08
Project Expenditure Category 2.37-Economic Impact Assistance Other
Expenditures to date: $128,601.08

Project Overview

- Provide supplies to families in need. Emergency Supplies for Families enrolled in Evidence-Based Home Visiting Programs project. Emergency Supplies for Families enrolled in Evidence-Based Home Visiting Programs project.

Use of evidence

- Evidence-based Home Visiting Programs (Healthy Families America, Nurse Family Partnership) are disturbing emergency supplies as need to the families they serve. Evidence-based home visiting provides a variety of services to families and children from prenatal to age 5. Research has demonstrated improvements in maternal and child health outcomes. Improvements include family economic well-being, increase in children's school readiness and providing early detection of developmental delays and connection to services.

Programmatic Data

- Approximately 140 families have received emergency supplies since the project began. Currently about 46% of the families that we serve in evidence-based home visiting are Black; 32% are white and 26% identify their ethnicity as Hispanic.

Success Stories

- One of our programs added the following note to a monthly report: Families who have been out of work, continued and new illness with COVID or those struggling have been supported with Food Lion gift cards.

Community Engagement

- Several strategies including the implementation of health ambassadors/community health works, social media and material are being used to ensure community awareness and to build social capital for evidence-based home visiting programs. These funds will ensure that parents,



children, and families enrolled in state funded evidence-based home visiting programs have access to the emergency supplies such as diapers, formula, food, and water as well as personal protective equipment.

DHSS Pregnancy Housing

Project [Identification Number]: 18874
Funding amount (Budget): $ 1,008,941.17
Project Expenditure Category 2.17-Housing Support Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities
Expenditures to date: $1,008,941.17

Project Overview

- Services for pregnant women in need.

Delaware Healthy Women, Healthy Babies: Guaranteed Basic Income

Delaware Healthy Women, Healthy Babies (HWHB) Initiative Guaranteed Basic Income Demonstration as part of the ***Delaware Healthy Mother & Infant Consortium (DHMIC)***

- As members and partners of the Delaware Healthy Mother & Infant Consortium (DHMIC), we have all made a promise to prevent infant and maternal mortality and improve the health outcomes of women of childbearing age and infants throughout Delaware.
- In Delaware, the overall infant mortality rate has been declining over the past two decades from 9.3 deaths per 1000 live births in 2000-2004 to 5.9 deaths per 1000 live births in 2017-2021 (Delaware Health Statistics Center, 2024). However, these data mask a significant racial disparity. The Black infant mortality rate of 11 is three times higher than the white rate of 3.4 deaths per 1000 live births (Delaware Health Statistics Center, 2024). The Black IMR reported for the City of Wilmington for the past three 5-year reporting periods including 2015-2019, 2016-2020 and 2017-2021 - are 17.1, 17.2 and 14.9 respectively.
- More than eight years ago, in response to high infant mortality rates and racial disparities in these rates, the Delaware Healthy Mother Infant Consortium (DHMIC), in collaboration with the Division of Public Health (DPH) implemented several initiatives to reduce the number of babies who die before their first birthday, address health disparities and to improve the health of women before, during and in between pregnancies.



- Two years ago, Delaware joined a growing list of cities throughout the country by targeting specific locations in the surrounding area of Wilmington to adopt the Guaranteed Basic Income (GBI) Program, which provides eligible pregnant women with regular cash payments for a specific and limited time period.
- Delaware's GBI program is a state funded and federally funded initiative is designed to help vulnerable pregnant women improve their birth outcomes.

Use of Evidence

Housing is a key social determinant that impacts health. There is sufficient evidence that demonstrates that housing interventions and wraparound support for low-income individuals and moms contribute to improved health outcomes for babies and decreased health care costs.[1]

The goal of this additional funding is to provide assistive services and support and flex funds beyond traditional well woman health care to address issues that affect those at high risk for Infant Mortality, maternal morbidity and mortality, and poor birth outcomes (low birth weight or premature births). These additional wrap around services and support, flexible support funds, can help reduce stress-inducing circumstances and help connect these women to needed services to address their Social Determinants of Health (SDOH) which may be impacting their physical and mental well-being. For example, the pandemic has disproportionately impacted Black women, Latinx/Hispanic women and low-income women overall, especially single female headed households, who lost jobs, or who work in the frontline service industry (i.e. retail, grocery stores, restaurants, etc.) that put themselves and their children and families at risk of infection. The CHWs and financial coaches can further enhance screening for SDOH by adding economic and health related questions, identify resources and help these women navigate unemployment/DOL resources, earned income tax credit, identify barriers (i.e. language, transportation, etc.) and help make connections to resources, educate women on resources and social service support.

DPH and a contracted vendor, in collaboration with the Delaware Healthy Mother and Infant Consortium, understand the importance of including women with lived experience in the design of the demonstration project and ensuring their voices are elevated and their feedback incorporated in the

[1] https://www.healthaffairs.org/do/10.1377/hpb20180313.396577/full/#:~:text=Housing%20is%20one%20of%20the,and%20decrease%20health%20care%20costs.&text=This%20brief%20outlines%20the%20literature,future%20research%20and%20policy%20agendas.



housing program design. To engage women with lived experience, 3 focus groups were convened with 10 women of childbearing age, who are or who have been housing insecure in Delaware.

Women expressed the need for housing that is specific to new, young moms and housing options that support women in skill building and becoming economically self-sufficient. Thus, the importance of including a flex fund approach in this demonstration project. Participants were asked to share ways that their health and well-being have been affected by their housing status. The most common response among participants was stress. Many stated that stress around finances, rent, security deposits, needing to buy furniture, needing to pay bills, etc. was at times overbearing. For one participant, this stress has been an exacerbating factor of a chronic disease. Other stressors included lack of transportation to get to work and lack of support systems which further contributed to stress and impacted their health. A few women stated that the stress they experience has led to both unhealthy eating habits as well as becoming food insecure and stressing over their next meal or what their children will eat. This level of stress was said to lead to mental health issues for many women. In addition, some shared that it can be very hard on the child going from place to place and that stress experienced by the mom can be transferred to the children as well.

Research shows that early childhood poverty is a risk factor for lower school achievement, reduced earnings, and poorer health, and has been associated with differences in a children's brain structure and function. More guaranteed basic income experiments like the demonstration project that DPH is proposing are popping up across the country in cities, as a strategy to improve outcomes for women, babies and families. A recent study on the Stockton Economic Empowerment Demonstration (SEED) show guaranteed income recipients were less anxious and depressed, both over time and compared to the control group. They also saw statistically significant improvements in emotional health, fatigue levels and overall well-being. Study recipients also had a greater ability to pay for food, pay bills, and pay for unexpected expenses. *(stocktondemonstration.org)* Another promising approach and project that the Delaware GBI demonstration project is based on is the Abundant Birth Project in San Francisco, CA, which offers pregnant women guaranteed basic income during a critical period of development, and therefore is an untapped opportunity to generate long term health and financial improvements for moms and babies. Most recently, the city of Philadelphia has also implemented a guaranteed basic income program for pregnant women, similar to Delaware's model.

Community Engagement

- Two rounds of surveys, interviews and focus groups have focused on:
    - Changes to financial well-being and access to services.
    - Immediate impacts on stress and well-being.
    - Initial feedback on the program, including the coaching and case management, and spending patterns.

- Initial interview findings include program is easy to enroll and access the funds, work with case managers has been helpful, and program has positively impacted their lives with Improved mental health, reduced stress, improved access to food, healthcare, daycare, and transportation, and lastly other children have experienced positive impacts.
- Stress level decreased from pre-survey to quarterly surveys, and most women reported an increased ability to get clothing, childcare, phone, medicine/health care.
- Ensure that health care providers (through the Healthy Women Healthy Babies network) who serve low-income high risk women, are screening for social determinants of health and referring women who identify as housing insecure. Existing infant mortality funding is used to support the Healthy Women Healthy Babies providers, who are required to screen for SDOH, as a required performance benchmark.

Top Line Findings

- The program costs were $587,947 per year.
    - This includes costs to run the program and cost of the $1000/month benefit, plus costs to run the program.
- Benefits to the program participants, the community, and taxpayers was $2,490,541 per year.
    - This includes increased employment earnings, connections to safe and affordable housing, SNAP, WIC, TANF, and Earned Income Tax Credit (EITC), Medicaid savings via reductions in emergency room visits and hospitalizations.
- The ratio of total benefits to total costs is 4.24 to 1.
    - **Thus, the grand total of benefits from the GBI program is more than four times the amount of the total costs of the GBI program.**
- An ROI of 324% means that:
    - **for each dollar invested in the GBI program, more than three dollars was returned.**

The Program

- $1,000 a month in the form of a debit card for two years
- Linkages to, and guidance on, prenatal care and post-partum care, financial coaching, and referrals for primary health care, mental health, and personal health and wellness.

The Participants

- 40 women in their first or second trimester of pregnancy (at enrollment) with incomes less than the federal poverty level



Goals

- reduce stress
- improve physical and mental health of participants and their children
- improve maternal and infant birth outcomes
- reduce utilization of emergency departments and decrease hospitalizations
- increase financial stability, housing stability, and employment stability

Results

Overall

- decrease in overall stress
- improvements in physical and mental health, reductions in ED and hospital use
- some women have found new jobs, bought homes, paid off debts, and improved credit scores
- positive return on investment

Spending

Participants spent their stipend on basic necessities: food, household items, transportation, rent, Internet and phone, clothing, utilities, insurance, childcare, and personal hygiene.

Category	Percent of Spending
Food (Restaurants, Groceries)	30%
Household Items, Basic Needs	11%
Gas, Automotive, Transportation	9%
Internet, Phone	9%
Rent (including cash transfers for rent)	7%
Clothing	6%
Utilities	3%
Insurance	2%
Child Care	2%
Personal Hygiene	2%
Entertainment	2%
Unclassified	9%

Health and Stress

Participants' physical and mental health improved throughout their participation in the Demonstration.

- 89% of moms received prenatal care
- 81% of babies had no complications
- Poor physical health days went down



- Poor mental health days went down
- The number of days that poor health prevented participants from engaging in their daily activities went down
- ED visits went down
- Hospital stays went down
- Levels of stress went down

Other Participant Self-Reported Outcomes and Feedback

- Working with financial coaches helped improve their credit score, taught them out to create a budget and savings plan, learned new financial skills.
- With help from a financial coach, one participant was able to purchase a house.
- Financial coaches connected participants to the following resources: electric, water, the Delaware Housing Assistance Program, Toys for Tots, and more.

Case Management

Case managers connected people to WIC, food assistance, rental assistance, child support information, DEHAP, food banks, career information, breast feeding classes, giveaways, the Low-Income Energy Assistance Program (LEAP), daycare information, English classes, and Head Start.

Cost Benefit and Return on Investment Analysis Findings

- Total annual costs of the program operations were $587,947.
  - This includes costs to run the program and cost of the $1000/month benefit.
- Total annual benefits were $2,490,541.
  - This includes increased employment earnings, connections to safe and affordable housing, SNAP, WIC, TANF, and Earned Income Tax Credit (EITC), Medicaid savings via reductions in emergency room visits and hospitalizations.

Cost/Benefit Ratio

- The ratio of total benefits to total costs is 4.24 to 1. **Thus, the grand total of benefits from the GBI program is more than four times the amount of the total costs of the GBI program.**
- An ROI of 324% means that **for each dollar invested in the GBI program, more than three dollars was returned.**
- The ROI represents how much the benefits grew from the initial investment.

DHSS Meals, Meal Delivery, Case Management

Project [Identification Number]: 18955
Funding amount (Budget): $882,419.49
Project Expenditure Category 2.1-Household Assistance Food Programs
Expenditures to date: $882,419.49

Project Overview

- This funding will provide meals, meal delivery, and case management to pandemic impacted citizens sheltered in hotels and motels. These residents are at risk of returning to homelessness at the end of the pandemic. Case management services will include client assessment, referral to community partners, engaging residents in employment and training services, assisting in seeking housing, financial counseling, transportation, services.

Use of evidence

- Funding for employment of case managers and transportation including drivers and Fleet services, training for café staff, restaurant food and supplies. Partnerships with other community partners for additional supportive services including the FoodBank of Delaware and DEHAP.

Programmatic Data

- Number of clients/people/families served – Total # of HH members 16,574
- Demographic information (age, gender, race) – Total # of children 8003, Total # 65 or older 295; 58% Black, 37% White, 3.8% Hispanic, 0.3% American Indian/Alaskan, 0.2% Asian, 0.2% Pacific Islander, 0.5% unknown
- Number of items purchased and distributed (if applicable) – Total meals delivered 1,079,532
- Client engagement information (Are there client satisfaction surveys? Were clients also seeking additional services? Etc.) – Clients received an assessment to determine all needs during the pandemic. Most requested services included assistance with finding permanent housing, employment, long term food insecurity, referral assistance to other programs for children and aging.
- Impact on the community – The program helped to reduce the spread of COVID throughout Delaware among the homeless population by providing meal delivery and remote case management services to individuals housed at hotels and motels throughout the state.
- Outcome of the project as it relates to the pandemic and purpose of the funding – As of the end of the pandemic sheltering program on 10/1/2022, clients have transitioned to other



shelter/housing arrangements such as moving in with family/friends, renting rooms, finding permanent housing, staying at the Sunday Breakfast Mission, the YMCA, and other programs. CPSU staff has continued to help Pandemic Sheltering clients with securing permanent housing and addressing food insecurity.

- Any websites or press releases about the project – DSSC and DSS created flyers provided to clients weekly which included pandemic program information, resource fair events, resource websites. See attached: 3507 18955 Community and State Agency Resources FOR DISTRIBUTION 092922.pdf

Success Stories

- CPSU provided various services during the pandemic including but not limited to housing resources, help with applying for DEHAP rental assistance program, screening for affordable housing options, applying and renewing DSS benefits, and transportation of clients, meal-delivery, and dissemination of information to clients.

  One example of successful case management during the pandemic was Master Family Service Specialist Dwayne Hardwick supporting client J. Wilson throughout her housing journey. Ms. Wilson began receiving case management services on June 30, 2021 and needed help finding housing for her and her husband. Dwayne Hardwick along with case manager Timothy Bayard and IMPACT Team supervisor Gatefred Bivins worked together to make sure Ms. Wilson and her husband transitioned into their new home at Village of St. John before the pandemic sheltering program ended on 10/1/2022. The team even assisted the family with moving their belongings into their new home. Through case management, transportation services and Ms. Wilson's hard work, the Wilson family are now stable in their new home.





Master Family Service Specialist Dwayne Hardwick and Case Manager Timothy Bayard helps his client move her belongings into her new home.

Community Engagement

- The Division of State Service Centers (DSSC) experienced an uptick in its Emergency Assistance Services program at the start of the pandemic. It was quickly determined that the homeless and low-income populations were at a higher risk for contracting and spreading COVID-19 due to lack of stable housing or access to medical care, and food insecurity. Through the partnership between DSSC and Division of Social Services (DSS), we were able to provide information to the community about the pandemic sheltering program. This was done via several methods of communication such as resource fairs, flyers, notification to community partners and direct contact with clients by case managers through phone calls, emails, and home visits. As a result, clients who needed to quarantine had access to hotels and motels throughout Delaware due to the funding for the pandemic sheltering program. DSS provided transportation, meal delivery, case management services, and assisted clients with applying for benefits by making visits to their hotels or homes, in addition to meeting with clients virtually if the client had access to the technology to do so. This allowed clients to remain in quarantine rather than risk going into the community and spreading the COVID-19 virus to family and other community members.

DHSS ARP Admin & Oversight

Project [Identification Number]: 19036
Funding amount (Budget): $338,720.99
Project Expenditure Category: 7.1 Administrative Expenses
Expenditures to date: $ 338,720.99

Project Overview

This funding line is for staff salaries to manage the ARPA SLFRF grants awarded through the Department of Health and Social Services.

DHSS DSAMH Psychiatric Center Feasibility Study

Project [Identification Number]: 19186
Funding amount (Budget): $200,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $200,000.00

Project Overview

To examine the feasibility of replacing the current DPC at the Hermon Holloway Sr. campus with a modern facility to better serve the needs of Delawareans.

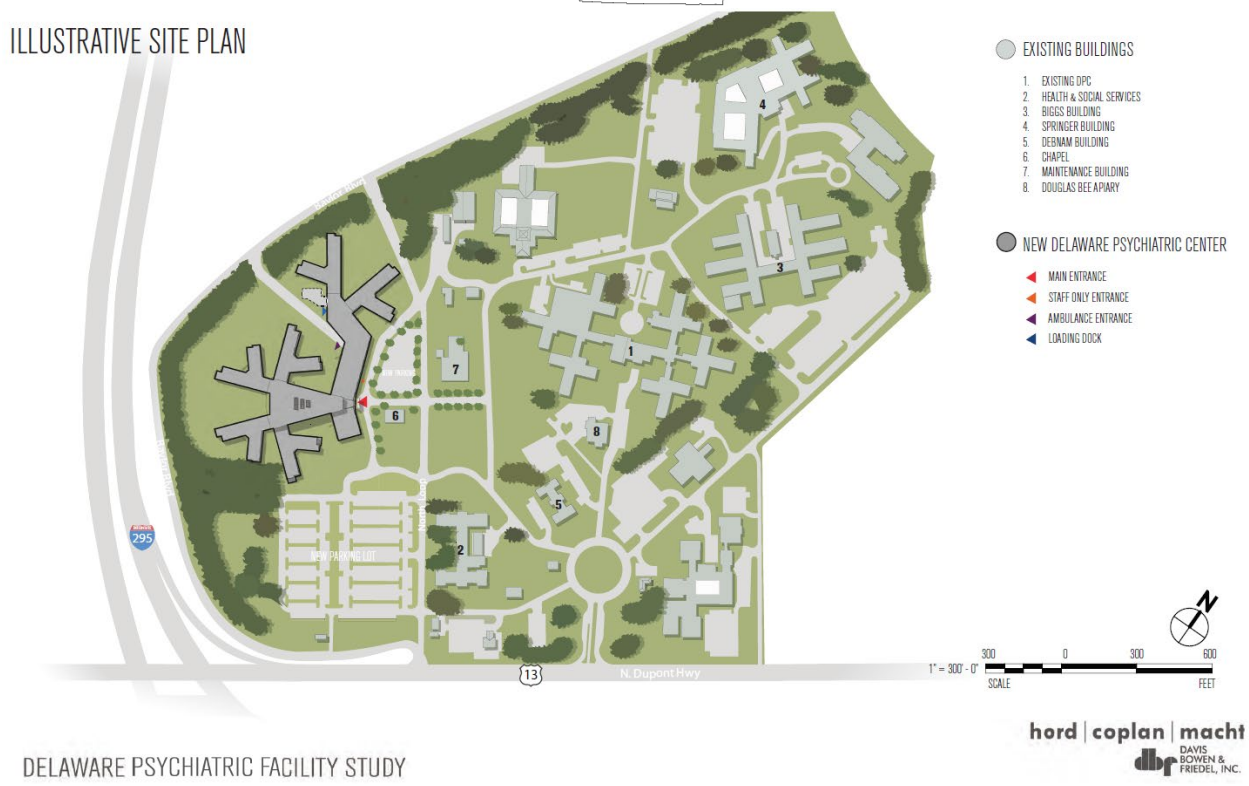
Use of evidence

Funding used to provide a feasibility study and cost estimate to be used to leverage funding for a new facility. The new facility will consolidate all buildings and support spaces in one place, making it more secure and easier on the staff. The new facility will provide an improved building design, more efficient use of staffing and resources, which will also improve the quality of care.

- Architectural Firm Davis Bowden and Friedel Inc, conducted a comprehensive study that involved participation from DSAMH employees, current DPC staff, community health partners, and public officials.
- Engineers and Architects from the contracted firm visited the current facilities, gathered technological and critical hospital data, and used that information along with current & protracted psychiatric data to generate a draft for a new hospital.
- Included in the draft was also Public Infrastructure studies that allowed them to create a modern facility draft of a new hospital that would better serve all of Delaware.

- With the help of DSAMH leadership this study/proposal was presented to select senate members and the public at a conference hosted by the Lt. Governor's Office, general assembly in January 2024.
- DSAMH awaits word on how and if the study would move forward. Slides from the final presentation are shown below:





Community Engagement

- Surveys have been sent to all interested and involved parties. This includes the legislators, Community Legal Aid, therapists, physicians, as well as other DHSS staff that work in the buildings on the Holloway Campus.

DHSS GVI Safer Delaware

Project [Identification Number]: 20129
Funding amount (Budget): $1,237,969.67
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $987,816.34

Project Overview



- Safer Delaware Fund, seeks approval to use ARPA funding to respond to the public health emergency of community gun violence. The Safer Delaware Fund is a proposed grant program to be administered statewide through a partnership between the Governor's Family Services Cabinet Council, including the Department of Health and Social Services, and the Delaware Criminal Justice Council.

Use of evidence

- Funding will provide supportive services to participants in need of housing, food, mental/physical health assistance, employment, leadership development, and workforce training, transformative travel, and experiential learning.

Programmatic Data

- The project is currently servicing approximately 399 participants and their families, as needed, at varying levels of engagement.
- The project is currently experiencing an engagement rate of 60% of active participants and a retention rate of 57% of enrolled participants.
- Participant engagement – all participants receive an assessment and an individual service plan. The majority of participants expressed desiring assistance in the areas of housing, employment, medical/mental health services, and general benefits.
- Demographic Information (age, gender, location) Total # of Youth = 43(11%), Total # of Adults = 356(89%), Total # of New Castle County participants = 261(65%), Total # of Kent County participants = 131 (33%), Total # of Male participants = 391 (98), Total # of Female participants = 8 (2%)
- The project has had great success with assisting participants with obtaining safe and affordable housing. To date the project has successfully assisted approximately 63 (16%) families with obtaining State Rental Assistance Program (SRAP) vouchers.
- Of the 63 participant families that have received SRAP vouchers since the project's inception, 10(16%) vouchers are currently active and in use, 16 (25%) vouchers have been utilized to capacity and participants are now paying fair market rent, 2 (.03%) vouchers are currently pending finding a suitable residence, and 17 (27%) vouchers have been withdrawn or terminated due to non-compliance.
- The project has assisted participants and their families during emergency or safety related issues by providing funding (approximately $21,000.00) support for approximately 48 weeks of emergency shelter/motel services.
- 65 (16%) participants currently receive stipends related to work force development and leadership training. An additional 100 participants will be processed and begin receiving stipends during FY26.



Success Stories

- Success stories
  Current GVI member discusses his journey since being involved with GVI. Discusses not ever imagining he would be in the successful position he is in today. Provides a lot of thanks to GVI for putting him in position and providing an opportunity for him to succeed in life.

  https://www.canva.com/design/DAGr11O0Pfk/V2SvSv50JgaTn7qXKK3Beg/watch?utm_content=DAGr11O0Pfk&utm_campaign=designshare&utm_medium=link2&utm_source=uniquelinks&utlId=h003d555096

Community Engagement

- A variety of community engagement events have been held and are scheduled throughout the remainder of the year.
- To date multiple Call-Ins and Community Collaborative events have taken place in New Castle and Kent Counties
- GVI has also hosted 12 onsite resource fairs for participants that have resulted in over 50 employment offers to program participants
- Currently developing gun violence prevention resource material that will be provided to partners and community members

  Community Engagement Bi-Weekly News

  As part of our commitment to transparency and community engagement, our GVI Community Engagement Bi-weekly communication aims to keep our GVI Support and Outreach staff in the loop and bridge any barriers in communication. The bi-weekly aims to foster collaboration, communication, and most recently to share highlights among internal stakeholders. We endeavor to provide insights into the impactful work undertaken, upcoming events, and resources.

  https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:1e0553a3-c278-4974-97fd-06bbbae3666d

  https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:1972a12f-b8bd-4b25-a163-bbe6dfcc9dec

Labor Practices

Currently have a compliment of 13 case managers. 12 case managers assigned to provide services in New Castle County and 2 case managers are assigned to Kent County. Current participant to staff ratio is 31:1. Seeking to increase case management staff. Overall goal is to use best practice of case managers maintain a caseload of 8-12 participants.

DHSS Emergency Housing Adams St

Project [Identification Number]: 20366
Funding amount (Budget): $178,875.00
Project Expenditure Category: 2.17-Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities
Expenditures to date: $178,875.00

Project Overview

- During the pandemic, Delaware citizens including many families with children became homeless because of a variety of reasons including eviction, inability to pay rent or utilities, lack of available housing stock, lack of shelter space, and lack of other state or federal supports to enter permanent housing.

Use of evidence

- ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan.

Programmatic Data

- 24 clients, 15 families served
- All clients were offered wrap around services and case management via CPSU and other sister agencies
- Daily food delivery was provided to those who needed it
- Provided a temporary emergency housing resolution during for those who had no place to stay due to their apartment building being condemned
- Safe non-congregate shelter was provided to victims while the sought alternate permanent housing solutions

DHSS DERSS

Project [Identification Number]: 21188
Funding amount (Budget): $6,640,072.99
Project Expenditure Category: 3.4 Public Sector Capacity Effective Service Delivery
Expenditures to date: $3,545,418.99

Project Overview

- This project is to support implementation of the replacement system for the Delaware Electronic Reporting and Surveillance System (DERSS), Sexually Transmitted Diseases Management Information System (STD-MIS), Healthy Homes and Lead Poisoning Surveillance System (HHLPSS) and other data systems used regularly by the Division of Public Health. The new system is called Delaware EpiLab Insight (DELI) and went live on May 20, 2025. The warranty period (during which DPH had limited functionality) concluded on July 7, 2025 so DPH is now working through processes to maintain and support the system moving forward.

Use of evidence

- This project focuses on supporting public health expenditures by replacing Delaware's current outdated surveillance systems with a new modern, integrated system. DERSS is currently the primary system for COVID-19 surveillance as well as over 100 other infectious diseases reportable to the state and nationally notifiable. STD-MIS manages data for sexually transmitted infections such as chlamydia, gonorrhea and syphilis. HHLPSS manages data for blood lead and property lead testing results. The COVID-19 pandemic made it very clear that our current data base systems cannot talk to each other and all COVID-19 data were processed and reported through manual processes. It also had no capabilities to contact trace for larger outbreaks. The new DERSS replacement system, called Delaware Epi Lab Insight (DELI) will integrate data on over 100 reportable conditions and provide functionality such as case management, laboratory results management, outbreak management and contact tracing. Functionality such as automatic case creation will allow the system to automatically create cases based on codes provided in the laboratory test results submitted by providers, replacing manual case creation work that happens for hundreds of laboratory test results daily today in the DERSS and other systems. Outbreak detection algorithms will allow for faster detection of possible clusters and outbreaks that are above the expected baseline of disease, giving investigators an earlier warning to look into the causes of any possible increases in disease rates.

Programmatic Data

- The system has been built to accommodate up to 750 users who will include state employees such as epidemiologists, program staff and informatics staff, as well as outside partners who report laboratory results to DPH such as hospital infection preventionists, long-term care facility nurse administrators, laboratory staff, and school nurses.
- The system has been to accommodate over 100 reportable diseases and conditions including clinical signs and symptoms, laboratory testing results, epidemiological exposure information, as well as contact tracing and outbreak investigation information where applicable.

Success Stories

- The first phase was the planning phase where teams related to each of the 10 system modules came together to lay out business requirements for the vendor to understand what DPH needs the system to do and how we want it to work. Each module consisted of 4-5 meetings between DPH program staff and the vendor, after which the vendor produced Requirements Specifications Documents that were then approved by DPH. Planning began at project kickoff in August 2023 and was successfully completed around December 1, 2023.
- The second phase of the project was design, which began in mid-December 2023. During the design phase each team reviewed the previously approved Requirements Specifications Documents with the vendor in a series of meetings, and laid out more specific technical requirements for the builder to configure and customize the system to meet DPH's needs. For each of the 10 modules the vendor produced a Technical Specifications Document to accompany the Requirements Specifications Document and both were then approved by DPH. The module design phase was completed in early February 2024.
- In early February 2024, we began the third phase of the project- design for interfaces. Interfaces allow data to be shared between the DELI system and other data systems used or managed by DPH. An example is that DELI will house case information for pertussis, a vaccine preventable disease, including the case's laboratory testing information, symptoms, and other exposures they had while they were contagious. The DELI system will be able to "talk" to the DelVax system, which is our state immunization registry, and DELI users will be automatically able to pull information from DelVax as to whether the pertussis case was previously vaccinated against pertussis or not, without having to log separately into DelVax. The interface design phase is expected to be completed later this summer.
- In spring 2024, we began the fourth phase of the project, data mapping. There are multiple old data systems that will be retired when DELI goes online. When this happens, we take the data out of the old system and insert it into the new system, DELI. In order to do this, we need to "map" the data from the old system to tell the vendor where to put it in the new system. Each module has its own Data Mapping Guide document that is collaboratively prepared by DPH program staff, informatics staff and information technology staff, and then sent to the vendor for review and implementation.

- The fifth phase of the project was User Acceptance Testing (UAT). This is the process where DELI users login to a test environment and practice using all of the functional requirements that were mapped out in the business requirements gathering and design phases. Then they record whether each function worked as designed, and if it was not functioning, a ticket was submitted to the vendor to get the issue fixed. UAT concluded in mid-May, 2025.
- After UAT the next phase was Data Conversion. This is the process of using the Data Mapping Guides, described in phase four, to actually move the data out of the old systems and into the new one. This process occurred just prior to go live in early May 2025.
- On May 20, 2025, the system went live. All data from the three legacy systems was put into DELI and users were able to login and begin processing new cases. Some issues were immediately identified and any issues identified during the warranty period (May 20-July 7) were to be resolved by the vendor as part of the warranty. The warranty period also included extensive end user and administrator training for the vendor, preparing the various DPH teams to take over the "keys" to the system at the conclusion of the warranty period.
- The "support" phase began on July 8th. This means that DPH is now in charge of all changes to the system moving forward. The team is currently working through a process for change management and prioritization of bug fixes and change requests moving forward.

Community Engagement

- DPH was given the ability to add external community users at the end of the warranty period on July 7, 2025 and is currently working to set up an onboarding process that is expected later this summer. Once fully implemented, we anticipate engaging with the community in two key ways.
- First, there will be outside users who report laboratory testing and other clinical information to DPH through the DELI Provider Portal. These users include hospital infection preventionists, long-term care facility nurse administrators, laboratory staff, and school nurses.
- Second, DELI is primarily a database that will house information about case-patients, and that information comes largely from phone interviews conducted with case-patients themselves. Case patients include anyone in Delaware who is tested for a disease or condition that is considered reportable in Delaware, where the laboratory or hospital must report those test results to DPH by law. To engage with communities that have limited English proficiency, DPH uses a language translation line that allows English-speaking DPH staff to communicate with case-patients in the language of their choosing.

Labor Practices

- Hiring for this project has been completed through a third-party vendor which was selected through a competitive bid Request for Proposals Process in 2022 in accordance with State of Delaware policies.

DHSS DERSS

Project [Identification Number]: 22450
Funding amount (Budget): $1,498,497.92
Project Expenditure Category: 2.1-Household Assistance Food Programs
Expenditures to date: $1,263,294.08

Project Overview

Funding for the purposes of addressing food insecurity among the population eligible for Supplemental Nutrition Assistance Program benefits by directing to-be-wasted food to these citizens at a discount. The project has been rebranded to the SNAP Smart Food Program. This program will allow households receiving SNAP to get certain foods at a lower cost at participating retailers, reduce food waste, and improve food and nutrition security. Individual SNAP recipients will opt-in to the program and enroll in the mobile app to access special discounts and nutrition education information. The project vendor, r4 Technologies, is in the development phase of the project, which includes work on the mobile app, couponing approach, retailer engagement, and an outreach and communication plan.

Use of evidence

The vendor used data for consumer demand and food industry supply-chain processes, systems, and surplus to develop the framework and technology for an industry-driven, government-enabled solution.

The vendor will collect program evaluation data to share with DHSS, including, but not limited to, the number of participants, the number of retailers, and the annual aggregate levels of coupon issuance and redemption by high-level and item-level categories of eligible incentive foods.

Programmatic Data

Number of participating retailers to date: 1

Community Engagement

The project will be executed on a neighborhood and store level to focus on the families and individuals with the greatest need. This will support participation not only by national and regional retailers and food producers but will also facilitate participation by eligible local producers and retailers. Demographics and neighborhood data acquired and curated by r4 Technologies at the Census Block



Group level will provide detailed information about specific neighborhoods and the people who reside there, including social vulnerability indexes (SVI), SNAP recipients in the population, and poverty and income levels.

This project will be promoted to SNAP recipients in multiple formats and languages.

DHSS LEAD DPH

Project [Identification Number]: 23970
Funding amount (Budget): $2,999,999.99
Project Expenditure Category: 2.1-Household Assistance Food Programs
Expenditures to date: $692,139.18

Project Overview

These ARPA funds are being used for lead-based paint hazard remediations in homes where lead poisoned children have been identified to live or spend time. The funds support the initiatives of the Delaware State Lead-based Paint Program, as identified in Delaware Code Title 16, Chapter 26, Childhood Lead Poisoning Prevention Act.

PROGRAMMATIC DATA –

Two (2) certified Lead Abatement Contractors have been conducting remediation work since early in 2025.

SUCCESS STORIES –

Between January 2025 and June 30, 2025, Eleven (11) homes have been remediated of lead-based paint hazards. The eleven remediation projects ranged in cost from $5,300 to $139,037.50. These efforts have mitigated the lead-based paint hazards in homes where children live or spend time.

COMMUNITY ENGAGEMENT -

The Delaware Lead-based Paint Program (DSLPP), which oversees the spending of these funds, was created by Senate Bill 9, from the 152nd General Assembly. The bill was crafted by the Childhood Lead Poisoning Prevention Advisory Committee and advocates. The bill saw much support in the way of community engagement by the Lead-free Delaware organization and associated public comment.

Use of evidence

Lead-based paint is prevalent in many Delaware residences and causes extraordinary neurological

damage in children, including seizures, behavioral disorders, developmental delays, and cognitive disabilities. Abatement or remediation of lead-based paint in all pre-1978 rental properties is a priority of the DSLPP. Utilizing the funds provided by the Governor's office for lead-based paint abatement, the DSLPP is closing the gap on existing homes with lead, creating a safe environment for Delaware children to grow and thrive.

DEPARTMENT OF LIBRARIES (DDL)

DIVISION OF LIBRARIES MENTAL HEALTH

Project [Identification Number]: 19941
Funding amount (Budget): $726,500.00
Project Expenditure Category: 1.12 Mental Health Services
Expenditures to date: $295,215.35

Project Overview

This project will allow the Delaware Division of Libraries (DDL) to provide Delawareans with 24/7 access to licensed therapists. The project will leverage TalkSpace, an online mental health care company that matches therapy seekers with in-state licensed therapists and enables text, audio, or video chat communication through the Talkspace website or a mobile app (unlimited texting, along with one audio-visual visit/month). The funds are being used to purchase TalkSpace vouchers. Also funded are a part-time contract manager, as well as a part-time data scientist position. DDL is currently completing contract negotiations with TalkSpace. We are also starting to meet routinely with TalkSpace implementation staff who will develop a Delaware landing page. It is anticipated that TalkSpace services in Delaware will begin late July/early August time frame. DDL has also conducted interviews for a data scientist and is anticipating that the position will be filled late July/early August time frame. DDL Specialists will also obtain feedback from TalkSpace voucher users in terms of satisfaction with this mental health service.

Talkspace Referrals

We continue to engage additional referring organizations in our on-going effort to increase referrals. Currently, staff from 8 organizations have been trained to be able to make referrals to the Delaware Libraries Talkspace program. Also, the Teleservices Specialists can make referrals when one of their library patrons identifies a mental health issue. Finally, I am in the process of setting up training for 5 additional organizations.

The goal is to receive 10-12 referrals each month. We continue to receive the most referrals from DelTech and internal referrals (from Specialists).

Additional Services for Vulnerable Populations

Specialists now provide walk-in assistance to 18 libraries throughout Delaware.



Updating Data Collection System

Our data scientist has been updating the data collection system for general patron visits with Specialists. As of 4-1-25, data reporting includes an analysis of Talkspace patron feedback, as well as data covering general patron visits to Specialists.

The Talkspace feedback data is derived from the Kessler Psychological Distress Scale (K9), which assesses levels of mental distress through responses to questions on nervousness, hopelessness, restlessness, depression, lack of effort, and feelings of worthlessness.

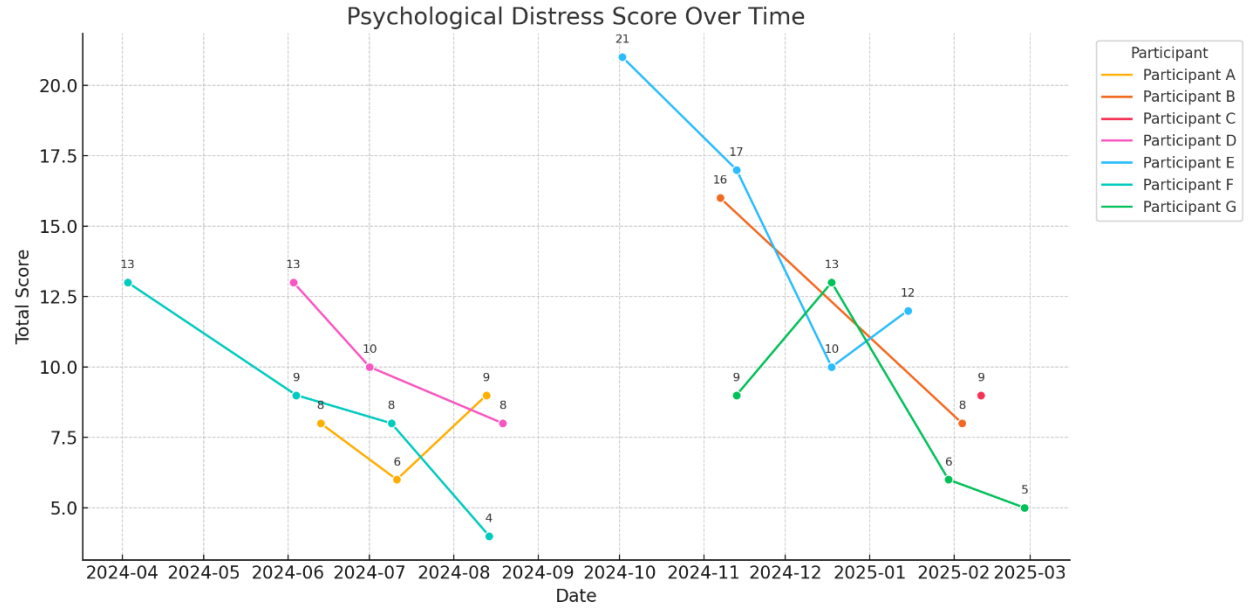
Data Reporting - Talkspace

The Talkspace Project aims to bridge the gap in mental health care access by connecting community members with telehealth counseling services provided by Talkspace. By examining the referral data and psychological distress assessments, the project seeks to understand participant demographics and evaluate the effectiveness of telehealth interventions. The following report presents an analysis of the latest Talkspace.

Psychological Distress Assessment

To assess the impact of Talkspace services on emotional well-being, this report reviewed distress scores from patrons who participated in three or more sessions. This focus on engaged users provides a clearer picture of therapeutic effectiveness.

The data demonstrates that many of these participants experienced a steady reduction in psychological distress over time. In several cases, individuals began the program with high distress scores and concluded their series of sessions with substantially lower scores.

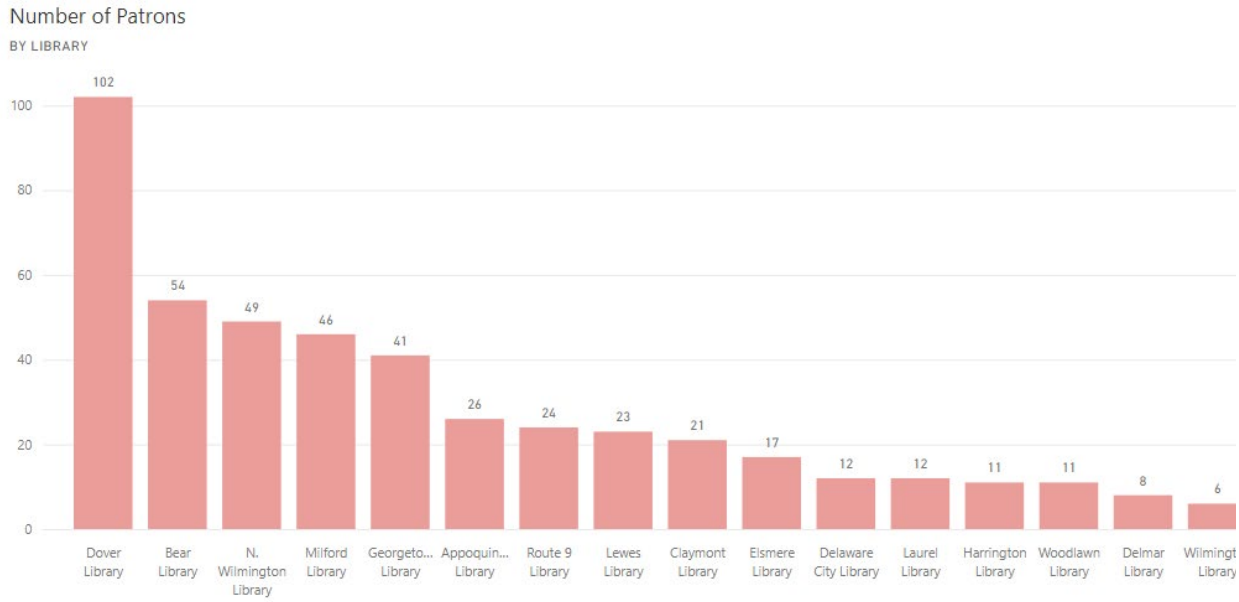


Talkspace Referrals

There was a total of 25 referrals to Talkspace from April 1st – June 30th 2025.

April – June Patrons Assisted by Specialists: 431 Total Visits




Number of Patrons
BY LIBRARY
102
54
49
46
41
26
24
23
21
17
12
12
11
11
8
6
100
80
60
40
20
0
Dover Library
Bear Library
N. Wilmington Library
Milford Library
Georgeto... Library
Appoquin... Library
Route 9 Library
Lewes Library
Claymont Library
Elsmere Library
Delaware City Library
Laurel Library
Harrington Library
Woodlawn Library
Delmar Library
Wilmingt Library

DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL (DNREC)

DNREC Shoreline Protection

Project [Identification Number]: 18679
Funding amount (Budget): $1,300,000.00
Project Expenditure Category: 6.1 Provision of Government Services
Expenditures to date: $1,300,000.00

Project Overview

Provide the government service of performing several shoreline management projects to add sand to the beaches and dunes in Pickering Beach, Kitts Hummock, Bowers, Slaughter Beach, and Delaware Seashore State Park's North Inlet Day Area. These shoreline management projects are intended to provide coastal storm damage reduction benefits to private property and public assets at each of these locations in addition to providing ecological and recreational value.

Use of evidence

Funding for shoreline protection and beach replenishment. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan.

DEPARTMENT OF CORRECTION (DOC)

DOC Premium Pay

Project [Identification Number]: 18213
Funding amount (Budget): $17,187,214.17
Project Expenditure Category: 4.1 Public Sector Employees
Expenditures to date: $17,187,214.17

Project Overview

Premium pay for essential workers offering additional support to those who have borne and will bear the greatest health risks because of their service in critical infrastructure sectors. Delaware State employees who have worked at 24/7 state facilities throughout the pandemic in DOC are front line workers who have put themselves at high-risk to assure that those essential facilities have remained open and adequately staffed.

Use of evidence

Premium pay for essential workers offering additional support to those who have borne and will bear the greatest health risks because of their service in critical infrastructure sectors. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Time certifications, payroll records and inmate/staffing statistics will be used as evidence supporting the critical need for this project and the effectiveness of the funding during the peak of the winter 2022 Covid-19 surge.

DOC GVI Safer Delaware

Project [Identification Number]: 20121
Funding amount (Budget): $188,006.90
Project Expenditure Category: 1.11 Community Violence Interventions
Expenditures to date: $103,958.38

Project Overview

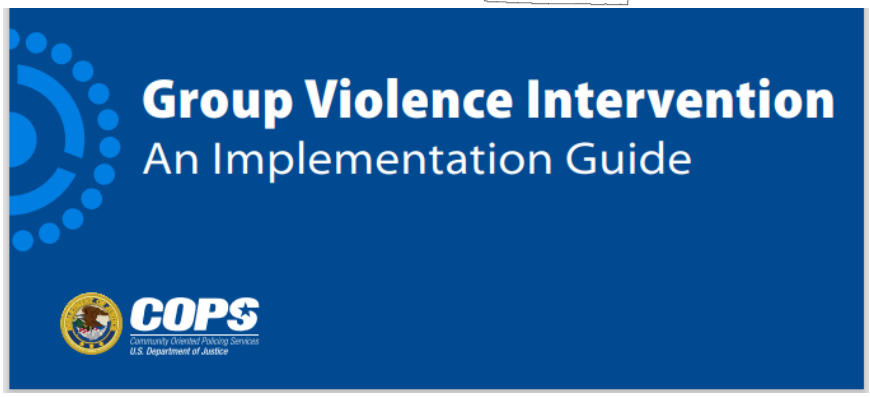
- The project, Safer Delaware Fund, will use ARPA funding to respond to the public health emergency of community gun violence, exacerbated across the State of Delaware by the co-occurring and ongoing COVID-19 pandemic. The Safer Delaware Fund is a proposed grant program to be administered statewide through a partnership between the Governors Family Services Cabinet Council, including the Department of Health and Social Services, and the Delaware Criminal Justice Council.

Use of evidence

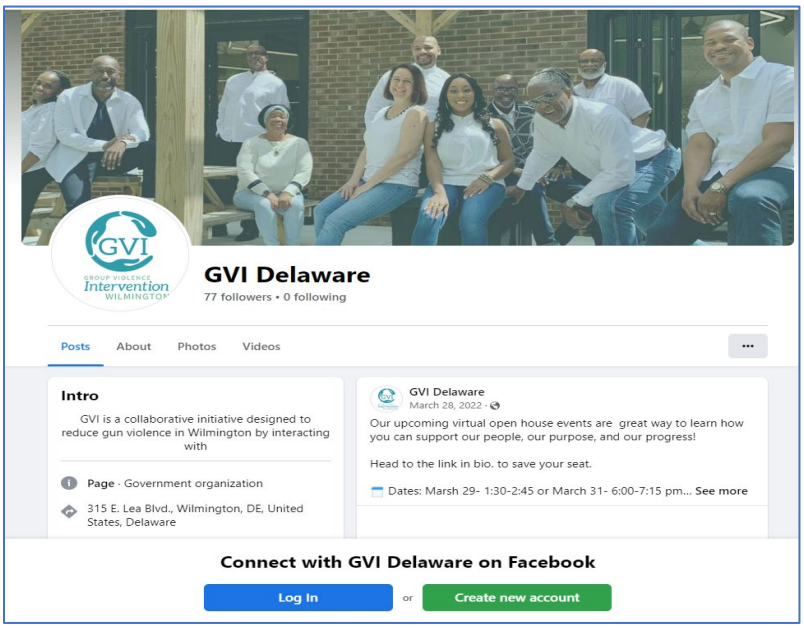
- Funding to provide equipment and resources to support the partnership with other state agencies and the City of Wilmington law enforcement under the Group Violence Intervention (GVI) project and Serious Threat Groups (STG). The GVI and STG strategy is intended to assist high-risk individuals from avoiding involvement in the criminal justice system, keep them safe, stabilize their lives, and create accountability for violence. The department's role in this partnership is to provide intervention services to probationers in the City of Wilmington to help reduce crimes and shootings.
- The total reported expenses to date include the purchase of:
    - Three (3) noise cancelling headphones to monitor phone calls, wiretaps, and communication between offenders which is essential for the development of intelligence.
    - Two (2) laptops utilized by officers to enhance the strategic individualized supervision of offenders identified as GVI and/or STG. The laptops allow officers and supervisors to utilize programs in the field and at meetings to enhance access to information.
    - 250 bus passes to issue to clients in need of transportation
    - One (1) rent subsidy was issued to a client who was displaced and needed temporary lodging until long term housing options were coordinated by the GVI support team.
    - Monthly lease costs related to five (5) Fleet vehicles assigned for GVI officer use. The officers utilize the vehicles to conduct field operations as well as attend trainings and meetings.

Website/Resource Link:

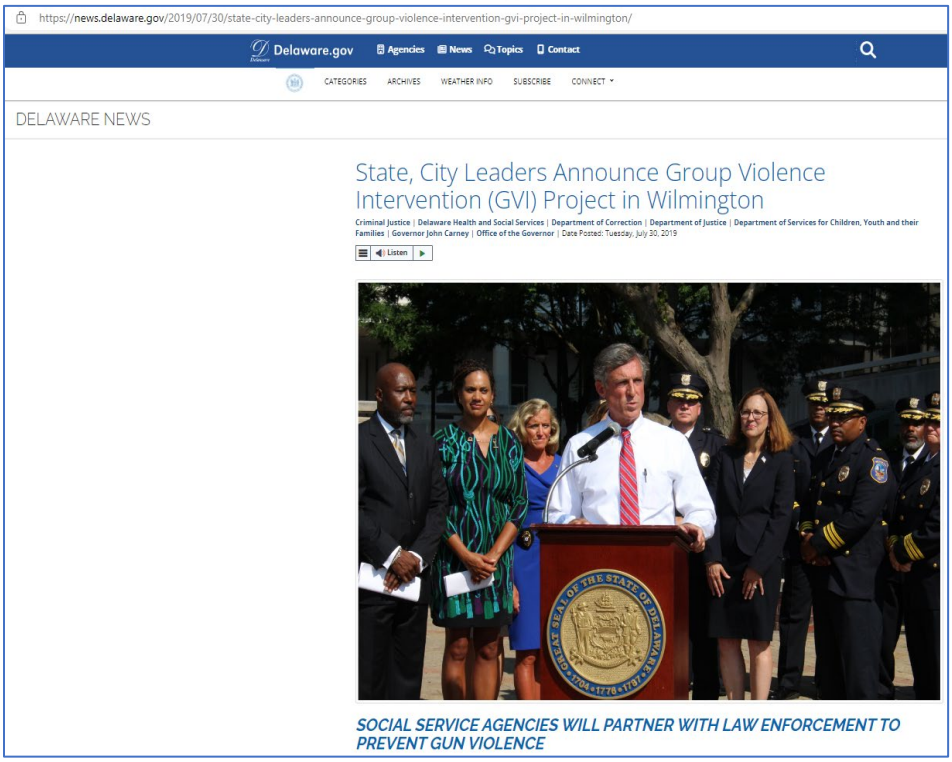
- https://portal.cops.usdoj.gov/resourcecenter/content.ashx/cops-p280-pub.pdf



- https://www.facebook.com/gvidelaware/



State, City Leaders Announce Group Violence Intervention (GVI) Project in Wilmington - State of Delaware News



Programmatic Data

GVI Offender Population by County	FY23	FY24
Kent County	50	58
New Castle County	77	106
Total:	**127**	**164**

Staff Assigned to GVI	FY23	FY24
Kent County Officers	3	3
New Castle County Officers	3	3
Intelligence Officer	1	3
Supervisors	2	2



Operations Administrator	1	1
GVI Total:	**10**	**12**

Community Engagement

- Edgemoor Community Event - The community event in Edgemoor was a DDOC Probation and Parole initiative. After identifying areas in a local park as a meting area for illicit gang activities, using surveillance and GPS technology, it was decided that a park cleanup was in order. Realizing a one-time cleanup was not going to be impactful, the GVI team decided that a community event after the cleanup would be beneficial. The goal was to help enable the law-abiding citizens against the gang that had taken over the park, as well as building a bridge between the community and law enforcement.
    - *FY23*
        - Edgemoor Community Clean up event held on March 31, 2023.
        - Edgemoor Community Day held on May 13, 2023.
    - *FY24*
        - No new events held in Fiscal Year 2024.
- Call-in Events - A call-in event is a face-to-face meeting of law enforcement representatives, community figures, social service providers, and group-involved individuals on probation. The call-in is a communication device; its primary purpose is to deliver the strategy's key messages clearly to the group members and, through them, back to the entire groups with which they are associated. During the call-in, the law enforcement-community partnership clearly communicates three points. A community moral message against violence, a credible law enforcement message about the consequence of further violence and a genuine offer of help for those who want it.
    - *FY23 Call-in Events*
        - Kent County - One call-in held on March 1, 2023.
        - New Castle County - One call-in held March 15, 2023
    - *FY24 – Call-in Events*



- Kent County - Two call-ins held on July 19, 2023, and March 13, 2024.
- New Castle County - Three call-ins held on August 9, 2023, December 13, 2023, and April 24, 2024.

- *FY24 Partnership Meetings*
  - Sussex County Expansion Meetings – Due to the success of GVI in New Castle and Kent Counties this past year, the Department of Correction Probation and Parole (P&P) division spent a considerable amount of time engaging with community leaders and local police departments in Sussex County to see if there is a need for GVI. This initiative began on November 2, 2023, at a meeting held in Dover Delaware with members of leadership from Delaware Department of Correction, Delaware State Police, and representatives from the Governor's Office, and the Director of GVI. Since that meeting, multiple trainings and briefings were conducted by the Operations Administrator and Supervisors of P&P GVI with local police departments in Sussex County. While working with these local police agencies and community outreach individuals, we have come to realize that western Sussex County is desperately in need of the services and specialization that GVI provides. The communities in need are in low-income areas with low home ownership rates, high crime rates, and limited access to services.
    - Laurel Police Department Meeting – Held on January 17, 2024.
    - Seaford Police Department Meeting – Held on January 30, 2024, and March 20, 2024.
    - State of Delaware Family Court Judiciary Meeting – Held on February 8, 2024.
    - Milford Police Department Meeting – Held on March 11, 2024.

  - Dover Community Leaders Meeting - On April 23, 2024, Senior Probation Office Kate Lockard and Supervisor Jamie Jean attended a Dover Community Leaders meeting which was open to the public to discuss violence in Dover Delaware. Community leaders presented problems within the community and were desperate for solutions. It's important to note that three (3) former offenders, one of which is still on probation, and the other two successfully completed probation, stood up and gave credit to their probation officers (Kate Lockard and Carlos James) for connecting them with GVI. They



stated that they could not have made the decision to change their lives for the better without their Probation Officer and guidance from the GVI program.

- Strategic Operations and Action Planning - In February of 2024, Probation and Parole started a weekly statewide strategic operations and action planning meetings. Probation and Parole hosts the meetings weekly to facilitate information sharing and the planning of a unified response to group violence in the community. Approximately thirty (30) individuals from a dozen different Delaware Law Enforcement agencies attend the meetings, in addition to the GVI Director and Deputy Director. The meetings provide intelligence to know who to target for anti-retaliation messaging, as well as when and where to focus a social service or Law enforcement action. The meetings prove to be beneficial and will continue as a resource to support the GVI program.

DEPARTMENT OF JUSTICE (DOJ)

DOJ Technology Upgrade

Project [Identification Number]: 18508



Funding amount (Budget): $ 329,970.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $329,970.00

Project Overview

Purchase of 200 laptops docking stations and monitors to facilitate remote work capabilities.

Use of evidence

The funding was used to purchase laptops as a part of the effort to enable DE DOJ to function remotely during pandemic and in the face of potential pandemic.

As a result of this project, 200 DE DOJ employees are able to work both at the office and remotely or 100 % remotely if needed in case of pandemic.

DOJ Website

Project [Identification Number]: 18547
Funding amount (Budget): $177,438.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $144,821.85

Project Overview

Funding to create versions of its current website that are translated into a variety of different languages, making it more user-friendly for all people in the State.

Improvements and enhancements for the current DOJ web presence. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Enhancements to user access and accessibility will be demonstratable and compliance with ADA regulations.

Use of evidence

The funding is used to improve the DE DOJ website to include the upgrades that will enable Delawareans to use various website features to communicate with the DE DOJ remotely in case of potential pandemic.

DOJ Community Engagement Unit

Project [Identification Number]: 18548
Funding amount (Budget): $150,000
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $139,567.92

Project Overview

- Funding to prevent at-risk individuals from entering the criminal justice system and provide resources and supports to help ensure successful reentry for those who have been in the system. The Community Engagement Unit (CEU) implements its mission through a variety of projects and events in hard hit areas throughout the State.

Use of evidence

The funds are used to provide relief and support to the community most effected by pandemic.

This project serves most disadvantaged and underserved communities in Delaware. It funds the annual youth program and several annual community engagement events aiming to build the trust between DE DOJ and those communities and provide support to the members on the communities that were disproportionally affected by the pandemic.

- In its application for ARPA funding, the Community Engagement Unit ("CEU") requested financial support so that it could host the following events in an effort to bring people and resources together in Delaware's most under-served communities: Community Resource Fairs, Community Pop-Ups, "What's Next?" Series. Since January 2022, the Community Engagement Unit has hosted three (3) Community Resource Fairs, three (3) "What's Next?" Series and seventeen (17) Community Pop-Ups.

- The Community Resource Fairs (attended by 200-400 individuals per fair) over the last year plus, have served a few different purposes. For one, we invite resource providers focused on kids and families to interact with fairgoers in an effort to address needs that are not being met—housing, food insecurity, substance use disorder, mentorship, job training and certification—these are the types of resources offered. Our August Back-to-School Fair provides school-age children with a backpack filled with school supplies for the upcoming academic year. The fairs also allow Delaware's most marginalized communities the opportunity to celebrate their communities at an event that offers good food, music and entertainment at no cost.

- The Community Pop-Ups (attended by roughly 100 individuals per event) are a scaled down version of the Community Resource Fairs. They include many of the same resource providers. The CEU also buys diapers in bulk and hands them out at the Community Pop-Ups. These events take place in high crime areas where there is extreme poverty and high incidence rates of opioid overdoses and homelessness.

- As the "What's Next?" Series continues to grow (attended by 30-75 individuals depending on the location), the topics of each event continue to change. The chosen panel (consisting of formerly-incarcerated individuals, probation officers, and behavioral health providers) focuses on support for family members of incarcerated individuals, housing roadblocks that returning citizens routinely encounter, and in-depth discussions centered around possible proposed legislation that would increase returning citizens and their families' chances for success.

- The CEU also requested funding so that it could continue to support firmly-embedded local nonprofits in their at-risk youth mentorship efforts, specifically A.J. English's English Lessons Youth Mentoring Program. In 2022, the CEU invested $10,000 into the program, which allowed for additional opportunities to engage with youth. On top of helping to fund free basketball camps for at-risk kids and facilitating in-school mentoring at a number of local public high schools, the program was able to host a rotating schedule of free basketball clinics at the parks in the City of Wilmington throughout the summer. In 2023, the CEU increased its financial support to $12,500. The program's summertime efforts are well under way at this juncture.

- The CEU's equity goals center around bringing people and resources together to address basic needs that are not being met—be they homelessness, substance use disorder, mental illness, etc. By doing so, because most crimes are committed by individuals lacking basic needs, it follows that the rate of crime decreases. We work to serve our most marginalized communities who are routinely deprived of opportunities to obtain resources in order to live their healthiest, safest, most productive lives.

DOJ eSuites

Project [Identification Number]: 18549
Funding amount (Budget): $475,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $300,000.00

Project Overview

Funding to build upon and further develop DOJ's Case Management System (CMS). Funding will create new and expansive CMS that will allow for entire legal files to be created and maintained in an electronic format.

Use of evidence

The funding will be used to create entire legal files in electronic format as a part of the effort to enable DE DOJ to function remotely in case of pandemic.

DOJ Backlog Assistance

Project [Identification Number]: 18648
Funding amount (Budget): $52,827.12
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $52,827.12

Project Overview

- Staff-related expenses associated with the clearing of the DDOJs felony intake backlog.

Use of evidence

The funding is used to clear the backlog of intakes accumulated due to and during pandemic.

- The funding has made significant progress in reducing the COVID-driven backlog. It has paid for staff to come in after hours and perform case intakes.
- We began the process with a pile of hundreds of cases that needed to be intaked. Fortunately, funding still remains to continue nighttime case intakes.

DOJ Domestic Violence Education and Awareness

Project [Identification Number]: 19189
Funding amount (Budget): $99,992.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $99,992.00



Project Overview

DDOJ will work with domestic violence advocates to identify an approved vendor to create professional quality Public Service Announcements (PSAs) that will be distributed through a multi-media ad campaign. This one-time targeted campaign will cost $100,000 and will include developing and distributing the PSAs through a multi-media ad campaign.

From October through December 2022, we ran our domestic violence awareness ad campaign through television (Salisbury network TV, statewide cable TV) and programmatic ads (AdTheorent). A :15 second video was developed for AdTheorent and a :30 second video was developed for TV.

In all, the campaign made more than 1,000,000 digital impressions, and an additional 210,000 television impressions, in October-November 2022, and reached 32% and 53% of its target demographic in the network and cable media audiences, respectively.

Use of evidence

The funds are used to create and distribute PSAs as a part of domestic violence response and prevention campaign to react to new challenges in that arose due and during to pandemic.

Success for the campaign was measured in terms of viewer impressions, video completions, and view-through rates (VTR).

Programmatic data

ADTHEORENT

ADTHEORENT

	Performance Metrics			
October–November 2022	Impressions	Video Completes	VTR	CPV
:15 video	1,066,698	910,769	85.38%	$0.02

Highlights

- From October through November, we ran :15 videos with AdTheorent across their inventory of sites
- We targeted women 18–40, living in Delaware
- These ads garnered **over 1M impressions** and received **over 910K views,** for a **strong VTR of 85%**
- Total impressions also included a **9% bonus in added value**
- The video had a low **cost per view of $0.02,** serving as a great awareness tactic and expanding the reach of our campaign

Cable TV

- We also ran a :30 spot on cable TV in October and November, targeting households with women 18–49
- **3,127 spots** ran statewide on networks such as USA, MTV, FX, Freeform and TNT
- There were **124,000 impressions,** with a frequency of 2.3
- The schedule reached 53% of women 18–49

Network TV

- Throughout November and December, we ran :30 spots on network TV in the Salisbury-Ocean City DMA, reaching Sussex County, targeting households with women 18–49
- Networks included WBOC (CBS), WMDT (ABC) and WRDE (NBC)
- In total, there were **124 spots,** garnering **86,000 impressions,** with a frequency of 3.5
- The schedule reached 32% of women 18–49

DOJ GVI Safer Delaware

Project [Identification Number]: 20126



Funding amount (Budget): $214,511.57
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $214,511.57

Project Overview

Safer Delaware Fund ARPA funding will be used to respond to the public health emergency of community gun violence, exacerbated across the State of Delaware by the co-occurring and ongoing COVID-19 pandemic. The Safer Delaware Fund is a proposed grant program to be administered statewide through a partnership between the Governor's Family Services Cabinet Council, including the Department of Health and Social Services, and the Delaware Criminal Justice Council. Please identify the dollar amount of the total project spending that is allocated towards evidence-based interventions

Use of evidence

This program's goal is to increase homicide solve rates, and decrease violent crime, by involving prosecutors side-by-side with police from the earliest moments after a homicide. The program has been a success by every available metric. One critical metric is that it has improved partnership with our fellow agencies as well as moral in the office, as prosecutors are compensated for going to homicide scenes in the middle of the night.

The evidence collected confirms the positive outcomes the Project provides. Specifically, since the DOJ implemented this program, violent crime statewide has plummeted. It is down 30% statewide and homicides in our largest jurisdictions are down by half. The DOJ believes that this decrease is attributed, in part, to this Program.

DEPARTMENT OF LABOR (DOL)

DOL Workforce Development

Project Identification Number: 18050
Funding amount (Budget): $2,127,469.87
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment, employment supports or incentives
Expenditures to date: $2,127,469.87

Project Overview

The Delaware Workforce Development Board ("DWDB") in partnership with Delaware Department of Labor, Division of Employment and Training ("DOL") (collectively "Delaware") seeks professional services to provide high quality occupational skills training and/or workforce preparation programs for adult career entrants or adult career changers. Programs will support the attainment of the Performance Measures identified. Resulting agreements will be industry specific (e.g., Healthcare) and will include all occupational skills training programs that lead to a job within the funded industry (e.g., CNA, LPN, Patient Care Tech). Delaware seeks to support occupations and industries identified by the Office of Labor Market Information (OOLMI) with projected growth. Delaware's 2030 Occupation and Industry Projections Delaware_2030_Occupation_and_Industry_Projections.pdf should be used as a guide in developing your request. This request for proposals ("RFP") is issued pursuant to 29 Del. C. §§ 6981 and 6982

- Short-term training designed to assist Delaware workers and their families who have been impacted by the COVID-19 crisis. This initiative targets the areas of; Healthcare and Warehouse/Logistics/Transportation. Programs will be offered statewide.
- Supportive services will also be available for individual needs to include transportation, childcare, tools, uniforms, one-time personal expenses payment, etc.
- Industry focus is based on high demand occupations. Training providers are identified based on Forward DE performance goals achieved.

Community Engagement

Describe how your project engaged with the community in the planning phases to determine the need and justification for this project to move forward. This could include surveys, proposals, community meetings, interviews, focus groups, steering committees, or other forms of public engagement. Please also describe how community engagement strategies support their equity goals, including engagement with communities that have historically faced significant barriers to services, such as people of color,

people with low incomes, limited English proficient populations, and other traditionally underserved groups.

- Attend Employment Fairs, High School Fairs, Business Partnership and Community partners for demand Job choice.
- Recruitment in Promise Communities and students with known barriers.
- Engage with Prison System to recruit Re- entrants.
- Network with local employers that's willing to provide employment opportunities.
- Local and Business Volunteers to help prepare students to create resumes.

Use of evidence

Forward Delaware extension workforce development training and supportive services for unemployed and underemployed because of the negative economic impacts of COVID on the economy in the State. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Enrollment and course completion will be analyzed by ARPA Delaware.

DOL UI System Modernization

Project Identification Number: 18790
Funding amount (Budget): $59,999,999.93
Project Expenditure Category: 6.1 Provision of Government Services
Expenditures to date: $28,499,370.57

Project Overview

Business transformation and modernization of UI systems and business processes. Unemployment Insurance program providing financial assistance to those unemployed due to no fault of their own. The COVID-19 pandemic exposed significant deficiencies in the systems supporting the Division of Unemployment Insurance which delayed payments to entitled individuals and left the Division vulnerable and increased risk of fraud and overpayments.

Use of evidence

Project funding for business transformation and modernization of UI systems and business processes ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the



project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Project vendor meetings will be coordinated by DOL to mediate the project timeline and completion as well as mitigate risk. ARPA Delaware will review DOL and subrecipients for compliance and proper funding utilization as services ramp up.

DOL Background

The state of Delaware, Department of Labor (DOL or the Department) is seeking proposals from qualified vendors to provide Unemployment Insurance (UI) system modernization software and implementation services as described in this RFP, Scope of Work, and other attachments.

The State intends to award one (1) or more contracts in conjunction with this Request for Proposal (RFP), as determined in the best interests of the State. DOL shall administer contract(s) resulting from this RFP. The resulting contract(s) are expected to be for an initial ten-year contract term, with an option on the part of DOL unilaterally to extend for an additional ten-year term. Based on funding and other considerations, it is paramount that, the complete System solution be deployed, stabilized and operational before the end of 2026.

Project Vision

The need to transform its business processes and modernize the technology platform supporting the DUI systems was brought to the forefront during the recent national health emergency. To respond to the COVID-19 pandemic, the Division implemented several new solutions and programs, creating an atmosphere of change and drive for continuous improvement.
The Division is seeking a partner to help guide DOL-DUI forward, providing industry best practices that transform our customers' experience, optimize, and streamline operational processes, and provide a technology platform enabling DUI to respond quickly to changing economic scenarios and an ever evolving federal and state regulatory environment.

We encourage vendors to demonstrate through its proposal how their solution can exceed our business requirements and demonstrate the "art of the possible" for serving the citizens and employers of Delaware.
In addition to the DUI requirements, Delaware DOL seeks a solution and partner that can provide a platform, that can be easily and rapidly extended to support the needs of other DOL Departments as outlined further in this document.

UI Goals

The project's goals and objectives include:

Improve System Security and Reduce Fraud – enhance our ability to anticipate and respond to data security threats and manage access.

Goals:

- Enhance capability and resiliency with real-time security monitoring.
- Integrate complex fraud models to detect and reduce payments to fraudulent claims.
- Enhance access control administration.
- Implement comprehensive audit log.

Supporting Performance Metrics:

- Reduce security related audit findings.
- Utilize principal of least privilege for access.
- Decrease time to process access requests.
- Reduce improper payments to fraudulent actors.

Deliver a Better Customer Experience – transform the business and leverage technology to deliver industry leading performance.

Goals:

- Enable ability to measure customer satisfaction with each customer engagement.
- Improve customer satisfaction.
- Extend access through mobile applications.
- Provide timely and accurate data for customers.
- Streamline service delivery with our partners.

Supporting Performance Metrics – Tax:

- Increase number of employers utilizing online reporting and payment methods.
- Decrease time for status and charging determinations.
- Decrease time to respond to employer (stakeholder) requests.

Supporting Performance Metrics – Benefits:

- Decrease average time for claims, adjudication, and appeals processes.
- Ensure equitable access and outcomes for all program participants regardless of background, ethnicity, or educational background.
- Decrease improper payment rate.
-

Improve Employee Experience and Transform Business Processes – Leverage best in class business processes and technology to implement improved and more efficient business processes, deliver new capabilities to our employees, and support a more efficient customer experience.

Goals:



- Improve outcomes and performance for state, federal, and internal key performance outcomes.
- Eliminate manual processes and screen/system toggling, automating repeatable processes that do not require human judgement.
- Meet or exceed business requirements.

Supporting Performance Metrics:

- Improve state, federal, and internal performance metrics.
- Reduce manual processes.
- Reduce paper-based transactions.
- Increase the number of automated processes.

Leverage Real-Time Insights

Goals:

- Enable business resources to generate ad-hoc reporting.
- Increase visibility to emerging threats and or performance metrics deviating from performance targets.
- Automate reporting to reduce dependency on IT resources.

Supporting Performance Metrics:

- Identify and prevent fraud before payments are released.
- Increase the number of automated processes.
- Reduce time to respond to operational challenges and transform business processes.
- Enhance transparency to the Division's work, providing claimants and employers real-time access to claim and transaction status.

Enable Capability to Adapt to Changing Economic Conditions – Deliver a system capable of supporting new programs and functionality needs.

Goals:

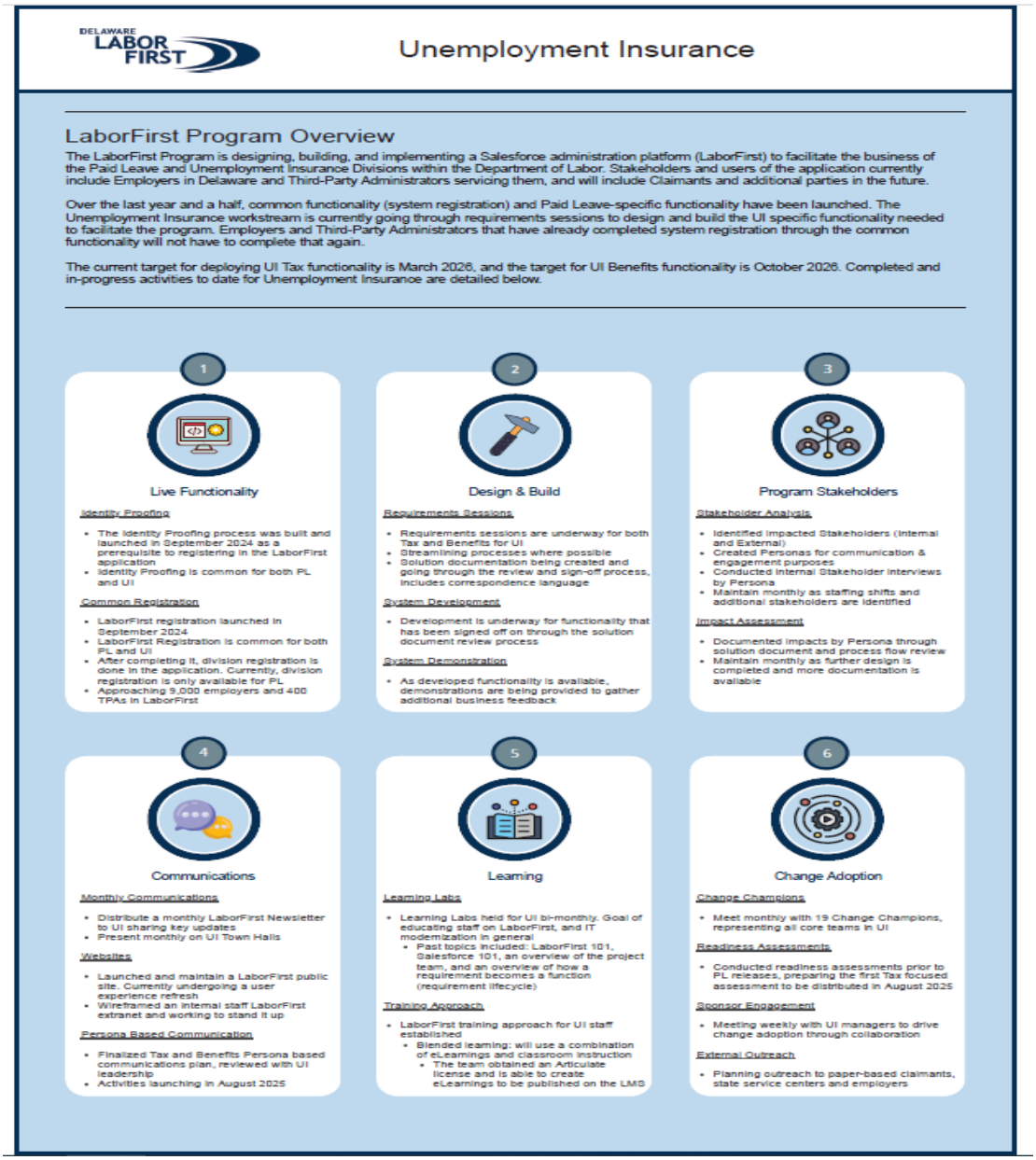
- Deliver a flexible and sustainable system.
- Leverage the cloud to enhance the ability to scale computing resources rapidly and significantly.
- Increase integration for state and federal systems.

Supporting Performance Metrics:

- Replace and decommission legacy systems.
- Automate data exchange with state and federal partners wherever possible.
- Fully document system interfaces and data exchanges.

Complimentary to DUI requirements, an exercise to identify Department wide benefits from DUI's modernization and business transformation will be developed and will include, but is not limited to the following:

- Improvements in processes, staff productivity, and efficiency that yield increases in the handling of all claims.
- Improvements in computer system efficiency and scalability.
- Decreases in system training time.
- Decreases in fraudulent and unworkable claims.
- Enhanced ability to produce and analyze business information.
- Improvements in customer service and satisfaction.
- Improvements in worker satisfaction and accountability.
- Streamlined administration of system maintenance and operations.



DELAWARE LABOR FIRST

Unemployment Insurance

LaborFirst Program Overview

The LaborFirst Program is designing, building, and implementing a Salesforce administration platform (LaborFirst) to facilitate the business of the Paid Leave and Unemployment Insurance Divisions within the Department of Labor. Stakeholders and users of the application currently include Employers in Delaware and Third-Party Administrators servicing them, and will include Claimants and additional parties in the future.

Over the last year and a half, common functionality (system registration) and Paid Leave-specific functionality have been launched. The Unemployment Insurance workstream is currently going through requirements sessions to design and build the UI specific functionality needed to facilitate the program. Employers and Third-Party Administrators that have already completed system registration through the common functionality will not have to complete that again.

The current target for deploying UI Tax functionality is March 2026, and the target for UI Benefits functionality is October 2026. Completed and in-progress activities to date for Unemployment Insurance are detailed below.

1

Live Functionality

Identity Proofing

- The Identity Proofing process was built and launched in September 2024 as a prerequisite to registering in the LaborFirst application
- Identity Proofing is common for both PL and UI

Common Registration

- LaborFirst registration launched in September 2024
- LaborFirst Registration is common for both PL and UI
- After completing it, division registration is done in the application. Currently, division registration is only available for PL
- Approaching 9,000 employers and 400 TPAs in LaborFirst

2

Design & Build

Requirements Sessions

- Requirements sessions are underway for both Tax and Benefits for UI
- Streamlining processes where possible
- Solution documentation being created and going through the review and sign-off process, includes correspondence language

System Development

- Development is underway for functionality that has been signed off on through the solution document review process

System Demonstration

- As developed functionality is available, demonstrations are being provided to gather additional business feedback

3

Program Stakeholders

Stakeholder Analysis

- Identified Impacted Stakeholders (Internal and External)
- Created Personas for communication & engagement purposes
- Conducted Internal Stakeholder Interviews by Persona
- Maintain monthly as staffing shifts and additional stakeholders are identified

Impact Assessment

- Documented Impacts by Persona through solution document and process flow review
- Maintain monthly as further design is completed and more documentation is available

4

Communications

Monthly Communications

- Distribute a monthly LaborFirst Newsletter to UI sharing key updates
- Present monthly on UI Town Halls

Websites

- Launched and maintain a LaborFirst public site. Currently undergoing a user experience refresh
- Wireframed an internal staff LaborFirst extranet and working to stand it up

Persona Based Communication

- Finalized Tax and Benefits Persona based communications plan, reviewed with UI leadership
- Activities launching in August 2025

5

Learning

Learning Labs

- Learning Labs held for UI bi-monthly. Goal of educating staff on LaborFirst, and IT modernization in general
  - Past topics included: LaborFirst 101, Salesforce 101, an overview of the project team, and an overview of how a requirement becomes a function (requirement lifecycle)

Training Approach

- LaborFirst training approach for UI staff established
  - Blended learning: will use a combination of eLearnings and classroom instruction
    - The team obtained an Articulate license and is able to create eLearnings to be published on the LMS

6

Change Adoption

Change Champions

- Meet monthly with 19 Change Champions, representing all core teams in UI

Readiness Assessments

- Conducted readiness assessments prior to PL releases, preparing the first Tax focused assessment to be distributed in August 2025

Sponsor Engagement

- Meeting weekly with UI managers to drive change adoption through collaboration

External Outreach

- Planning outreach to paper-based claimants, state service centers and employers

DOL Tableau Software

Project Identification Number: 18863

Funding amount (Budget): $500,000.00



Project Expenditure Category: 2.30 Technical Assistance Counseling or Business Planning
Expenditures to date: $466,469.37

Project Overview

- Enhanced Reporting to assist in reaching workers affected by COVID-19. In response to the negative economic impact of Covid-19, The Tableau enhancement will make it case management tool and products e.g., interactive dashboards job postings training services available to individuals who have become unemployed or underemployed due to the many employments downsizing or shutdowns that took place at the onset of the COVID-19 Pandemic. Individuals immediately found themselves trying to find way to support themselves and their families financially. The enhancement to Tableau is reasonable and proportional to the public negative economic impact of Covid-19 due to its easy access to tools that would aid in resources needed to find employment and for businesses to reach those who want to be employed in real time.
- Add reporting enhancements to the Tableau software program licensed to DOL/DET by America's Job Link Alliance ("AJLA'). JobLink is a system that matches the State's unemployment claimants and other Jobseekers with Delaware employers looking for workers. DOL/DET is being increasingly asked to fulfill information requests from stakeholders, the media, state agencies, the legislature, the Governor's office and the Workforce Development Board. This includes, for instance, information on the state workforce in Delaware pre-COVID compared to post-COVID, hardest hit industries from the Pandemic in various regions of the state, data to analyze the change of in-demand industries prior to COVID and after COVID, data to analyze how the Pandemic has changed the provision of training services, employment services, job placements, and data to determine the effectiveness of particular training programs, many of which are at least partially funded by ARPA workforce development funds.

Use of evidence

- Software to enhance and upgrade DOL reporting capabilities. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. The customization of software will allow for greater data collection and demographic data about to jobseekers.
- The enhancement of our reporting system has assisted clients, staff, and key stake holders. The dashboards and data allow the ability for targeted outreach and focus on pursuing goals of the Workforce Development Board. We can utilize the reports to expand our efforts to improve

service delivery. We can use the data to identify impacted and hard to serve clients to offer services.

DOL Operational Expenses

Project Identification Number: 18869
Funding amount (Budget): $17,426,170.00
Project Expenditure Category: 3.5 Public Sector Capacity Administrative Needs
Expenditures to date: $17,410,761.90

Project Overview

Funding to cover operational expenses to provide more services to the public as a result of COVID-19 pandemic. The funding provides the Division with critical financial resources to fund Merit staff OT as it continues to work through a backlog of claims adjudications fraud investigation and appeals 10,000 claimants. The pandemic overwhelmed the Divisions systems human capital and business process capacity creating backlogs throughout the Division This impacted individuals displaced directly the result of COVID-19 and those workers displaced due to other reasons Regardless they were impacted due to COVID-19.

Use of evidence

- Funding to support and reduce backlog of the Department of Labor associated with the pandemic and resulting labor market. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Improved caseloads and diminished operational slowdowns will be a result of this project.
- ROI, a third-party call center was used to fund triage calls and chats.
    - Answered 82, 483 calls out of the 83, 611 calls received during the period of 1/1/2022 – 9/23/2022.
    - Managed 10,978 chats out of the 11, 024 chats received during the period of 1/1/2022-9/23/2022.
- DE DOL Staff including contractual staff answered 22,232 calls out the 59,956 calls (the IVR managed/distributed another 37k+ during the period of 9/26/2022 – 12/31/2022.
- Contractual resources adjudicated 43,533 and investigated 16,246 from 1/2/2022- 7/25/2023.
    - Of that number in 2022 the team adjudicated 24,272 and investigated 11,024 cases.



- R3 Tax has completed 9 of 11 sprints; go live date of 05/30/26 .
- Mock data conversions have begun to validate accuracy of legacy data.
- Interfaces and bridging design completed for employer payments, SIDES enrollment and SUTA dumping.
- ECM (electronic content management) activities are underway to digitize all legacy documents to create data touch points and staff access in new solution.
- Developing employer portal for ease of submission of required reports and billing statements.
- R5 Benefits has completed 6 of 14 sprints, go live date 12/29/26.
- Data analysis, mapping and conversion strategy of claims is underway.
- OCM strategy finalized. Staff training and awareness activities are on-going, employer and claimant engagement activities are being planned, correspondence review and design in progress.
- Developing permission sets and access controls restrictions as an internal fraud mitigation strategy.
- Developing claimant portal to provide rapid access to claim status, documents, important messages and updates.
- Creation of common employer registration process for access to new system.
- Claimant identity verification capability established.
- Validation of customer banking information strategy in progress.

Designing transaction history records for audit purposes.

DOL Overtime Expense

Project Identification Number: 18870
Funding amount (Budget): $0.00
Project Expenditure Category: 3.5 Public Sector Capacity Administrative Needs
Expenditures to date: $0.00

DOL UI Trust Fund

Project Identification Number: 18871
Funding amount (Budget): $0.00
Project Expenditure Category:2.28 Contributions to UI Trust Funds
Expenditures to date: $0.00

DOL FAST Program

Project Identification Number: 18898
Funding amount (Budget): $500,000.00
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $448,989.31

Project Overview

Job training leading to certificates in impacted industries for recent HS graduates. The FAST program within the Division of Employment and Training will provide tuition up to $10,000.00 for eligible individuals for an approved non-degree credit certification program that provides industry skills training and recognized credential certifications. The hospitality Food Service and Tourism industries have been negatively affected by the public health emergency These are the specific areas of training that will be provided to a targeted population which will in turn allow immediate employment within businesses that have been most affected by the COVID-19 Pandemic.

Use of evidence

Job training for recent high school graduates for targeted employment sectors that are disproportionately impacted by the pandemic. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Training certificates will be quantified, and job placement statistics will determine the goal achievement of this project.

Programmatic Data

Agency Enrollments				
Agency	**Target Enrollment**	**Overall Agency Enrollment**	**Achieved Enrollment**	**Achieved %**
Career Team (Healthcare)	12	13	13	108%
Delaware Futures (Healthcare)	14	11	6	79%
Delaware Futures (Automotive)			1	



Delaware Futures (CDL)			4	
Jobs for Delaware Graduates (CDL)	9	19	3	211%
Jobs for Delaware Graduates (Healthcare)			16	
West End Neighborhood House (Healthcare)	9	9	8	100%
West End Neighborhood House (CDL)			1	
Newark - Special Programs Unit (CDL)	1	1	1	100%
Grand Total			**53**	**118%**

Agency Outcomes			
Program Completion	**Comp %**	**Credential Obtained**	**Cred %**
3	23%	4	133%
2	33%	1	50%
1	100%	1	100%
3	75%	3	100%
2	67%	2	100%
12	75%	9	75%
3	38%	3	100%
	0%		0%
1	100%	1	100%
27	**51%**	**24**	**89%**



Industry Enrollment		
Industry	**Target Enrollment**	**Achieved Enrollment**
CDL	45	9
Automotive		1
Healthcare		43
Grand Total	**45**	**53**

DOL DET On the Job Training

Project Identification Number: 19285
Funding amount (Budget): $1,000,000.00
Project Expenditure Category:2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $228,069.39

Project Overview

ARPA funding for a workforce initiative to reimburse businesses that provide on-the-job training opportunities to support those looking for work while addressing their own staffing shortages. This program is to ensure that individuals who were rendered unemployed or underemployed due the mandatory job shutdowns may be provided with the opportunity to put current skills to work as well as gain additional skills via on-the-job training with an employer who would benefit from assisted employee placement within jobs where employers have a need for workers. This response is reasonable and proportional because the target population for On-the-Job Training is for unemployed under employed and those looking to upskill This program will offer training to those who need jobs or increase their capacity for higher earning potential.

Use of evidence

Reimbursement initiative for on-the-job training. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. The number of employers contract and the number of clients engaged will be tracked and measured for success. Demographic will be collected for each employee as well as the service areas of the employers. Skills and training will be focused on



under-employed and under-served sectors which can be quantified throughout the compliance review process.

Programmatic Data:

Total Enrollments
29

Race						
Asian	Black	Hawaiian	Indian	Multiple	White	Not Reported
0%	52%	0%	0%	0%	41%	7%

Veteran Status	
Veteran	7%
No	93%

Age	
Average Age	34
Min Age	19
Max Age	60

County		
Delaware	New Castle	24%
	Kent	55%
	Sussex	17%
Maryland	Cecil	3%
Not Reported		0%

Success Stories

"These past few months in the On-the-Job Training (OJT) program have been nothing short of life changing.

I never imagined that stepping into a new opportunity at this stage in life—especially as Marketing Director at Elevated CDC—would bring so much growth, confidence, and purpose. I thought age might slow me down… but instead, it gave me perspective, strength, and creativity.

With the support of Ms. Valerie Onley (ED), who pushed me to lead with vision, and Ms. Lillian Harrison (CEO), who reminded me that I'm worthy of hitting the start button no matter where life finds me—I've been able to walk boldly in my purpose.

Thank you to the State of Delaware for creating a program where people like me can learn, grow, and excel at our own pace. This is more than training—this is transformation."

Community Engagement

In-person career fairs, in-person AJC client appointments, and direct outreach strategies were conducted to attract employers that were interested in learning more about OJT. In-person presentations were given at employer sites upon request and site tours were conducted to see how OJT can benefit their new and future employees.

DOL Forward Delaware Program

Project Identification Number: 19769
Funding amount (Budget): $3,872,530.13
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $ 3,167,149.06

Project Overview

The project seeks to provide high quality workforce preparation programs for adult career entrants or adult career changers who have extreme barriers to employment. Engage both employed/underemployed and Delaware's business community to; Expand access and capacity for existing certificate/certification programs. Identify additional employers' workforce needs that can be addressed with training. Provide targeted training to participants including job search support and placement with the goal of employment.

Use of evidence

Forward Delaware extension workforce development training and supportive services for unemployed and underemployed because of the negative economic impacts of COVID on the economy in the State.

ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Enrollment and course completion will be analyzed by ARPA Delaware.

WEBSITE LINK

https://www.americandrivertraining.com
Blindsight Delaware – Enhancing Life for the Visually Impaired
Delaware Skills Center
Food Bank of Delaware
Home > Polytech Adult Education
https://www.sussexvt.org

SUCCESS STORIES

American Driver Raleigh Hunt had bee



Testimonials.pdf



Kyrie Profile Forward DE.pdf



POLYTECH ADULT ED SUCCESS STORIES.pd



Sussex Tech Adult Education Forward De



PROGRAMATIC DATA

Q1 2023 July-June 2025 Total Registrants

January 2023-June 2025 (29 months)
FORWARD DELAWARE ARPA GRANT TOTAL REGISTRANTS TO DATE: 1,777
FORWARD DELAWARE ARPA GRANT TOTAL CREDENTIALS EARNED TO DATE: 234
13%of registrants have obtained 1 or more credentials!

State: Forward Delaware grant funding is primarily offered to Delawareans seeking workforce training. individuals who are unemployed or underemployed are eligible to participate in training programs offered by Forward This Less than 10% of registrants who reside outside of Delaware.



State	Count of State	Percentage
Delaware	429	98%
Maryland	4	1%
Pennsylvania	4	1%
Unknown	1	0%

County: The list below provides a snapshot of the top 5 cities in Delaware who took advantage of the Free
Industry Training.

County		
Delaware	New Castle	67.2%
	Kent	16.6%
	Sussex	12.6 %
Maryland	Baltimore	0.0%
	Caroline	0.2%
	Cecil	0.2%
	Wicomico	0.2%
Pennsylvania	Philadelphia	0.4%
	Chester	0.2%
	Delaware	0.7%
Not Reported		1.6%

Race: As you can see, this grant is able to reach and assist many different ethnicities across the state. 34% of registrants were people of color!

Race						
Asian	Black	Hawaiian	Indian	Multiple	White	Not Reported
0.9%	52.4%	0.2%	0.9%	5.4%	33.3%	7.2%

Highest Credential:

Highest Credentials	Count of highest Credential	%

In School- Post Secondary School	79	23%
In School Alternative School	2	1%
In School, Secondary school or less	6	2%
Not Attending School; Secondary Graduate or has a recognized credential	321	93%
Not Attending School or Secondary School Dropout	17	5%
Not In school but with age of compulsory	1	0%

Community Engagement

- Attend Employment Fairs, High School Fairs, Business Partnership and Community partners for demand Job choice.
- Recruitment in Promise Communities and students with known barriers.
- Engage with Prison System to recruit Re- entrants.
- Network with local employers that's willing to provide employment opportunities.
- Local and Business Volunteers to help prepare students to create resumes.

DOL DWDB Business Liaisons

Project Identification Number: 19771
Funding amount (Budget): $500,000.00
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $ 383,628.22

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



Project Overview

The Business Liaison program will engage three contractors to serve as intermediaries between businesses, workforce development/ education/training programs, and unemployed/underemployed Delawareans affected by COVID 19. These contractors, known as Business Liaisons, will be tasked with building communication pathways that will enable businesses to share hiring needs, increase job postings on Delaware JobLink ("DJL") (the system used by Department Labor to connect unemployed individuals and others looking for work to work opportunities), provide input and feedback to training programs, remove barriers to hiring, and connect unemployed/underemployed individuals to companies that are hiring.

Use of evidence

Connecting Delaware Employers to Workforce Resources: A Three-Year Summary of Business Engagement and Industry Outreach

Executive Summary

Since 2022, the Business Liaison team for the Delaware Workforce Development Board (DWDB) has significantly expanded employer awareness of state-supported workforce development resources. This report outlines the two-phase strategy implemented to strengthen connections with Delaware employers, increase visibility of the DWDB, and drive engagement with education and training partners.

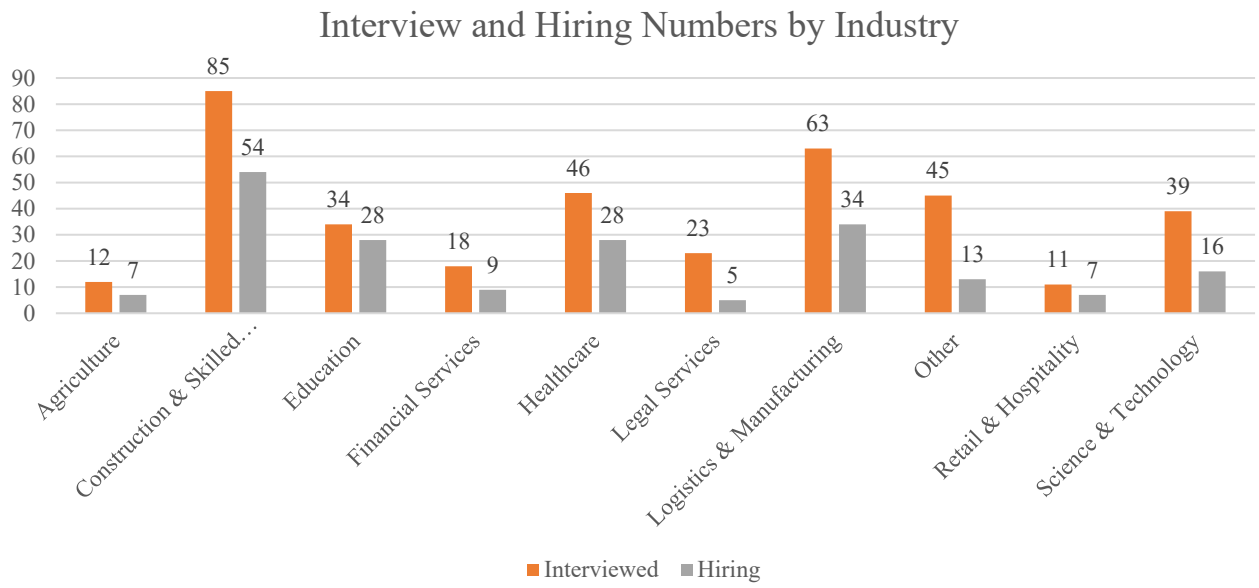
Phase I: Building Connections — Outreach, Interviews, and Referrals

Objective:
To establish baseline awareness of the DWDB and workforce resources among Delaware businesses and connect employers with appropriate programs based on identified hiring needs and training gaps.

Key Activities & Outcomes:

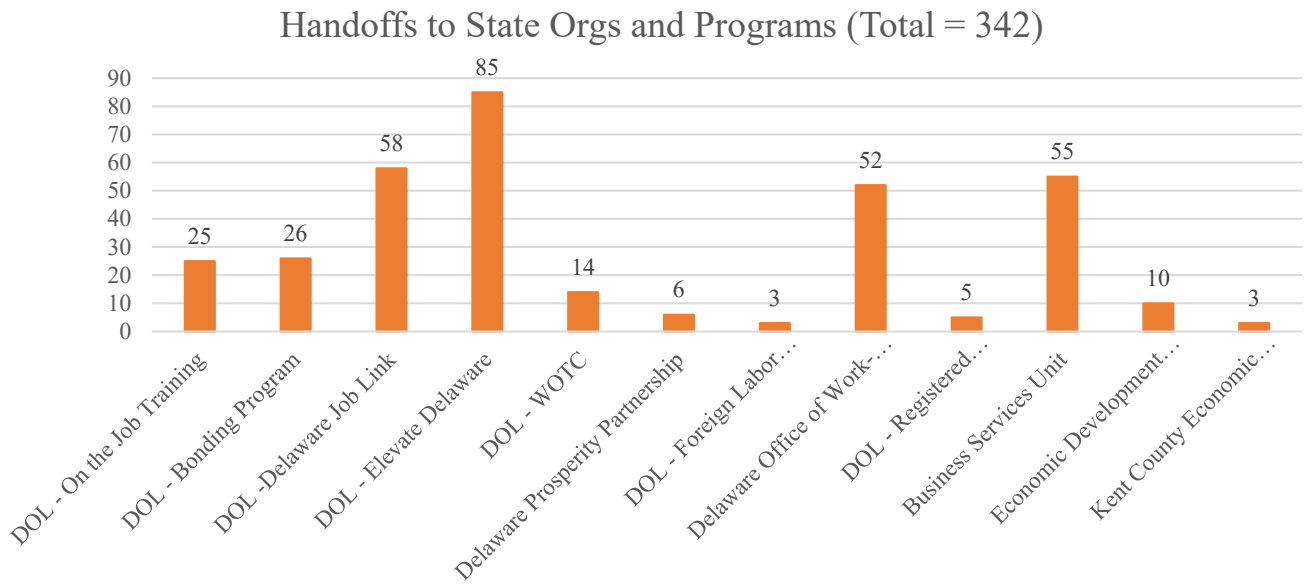
- **Initial Outreach & Database Development:**
  A total of 2,256 Delaware businesses were contacted between 2022–2025 across a wide range of industries. Outreach was tracked and used to build a comprehensive employer contact database.
- **Employer Interviews & Needs Assessment:**
  378 businesses were interviewed to better understand their hiring activity, talent challenges, and familiarity with available resources.

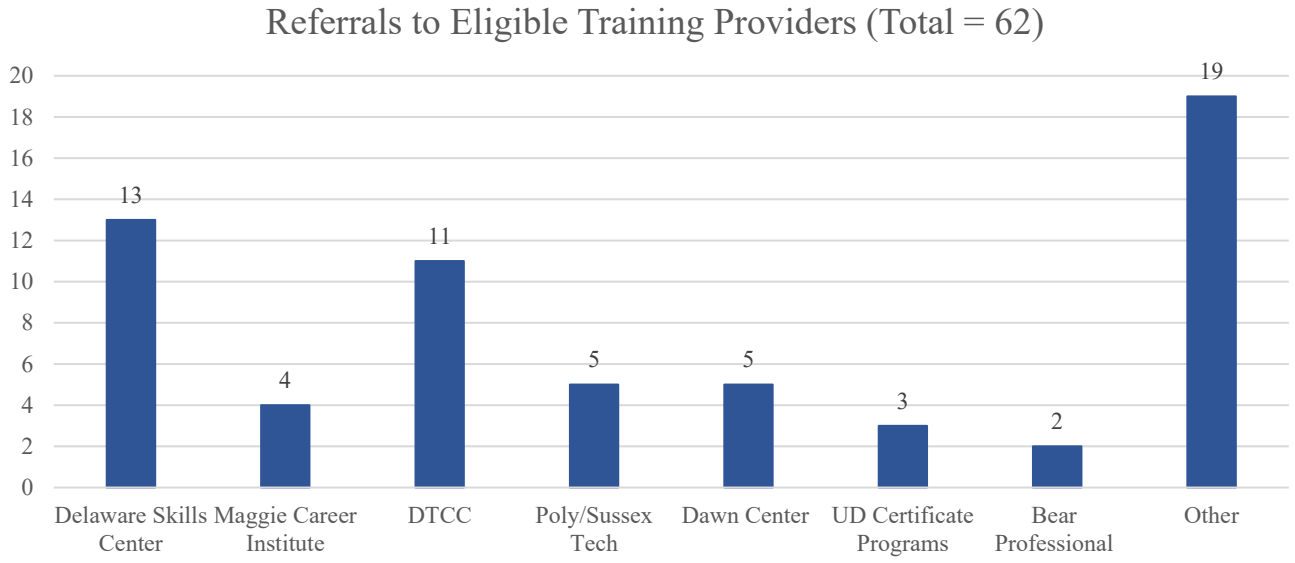
- 53% reported they were currently hiring.



- **Referrals & Connections Made:**
  - **Only 23% of businesses interviewed were aware of state programs available to them.**
  - Interviews led to 342 referrals to state organizations and 62 referrals to Eligible Training Providers:







Impact:
This foundational outreach uncovered critical awareness gaps and laid the groundwork for targeted follow-up strategies, including marketing and industry-specific engagement.

Phase II: Strengthening Awareness — Marketing & Industry Partnerships

Objective:
To deepen engagement by building employer trust, increasing visibility of training opportunities, and aligning outreach with industry needs, especially within emerging sectors.

Digital Marketing & Video Strategy

Recognizing the need for engaging content, the team pivoted toward short-form video storytelling:

- Developed and distributed videos featuring DWDB-supported training providers
  - Completed videos highlight The Challenge Program, The Food Bank of Delaware, Delaware Skills Center, and our High School Pathways, Maggie Career Institute ,DSU Inspire Scholarship, DSU Adult Education, Delaware Skills Center Part 2 (Trades), Poly Tech (Aircraft Tech)
  - Additional videos will highlight, POLYTECH High School Adult Education, ALOFT Academy, Delaware Barber and Cosmetology, and the Center for Clean Hydrogen
- Hosted videos on Vimeo and shared through the DWDB's LinkedIn page
- Planned targeted email campaigns using the Phase I employer database, segmented by industry

Strategic Industry Engagement

In parallel, the Business Liaison team deepened relationships with high-growth and emerging sectors through direct collaboration, research, and advisory work.

Hydrogen Industry Leadership:
- Partnered with MACH2 (Mid-Atlantic Clean Hydrogen Hub) to engage 50 local hydrogen businesses via survey to assess what jobs and skills are needed
- Serve on advisory board for Cheney University's hydrogen safety curriculum
- Support Center for Clean Hydrogen's high school and worker upskilling training initiatives
- Analyzed regional knowledge and training gaps; publication forthcoming

Photonics & Manufacturing Sector Work:
- Coordinated with Princeton University's NSF Regional Engine initiative for photonics
- Assessing potential for a theater lighting technician training pipeline aligned with photonics workforce needs
- Presented Delaware CTE and workforce data to the Delaware Manufacturing Extension Partnership (DEMEP)



- Conducted on-the-ground surveys at Chamber's Manufacturing conference

Outcomes:
These targeted efforts have advanced the DWDB's visibility in sectors driving Delaware's economic future, while reinforcing the Board's relevance in solving talent challenges through research, training alignment, and sector-based partnerships.

Conclusion & Next Steps

Over two and half years, the Business Liaison team has grown employer awareness, streamlined referrals, and catalyzed partnerships in key sectors. Moving forward, the focus will be on:

- Scaling video-based outreach through targeted campaigns
- Publishing findings on workforce knowledge gaps in hydrogen and photonics
- Expanding engagement in other emerging industries and in tandem with our neighboring economic partners

Formalizing data-sharing and referral pathways with state and education partners

DOL GED UI Workforce Development

Project Identification Number: 19777
Funding amount (Budget): $175,000
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $105,598.51

Project Overview

Serves approximately 250 UI Claimants who have self-identified in DJL that they do not have a high school diploma or GED®. Provides skills upgrade training that prepares qualified UI claimants to earn a high school credential and a $500 one-time incentive payment to UI claimants who earn their GED within 6 to 8 months from the time of enrollment.

Use of evidence

The GED UI Workforce Development program will employ a structured approach to monitor and evaluate its impact on participants. ARPA Delaware will conduct regular project status updates and

compliance reviews, including meetings with project leads and examination of financial records. Key metrics such as the number of participants enrolled, progress towards obtaining a GED, and the number of GEDs awarded will be closely tracked. Additionally, the program will monitor the disbursement of the $500 incentive payments to ensure they are provided to eligible claimants who meet the program's requirements. Participant feedback and completion rates will be analyzed to assess the effectiveness of the skills upgrade training and the incentive structure. This evidence-based approach will help refine the program to better support UI claimants in achieving their educational and employment goals.

SUCCESS STORIES / Community Engagement –

One of the participants in the ARPA GED program, Ms. Monette Punch, began her journey with the DOL/DET Dover office in the GED program in February 2025. Ms. Punch swiftly completed the GED program and obtained her Secondary Educational Attainment Credential in March 2025. Following her completion of the GED program, Ms. Punch was awarded the GED Incentive of $500.00 for her participation in the ARPA GED program in May 2025. Additionally, she was honored by the Groves School at Polytech Adult Education, where on June 10, 2025, she received a $2000.00 Sandra Gruwell Keller Scholarship from the Delaware Community Foundation. This scholarship is designated for a graduate of the Groves School at Polytech Adult Education program in Dover, DE, and can be applied towards a degree at a post-secondary institution.



Programmatic Data

Grand Total: Interest Forms & Client Enrollments					
	Total	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**
# of Forms Received	368	75	195	98	0
# of Clients Referred	213		144	69	0
# of Clients Enrolled	0	1	13	1	0
# of GED Attained	0		3	1	0

Total Enrollments	
New Castle County	40%
Kent	27%
Sussex	20%
Not Reported	13%

Sex	
Female	67%
Male	27%
Not Reported	7%

Ethnicity	
Hispanic	13%
Not Hispanic	80%
Not Reported	7%

Veteran Status	
Veteran	0%
No	100%
Not Reported	0%

Age	
Average Age	38
Min Age	28
Max Age	48

Race						
Asian	Black	Hawaiian	Indian	Multiple	White	Not Reported
0%	53%	0%	0%	7%	33%	7%

DOL DWDB Mobile App

Project Identification Number: 19781
Funding amount (Budget): $1,461,437.20
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $732,535.13

Project Overview

The Career Exploration app will connect unemployed/underemployed Delawareans with job opportunities, upskill opportunities and credential training and provide an awareness of the multitude of open jobs and career opportunities in the State of Delaware through technology and social media channels.

DOL Pre-Apprenticeship Program

Project Identification Number: 19867
Funding amount (Budget): $ 2,500,000.00
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives.
Expenditures to date: $1,702,148.51

Project Overview

Programs to create a qualified pipeline of Registered Apprentices and to expand the underrepresented (Women), disadvantaged, or low-skilled population that participates in Registered Apprenticeship. Pre-Apprenticeship programs provide programming aimed to close the gap in qualifications for individuals not qualifying for a Registered Apprenticeship position.

Use of evidence

The Pre-Apprenticeship programs are required to submit quarterly reports, occurring two weeks after the close of each calendar quarter, using the template provided by the Office of Apprenticeship. The report shall be cumulative and at a minimum consist of participant information, start and end dates, and completions

WEBSITE LINK
challengeprogram.org
Delaware Skills Center
Food Bank of Delaware
Home - Delaware Help Initiative
Home > Polytech Adult Education
L.E.E.P. Inc
NERDiT CARES
Aircraft Maintenance - Pre-Apprenticeship > Polytech Adult Education

SUCCESS STORIES-


Polytech Testimonials - Aaron Young.mp4 Polytech Testimonials - Daniel Shannon.mp4

PROGRAMMATIC DATA
Q1 2023 July -June: 154 Total Registrants

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



July 2023-June 2025 (29 months)
Pre-Apprentice ARPA GRANT TOTAL REGISTRANTS TO DATE: 154
Pre-Apprentice ARPA GRANT TOTAL CREDENTIALS EARNED TO DATE: 106
**69% of registrants have obtained 1 or more credentials!

State: This grant is offered to anyone who lives or works in the state of Delaware. Less than 10% of registrants who reside outside of Delaware took advantage of the training. However, it is good to note how many registrants are working in our state who reside elsewhere, and, where exactly they are coming from.

State	Count of State	Percentage
Delaware	141	92%
Pennsylvania	3	2%
Maryland	1	1%
Un-reported	9	6%

County: The list below provides a snapshot of the top 3 States who took advantage of the Free Industry Training.

County	Count of State	Percentage
Delaware	New Castle	64%
	Kent	23%
	Sussex	5%
Pennsylvania	Chester	1%
	Philadelphia	1%
Maryland	Cecil	1%
Unreported		6%

Race: As you can see, this grant is able to reach and assist many different ethnicities across the state. 34% of registrants were people of color!

RACE						
Asian	Black	Hawaiian	Indian	Multiple	White	Not Reported
2%	68%	0%	1%	5%	21%	3%

Highest Credential:

Highest Credentials	Count of highest Credential	%
In School- Post Secondary School	11	11%
In School Alternative School	0	0%
In School, Secondary school or less	2	2%
Not Attending School; Secondary Graduate or has a recognized credential	78	81%
Not Attending School or Secondary School Dropout	6	6%
Not In school but with age of compulsory	1	1%

DOL Marketing & Communications

Project Identification Number: 20802
Funding amount (Budget): $2,315,432.25
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $ 1,545,143.45

Project Overview

The Delaware Department of Labor, Division of Employment and Training (DET) ARPA funding for Department of Labor seeks $2.5 million through the American Rescue Plan Act (2021) to assist with the promotion and marketing of the agency's workforce-related programming, in order to help decrease unemployment and focus attention on the resources DOL has to be able to help workers find



employment in Delaware. DOL, primarily through its Division of Employment & Training, will highlight the one stop nature of its resources and programs that make assistance much more accessible to individuals seeking help finding career guidance or employment.

Use of evidence

- Launch of the "Did You Know...?" marketing & advertising campaign that included the creation of statewide billboards, statewide Comcast Cable television commercials and statewide radio advertising spots.
- Nearly 260,000 video impressions were generated through the Comcast Cable project, which achieved 94% full-view penetration. The video impressions were viewed on popular cable channels on Comcast including LIfetime, ESPN, Travel Channel, Animal Planet, Paramount Streaming Entertainment, History Channel, OWN and Bravo.
- Ran 46 weekly 30-second radio commercials featuring key employment messages from the Divisions of Unemployment Insurance, Employment & Training and Vocational Rehabilitation on Forever Media's WDEL-AM and WSTW-FM stations from September 4, 2023 to May 17, 2024.
- The agreement with Forever Media included an email marketing campaign from September 4, 2023 to December 31, 2023 that targeted 30,000 opt-in potential employers with key messages designed to highlight employer-focused messages. The campaign achieved better-than-expected open and click rates during the campaign.
- The Delaware Department of Labor had 168 mentions as the sponsor of "Businesses are Hiring" campaign on WSTW, along with mentions of the labor.delaware.gov website address and features of the DOL banner logo on WDEL and WSTW internet platforms.
- The Delaware Department of Labor ran a multi-month statewide billboard campaign with Clear Channel that feature a dozen "Did You Know...?" campaign messages on eight billboards located in all three counties in Delaware. The billboards were in both English and Spanish.

- Continuation of “Did you know …?” marketing & advertising campaign that included the creation of statewide billboards, statewide Comcast Cable television commercials and statewide radio advertising spots running until Oct. 12, 2025, running in English and Spanish.



  - Contracted with Gateway Outdoor for advertising: (3 full bus wraps, 12 bus shelters, 50 bus interior cards for all of 2025.



- Placement of ads on radio stations owned by Forever Media (WSTW, WDEL and WXCY), The Voice Network (WKDB Maxima/WOCQ) throughout 2025. Promoting DelawareJobLink, DE Dept of Labor's Vocational Rehab, and mostly assistance with job searches, etc.

- Advertising at University of Delaware through Spring 2025. Tactics included in-game TV spots, radio spots, in-venue LED signage, two banner ad campaigns (Fall & Spring) on bluehens.com, game sponsor for Basketball, Volleyball and Softball.

- Advertising on cars through Carvertise through April 2025.

DOL Mobile Bus

Project Identification Number: 21465
Funding amount (Budget): $397,789.24
Project Expenditure Category: 2.37 Economic Impact Assistance: Other
Expenditures to date: $260,120.16

Project Overview

Purchase of a mobile bus, lease a van-sized vehicle, and purchase related items and equipment to be able to conduct mobile recruitment and outreach programs to unemployed and underemployed Delawareans throughout the State of Delaware.

EXPENDITURES

DOL Mobile Bus/Van Budget

Item	Cost	PO issued	Total
Total Budget			425,000.00
Matthews DOL Bus	235,945.00	Yes #666224	189,055.00
Fleet Van 671.34x24 = $16,112.16	18,000.00	N/A	171,055.00
Alpha Graphics (Banners, Van wrap, Table cover)	11,796.00	Yes #676847	159,259.00
Alpha Graphics (Canopy Tent)	2,940.00	Yes #679341	156,319.00
Dell Laptops (Bus/Van)	13,320.00	Yes #683209	142,999.00
Grainger (Laptop cases 2)	1,578.40	Yes # 683879	141,420.60
Verizon Hotspot (Van/Bus)	139.98	Yes #685264	141,280.62
Tables/Chairs (Van/Bus) (Home Depot)	269.42	PCARD	141,011.20
Dell Monitors (Van)	1,020.36	PCARD	139,990.84
Office Licenses 14 (Laptops)	4,120.20	PCARD	135,870.64
Verizon Hotspot (Monthly Bill) $79.98 X 24	1,919.52	Yes #685264	133,951.12
Dell Monitors Cases (Van)	259.98	PCARD	133,691.14
Alpha Graphics (Table cover DOL only)	682.5	Yes #685292	133,008.64
4imprint (giveaways)	48,152.65	Yes #686498	84,855.99
Grainger (Hand Truck 2X)	301.94	PCARD	84,554.05



Bins (Big lots)	101.12	PCARD	84,452.93
Dell	17.74	PCARD	84,435.19
Dell (Printer for Van)	391.59	Yes #712687	84,043.60
Dell Bus computers	3,320.00	Yes#717212	80,723.60
SHI Office Licenses	1,292.12	Yes#717533	79,431.48
Canon (Printer for Bus)	1,728.00	Yes#719509	77,703.48
4imprint (giveaways)	45,444.58	Yes#717707	32,258.90
Alpha Graphics (Table cover Banner PFML)	1,269.18	Yes#718213	30,989.72
Grainger (Table/Chairs Bus)	644.90	PCARD	30,344.82
			30,344.82
			30,344.82

Use of evidence

We are able to meet people where they are in the community to offer Department wide labor services and increase awareness of programs and support.
Matthews Specialty Vehicles is currently targeting a September completion and delivery for the DOL Bus.

COMMUNITY ENGAGEMENT

As of June 20, 2024, the leased van is actively being used to support community events, job fairs, and other outreach initiatives aimed at increasing awareness of the Delaware Department of Labor and promoting the various programs and services we offer. The van has been in high demand and is regularly booked for events across the state.

- **January–February:** Utilized approximately once per week
- **March:** Usage increased to approximately twice per week
- **April–September**: On average, the van is used four times per week
- **October–December**: Utilization averages twice per week

This consistent and growing usage reflects the Department's commitment to engaging with communities and expanding its reach statewide

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN









DOL DWDB Innovative Workforce

Project Identification Number: 21784
Funding amount (Budget): $ 2,805,221.71
Project Expenditure Category: 2.37 Economic Impact Assistance: Other
Expenditures to date: $ 1,034,076.79

Project Overview

Funding for the Innovative Workforce Development programs has supported the creation and expansion of training programs to help Delawareans find employment opportunities in high growth, high demand, and emerging industries ("Training Programs"). The goal of this initiative was to establish at least five new training programs, across all counties, within industries identified as growth or emerging sectors. The target audience for participation in the programs includes unemployed or underemployed individuals, unemployed women, and particularly those who may face barriers to employment. To date, 15 unique organizations have been contracted to deliver 16 programs, exceeding the original goal. These programs are active and aligned with the Delaware Workforce Development Board's (DWDB) strategy to promote economic recovery and workforce development through expansion of innovative training in high growth, high demand, and emerging industries

Use of evidence

- The Delaware Workforce Development Board (DWDB) hired Social Contract (SC) as Project Manager for the Innovations in Workforce Development Program (IWD) in February of 2024. In March 2024, research was conducted to better understand the current landscape of workforce training in Delaware, identifying 759 existing programs. For each program, numerous metrics were captured, including program type, delivery format, target audience, industry, credential attainment, and geographic coverage. Analysis of this dataset revealed notable gaps and opportunities, for example, fewer programs available in Kent and Sussex Counties.

- Current state research, combined with national best practices—including those outlined in the 2023 White House Playbook—helped inform the RFI, RFP, and review process. The DWDB review team incorporated evidence-based elements to design the scoring rubric and guide program selection. The scoring rubric used in the RFP was shared publicly and reflected the priorities surfaced through this research. For example, bonus points were awarded to proposals that (1) specifically targeted women and/or hard-to-employ individuals and (2) offered programs in Kent and/or Sussex Counties.



- Program evaluation and data collection are integral to the IWD program and provider reporting. Nine providers submit participant and outcome data through Delaware JobLink (DJL) and additionally complete a DJL–specific survey to capture supplemental information. Six other providers, not required to use DJL, report data via detailed quarterly surveys tracking enrollment, completion, withdrawals, and qualitative insights. Both groups also report on spending and use of funds, with invoices and expenditure tracking integrated into quarterly reporting.

- Quarterly meetings with providers additionally serve as check-ins to discuss progress, successes, challenges, and barrier-busting strategies. One meeting focused specifically on data collection and participant outcome tracking to support reporting efforts.

PROGRAMMATIC DATA

Non-DJL Providers

Total enrollees to date = 677

This includes individuals who withdrew before completion and individuals who are still enrolled in programs/using services.

Provider	Total Enrollees to Date	Total Target Enrollment
Delaware Center for Justice (DCJ)	271	200
Literacy Delaware	264	50
Beebe Medical Center, Inc. (Beebe)	42	64
Delaware Restaurant Association	0	3 *This project will officially start in the fall. They are currently recruiting for participants



University of Delaware, Center for Clean Hydrogen	0	3-5 *This contract for development of a program and testing with 3-5 individuals
New Castle County Vocational Technical School District (NCC Vo-Tech)	100	1,000 *This contract for development of the program and implementation within the healthcare CTE track

DJL Providers

Total enrollees to date = 161

This includes individuals who withdrew before completion and individuals who are still enrolled in programs/using services.

Provider	Total Enrollees to Date	Total Target Enrollment
Sussex Tech Adult Division	1	16
The Challenge Program	0	20 The Challenge Program in currently recruiting participants
Food Bank of Delaware	15	50
Junior Achievement of Delaware	17	75

Wilmington Alliance	14	30
West End Neighborhood House (WENH)	13	40
American Driver Training Academy	25	40
Eastside Charter School	25	26
Polytech Adult Education Pathway Pre-Apprenticeship & *PAE has two programs & ESOL	50	56

SUCCESS STORIES

- One of the **Delaware Restaurant Association's** clients who received resume support started a new role with a $10,000 increase in annual salary. Follow-up check-ins at 14 and 30 days indicated that she is happy in her new position. Another client has also begun a certification program in medical insurance billing.
- **Wilmington Alliance** has successfully navigated and supported two participants through successful 90 day and 6-month retention probationary employment periods while securing stable housing and transportation support in the Healthcare Pipeline.
- At the **Food Bank of Delaware**, 6 clients received updated resumes in Q2 2025, and 5 are actively pursuing better employment opportunities. 1 client has also taken the initiative to enroll in an online certification course to build new skills. 1 client who received resume development assistance started a new job earning $10,000 more per year than in her previous role.
- Of the 150 clients that the **Delaware Center for Justice** served in Q2 2025 (including some rollover from Q1 2025), 84 received job search assistance or job leads, 30 received interview preparation support, 17 received referrals, and 50 obtained employments.

- At **Polytech Adult Education**, two sisters enrolled in the integrated ESOL/Home Health Aide program with a shared goal of entering the healthcare field. Before joining the program, one was unemployed and the other worked as a cashier. Both faced significant barriers due to limited English proficiency and a lack of formal training. Over the course of the program, they improved their language skills and gained the technical knowledge needed to succeed. Just before graduation, both secured full-time employment as home health aides with the same agency.
- One **American Driver Training Academy** graduate had been working in HVAC for 16 years. While the job provided a decent living, he saw greater earning potential and an opportunity to see the country through a career in truck driving. He has set long-term goals to become an owner-operator and is currently gaining experience on the road. He recently accepted a position where he now earns an average of $1,530 per week and is enjoying the work.
- **Literacy Delaware** shared several learner successes. One learner, who initially failed the entrance exam for a CNA training program, worked with a tutor and passed the test on a retake. They are now enrolled in the CNA program. Another learner passed the entrance exam and was accepted into the nursing program at Delaware Technical Community College. A third learner launched their own bakery business.

COMMUNITY ENGAGEMENT

- Community engagement efforts were informed by current state research, which included a landscape analysis of more than 750 training programs across Delaware. This research helped identify gaps in coverage and which populations were being served by existing programs (e.g., rural populations, individuals facing barriers to employment, women) to help ensure the funding strategy addressed unmet needs. Additional research on evidence-based practices helped to inform the approach and elevate strategies aligned with equitable access. Social Contract also completed research on promising training programs in other states and identified programs as potentially viable for the IWD program in Delaware.
- DWDB released the Request for Information (RFI) in April 2024 and shared it through multiple channels to reach a wide range of providers; it received 11 responses (one disqualified). These responses offered a snapshot of existing training programs and helped identify areas where additional support may be needed. Follow-up conversations with respondents and early outreach with other training providers helped share information about the upcoming funding process and encouraged participation in both the RFI and the subsequent Request for Proposals

(RFP). The RFP was released in June 2024 and received 27 responses. 45 individuals from workforce training programs in the community attended the pre-bid meeting, held July 2024.

DOE DET On the Job Training

Project [Identification Number]: 22081
Funding amount (Budget): $0.00
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $0.00

DOL NCC VT

Project [Identification Number]: 22427
Funding amount (Budget): $0.00
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $0.00

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH, AND THEIR FAMILIES (DSCYF)

DSCYF PREMIUM PAY

Project [Identification Number]: 18212
Funding amount (Budget): $3,515,480.44
Project Expenditure Category: 4.1-Public Sector Employees
Expenditures to date: $3,515,480.44

Project Overview

Premium pay for essential workers offering additional support to those who have borne and will bear the greatest health risks because of their service in critical infrastructure sectors. Delaware State employees who have worked at 24/7 state facilities throughout the pandemic in DSCYF are front line workers who have put themselves at high-risk to assure that those essential facilities have remained open and adequately staffed.

Use of evidence

Premium pay for essential workers offering additional support to those who have borne and will bear the greatest health risks because of their service in critical infrastructure sectors. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Time certifications, payroll records and inmate/staffing statistics will be used as evidence supporting the critical need for this project and the effectiveness of the funding during the peak of the winter 2022 Covid-19 surge.

	2021		2022					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Grand Total
Count of Shifts	712	1,107	1,155	1,082	889	1,004	1,110	7,059

DSCYF GVI Safer Delaware

Project [Identification Number]: 20125
Funding amount (Budget): $183,477.76
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $183,477.76

Project Overview

The project, Safer Delaware Fund, will use ARPA funding to respond to the public health emergency of community gun violence, exacerbated across the State of Delaware by the co-occurring and ongoing COVID-19 pandemic. The Safer Delaware Fund is a proposed grant program to be administered statewide through a partnership between the Governor's Family Services Cabinet Council, including the Department of Health and Social Services, and the Delaware Criminal Justice Council.

Use of evidence

Funds supported the purchase of updated equipment to include uniforms, ammunition, Cap-Stun spray, Kevlar vests, ASP batons, handcuffs, shackles, and duty belts.

During FY23, of the six staff in the unit, 4 met eligibility requirements to receive the salary supplement.

During FY24, the three full time staff in the unit met eligibility requirements to receive the salary supplement.

During FY25, the three full time staff in the unit met eligibility requirements to receive the salary supplement.

DELAWARE STATE FIRE SCHOOL (DSFS)

DSFS Learning Management System

Project [Identification Number]: 19222
Funding amount (Budget): $425,000.00
Project Expenditure Category: 3.4 Public Sector Capacity Effective Service Delivery
Expenditures to date: $ 330,800.00

Project Overview

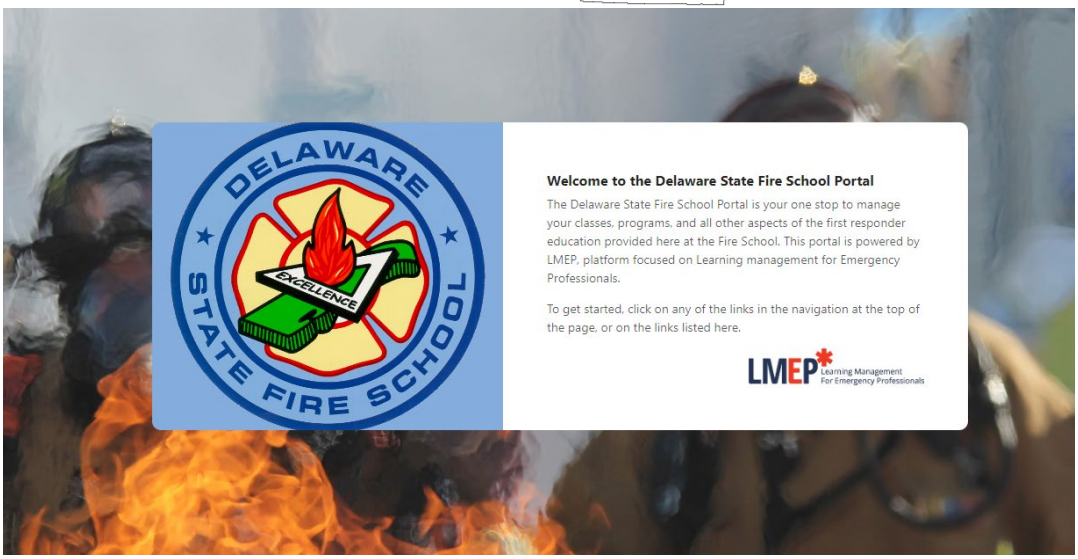
Funding to provide enhancements to the Delaware State Fire Schools Learning Management System for Emergency Professionals. This will assist in the tracking of infection control officers amongst other issues identified during the COVID-19 Pandemic. This system tracks the certification of Emergency Medical Technicians (EMTs) in the State of Delaware, as well as the training several disciplines of emergency responders. It is integrated between the Delaware State Fire Prevention Commission (DSFPC) and the Delaware State Fire School (DSFS).

Use of evidence

During the Covid pandemic, the State Fire Prevention Commission was requested to request and distribute information with regard to Covid testing and vaccinations. The LMEP program gives the Commission the ability to schedule, notice, remind, and track testing and vaccinations for all on-going and future pandemics. It will be able to notice, schedule, and track individuals and/or companies. It will be able to send testing and vaccination sign up and schedule from the program.

Website Link

https://de.lemp.tech



Community Engagement

During COVID, the Delaware State Fire Prevention Commission and the Delaware State Fire School were faced with several challenges. The first to occur was contacting EMT's that had potentially been exposed. There was a thirty-year-old program to identify an Infection Control Officer in each fire company or ambulance service provider. The list had not been maintained and the staff at Delaware State Fire School spent a lot of time contacting each service provider to identify who the point of contact should be. This system is allowing the tracking of that position for each agency as well as providing automatic reminders to update officer listings and the ability of these agencies to enter a web portal to enter the information. Once this is complete, an exposure notification can be sent quickly to the appropriate person.

The system will support paperless and virtual point of contact in the areas of:

- Ambulance Licensing (Companies)
- Ambulance Permitting (Units)
- EMT Certification to include initial certification, recertification, reciprocity.
- Investigations (Process from complaint intake to case closure with paperless notifications and virtual point of contact.)
- Contact individual Infectious Control Officers or providers when we know they've been exposed. (Notification of exposure.)



- Notification assistance statewide for individuals and companies that fall under the jurisdiction of the Commission. The Commission is requested to send notifications during times of need such as the recent pandemic from agencies such as Public Health, DEMA, and the Office of Emergency Medical Services.
- During the recent pandemic, the Commission was requested to request and distribute information with regard to Covid testing and vaccinations. The LMEP program gives the Commission the ability to schedule, notice, remind, and track testing and vaccinations for all on-going and future pandemics. It will be able to notice, schedule, and track individuals and/or companies. It will be able to send testing and vaccination sign up and schedule from the program.

The DSFPC became part of the Emergency Medical Services Personnel Licensure Interstate Compact Act through Senate Bill No. 35 under the 149th General Assembly, better known as "REPLICA". When Delaware joined "REPLICA" it became a requirement to have a search engine available for anyone to search a Delaware EMT for the active or non-active status. Delaware does not currently have this ability, but it will be built into the LMEP program to meet this need. This would have been very helpful during the pandemic as EMT's were in high demand and we needed a way for agencies to identify if people claiming to be EMT's were indeed certified. The Division of Professional Regulations would have immediately known who was certified and provided a method to notify the EMTs that opportunities to assist were available.

REPLICA also requires a mechanism for receiving and investigating complaints about individuals. The LMEP program will put all of this into place. The LMEP program will allow automatic notice to these entities when action is taken instead of having to provide the notice in a separate system via email. Automatic notification will create a touchless and paperless process.

Also, the DSFPC was tasked with notifying Long Term Care Healthcare facilities of exposures. This system will allow rapid notification as well as track exposures to identify individuals or organizations that have frequent, possibly indicating high-risk behavior or disregard of safety procedures.

The DSFS was utilized to provide personnel for testing and vaccination events and were contracted for employment through the LMEP. The upgrades to the system will ease this process as well as enable us to track any exposure and notify the appropriate employee/agency.

The facilities of the DSFS were used to temporarily house pandemic response items. The LMEP upgrades will allow us to better track availability of space in our warehouses and on our grounds. We were also tasked with coordinating the distribution of PPE to emergency response agencies through the Department of Public Health. The system upgrades will expand our capability to notify these agencies of

supply availability and distribution points. The LMEP would also provide a method to push out virtual training for COVID mobilization, infection control measures, testing, and vaccination to EMT's.

As of 7/01/2024, the system continues to expand to allow Emergency Responder companies to see their members training and training needs. It will eventually allow for the emergency responder to sign into the system to gather their training information and sign-up for needed classes.

DELAWARE STATE POLICE (DSP)



DSP Mobile Command Unit Vehicle

Project [Identification Number]: 18014
Funding amount (Budget): $2,250,000.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $ 2,250,000.00

Project Overview

- Purchase and customization of a Mobile Command Center (MCC) to provide command and control during critical incidents and public events including COVID-19 related events.

Use of evidence

- The New Mobile Command Center was received and is now operational for DSP use. The Command Post was deployed to major community events starting with the Polar Bear Plunge for Special Olympics. DSP also partnered with DELDOT and provided use of the Mobile Command Post at two major transportation events.
- The New MCC provides an excellent command platform to support President Biden on his numerous visits to his campaign headquarters in Wilmington DE.
- The New MCC was also utilized in Kent County to provide command and control for a multi-agency criminal round-up operation.
- The final electronic equipment components that will allow connectivity to the other critical Special Operations vehicles have been shipped and will be installed by September 2024. The balance of $24,533.00 will be expended to complete the project by September.

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



DSP Camera Upgrade

Project [Identification Number]: 22749

Funding amount (Budget): $ 228,700.00

Project Expenditure Category: 1.11-Community Violence Interventions

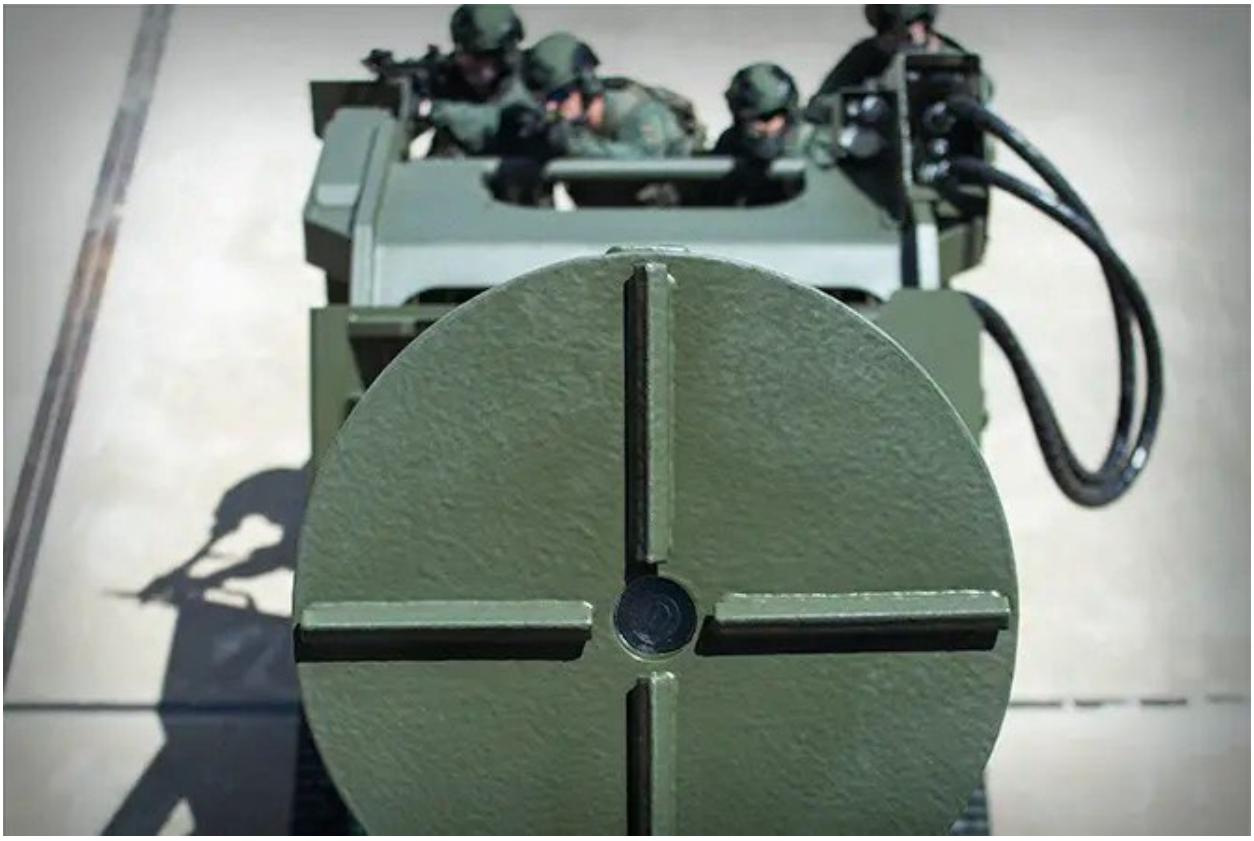
Expenditures to date: $ 228,700.00

Project Overview

WILL SUPPLY COMPLETE CAMERA SYSTEM FOR ROOK, PLATFORM AND RAM

Use of evidence

"The Rook" Tactical vehicle is a piece of life saving barricade mitigation system used by DSP during critical incidents, high risk warrants when Law enforcement is threatened with or receiving hostile weapons fire. To provide proper target identification, situation assessment, and command and control "The Rook" is equipped with multiple cameras that allow the operator to have visibility when using different implements. With the New Mobile Command Center, and the up-graded camera system DSP can livestream the images from "The Rook" into the Mobile Command Center for a better situational assessment and full overview by senior leadership. To achieve this the original camera system (Cameras, computer, router, monitors, video encoder, and recorder) which is also end of life, with several components failing, needs to be up graded. The upgrades will provide video streaming capability, higher resolution cameras that will also provide low light capability which is critical.



Integrated cameras provide visibility into areas that even small robotic cameras can't access. The ram is equipped with 5 infrared cameras, forward-view cameras recessed into the end – one on each side and one in front-giving the operator a 360° view of the breaching area. The video images are transmitted to the viewing screen inside the cab with the operator. The operator can view single camera feeds full

screen or divide the screen into 5 views to see all ram cameras, and all of these can be transmitted to the command center.



The custom built NIJ Level IV platform includes a sloping partial roof cover and a floor-to-roof front shield. The shield features two sliding center doors and batwing doors on the outer edges, plus independent power for two Go Lights. The ADP provides room for up to four fully dressed officers and is equipped with two locking gun ports, four 5” x 9” sliding gun ports, four bullet proof glass sight ports,

and 2 wireless video cameras attached to the front of the platform with video feed to the equipment operator.

DELAWARE STATE UNIVERSITY (DSU)

DSU HVAC Upgrades

Project [Identification Number]: 18781
Funding amount (Budget): $10,750,000.00
Project Expenditure Category: 1.14-Other Public Health Service
Expenditures to date: $9,607,641.39

Project Overview

- Heating, Ventilation and, Air-Conditioning HVAC Upgrades Replacements for Delaware State University.

Use of evidence

- Clean Air- Post Covid-19, it is essential to ensure that the infrastructures are capable of providing clean air to prevent transmission of airborne illnesses. This includes upgrades to airflow-control systems, air-purifications systems and HVAC equipment replacement.

Success Stories

- Baker Annex RTU 1 & 2 Replacement

Labor Practices

- All work will comply with applicable building codes, ordinances, and regulatory agencies.
- Prevailing wage rates will be implemented as required.

Baker Annex RTU 1 & 2 Replacement





DSU Clinical Lab

Project [Identification Number]: 18782
Funding amount (Budget): $0.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: - $0.00

DSU Technology Upgrades

Project [Identification Number]: 18783
Funding amount (Budget): $ 9,150,000.00
Project Expenditure Category: 1.14-Other Public Health Service
Expenditures to date: $9,079,111.03

Project Overview

Upgrade the technology in DSU SMART learning spaces by equipping each space with the following equipment TV smartboard projector cameras sound system a mirroring device and a windows MAC computer to enhance the SMART learning capability.

Use of evidence

- At the completion of the project 131 classrooms across all Delaware State University campus locations were upgraded to enable faculty to easily deliver instruction to in-person and remote students, and to standardized classroom technology across all campus locations providing an excellent experience regardless of the classroom being used.

- The Division of Information Technology managed the overall project, scope, budget, and schedule. The university entered into agreement with a state approved audio-visual integration contractor to install and integrate all audiovisual equipment that was deployed in each classroom. Agreements were also in place with state contract approved electrical and painting vendors to provide electrical, painting, and wall repair services as needed.

  There were (5) steps involved with each classroom upgrade, with multiple vendors involved, which took coordination between all parties.

  - **Step 1:** Remodeling vendor removed the old technology, repaired any holes that were in the walls, and spot paints, and prepared the room for the other vendors.
  - **Step 2:** Electrician installed electric outlets where each TV will be mounted.
  - **Step 3:** Cabling vendor ran data cable in the room for wireless access points, instructor station, and TVs.
  - **Step 4:** Audiovisual vendor installed and configured all audio-visual components., i.e., microphones, cameras, TVs.
  - **Step 5:** DSU IT provisioned equipment and signed-off that the room is complete.

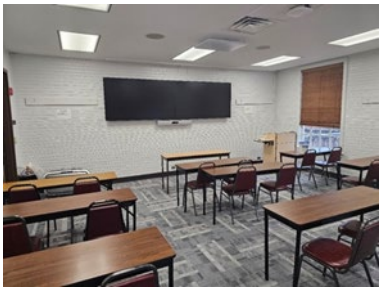
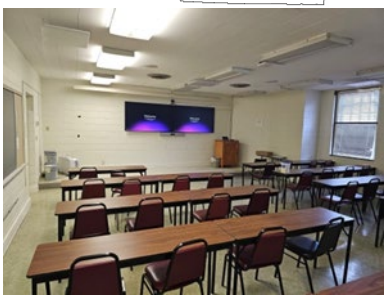
- Each classroom that was upgraded received the following equipment:
  - Cisco Webex Room Kit Pro with touch screen control panel
  - Cisco telepresence and speaker tracking cameras.
  - Ceiling Mounted Microphones
  - Wireless Access point(s)
  - Instructor computer
  - 75” Wall Mounted Displays
  - Teacher lectern/podium

STATE OF DELAWARE

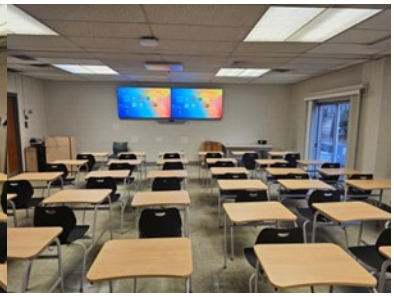
DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN







DSU Early Childhood Innovation Center (ECIC)

Project [Identification Number]: 18395
Funding amount (Budget): $14,100,000.00
Project Expenditure Category: 2.11-Healthy Childhood Environments Child Care
Expenditures to date: $13,408,038.94

Project Overview Summary

Establish an Early Childhood Innovation Center. The request will also fund a statewide scholarship and support model for Early Childhood EC Educator Support professionals to include an application process, cohort design model, career advisement model, and a mechanism to partner with all Delaware institutions of higher education for scholarship distribution.

Use of Evidence

1. Program Validation and Effectiveness

- *Purpose: To demonstrate that the innovations being tested or implemented actually work.*
- *Use: Data collected from pilot programs, child assessments, or educator feedback can be analyzed to show improvements in child development, learning outcomes, or teacher performance.*

2. Funding and Sustainability

- *Purpose: To attract and retain support from funders (e.g., government, philanthropy, private sector).*
- *Use: Evidence can be used in grant applications, reports, and fundraising campaigns to show impact and justify continued or increased investment.*

3. Policy Influence

- *Purpose: To shape or influence local, state, or national early childhood education policies.*
- *Use: Rigorous data and documented success stories can be used to advocate for the adoption of practices or changes in funding models.*

4. Program Design and Iteration

- *Purpose: To refine and improve interventions or teaching methods.*
- *Use: Continuous feedback and evaluation allow the center to identify what works, what doesn't, and make evidence-based adjustments.*

5. Scaling and Replication

- *Purpose: To expand successful models to other centers, schools, or regions.*
- *Use: Well-documented evidence supports the case for replication by showing that the innovation has measurable benefits across different settings or populations.*

6. Stakeholder Accountability

- *Purpose: To remain accountable to children, families, educators, and the community.*
- *Use: Sharing outcomes and evidence ensures transparency and builds trust with stakeholders.*

7. Professional Development

- *Purpose: To improve teacher training and instructional methods.*
- *Use: Evidence from classroom observations or child assessments can inform coaching, workshops, and curriculum development.*



DELAWARE TECHNICAL COMMUNITY COLLEGE (DTCC)

DTCC Child Care Center

Project [Identification Number]: 18656
Funding amount (Budget): $6,500,000.00
Project Expenditure Category: 2.11-Healthy Childhood Environments Child Care
Expenditures to date: $6,389,019.75

Project Overview

- Delaware Technical Community College (Delaware Tech or DTCC) Stanton Campus Child Development Center project construction of a new, one story 11,000 square foot Child Development Center, will include classroom spaces, offices for faculty and staff, a kitchen area, restrooms for adults and children, storage space, outside play areas, and a parking and drop-off area designed to provide childcare services for approximately 100 children age birth-to-five years old and school age children Kindergarten and above. The College center will Provide critical childcare and developmental services, serving regional healthcare industry workforce childcare needs, as well as serve as a greater New Castle County Early Childhood Education program(s) with instructional clinical/practicum site opportunities for Delaware Tech students. The Stanton Campus site provides courses within the Early Childhood Education Program's prescribed course sequence and would become a work-based learning component of the instructional program(s) college-wide (e.g. to include serving as a supplement program and proving community services for the George Campus in Wilmington and Terry Campus in Dover).

  Delaware Tech's has a well-documented history of working for/with and assisting underserved communities in Delaware and our mission for the new Stanton Child Development Center will be to continue providing quality care and education for children of Delaware Tech students, faculty and staff, and the community as the College supports economic recovery and strong employment opportunities for Delawareans, our students, and workforce.

Use of evidence



- This facility will provide childcare services for students and staff at the College as well as surrounding community. Project bids are awarded, State/DTCC purchase orders in place, and project is mobilized for construction with completion anticipated December 2024. Current project budget remains stable at just under $7.2M, just over 90% ARPA SLFRF funded, with State and/or other College funding supplementing costs as needed.

    - Delaware Technical Community College provides childcare services to and prioritized critical care needs for first responder and medical worker families during the COVID-19 pandemic and state of emergency at our other campus locations in the City of Wilmington, Kent County and Sussex County.
    - The new Stanton Child Development Center will impact the existing early childhood programs at the Wilmington campus, particularly by providing additional placements for an immersive work-based learning experience at the Stanton Campus.
    - This Center will address a barrier to student enrollment and provide access to critical child care services. While students, faculty and staff will be afforded the opportunity to use the Center for early care, the Stanton Campus Child Development Center will also serve the entire community as a second New Castle County child development center location operated by the College.

- Up to 20% of overall enrollment is anticipated reserved childcare spaces for purchase of care enrollees. The Center plans enrollment in the Early Childhood Assistance Program/ECAP as a high-quality preschool model institution for children 3-5 years of age from qualifying families. For example, 33% of children enrolled at the George (Wilmington) Campus commonly receive, and 40% of the children enrolled at the Owens (Georgetown) Campus commonly receive tuition assistance.

- The Stanton campus is located in the 19713-zip code, where, as of March 2021, there were 33 licensed childcare providers in that surrounding zip code with an approximate population of 30,000 residents. Only 14 of these providers received a Delaware Stars for Early Success/DE Stars rating at three or above. The College's existing three Childcare Centers hold five-star ratings, which reflect the highest level of achievement for programs in DE Stars. The Stanton Center will participate in and strive for a five-star program rating as well.

  The Stanton Center as a second child care facility operated by the College in New Castle County will serve the entire county, particularly given the proximity to major employers such as



Christiana Care Health Services, JPMorgan Chase, Delmarva Power, the Delaware National Guard, Christiana Corporate Commons and Christiana Mall.

Delaware Tech's enrollment reflects the diversity of the State and as expected within the Stanton Center and mirroring the diversity of New Castle County.

- The County, according to recent U.S. Census Bureau, includes a non-white population of 43.7%; persons under 18 years old at 27.1%; and persons in poverty at 10.4%.
- The location of the Stanton Campus includes a non-white population of 27.8%: persons under 18 years of age at 14.4%; and persons in poverty at 23.6%. With these demographics, the Stanton Center will further strive to mirror the demographics at the Wilmington, Dover and Georgetown Campuses. For example, 28% of enrollment at the Wilmington, Dover and Georgetown Centers are Black/African-American, Hispanic and/or multi-racial.
- The College's expectation is the Stanton Child Development Center will reflect the diversity of New Castle County which includes, according to the U.S. Census Bureau, a median family income of $73,892 and a per capita income for reported last 12 months of $37,532. Specific to the 19713-zip code, the median household income is $58,434 with a per capita income of $28.092.

- As a State of Delaware agency, higher education institution, and Delaware's only community college, Delaware Tech's employees are State employees. All procurement activity, expenditures, and financial reporting is present within the State's open portals, consolidated reporting and transparency resources. The College's Public Works contracting and contracted labor/workforce practices for any/all capital project expenditures are in accordance with State of Delaware, Delaware Code (29 Del C. §69) Procurement law and prevailing wage requirements.

DTCC STANTON CAMPUS - CHILD DEVELOPMENT CENTER

RENDERINGS

APRIL 20, 2023









DELAWARE TECHNICAL COMMUNITY COLLEGE

BSA - A



DTCC Culinary Program

Project [Identification Number]: 18657
Funding amount (Budget): $1,500,000.00
Project Expenditure Category: 2.36-Aid to Other Impacted Industries
Expenditures to date: $1,500,000.00

Project Overview

- The renovations to the DTCC Stanton Campus Culinary Arts facility in New Castle County will expand current square footage from 3,180 square feet to 8,800 square feet. This expansion will enable the program to increase its graduates in the Culinary Arts associate degree and diploma program by 80 percent, from 125 to 225 students, as well as offer new short-term certificate programs to 142 additional students annually helping meet the needs of the food service industry.



Project scope includes construction renovation and expansion of existing facility; instructional technology, furniture/fixtures and restaurant equipment replacement to meet advanced industry, health and food services; and required higher education accreditation minimum standards; as well as Delaware Tech continued instructional program standards; and state critical workforce needs. Stanton Campus Culinary Arts facility renovations and equipment upgrades are necessary to satisfy the College's instructional program requirements set by the American Culinary Federation Education Foundation Accrediting Commission.

Use of evidence

- Expansion will enable the program to increase its graduates in the Culinary Arts associate degree and diploma programs. This Culinary Project and Program renovations and expansion will assist in recovery of restaurant markets and all related health and food service industries hit hard during the pandemic. Multiple funding sources will be utilized for this project. Bid opening is expected mid-August 2023. Total project cost estimate is nearing $17M to include soft costs, site work, construction, technology, FF&E and instructional equipment. Current budget less than 9% ARPA SLFRF funded.

- Delaware Tech's enrollment reflects the diversity of the State, New Castle County, and immediate surrounding community.

- As a State of Delaware agency and higher education institution, Delaware Tech's employees are State employees. All procurement activity, Public Works contracting, and contracted labor/workforce practices for any/all capital project expenditures are in accordance with State of Delaware, Delaware Code (29 Del C. §69) Procurement law and prevailing wage requirements.

DTCC STANTON CAMPUS - CULINARY ARTS EXPANSION AND RENOVATION

RENDERINGS

APRIL 20, 2023









DELAWARE TECHNICAL COMMUNITY COLLEGE

BSA-A



DTCC CNAs

Project [Identification Number]: 18658
Funding amount (Budget): $241,335.00
Project Expenditure Category: 1.10-COVID-19 Aid to Impacted Industries
Expenditures to date: $241,335.00

Project Overview

- **Collegewide Rapid Certified Nurse Assistant CNA Training** to combat pandemic experienced staffing shortages in local hospitals and healthcare facilities the College trained Delaware National Guardsmen and Guardswomen for placement/assignment of newly trained CNAs into healthcare/hospital facilities in order to increase beds available and reduce patient boarding at

the state's hospitals, reducing delays in moving patients from emergency departments who require inpatient treatment to a hospital bed.

- Delaware Technical Community College partnered with the state to provide intensive two-week medical training to Delaware National Guard members to address need for certified nursing assistances in Delaware's healthcare system crippled by COVID-19 patient surge during winter of 2022-2023.
- Initially planned for assignment of up to 125 Delaware National Guard members to be trained as Certified Nurse Assistants (CNAs) by Delaware Tech for completion of the training on an accelerated timetable consisting of two weeks of classroom, laboratory and clinical instruction and training for support and potential successful deployment of these newly trained CNAs to long-term care facilities in order to increase beds available and reduce patient boarding at the state's hospitals.
- CNA Program requires 93 hours of instruction/lab/clinical usually offered typically over a six-to-10-week period.

Use of evidence

- **Delaware National Guard Certified Nursing Assistant Program/CNA training** https://www.dtcc.edu/about/news/2022/01/27/delaware-tech-trains-national-guard-work-certified-nursing-assistants



Photo: Members of the National Guard trained as CNAs work at Cadia.





- The College developed and implemented unique Delaware national Guard/DNG training compressed into two weeks, from 1/4/22 to 1/15/22, targeted to train 95 guardsmen and guardswomen. Extraordinary amount of coordination and college-wide management committed from the first week of December 2021 until the end of January 2022 for program development, set-up, coordination, and training completion.
- The program started with 93 students enrolled among 3 campus locations- Owens (Georgetown), Terry (Dover) and George (Wilmington) Campuses. Due to the COVID-19 pandemic, deployment, and mandatory program requirements, 84 students successfully completed program training.
    - 93/84 (90%) were able progress, complete training and testing, then enter the workforce as CNAs under the Office of the National Guard
    - 84/84 (100%) passed the written and skills assessments
- Delaware Tech partnerships and community support included:
    - The College partnered with seven clinical sites to house the 16-hour clinical experience for all students.
    - The Delaware Health Care Facilities Association referred several new sites for this initiative.
    - Delaware Tech onboarded eight additional faculty to assist with the instruction (lecture, lab, and clinical), support by the Delaware Healthcare Association referrals of numerous registered nurses in support of this initiative.
    - The Division of Health and Social Services was instrumental in assisting with student requirements (i.e. immunizations, background checks, etc.).
    - When Gov. Carney and the Delaware Healthcare Association approached the College looking for allied health and nursing students to assist with staffing

needs at our state's healthcare facilities, we put out the call and were able to provide 120 names of students who wanted to help. In addition, the hosted a healthcare job fair in January 2022 that attracted nearly 60 students and five employers.

- Armed as CNAs, Delaware National Guard members to deploy to COVID battleground | Bay to Bay News
  Delaware State News, January 7, 2022
  As medical facilities face swell in COVID-19 cases due to the omicron variant, the Delaware National Guard providing some much-needed assistance gathered at Delaware Technical Community College's Terry Campus in Dover two-week training to become certified nursing assistants to aid medical facilities short-handed; other groups commenced CNA courses at DelTech's Georgetown and Wilmington campuses.
- Delaware National Guard receives abbreviated medical training to assist during COVID surge | The Latest from WDEL News | wdel.com
  WDEL, Jan 7, 2022
  About a hundred guardsmen and women cracked open a textbook to train for and fill healthcare positions around the state with intent of easing pressure on the system amid a winter surge and more transmissible Omicron strain.
- National Guard Begins CNA Training, Rehoboth Beach Enforcing New Mandate For Employees | News | wrde.com
  WRDE, Jan 5, 2022 Updated Jan 17, 2022
  Delaware Tech campuses sites for the National Guard certified nurse assistant training
- Delaware seeks volunteers for hospital help - Delaware Business Times
  Delaware Business Times, January 18, 2022
  Hospitals looking for volunteers to help with the record numbers of patients surging through winter 2022-2023. Gov. John Carney has authorized the National Guard to mobilize to assist frontline health care workers to aid with administrator work and non-clinical services, to allow the health care workers to aid patients. As of last week, 56 guard members were sent to hospitals throughout the state to work in non-clinical roles. Once they finish the certified nursing assistant (CNA) programs at Delaware Technical Community College, another 100 guardsmen will be mobilized later this week.

DTCC Allied Health Center

Project [Identification Number]: 18659
Funding amount (Budget): $19,675,583.64
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $19,556,629.77

Project Overview

- George (Wilmington) Campus Allied Health Center of Excellence (AHCoE) - Project consists of interior renovations to update, convert, and reconfigure space within the campus' Southeast Building into an Allied Health Center of Excellence facility. Renovations will add 2 new instructional programs for Paramedic and Surgical Technician learning spaces and a new hospital simulation room serving students/residents of New Castle County and the City of Wilmington. Includes construction of labs and purchase/installation of the necessary instructional technology and critical professional/industry equipment. Improvements planned to heating, ventilation and air conditioning systems.

Use of evidence

- AHCoE Project is mobilized for construction with anticipated completion date of September 2024. Total project budget stable at $21.2M including $4.6M in HVAC improvements and equipment with federal, state and/or other College funding supplementing as needed. Project focused is on adding new educational opportunities for allied health students in the Wilmington and greater New Castle County areas. These workers were in critical demand during the pandemic and remain in high demand today. Project designed to meet advanced industry, healthcare services, and required higher education accreditation minimum standards; Delaware Tech continued instructional program standards; and statewide critical workforce needs.

- Delaware Tech's enrollment reflects the diversity of the State, New Castle County, and immediate surrounding community.

- As a State of Delaware agency and higher education institution, Delaware Tech's employees are State employees. All procurement activity, Public Works contracting, and contracted labor/workforce practices for any/all capital project expenditures are in accordance with State of Delaware, Delaware Code (29 Del C. §69) Procurement law and prevailing wage requirements.

Project Overview



- George (Wilmington) Campus - Project will provide critical HVAC renovations and improvements to the Southeast Building at the George Campus resulting in higher airflow rates with greater filtration resulting in improved air quality. Project reflects capital investments in public facilities, in largely underserved areas, to meet pandemic prevention and operational needs. Investments in the Southeast Building systems infrastructure will upgrade the majority of HVAC system components that are 22 years old. Most spaces within the building were heated and cooled by the aged systems using a total of 117 heat pumps. Outside, fresh air was provided by 15 aged air intakes with preheat coils. Cooling evaporation for the building was provided by 2 closed circuit cooling towers beyond their projected lifecycle. The Building Automation System (BAS) requires replacement due to age as well.

Use of evidence

- Project will provide much needed HVAC renovations and upgrades to the Southeast building ensuring a safe and healthy College/State instructional facility and building infrastructure portfolio. Work will enhance student and staff health, safety and comfort. HVAC Upgrades anticipated project budget remains stable at $4.6M. Southeast HVAC work is combined with Allied Health Center project for project execution efficiency and is under construction.

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN



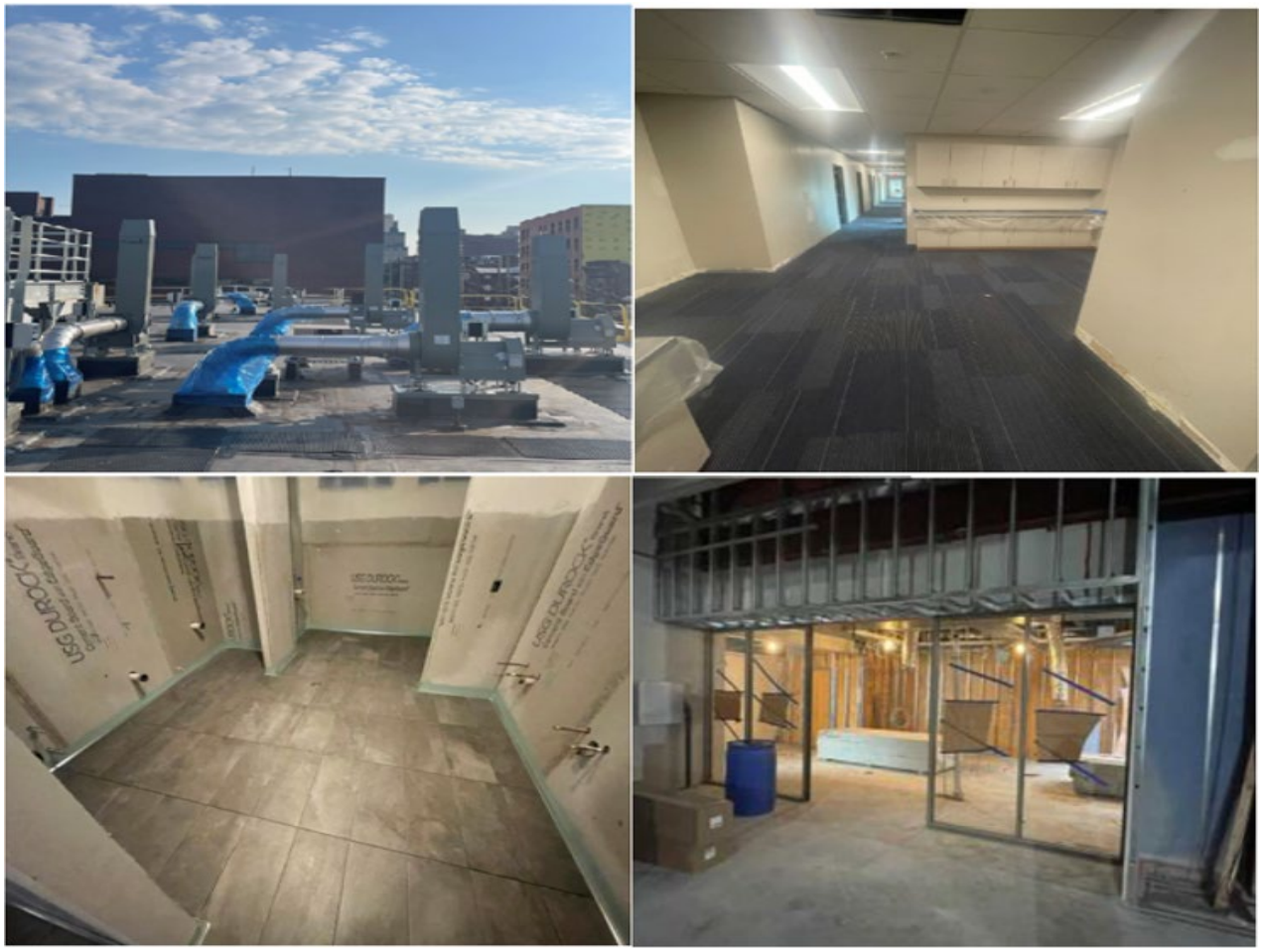




STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



DTCC HVAC Upgrades

Project [Identification Number]: 18660

Funding amount (Budget): $5,324,416.36



Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $5,324,416.36

Project Overview

- Collegewide HVAC and Ventilation Improvements at the Terry (Dover) Campus remaining under this project are within its Education and Technology Building (ETB) housing a significant volume instructional programs (including education, allied health, business, human services, technology, and culinary), the campus' child development center, wellness center, public training facilities and conference center spaces, technology equipment and services, operational (including instructional, support, facility, and public safety) staff, and significant overall campus onsite population. This Kent County campus' HVAC project will provide critical renovations and Improvements planned to heating, ventilation and air conditioning systems resulting in higher airflow rates with greater filtration resulting in improved air quality.

  Project reflects capital investments in public facilities, in largely underserved areas, to meet pandemic prevention and operational needs. Investments in the Terry Campus Education and Technology Building include HVAC rooftop and air handling units that heat and cool the ETB with 23-year-old system that reached or exceeded their useful life. A total of 26 rooftop package and air handling HVAC units required replacement. New units provide high airflow rates with greater filtration to improve air quality. The Building Automation System (BAS) required replacement due to age and with replacement will increase air quality and energy efficiency as upgraded.

Use of evidence

- The Terry Campus ETB HVAC Project will provide much needed HVAC renovations and upgrades to within this core campus building ensuring a safe and healthy College and State instructional and public service facility and infrastructure portfolio. Work will enhance student and staff health, safety and comfort. Terry Campus ETB Building HVAC construction/improvement work is underway with systems final balancing reports and completion anticipated February-April 2024.

- Delaware Tech's enrollment reflects the diversity of the State and immediate surrounding Kent County communities. As a State of Delaware agency and higher education institution, Delaware Tech's employees are State employees. All procurement activity, Public Works contracting, and contracted labor/workforce practices for any/all capital project expenditures are in accordance with State of Delaware, Delaware Code (29 Del C. §69) Procurement law and prevailing wage requirements.

- Delaware Tech Magazine - Winter 2023 (dtcc.edu)





[A Guide to Getting Around the Dover Campus (dtcc.edu)]

DEPARTMENT OF TECHNOLOGY & INFORMATION (DTI)

DTI Broadband Infrastructure

Project [Identification Number]: 17850

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



Funding amount (Budget): $41,388,055.92
Project Expenditure Category: 5.19 – Broadband Last Mile Projects
Expenditures to date: $36,597,181.23

Project Overview

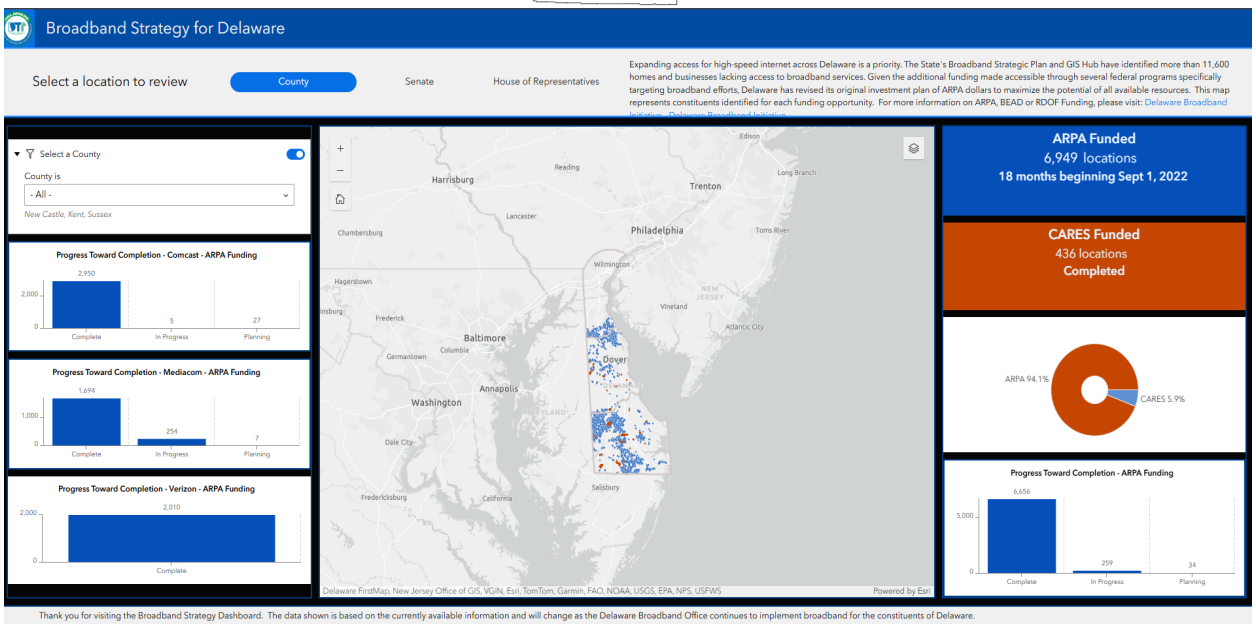
The State of Delaware Department of Technology & Information (DTI) released a grant application to award grant funds to construct broadband infrastructure as part of the Delaware Broadband Infrastructure Grant DBIG program. Through this grant application process DTI seeks to provide federal funding to private partners that commit to building expanding and sustaining new broadband service capabilities to unserved rural areas throughout the state cover the last mile connections throughout Delaware. DTI's analysis of which areas are unserved can be found in the 2020 Delaware Broadband Strategic Plan. It is estimated that there are more than 11,600 homes and businesses in Delaware that lack high-speed wired broadband access. Given the additional funding made accessible through several federal programs specifically targeting broadband efforts, Delaware revised its original investment plan of ARPA dollars to maximize the potential of all available resources. Beginning in September 2022, an 18-month project using ARPA funding began. ARPA funding will connect 7500k households/businesses. Additionally, ARPA funding further supported Connect Delaware a K-12 student program to provide MiFi devices and monthly service at no cost to the student.

Use of evidence

Funding to create new and extend existing broadband services to interconnect all of the state with high quality broadband services. This program specifically targets underserved populations and geographic locations. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. The number of households connected and the demographic data for each will be collected and studied. 490 fiber miles are planned to be deployed with a total of 7500 locations receiving a minimum of 100/20 Mbps and scalable to 100/100 Mbps post SLFRF investment. ARPA Delaware will review and capture the completion statistics and implementation data to ensure the project projections are accurate and achieved.

Programmatic Data

As of June 30, 2025, The State of Delaware has contributed ARPA funding to selected carriers to deliver 7061 available internet connections to unserved and underserved constituents. A clean up effort to includes 603 locations. Only 299 locations remain in the project. This will bring a total of 7600K constituents with available connection to broadband at speeds at or over 100/20 MBP.



Success Stories

The project remains on time and on budget. Scope to add additional addresses has changed but absorbed with no setbacks.

Community Engagement

At the start of ARPA, it was recognized engagement with constituents and community anchor institutions would be critical. The State of Delaware conducted external "town halls", performed surveys and speed tests throughout the state. It also recognized and obtained FCC reporting to determine addressing areas. Engagement continues through a designated broadband mailbox and phone voicemail box which allows constituents to reach out to the broadband office at any time.

DTI Digital Government GIS

Project [Identification Number]: 18780
Funding amount (Budget): $898,357.01



Project Expenditure Category: 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $671,609.99

Project Overview

Mapping is a significant need for a Digital Government platform. Current mapping data is outdated, lacking a variety of improvements to the state infrastructure. Any aspect of a new platform that geographically tracks data, like COVID-19 spread for example, requires current mapping. There are 3 vital geospatial datasets for the State of Delaware: Aerial Imagery, LiDAR (Light Detection and Ranging), and Land Use/Land Cover (with Impervious Surface). State agencies use and rely on these datasets for daily business needs, though they are outdated. The DTI Enterprise GIS (Geographic Information System), known as FirstMap, hosts these datasets, providing centralized storage, access, and eliminating duplication on agency servers. One-time ARPA funding for these datasets will allow for data modernization while we continue to pursue sustainable ongoing funding.

There are a number of data and mapping layers that are derived and verified from these datasets, including but not limited to:

- Roads - mapping and verification of the roads
- Point addresses - used for locating the address on the physical location and not the closest estimated point on the road. Vital for 911 response.
- Building footprints
- Land Use/Land Cover - identifies agriculture vs. urban vs. forest
- Impervious surface - areas where water runs off and can contribute to flooding
- Digital Elevation Model - used in flood mapping, coastal inundation modeling
- Change detection to help analyze trends and growth patterns
- Park trails and pathways
- Vegetation mapping

It is worth noting that these datasets support initiatives that cross multiple ARPA priorities and agencies, including Health & Social Services, Water Health & Quality, and Broadband.

During this project, we have contracted with vendors to collect the following datasets:

- 2022 Aerial imagery (completed in 2023)
- Land Use/Land Cover and impervious data based on the 2022 imagery (completed in 2024)
- 2023 LiDAR (delayed)



- 2024 Aerial imagery (completed in 2025)
- 3D Hydrography Program, an update to the State's hydrography data based on the 2023 LiDAR (in progress)



Use of evidence

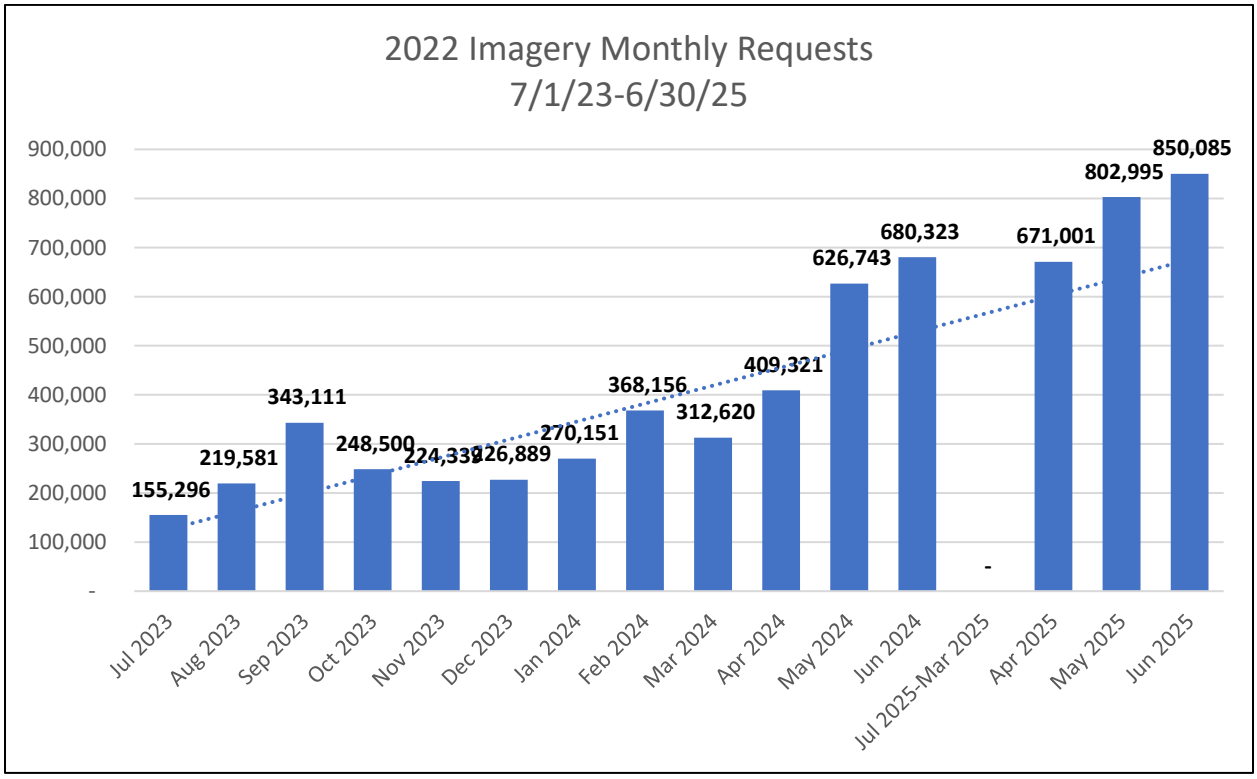
- The Digital Government GIS Data Collection program is subject to evaluation at the agency level and through the state's ARPA compliance office. Direct spending oversight for the GIS Data Collection is the responsibility of the Department of Technology and Information (DTI) Fiscal and Location Intelligence teams. Quarterly reports are provided to the Fiscal office summarizing program status and budget expenditures. The Delaware Geographic Data Committee (DGDC) and Geospatial Technical Advisory Committee (GTAC) meet quarterly to discuss progress on the project.
- The 2024 aerial imagery project followed a process like the 2022 aerial imagery. The vendor conducted an extensive review of the data and approximately 8 members of the Delaware GIS Community conducted detailed data reviews. The final data delivery was reviewed by the Location Intelligence Team (DTI). The LI team is currently working on publishing the imagery in FirstMap.
- The Land Use/Land Cover portion of the project was completed in late July of 2024 following a review by several stakeholders. It has since been published in FirstMap.
- The LiDAR data collection project has had significant delays due to issues with the quality of the vendor's work. United States Geological Survey (USGS) conducted extensive reviews and went through several rounds of corrections with the vendor before the final data were delivered. Upon receipt, the State reviewed the data and discovered several issues. USGS completed an assessment of the extent of the issues that we reported and is currently working with the vendor on a resolution plan.
- All contractors are expected to provide monthly status reports.

Programmatic Data

- Due to the delays with the LiDAR collection, the data have not been published this reporting period and we cannot provide additional programmatic data related to this dataset. In addition, the 2024 imagery is not published in FirstMap yet, therefore metrics are not available.
- Usage of the 2022 Aerial imagery has continued to grow throughout the year and the metrics reflect a steady increase in the usage.
- Land Use/Land Cover and Impervious Cover data were published in late summer of 2024. Feedback has been positive, and users note the improvement in the quality of the 2022 impervious surface data over the 2017 data.
- Analysis of the Land Use/Land Cover data reflects the trend in the decrease of agricultural and forested lands, especially in Sussex County due to the increase in building of new housing. This analysis is key in projects such as State Strategies to help make recommendations on areas that

are more ideal for building. And will also be valuable in identifying areas in need of more resources such as hospitals, pharmacies, and related wellness services.

- The charts below reflect the total number of requests logged by ArcGIS Server, the software used for FirstMap. Unfortunately, usage logs were lost following a system upgrade at the end of March 2025 and are only available for April 2025 through June 2025. The 2022 imagery shows a steady increase in usage, land use/land cover reflects steady usage, and the impervious surface reflects a peak usage in May 2025. A possible explanation for the high peak in May could be several analysis projects taking place that month.



Month	Total Imagery Requests
Jul 2023	155,296
Aug 2023	219,581
Sep 2023	343,111
Oct 2023	248,500
Nov 2023	224,339

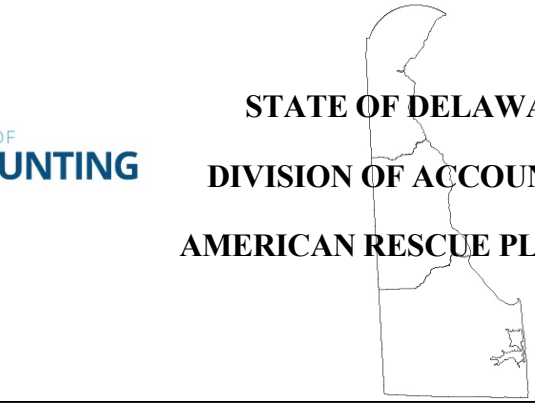
STATE OF DELAWARE

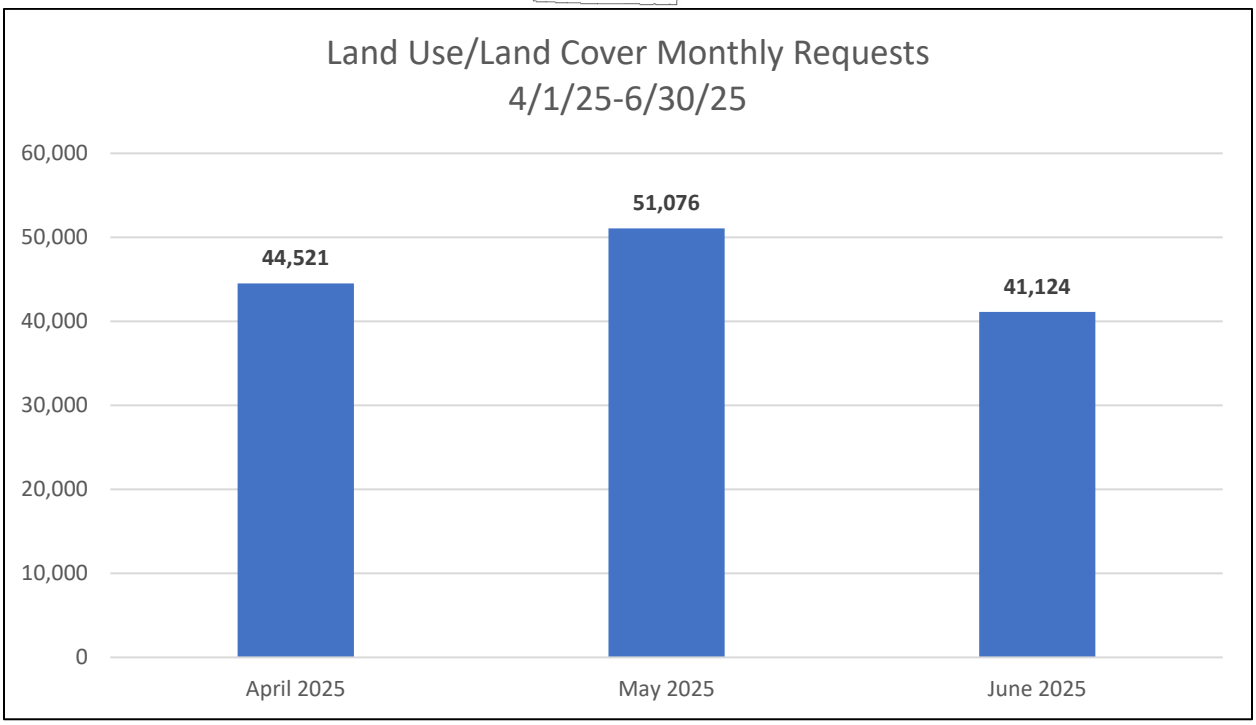
DIVISION OF ACCOUNTING

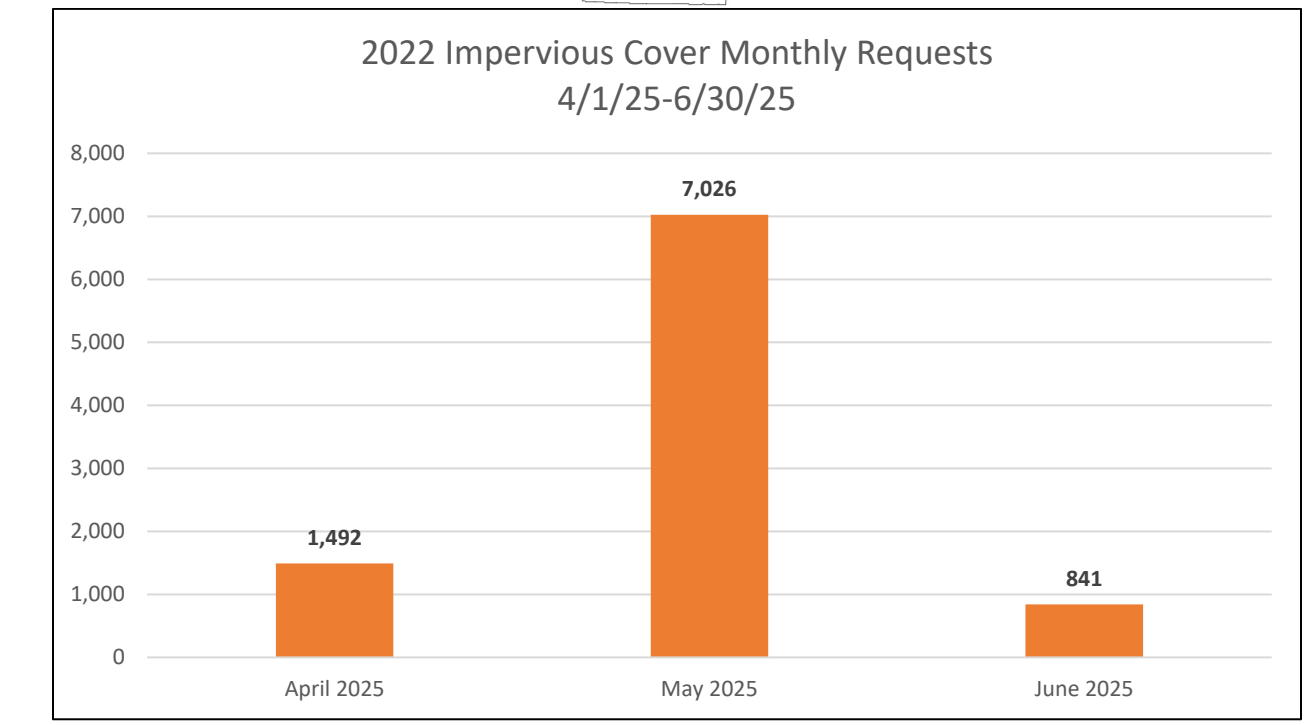
AMERICAN RESCUE PLAN ACT



Month	Total Imagery Requests
Dec 2023	226,889
Jan 2024	270,151
Feb 2024	368,156
Mar 2024	312,620
Apr 2024	409,321
May 2024	626,743
Jun 2024	680,323
Jul 2025-Mar 2025	No Data
Apr 2025	671,001
May 2025	802,995
Jun 2025	850,085




Land Use/Land Cover Monthly Requests
4/1/25-6/30/25
60,000
50,000
40,000
30,000
20,000
10,000
0
44,521
51,076
41,124
April 2025
May 2025
June 2025



Month	Land Use/Land Cover	2022 Impervious Surface
April 2025	44,521	1,492
May 2025	51,076	7,026
June 2025	41,124	841



Success Stories

- The user community is looking forward to the publication of the 2024 imagery and is generally excited that we are working towards collecting data every 2 years. The success of this project has helped support the need for regularly maintained data.
- There is also significant interest in the LiDAR data, unfortunately the delays are having an impact on the user community.
- The availability of the updated Land Use/Land Cover (LULC) data has helped with planning and usage assessments when compared to the data from 2017. There has been a significant amount of development in the State and the updated data is key to monitor growth, deforestation and loss of agriculture. The new LULC dataset is being used in the 2025 State Strategies project that helps assess impact of development on resources and provides recommendations on where building is acceptable, and not acceptable. The older dataset would not have provided an accurate picture of some areas as compared to the 2022 data.
- The new imagery continues to be instrumental with managing locations connected to broadband. The imagery is integrated into the regular validation workflow to ensure that the addresses reported by FCC are Broadband Serviceable Locations (BSL).
- Having current aerial photography is also critical when completing data audits. In many instances, as with the Broadband Initiative, conducting field reconnaissance would be too costly. Current aerial imagery fills that audit need at fraction of the price.
- The Office of State Planning Coordination (OSPC) conducts a monthly planning review process known as the Preliminary Land Use Survey (PLUS). They have been utilizing the new 2022 aerial imagery service for reviewing their PLUS projects since it went live in May of 2023. OSPC has reported to us that they continue to see a significant benefit from more accurate and real time land area developments. The updated imagery has helped make the process more efficient and accurate, thus saving the State money.

Community Engagement

- The community engagement with this project has not changed during this reporting period from last year's report. This project helped achieve goals that were identified by previous initiatives. The user community remains pleased that the data are being kept up to date and helping with the efficiency of their day-to-day operations.
- A survey of the Delaware GIS user community was completed in 2020 to help gain an understanding of data requirements and preferences for frequency and types of data collection. The results of the survey are in the pdf attached below.

DataSurvey2020_Results.pdf

- The results of the survey were used to develop the requirements for a Request for Proposal in 2021. A vendor was selected, and the contract was awarded. DTI was able to kick-off the project after the ARPA funding was awarded. Through an extension of that contract, we were able to collect the 2024 aerial imagery.
- The requirements that were developed as a result of the survey were shared with the GIS community through the DGDC and GTAC. The information was also shared with various executive committees, including the Cabinet Committee on State Planning Issues (CCSPI), Government Efficiency and Accountability Review (GEAR), and the Technology Investment Council (TIC).
- The University of Delaware provided a series of recommendations in FY2019 regarding the State's approach to GIS governance. Improved GIS coordination was an item identified as a GEAR initiative. A final report was provided to the GEAR board in August of 2021. Funding for a short-term GIO type position was included in the ARPA proposal in support of those recommendations. The Executive Summary and full report are in the pdfs attached below. The job description and relevant details are still being developed.

2021 05 20 REVIEW EXEC SUMMARY GIS

GIS-Coordination-Recommendations-08

- A working group was developed to review the 3D Hydrography Program requirements. The group has been instrumental in providing feedback to structure the program and ensure the final data will meet the State's requirements.

DTI Anchor Rooms and Remote/Citrix Work

Project [Identification Number]: 18813
Funding amount (Budget): $ 1,547,752.25
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $1,355,394.30



Project Overview

Anchor Rooms

The Delaware Executive Branch conducts public meetings at various locations across the State While public meetings are now permitted to be held virtually. SB 94 requires a physical anchor location with at least one member of the public body present. Anchor rooms, coupled with remote access, serve as a valuable COVID-19 mitigation tactic. Their combined use alleviates the need for public officials and members of the public to feel compelled to gather in a single physical location and risk disease spread. Remote access enabled by anchor rooms also provides access to meetings for members of the public who might not be able to travel to a physical location or congregate in person. To upgrade meeting rooms across the State to provide updated technology requirements in order to meet the current demands of the workforce. Upgraded meeting rooms will allow for virtual meetings to provide alternative options in the event of public health emergencies.

Remote Work/Citrix

The State will create an Enterprise Citrix Platform to allow any remote State user access to applications that require special access and other platforms that may need firewall rules to access. Once implemented, the DTI will be able to offer Agency Partners an enterprise service to for virtualization of desktops and applications. This simplifies business and operations processes for remote State workers and ensures that the State can effectively mitigate potential cyber security risks in these areas through enhanced platform controls.

Use of Evidence

ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. The public engagement numbers and surveys will capture the effectiveness of the technology and the usefulness of the participating remotely.

Anchor Rooms

This portion of the project was closed in 2023. Funding to provide the equipment and professional services needed to upgrade the identified rooms with the devices and tools to allow for public participation included:

Versalign: Labor = $21,675.00, Materials = $172,245.76

Assurance: Labor = $17,316.00, Materials = $49,055.88



Remote Work/Citrix

Funding to provide professional services to plan, design, build, test, and implement the platform to which applications and desktops are being added. Funding will also be used to provide professional services for post implementation, maintenance and support.

Programmatic Data

Anchor Rooms

The following anchor rooms had their A/V equipment upgraded:

- Blue Hen Mall (DHSS) – 655 South Bay Road Suite 2I, Dover, DE 19901
- Indian River Marina (DNREC) – 39145 Inlet Road, Rehoboth Beach, DE 19971
- Troop 2 (DSP) - 100 Cpl/1 Stephen J. Ballard Way, Newark, DE 19702
- Killens Pond Nature Center (DNREC) - 5025 Killens Pond Rd, Felton, DE 19943
- Trap Pond Nature Center (DNREC) - 33587 Bald Cypress Dr, Laurel, DE 19956
- Lums Pond Nature Center (DNREC) - 1068 Howell School Rd, Bear, DE 19701
- R&R Building Auditorium (DNREC) - 89 Kings Hwy SW, Dover, DE 19901
- Stockley Campus (DHSS) - 26351 Patriots Way, Georgetown, DE 19947
- Massey Station (GACEC) – 516 W Loockerman St., Dover, DE 19904
- Herman Holloway Campus Chapel (DHSS) - 1901 North DuPont Hwy, New Castle, DE 19720

Remote Work/Citrix

- Phase 1 Development and Configuration of Base Platform: Completed October 2023
- Phase 1.5 Virtualization of DTI's Desktops and Applications: In progress through 3rd quarter 2025
- Phase 2 Operational Readiness and Enterprise Service Delivery: Completed December 2024
- Phase 3 Business Continuity / Post Implementation Maintenance & Support: In progress, Jan 2025 – Dec 2025

Success Stories

Anchor Rooms

Each site upgrade/installation was signed off on by agency site contacts.
This portion of the project was completed on time and under budget in 2023.

Remote Work/Citrix

The Enterprise Citrix platform (known as Delaware Desktop as a Service or "DE-DaaS") is still under development. Phase 1 was completed in October 2023.
Phase 1.5 - Virtualization of DTI user applications and desktop installations are in progress. DTI "Early Adopter" teams completed testing and implementation. DTI General Audience teams will complete testing by mid-July 2025. Phase 1.5 will close 3rd quarter 2025.
Phase 2 of the Project completed on time in December 2024 and was under budget by $16K.
Phase 3 of the project for post-implementation support and maintenance services is in progress through Dec 2025.

Labor Practices

Anchor Rooms

Use of government contracts and prevailing wage.

Each quote for this project broke out the Audio-Visual Vendors' labor costs from the cost of materials. Contracts were also drawn up for each site, which stated that the up-front costs for equipment and installation are at no-cost to the customer. However, the agency would agree to maintain the configuration and upkeep of installed equipment from the installation date.
.

DTI Digital Government Platform Foundation

Project [Identification Number]: 18897
Funding amount (Budget): $ 19,754,425.51
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $12,506,486.96

Project Overview

The Digital Government Platform Foundation Program delivers a device agnostic user-friendly experience for Delaware residents and visitors. Considerable effort has been made to the design and incorporation of key software components that provide a human centric User Interface UI and User Experience UX. This includes implementing agency services and upgrading the agencies backend systems to utilize the portal foundation. All agencies will be able to plug into the foundation over time to deliver their services via a single portal app. Various technical and program contractors are engaged to complete these projects and provide a more modern and enhanced software experience. The digital platform, now branded Go DE, provides

technological enhancements that will allow end users to perform job duties more easily. The need for this was exacerbated during the COVID-19 pandemic.

For Digital Government, we have embarked on a journey to develop a "portal" that will interact with many legacy, back-end applications. In essence, we will ask old applications to do "new tricks". Residents and visitors will transact with state business during off hours. This will require us to do a much better job of monitoring and supporting our applications. The Applications Monitoring and Support component of the Digital Government program will help us shift from being largely reactive in our approach to supporting applications to being much more proactive. We will onboard additional support resources, as well as implement new monitoring tools. The AppDynamics monitoring tool implementation is in progress with participating application teams with focus on continuous. Over time, our capability to support the applications we have, including identifying application degradation before an application experiences an outage, will increase tremendously.

Likewise, DTI has created an Enterprise Integration Platform (EIP) utilizing MuleSoft. Building out our EIP will enable us to standardize IT assets and rationalize costs. The enterprise integration strategy consists of recognizing that integration is a shared service, a platform by itself that helps all the other applications communicate. This is essential to the typical goals of centralized management, faster partner onboarding, and a lower total cost of ownership (TCO). This will enable us to develop the integrations needed for the Digital Government applications. To ensure the Digital Government infrastructure can be available to secure legacy backend systems, a MuleSoft on-premises environment has been created that provides secure access to these systems. Deloitte has been contracted to help build and maintain the MuleSoft infrastructure to ensure that this platform is ready for the Digital Government initiative. They are rewriting legacy webservices into MuleSoft APIs to demonstrate a repeatable process to deploy future MuleSoft APIs. This is critical to efficiently managing future changes across the enterprise.

A critical component for the State's Digital government is the provision and maintenance of a secure, unique digital Identity for residents and visitors. The state's identity strategy has multiple major components. These include: Digital identity, which is the creation, proofing, and management of unique individual identities contained in a universal directory of access accounts; Access management, which focuses on Single Sign-On Authentication/Authorization, and limited provisioning of user roles based on user identity attributes to control access; and Privileged Access Management (PAM) solutions which focus on securing administrative access and providing accountability/security surveillance includes threat detection and response. These tools play a crucial role in the realm of Identity and Access Management (IAM) within the



context of a "secure" Digital Government Platform Foundation program. Incorporating these security solutions as part of IAM initiatives within the digital government landscape brings numerous benefits. These include enhanced transaction security, mitigation of insider threats, compliance facilitation, implementation of least privilege access, streamlined (Just-in-time) privileged user provisioning/deprovisioning, robust password management, centralized administration and monitoring, and seamless integration with existing IAM and IT infrastructure. By leveraging PAM, various government entities/agencies can strengthen their overall security posture, protect sensitive information, and ensure the efficient and secure delivery of digital services to citizens and stakeholders. Over 100,000 people already have created their secure digital identities on the State of Delaware's Okta-driven IAM system. Having a secure, unique digital identity benefits constituents by allowing the platform to deliver accurate records of their transactions with ease, for immediate and future reference, inspiring confidence in this modern platform.

Finally, ServiceNow workflows were developed to initiate and track agency onboarding into the Digital Government platform. This workflow involves multiple touchpoints between the requesting agency, the Office of the State Treasury (OST), and the Go DE Resident & Visitor Portal implementation vendor, Breakline Digital. These touchpoints include the initial assessment form to collet agency use case information and a more detailed onboarding form to delve further into agency fiscal and technical information. To date, 45 assessment forms have been successfully submitted, with 28 progressing through the process and leading to onboarding form submissions. To continuously improve upon the developed workflows, the team has undergone requirements gathering sessions to incorporate additional OST agency onboarding forms and tasks into the existing ServiceNow workflows. This work is not only key to the Digital Government program, but also modernizes OST's current use of manual processes. All requests for new point of sale devices, merchant IDs, and agency support will be systemically routed through ServiceNow. It will allow OST to efficiently deliver services and develop the reporting required to manage assets, forecast processing fees, and assess the growth of ecommerce.

Use of evidence

The Digital Government program is subject to evaluation at the agency level, within the Government Efficiency and Accountability Review (GEAR), and through the state's ARPA compliance office. Direct spending oversight is the responsibility of the Department of Technology and Information (DTI) Technology, Fiscal and Program Management teams. A meeting is held monthly to review the program's fiscal health, new and pending purchase order requests, contract staffing, and milestones. In addition, quarterly reports are provided to the Fiscal office summarizing program status and budget expenditures. Steering and Executive

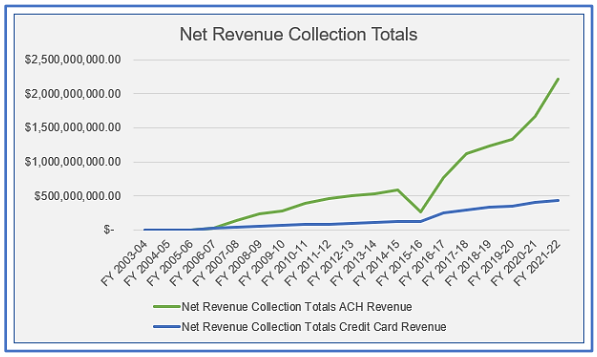
Steering Committees meet on a monthly and quarterly schedule respectively to provide direction and approvals. Both are provided with status reports including demonstrated progress, and summary of budget expenditures. State agencies and the public can find information associated with Digital Government on the Department of Technology and Information websites. (https://dti.delaware.gov/arpa/digital-government/).

The GEAR Board has included the Digital Government Foundation Program in its Enterprise Service Delivery strategic programs and tracks key project factors. Examples include quantifiable outcome category, effort estimate, and return on investment. Reports are provided and presented to GEAR on a quarterly basis and can be found on the GEAR website. (https://gear.delaware.gov/reports-publications/)

As noted above, the DTI Fiscal team ensures ARPA funded programs have the appropriate level of scrutiny, and reporting required by the state's ARPA compliance office is completed in a timely manner. Quarterly monitoring questionnaires and annual report have been submitted as required.

Programmatic Data

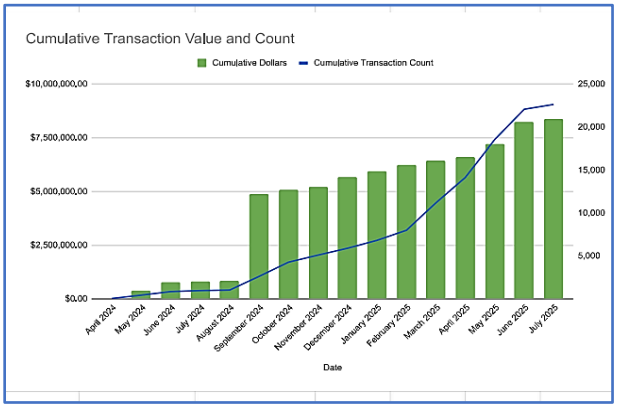
Since 2003, the state's average annual growth rate for ecommerce transactions is 18% with total revenue collected near $12B (based on Govolution reporting, 2003-2022). Residents, visitors, and business owners currently transact with each agency independently to purchase products and services or pay fees via agency websites. The digital government platform will provide a customer-centric platform presenting a multitude of state agency service offerings secured by SSO, with standardized checkout experience, and personalized for the user. It is anticipated that the growth of ecommerce net revenue collection will accelerate from 2024-27 with the automation of manual payment processes currently supported by state agencies and schools.



Analysis of the cost avoidance achieved by migrating from Govolution to a standard state payment engine was completed in 2023. Pay with Go DE went live in April 2024 with just one agency and has expanded to over 55 schools and 15 state agencies. The anticipated agency migration contract cost avoidance is $2.1M.

Migration Cost State Org non-Go DE	$20,000
Migration Cost State Org Go DE	$3,000
Cost Avoidance Per Use Case	*$17,000*
Count of State Organization Use Cases	120
Total Costs Avoided	**$2,125,000**

The transaction processing from April 2014 through June 2025 with associated revenue is depicted below. It is expected that the volume will grow ten-fold by January 2026 as we onboard revenue generating applications from DelDOT, DOS, DOR, and DNREC. Additional indirect cost avoidance is achieved by creating more efficient transaction processing.



Indirect ROI

- Decrease in manually processed payments (check and cash deposits)



- Reduced agency administrative burden for login and payment issues
- Consumer reach and/or "cross-sell" of agency services
- Reduce agency transaction help desk requests

Direct ROI

- Reduced agency-specific Fiserv contracts
- Decrease in Fiserv billable hours
- Increase in agency ability to bill/accept ecommerce transactions
- Reduced need for one-off web pages
- Ability to benchmark & forecast

Secondary Research Source Materials:

State of Delaware Census bureau data

Delaware State Website Analytics

Report: How Citizens Prefer to Access Local Government Services

Success Stories

The Digital Government Platform Foundation Program achieved several major milestones this year with the expansion of Pay with Go DE functionality and the launch of the resident and visitor portal, go.delaware.gov. Progress for the program's key areas of focus is outlined below.

Agency Engagement – Regular sessions with state agencies to gather requirements, share updates, and ensure smooth adoption of Go DE services. These meetings foster collaboration and help shape ongoing improvements to agency services and Go DE. There were 125 active application integrations.

User Experience (UX) and Research – A core focus on **accessibility**, **usability**, and **intuitive design**, ensuring that users can easily navigate the platform with minimal friction. Continuous testing, feedback collection, and enhancements keep the user experience at the forefront of Go DE's development. The platform meets WCAG 2.1 requirements.

Go DE Payment Engine – A secure, scalable **shared service** payment system that enables agencies and organizations to process payments for *supplies*, *permits*, *licenses*, *tuition*, and *more*. The system integrates with SnapPay and First State Financial for seamless transactions.

There are over 15K platform users executing transactions as of June 2024. The revenue collected is now over $8M.

Identity and Access – A **single sign-on (SSO)** platform powered by OKTA, providing residents and visitors with a unified, secure login experience across government services. My Delaware.gov ensures identity verification for secure and consistent access to state services. Agency applications have found it easy to integrate and seamlessly pass credentials between systems.

Go DE School Pay – A dedicated school payment system that allows parents, students and donors to pay for school-related expenses online, ensuring secure, convenient transactions for tuition, fees, activities and more. There are now five school districts and providing services via School Pay

Go DE Reporting & Analytics – A **real-time financial** and **service tracking system**, allowing agencies to better monitor payments, filings, and operational trends. The system provides data-driven insights to support better decision-making.

Go DE Technology APIs – A suite of **developer-friendly APIs** that allow agencies and organizations to integrate their applications with Go DE's payments, authentication, reporting, and filing systems. These APIs ensure that **all agencies** can develop on Go DE services.

Go DE Filing & Submission Engine – A flexible digital filing system that simultaneously allows Delawareans to make the filings they need and enables agencies to process them by replacing legacy systems and/or outdated paper-based processes.

Go DE Services Directory – A centralized directory that helps user easily find and access Go DE enabled services, streamlining the discovery process.

Go DE Account Center – A self-service portal where residents can track payments, manage filings, and update their account preferences across **multiple state agencies**. Portal and APIs secured by *Redshield* an industry leading Distributed Denial of Service vendor (DDoS-as-a-service).

Go DE Help & Support: Go DE is designed to simplify interactions with Delaware's government services, but we know that navigating new systems can sometimes be overwhelming. Go DE provides clear, straightforward guidance to help users find the resources they need—quickly and efficiently

Go DE Maintenance – Ongoing security, system updates, and support to ensure Go DE remains reliable, scalable, and responsive to the needs of government agencies and residents.

Finally, online resources are available for our agencies, residents, and visitors. All data is available online. See below links for more information.

https://dti.delaware.gov/go-de/

https://go.delaware.gov/

https://go.delaware.gov/faqs

https://go.delaware.gov/support

Community Engagement

The Digital Government Foundation program team will guide direction of this Governor's initiative to close the gap between customer expectations and government's ability to consistently provide customers with trusted digital experiences. This year, two efforts engaged our user community. First, a survey of parents and guardians conducting online school payments through various software was completed, and a user experience and usability test will be executed for the MyDelaware access for Go DE.

School Payment Survey

Goals

The Go DE team would like to understand the current usability experience and issues related to school payment applications actively used in the state. Results will be considered for the School Pay solution.

Research Questions

1. On average, how often do you use your school payment system?

2. What types of school payments do you currently make online?

3. When paying for services, what payment method(s) do you use?

4. How would you rate your experience with the current payment system?



5. What types of issues do you typically have when making these payments online?

6. What transactions would you like to make that you cannot currently make today?

7. What would make online payments easier for you as a parent?

Survey Results: School Pay Survey Results

Labor Practices

Use of government contracts and prevailing wage.

DTI Employee Attestation

Project [Identification Number]: 19141
Funding amount (Budget): $77,189.75
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $77,189.75

Project Overview

- The project is to develop a platform application to support increased security measures related to the substantial workforce turnover that has taken place during the pandemic The application that was built to support the Employee Attestation mandate from the Governor and manages vaccination status or testing on a weekly basis across the state. The project is to develop a platform application to support increased security measures related to the substantial workforce turnover that has taken place during the pandemic. To build a digital Platform Foundation to deliver a device agnostic user-friendly experience for Delaware agencies.

Use of evidence

- Funding was used to build a customized application to be used for State of Delaware employees COVID attestation.

Programmatic Data

- Application is now shutdown since that attestation is no longer needed.

Success Stories

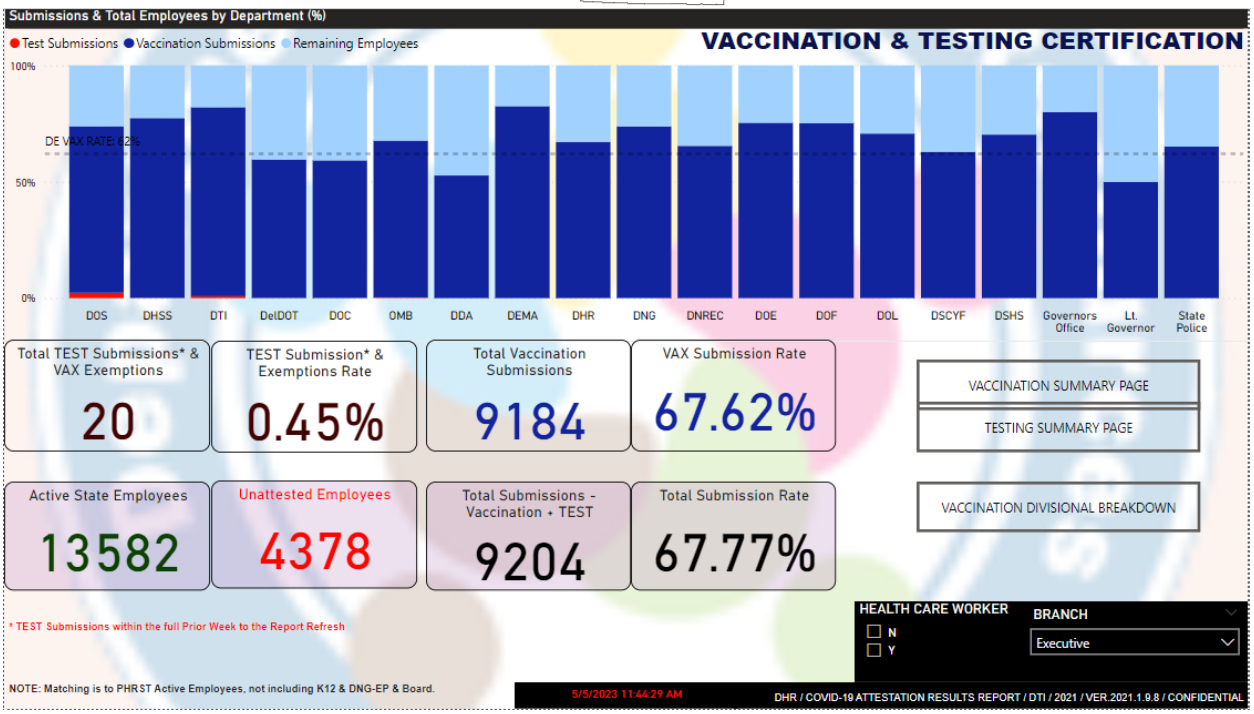
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AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN



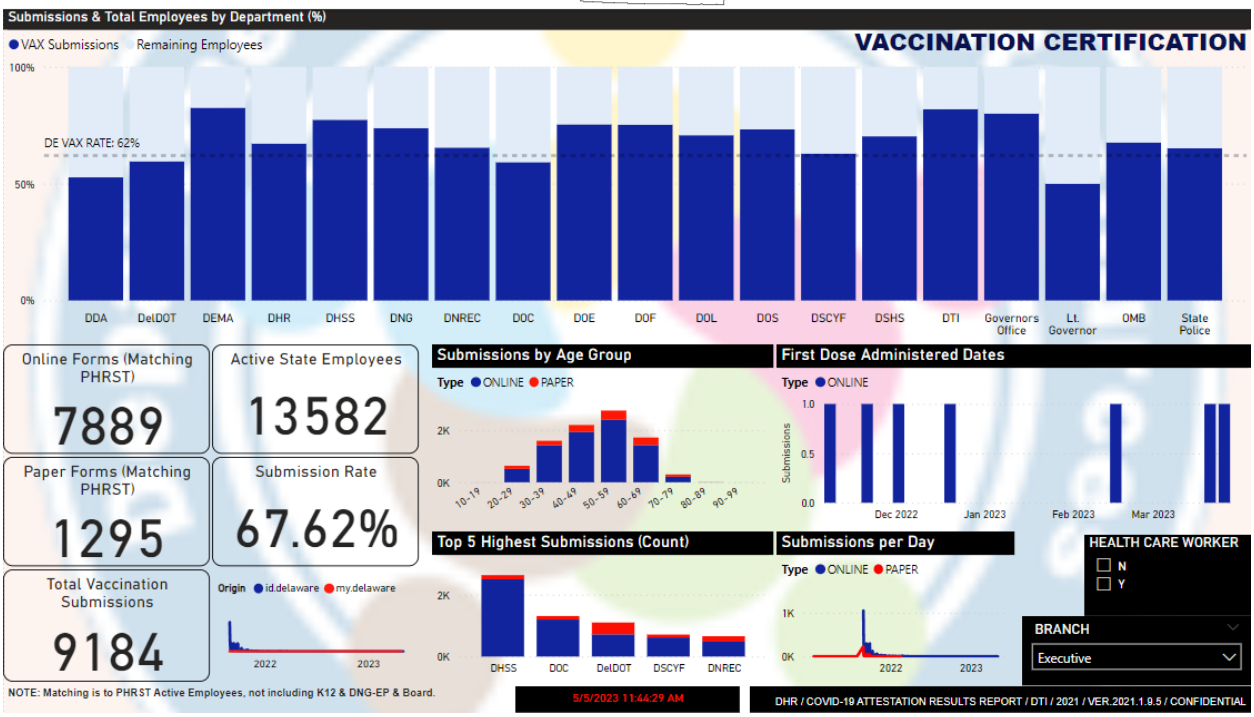
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AMERICAN RESCUE PLAN ACT

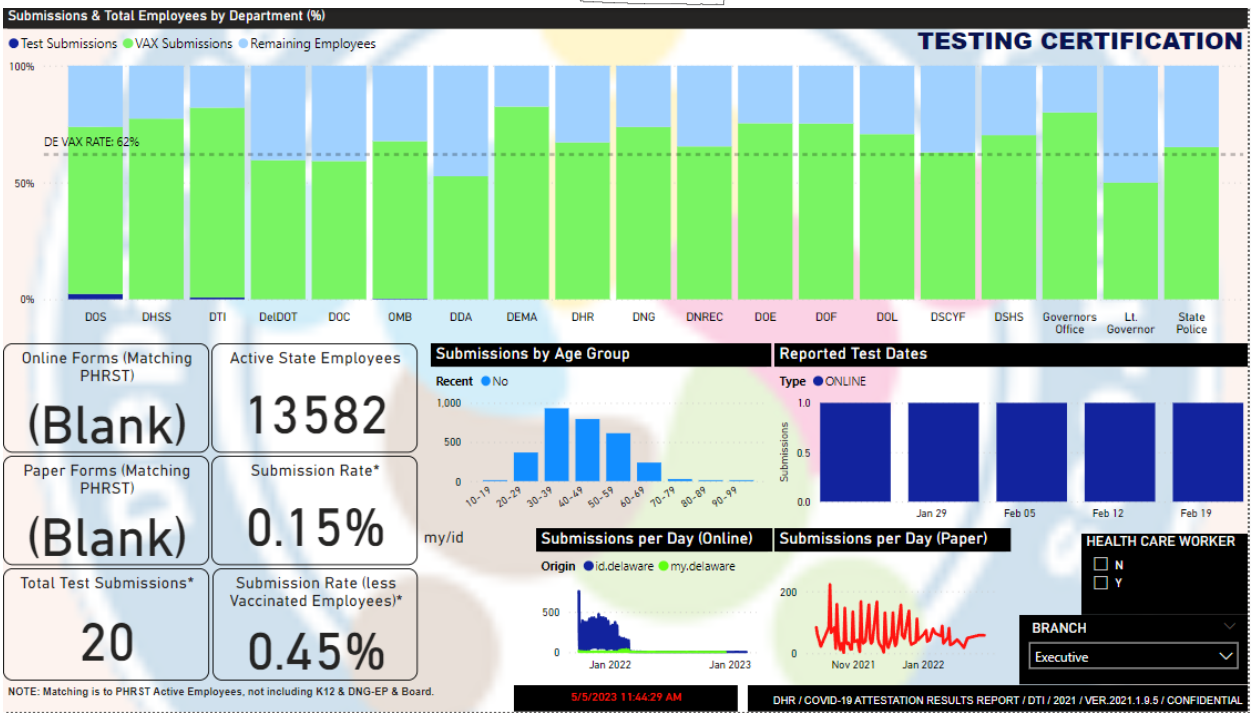
THE AMERICAN RESCUE PLAN



STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



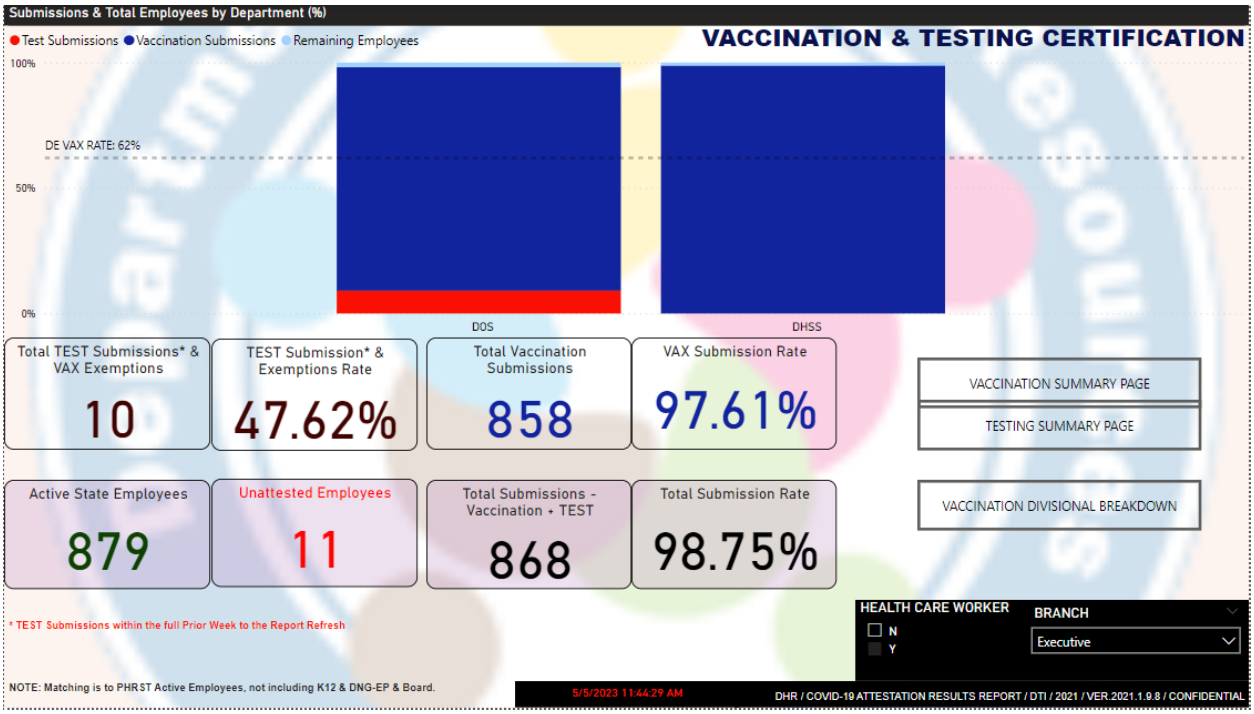
Attestation Reporting started September 2021. At first there was an option of submitting Vaccination Attestation and COVID-19 Test Attestation both via Salesforce, and via a PDF form. By February 2022, the PDF form was discontinued.

4,763 PDF forms had been submitted for Test results alone, and another 2,559 for Vaccination status.

On salesforce, online submissions between September 2021 and May 2023, were 29,868 Test results, and 8,920 for Vaccination status. It managed over 22,000 employees.

In all, 67.72% of the Executive branch State of Delaware staff (non-K12 and some others) had provided attestation information, this exceeded a State average of 62% (as of early 2022.)

From early 2022 through to May 2023, focus shifted to only reporting on Federally Mandated Health Care facility workers, so compliance rate was: 98.75%.



After the initial peak of submissions had been entered (September 2021), from October 2021 through to February 2022, when all staff were required to submit Attestation of Vaccination or Weekly test, the Salesforce application saw 600 weekly test submissions, and 100 vaccination attestations.

Community Engagement

- This was an internal application used for State of Delaware Employees at each agency.

DTI Data Center Modernization

Project [Identification Number]: 19144
Funding amount (Budget): $20,984,919.16
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery



Expenditures to date: $ 20,119,633.26

Project Overview

The Data Center Modernization program will deliver a modernized approach by updating our states William Penn data center. This not only will help provide a modern infrastructure for remote and hybrid work but for the first time will provide a disaster recovery plan objective of 4 hours for the virtual workloads in the State of Delaware. The recipients approach ensures the future sustainability availability and security of client server system and data to support services provided to State users and the citizens of Delaware in times of a public health or negative economic impact.

Use of evidence

This project will deliver a modernized approach by updating our state's William Penn data center along with establishing Biggs as a Telecommunications PoP. All primary workloads for the state would be migrated to Azure AVS to run these critical workloads while providing disaster recovery capabilities using SRM to Azure AVS in Chicago from the primary site in Ashburn. Once established all state agencies can take advantage of this established service by utilizing our virtual collocate and disaster recovery offerings. This not only will help provide a modern infrastructure for remote and hybrid work but for the first time will provide a disaster recovery plan objective of 4 hours for the virtual workloads in the State of Delaware. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Testing data and project implementation costs and timelines will be monitored by the Delaware ARPA team based on the scope and objectives of this project.

Programmatic Data

- Capital expenditures: Technology infrastructure to adapt government operations for a pandemic or disaster recovery. This provides the virtual and physical infrastructure to scale up to meet increased needs and reduce time to scale for appropriate application workloads. No capital expenditures have been made to date.
- Disaster Recovery: These solutions will permit recovery of all virtual production systems maintained by DTI.
- Cloud infrastructure: Platforms to permit rapid development of applications to support government programs. These platforms offer near instant scalability for tracking, monitoring, and/or communicating with the public.

Success Stories



- Datacenters in US East and US North Central and up and running workloads.
- Completed 13 of 13 planned migrations in May 2025, migrating 50% of workload from on prem to AVS. Follow on projects are in flight to continue system migration.
- Remaining systems are being reviewed for follow on projects. The remaining systems fall into one of several categories: Stay on prem for local usage/redundancy, require re-engineering to move to AVS, replacement with new solution, or scheduling conflict where the servers could not move during scheduled waves.
- Cohesity is the single backup solution. Database backups are being migrated from local disk to Cohesity. This reduces the redundant storage of database backups and standardizes database backups.
- Cooling upgrades are complete and functioning in PODs for Biggs Datacenter
- B side UPS installed and ready for hookup
- B side Generator installed and ready for hookup
- Planned cutover to secondary supply from DP&L in August 2025
- Final B side electrical work will be completed after secondary supply is active

Community Engagement

- This project is to provide availability of existing government services in the event of a disaster or another pandemic by providing failover, scalability, and the ability for state workforce to work from any location.
- The platform provides scalability for rapid development of applications to monitor or track data internally and to the public either through websites, video broadcasts, or custom applications.
- Wave migrations received several reviews for public and agency impact. A response team was available for 2 business days post wave migration to address any issues.
- Follow on projects to migrate additional systems have business cases submitted and projects starting up.
- Biggs datacenter upgrades have been communicated with stakeholders to minimize impact and coordinate outages.

Labor Practices

Use of government contracts and prevailing wage.



DTI Mainframe

Project [Identification Number]: 19176
Funding amount (Budget): $ 10,491,549.06
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $ 6,239,457.11

Project Overview

- DTI is migrating the DTI mainframe applications and data to a service provider's infrastructure. This migration encompasses critical services hosted for DELJIS, DelDOT, DMV, Courts, Revenue, Labor etc. The MFaaS service will provide technology upgrades, more robust cybersecurity capabilities, scalable infrastructure, consumption-based pricing, and enhanced disaster recovery services.

Use of evidence

- The team is managing solution performance based on typical vendor management reviews of work that include scope, schedule, and budget reviews. These are typically held weekly, monthly, and quarterly with different levels of DTI management.
- Criminal Justice, Dept of Labor Unemployment Insurance, etc. programs that execute programs or house data on the mainframe are effected by this project.
- ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Project implementation costs and timelines will be monitored by the Delaware ARPA team based on the scope and objectives of this project.
- System availability, capacity, and performance indicators are tracked in real time and reviewed regularly.
- The Ensono Envision portal provides a dashboard which presents performance, capacity, and SLA achievement metrics. This portal is not public facing.

Programmatic Data

- Project Kickoff, January 11, 2023
- Baseline Project Plan, complete 2/28/2023
- Network Buildout (site to site VPN), complete 2/8/2023
- Hardware Buildout, complete 6/30/2023
- RIM Go-Live, 9/15/2023



- Mock Migration 1, complete 10/29/2023
- KT/Shadow/Reverse Draft Runbooks, complete 12/15/2023
- Reverse Shadow, completed 12/31/2023
- ITSM Process Integration, complete 3/30/2024
- Mock Migration 2, complete 1/15/2024
- Hosted Go-Live, complete 2/10/2024
- Disaster Recovery Exercise, complete 8/1/2024
- Change control admin roles migrated, 2/1/2025
- System performance optimization and tuning, in progress 4/1/25
- Mainframe Logging Solution, in progress 6/30/25

Success Stories

- The solution has been performing to the expectations of the mainframe users.
- The success of the project is evidenced by the lack of negative feedback from the mainframe users and the lack of abnormal incidents since the migration to the vendor's MFaaS platform and services.

Community Engagement

- The DTI Mainframe Services team engages the mainframe user community monthly to keep stakeholders apprised of current and future planned activities and to solicit feedback on the services provided.

DTI Security Incident Detection

Project [Identification Number]: 19279
Funding amount (Budget): $ 750,000.00
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $750,000.00

Project Overview



The active ARPA projects involve systems and applications which record activities against them like someone logging in changing a password or creating an account. These events are centrally collected and analyzed for threats the ask is to increase the states log collection capacity to accommodate the new logs being generated. Increase license capacity to ensure the security application sustainability and availability.

Use of evidence

This ARPA project involves systems and applications which record activities such as logging in, changing a password, or creating an account. These events are centrally collected and analyzed for threats. The funding is to increase the states log collection capacity to accommodate the new logs being generated. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously *and accordance with the project plan. Data related to threats and suspicious activity will be collected. User numbers and statistics will be stored to demonstrate the increased security incidents as more state services, information and payments are moved centrally online.*

Programmatic Data

- *Programmatic data showcasing the success of SIEM upgrade project the State of Delaware can include metrics such as:*
  - Reduction in incident response time
  - Increase in incident detection rates
  - Number of potential security incidents mitigated
  - Cost savings in security operations
  - Improvement in compliance with security regulations
  - Enhancement in overall security posture.

- *By implementing an upgraded SIEM solution, state agencies, particularly, public Health agencies including DHSS and DSCYF, we are strengthening their security defenses, detect, and respond to incidents effectively, and ensure the confidentiality, integrity, and availability of their digital assets. These upgrades currently include software, licensing, and support.*

Success Stories

- *Increase capacity in handling larger volume of log data*
- *Increased from 2.5 TB / Day of daily log ingestion to 4.5 TB / Day of daily log ingestion*



Community Engagement

- *These are investments are State of Delaware's core cyber security services delivery allowing for remote work and public health services to be rendered to state's constituents uninterrupted.*

DTI Digital Accessibility

Project [Identification Number]: 19280
Funding amount (Budget): $ 2,827,743.52
Project Expenditure Category 3.4-Public Sector Capacity Effective Service Delivery
Expenditures to date: $1,802,693.66

Project Overview

- *To build and maintain Digital Government services that do not exclude anyone from accessing data system or services. The project consists of phases of analyzing and recommending steps to remediate digital content websites electronic forms etc. with a focus on training standard and compliance development and implementation. This effort will improve inclusiveness accessibility and equal access to all information by the citizens and employees in compliance with Web Content Accessibility Guidelines WCAG 21.*

Use of evidence

- *The project funds will create an application-based format for the public to interact with the government. Services across multiple agencies will be streamlined and centralized as well as creating a platform for two-way communication for all state agencies. In addition, a single payment processing service will be put in place statewide. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Site/APP traffic will be surveyed and studied to ensure public engagement and utilization. The number of state agencies participating, and the timeline implementation will be captured to determine successful migration and implementation.*

Programmatic Data

- *Training is being delivered in three structured phases to ensure compliance and long-term sustainability:*

Phase 1: Awareness and Policy Education – All employees complete introductory training focused on digital accessibility principles, WCAG 2.1 compliance, Section 508 standards, and inclusive design practices. Materials include microlearning videos and state-developed accessibility guides.

Phase 2: Technical Remediation and Tools Training – Employees involved in IT, communications, and digital content creation receive targeted training on remediating PDFs, websites, and electronic forms using tools such as Level Access and Adobe Acrobat. The training emphasizes practical remediation skills and manual testing techniques.

Phase 3: Role-Specific Advanced Certification – Agency accessibility leads and developers complete advanced coursework, including Section 508 Trusted Tester certification and Level Access Academy modules. This phase provides in-depth instruction in accessible coding, labeling, ARIA use, and continuous monitoring best practices.

Participation is tracked, and completion data is submitted quarterly to ARPA Delaware as part of ongoing compliance and performance monitoring. This ensures alignment with state policy and federal accessibility standards.

- *Scans of websites, documents, and applications are conducted using automated and manual tools through the state's enterprise accessibility platform. These scans evaluate conformance with WCAG 2.1 standards and produce risk-tiered reports. The results are used to prioritize remediation efforts, inform training needs, and track agency progress over time. Quarterly scan summaries are reviewed by DTI and ARPA oversight teams to validate expenditures and performance benchmarks.*

- *A scan of 174 State of Delaware domains, and >73k pages found over 2.7 million areas of concern around accessibility.*

Total Unique Domains Scanned*	Total Pages	Total Findings	Avg Total per page	Critical Findings	Avg Critical per page	High Findings	Avg High per page	Low Findings	Avg Low per page
174	73,212	2,787,985	38	251,499	3	2,271,648	31	264,838	4

Success Stories



• A statewide digital asset accessibility checklist was developed and is prepared for deployment to guide agency remediation efforts. The checklist aligns with WCAG 2.1 standards and is used to evaluate digital asset compliance across multiple agencies.

• The Level Access enterprise accessibility platform was launched and integrated across participating agencies. Scan dashboards now provide real-time monitoring of web and document compliance, helping prioritize remediation work and track agency progress over time.

• The Digital Accessibility Compliance Council (DACC) was established to provide strategic coordination and oversight of accessibility remediation and training. DACC includes representation from DTI, the State ADA Coordinator's Office, the Government Information Center (GIC), and agency IT leads.

• Accessibility is being integrated into the new CLF 5.0 web design standards. All WordPress state website templates will follow these accessibility-focused requirements, ensuring consistency and compliance across agency sites.

• A cross-agency inventory of state domains was developed to evaluate and prioritize accessibility remediation work. The inventory supports a phased approach to implementation.

• Agency outreach was initiated to support digital compliance. Coordinated efforts with Agencies led to joint communications, training distribution, and planning and policy alignment efforts.

Community Engagement

- *The State Council of Persons with Disability (SCPD) had formed a committee called Electronic Accessibility Sub-Committee (EASC). They are actively engaged in discussions around where digital accessibility is in the state and offering support in moving the needle forward in the progress. In addition, they advise when they find issues, and we start to look at those areas of concern and find ways to remediate where possible.*

- *The Digital Accessibility Compliance Council (DACC) was established to provide strategic direction, oversight, and interagency coordination for accessibility efforts. The council meets monthly to review remediation progress, policy implementation, and agency accountability measures to ensure sustained accessibility across all digital properties.*

DTI Network Modernization

Project [Identification Number]: 19704
Funding amount (Budget): $ 8,178,030.50
Project Expenditure Category: 3.4-Public Sector Capacity: Effective Service Delivery
Expenditures to date: $ 6,679,930.11

Project Overview

- The Network Modernization program will provide an updated approach to the Statewide data and voice networks. Equipment, tools, and processes will be upgraded, modified, or added. Infrastructure upgrades, replacements, or additions will be identified to provide performance, security, and compatibility with automated management through modern Infrastructure as Code(IaC) methods. Investments in automation and new processes for the wired, wireless, voice, and security aspects of our core network will improve our ability to manage and secure our networks. In addition, automation provides consistency, repeatability, and reduced execution times versus our current manual processes. Visibility and Observability are vitally important to maintain performance and security. Investments in the logging and monitoring will be made in all areas of the core network to improve our visibility.
- A Webex Cloud Calling Platform project was specifically created to manage the setup and integration of the cloud Platform as a Service(PaaS) with our on-premise systems to accommodate careful migration of all VoiP phones to the new platform.
- A follow up Webex Cloud Calling Migration project was created to manage the agency by agency migration of phones to the new system in the most effective manner avoiding negative business impact.
- A Zero Trust Networking project has been established to provide improved access and security for remote access to users accessing State systems.

Use of evidence

- The project team manages performance based on typical project management reviews of work, including scope, schedule, and budget reviews for work in progress.
- DTI collects quarterly project status updates and conducts compliance reviews and meetings with project leads to ensure funding is utilized expeditiously and in accordance with the project plan.
- DTI is also working with Cisco to provide improved visibility of voice inventory and systems via the Control Hub within the Webex Cloud Calling platform.



Programmatic Data

- FY25 Q1-Q4 Ongoing**:** Enterprise Voice team continues Webex Cloud Calling migrations for state agencies, with accelerating progress.
- FY25 Q1-Q4 Ongoing**:** Progress on Contact Center and voice platform upgrades.
- FY25 Q2**:** Zscaler ZTNA Proof of Concept (POC) project completed.
- FY25 Q3: Production ZTNA project initiated and underway.
- FY25 Q3: Informacast Paging solution testing completed, awaiting final steps for production deployment.
- FY25 Q3: IaaS configuration for Contact Center completed on hosted Cisco platforms in Dallas and San Jose.
- FY25 Q3**:** New on-premise Voice appliances installed and licensing resolved; all VMs moved to new appliances except Expressways (requiring rebuild).
- FY25 Q4: Informacast Paging solution is ready for production.
- FY25 Q4: Contact Center installed on
- IaaS servers at Cisco.
- FY25 Q4: On-premise Cisco Voice appliances and VMs fully migrated.

Success Stories

- Webex Cloud Calling Platform Completion: The Webex Cloud Calling Platform project, initiated in January 2023, successfully completed its design, buildout, connectivity, and integration with our existing Enterprise Voice System. This foundational project was successfully completed in June 2024, preparing the way for the subsequent migration project.
- Full-Scale Platform Readiness: The successful implementation of dedicated cloud instances and the initial migration of DTI and two smaller agencies (Department of Agriculture, Delaware Housing Authority) allowed the platform to be fully ready for full-scale migration of all on-premise devices.
- Site Migrations: Throughout the reporting period, the Voice team successfully migrated additional key sites to the Webex Cloud Calling platform, including DSYCF, DHR, DOL, DNREC, and OMB.
- Contact Center IaaS Configuration: The IaaS configuration for Contact Center was successfully completed on the hosted Cisco platforms in Dallas and San Jose.
- Voice Appliance Modernization: New on-premise Voice appliances were installed, and associated licensing issues were resolved, with all relevant VMs (except for Expressways which required a rebuild) migrated to the new appliances.

- ZTNA Implementation: The Zscaler ZTNA Proof of Concept was completed, and the production ZTNA project is now underway, with ZIA and ZPA established for testing and production.
- Seamless Paging System Integration: Initially, a critical challenge was the incompatibility of the existing paging solution with Webex Cloud Calling, which threatened unsupported operation. Through dedicated effort and rigorous testing, the team successfully identified and addressed this issue, culminating in the InformaCast Paging solution being fully tested and ready for production deployment. This ensures continued critical communication functionality within the new platform.

Community Engagement

- The project team actively engages stakeholders at state agencies for all migration-related activities, encompassing phases before, during, and after the migration of a specific site.
- Meetings, notifications, and comprehensive documentation are shared with the assistance of the DTI Organizational Change Management team.
- Documentation and user guides have been created and distributed to explain the changes and provide guidance for end-users regarding the new Webex Cloud Calling platform and the adoption of new softphones.

DTI ServiceNow Modernization

Project [Identification Number]: 19840
Funding amount (Budget): $7,132,885.92
Project Expenditure Category: 3.4-Public Sector Capacity: Effective Service Delivery
Expenditures to date: $4,302,384.86

Project Overview

ServiceNow has become an integral part in our ITSM processes over the years. Specifically, Incident, Requests, Change, Problem and Knowledge Management. Over the years, many other workflow solutions have been added into this platform, and the demand for these other services has been increasing at a rapid pace. The project enable us to modernize the platform to effectively deliver IT services. The project will allow us to modernize our processes and technology to meet the demands of our agency and partners, whose reliance on IT services has grown exponentially from the impact of COVID-19.



STATE OF DELAWARE

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Use of evidence

Funding is to provide improved IT services to the state and agency partners whose reliance on technology and the related services that DTI provides grew exponentially due to the pandemic.

Programmatic Data

Hardware Asset Management **On-Schedule**	***Software Asset Management*** **Not Started**

• Phase I Development Nearing Completion
  • User Testing to Start in July 2025
  • Go-Live Scheduled for August 2025
	• SOW Being Reviewed
	• Proof of Concept (POC)
	• Project to Begin After Hardware Asset Management Phase I Implementation

ServiceNow – Integration Hub **On-Schedule**	***ITOM Discovery Implementation***

• Deliverables Completed:
  • KACE Integration Completed
  • GitHub integration Completed
  • Teams Integration Completed
  • VMWare Integration Completed
• Current Integrations being Developed:
  • GitHub Phase II – Automated Actions
  • Active Directory
  • MS Teams Virtual Agent
	• CLOSED COMPLETED
	• Deliverables Completed:
	  • CrowdStrike Service Graph Connector Completed
	  • Servers Discovered
	  • 11 Linux Servers
	  • 64 ESX Servers
	  • 383 Windows Servers
	  • MS Azure Cloud-based Virtual Servers Discovered
	  • 37 ESX Servers
	  • 267 Windows Servers
	  • VMWare Infrastructure Discovered
	  • 6 vCenters
	  • 6 Datacenters
	  • 16 Clusters
	  • 17 vCenter Networks
	  • 32 ESX Resource Pools
	  • 115 ESX Servers
	  • 143 Datastores
	  • 530 vCenter Folders
	  • 3,307 Virtual Machine Instances

GRC Phase III **On-Schedule**	
• Policy and Management – Completed • Integrated Risk & Management (IRM) – In Development	

COMPLETED PROJECTS	
Migrate Salesforce CRM to ServiceNow (PSET)	***GRC Phase II***
• CLOSED COMPLETED	• CLOSED COMPLETED
Request Management Process Project	***Identity Lifecycle Management***
• CLOSED COMPLETED	• CLOSED COMPLETED

Website Link

https://delaware.service-now.com

Success Stories

- Hardware Asset Management (HAM)
  - Over the course of this project, we have been able to collaborate with multiple teams within our agency to modernize our purchase ordering process regarding hardware purchases. We have aligned these processes with industry standards to better align with ServiceNow's HAM solution. We are about to enter our user testing phase and are expected to implement this in August 2025.
- ITOM Discovery
  - We have implemented ServiceNow's Discovery tools to automatically find hardware within our network infrastructure. We have already seen improvement in the data collected and even provided our Security Office with details regarding vulnerability and mitigation that this information was able to provide.
- Integration Hub
  - We have integrated ServiceNow with multiple other software tools in this project. As these teams have seen the benefits of these integrations, they have started coming up with additional use cases for us to implement. As the success of Integration Hub has started to spread, more teams are coming forward with additional requests for integration. Our team is meeting this demand by building new integrations through the Integration Hub tools provided within ServiceNow.

Community Engagement

- Our program managers are working closely with the clients to ensure all requirements are being met throughout the project phases.

DTI Email Phishing Tools

Project [Identification Number]: 20647
Funding amount (Budget): $1,281,648.50
Project Expenditure Category: 3.4-Public Sector Capacity: Effective Service Delivery
Expenditures to date: $1,281,648.50

Project Overview

Security breaches continue to increase year over year and email is the most common target for cybercriminals. It's an easy entry point to an organization's internal resources and relies in large part on human error. Phishing attacks are a leading cause to more advanced cyberattacks, because of the ease of use. Once the cybercriminals have harvested or obtained the information they need, they can then move laterally inside the network and impact critical systems/infrastructure. The objective of this project is to modernize our email phishing and security tools, so we are better prepared to predict, prevent, detect, and respond to email security threats. Our current email phishing and security tools are adapted at protecting us from known threats, but lack the ability to detect, prevent, and respond to unknown threats. ARP funds will enable us to modernize the email phishing and security tools, leveraging Artificial Intelligence (AI), machine learning (ML), user behavior, automation, and machine learning for real-time analysis and immediate response to suspicious emails.

Use of evidence

Funding used to modernize email phishing and security tools which increases the ability to predict, prevent, detect, and respond to advanced email related security threats. This ability also has a downstream improvement on internal system, infrastructure, and data security, as phishing and malicious email attacks are often the easy entry point to an organization’s internal resources.

Programmatic Data

- Q3 2024
    - Transitioned from the legacy on-premises email encryption platform to the cloud service offering.
    - DMARC enforcement enabled for CJIS email environment.
- Q4 2024 – Q1 2025



- Decommissioned legacy on-premises email encryption infrastructure.
- DMARC traffic analysis for State email environment.
  - Notified application owners of upcoming changes and collaborated on remediation steps necessary prior to enforcement.
- DMARC enforcement enabled for State email Environment.

- Q2 2025
  - DMARC traffic analysis for K12 email environment.
    - Notified application owners of upcoming changes and collaborated on remediation steps necessary prior to enforcement.
  - DMARC enforcement enabled for K12 email environment.
  - Project completed.

Success Stories

DMARC Overview – With DMARC enforcement enabled across all DTI managed email environments (State, K12, and CJIS), we have drastically improved our email security posture by preventing domain spoofing and reducing the risk for phishing attacks. Additionally, by preventing malicious actors from sending fraudulent emails using the State, K12, or CJIS domains, we are protecting our reputation and increasing trust with constituents and partners. Emails coming from these domains are legitimate sources. In the past 90 days over 300k emails spoofing these domains have been either quarantined or rejected.

Community Engagement

In collaboration with the Enterprise Security Office and Chief Security Officer, we identified the need to modernize our email phishing and security tools based on the number of suspicious emails being reported to the Security Operations Center (SOC). On average, about 1,300 emails were being reported to the SOC every month. This represented a two-fold issue. First, the SOC was spending a large amount of time manually analyzing and remediating these emails, which inhibits their ability to focus on the larger security landscape. Secondly, the fact that 1,300 emails are being reported by users monthly, means the emails originally passed our existing email security filtering service and it was not capable of detecting more advanced/modern email related threats. Both factors were the main drivers in determining our need to better protect the State's data.

DOMESTIC VIOLENCE COORDINATING COUNCIL (DVCC)

DVCC FAMILY JUSTICE PROJECT

Project (Identification Number): 18720
Funding Amount (Budget): $163,199.07
Project Expenditure Category: 2.22- Strong Health Communities Neighborhood Features that Promote Health and Safety
Expenditures to Date: $163,199.07

Project Overview

The funding from ARPA was provided in Spring of 2022 for strategic planning for the Family Justice Centers (FJC) Initiative. The funding covered technical assistance from the Alliance for Hope and salary for an FJC program manager through Spring of 2025. Therefore, this will be the 2025 annual report as well as the final report for the ARPA funding timeframe. The Family Justice Center Steering Committee, comprised of state and local community leaders, continued to meet monthly through August 20, 2024 to discuss the needs, and take the appropriate actions to establish the Centers in Delaware. On October 25, 2024, Governor John Carney signed HB340, establishing a Family Justice Center Council that will oversee the Centers. On November 19, 2024, the inaugural meeting of the Family Justice Center Council was held. Since then, four additional meetings have been held. The statue provided a fiscal note to fund two Family Justice Center Council staff, an Executive Director and a Planner IV. On May 9, 2025, the Council met and appointed an Executive Director and that same month a Planner IV was hired. Most recently, on June 13, 2025 the council passed its bylaws. The six FJC Work Groups, listed below, were paused in October of 2024 to allow for the transition from the FJC Steering Committee to the FJC Council. The Work Groups, now transitioned to FJC Committees, will reconvene in the Fall of 2025 and continue the individual work streams that have been identified. The FJC Committees are: - Service Delivery and Operations - Governance and Facilities - Funding and Sustainability - Community Engagement, Outreach, and Volunteers - Law Enforcement - Data Collection, Research, & Evaluation Some of the key goals for the FJC Committees are to continue to establish the governance structure, identify facility needs, funding opportunities, staffing, needs of survivors, and to develop an outreach strategy. Another important outcome goal is to identify tracking metrics and tools to gauge performance outcomes. After being awarded OMB Bond Bill funds in 2022 for purposes of a Feasibility Study and site visits to other FJCs, the Steering Committee retained an architectural firm, Tevebaugh Architecture, to complete a study to assess potential site locations and facilities, staffing, and operational needs for the Family Justice Centers. The Feasibility Study was completed in January of 2025 (see feasibility study report).



Viable sites were identified in New Castle and Sussex Counties. On June 30, 2025, the legislature's Bond Committee appropriated $750,000 for design and development of a Family Justice Center at the Stockley Center in Sussex County. Additional funding applications have been submitted for Congressionally Directed Spending via the Community Project Funding program to begin site renovations in New Castle County. Application funding decisions for these programs will be made late summer/early fall 2025.

Use of Evidence

The Office on Violence Against Women (OVW) and the Alliance for Hope have documented and published FJC outcomes:
• Increased victim safety
• Increased autonomy and empowerment for victims
• Improved offender prosecution outcomes
• Reduced homicides
• Reduced fear and anxiety for victims and their children
• Reduced recantation and minimization when wrapped in services and support
• Increased efficiency among service providers

* The President's Family Justice Center Initiative

* https://www.familyjusticecenter.org/resources/fjc-impact-report-2025

Community Engagement

1. Focus Groups were conducted in all 3 counties with English and Spanish speaking survivors of Domestic Violence. Their input will provide valuable insights into the continuing plans for the Family Justice Centers. Summary Report is attached in this email.

2. The Family Justice Center project was highlighted in press pieces across the state, helping drive awareness and education.

Media Coverage • Blue Delaware published an article on April 19, 2024. • Community Legal Aid Society, Inc. posted an article on April 25, 2024. • Delaware Online published an article on June 6, 2024. • The Family Justice Center Project was discussed in an interview on the Rotary Club's Pathways to Service Podcast hosted by WDEL radio which aired on June 9, 2024. • Delaware House Democrats issued a press

release on June 18, 2024. • Delaware Public Media published an article on August 25, 2024. • WHYY posted an article on December 3, 2024.

Success Stories

1. FJC Site Visits: In May a member of the DVCC staff and an FJC Council Member visited the San Diego FJC location and attended The Annual Family Justice Center Conference. In March a DVCC staff member attended a Leadership Summit in Washington D.C. to share best practices and engage in Q&A with Directors.

2. On October 25 th 2024, the FJC enabling bill, HB340, was signed by the Governor, John Carney.



3. In May of 2025 both an Executive Director and a full-time staff member were hired.

4. On June 30, 2025, the legislature's Bond Committee appropriated $750,000 for design and development of a Family Justice Center at the Stockley Center in Sussex County. Additional funding

applications have been submitted for Congressionally Directed Spending via the Community Project Funding program to begin site renovations in New Castle County. Application funding decisions for these programs will be made late summer/early fall 2025.

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



DIVISION OF ACCOUNTING (DOA)

DOA BDO Engagement

Project [Identification Number]: 22480
Funding amount (Budget): $2,548,158.71
Project Expenditure Category: 6.1-Provision of Government Services
Expenditures to date: $1,368,208.86

Project Overview

Operational Expenses - Forensic Accounting - engagement to provide forensic accounting review of COVID-era accounting transactions that have led to accounting deficiencies within DOLUI. These deficiencies have resulted in an unauditable trial balance. Engagement will rectify accounting deficiencies, establish new controls, and recommend business process changes to ensure operational issues do not reoccur in the future.

EDUCATION – SCHOOL DISTRICTS

K12 COVID Leave Extension

Project [Identification Number]: 18019
Funding amount (Budget): $0.00
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: - $0.00

Lake Forest SD COVID Leave Extension

Project [Identification Number]: 18681
Funding amount (Budget): $5,281.24
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $5,281.24

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid. Includes cost of substitutes teachers and overtime.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Cape Henlopen SD COVID Leave Extension

Project [Identification Number]: 18682
Funding amount (Budget): $24,566.53
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $24,566.53



Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid. Includes cost of substitutes teachers and overtime.

Use of Evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Seaford SD COVID Leave Extension

Project [Identification Number]: 18683
Funding amount (Budget): $25,030.18
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $25,030.18

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid. Includes cost of substitutes teachers and overtime.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will

be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Colonial SD COVID Leave Extension

Project [Identification Number]: 18684
Funding amount (Budget): $62,734.93
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $62,734.93

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid. Includes cost of substitutes teachers and overtime.

Use of Evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Woodbridge SD COVID Leave Extension

Project [Identification Number]: 18685
Funding amount (Budget): $13,702.78
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $13,702.78

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid. Includes cost of substitutes teachers and overtime.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Delmar SD COVID Leave Extension

Project [Identification Number]: 18686
Funding amount (Budget): $10,995.61
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $10,995.61

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid. Includes cost of substitutes teachers and overtime.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Polytech COVID Leave Extension

Project Identification Number]: 18687
Funding amount (Budget): $7,157.84
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $7,157.84

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Sussex Tech COVID Leave Extension

Project [Identification Number]: 18688
Funding amount (Budget): $7,077.67
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $7,077.67

Project Overview



- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Charter School of Wilmington COVID Leave Extension

Project [Identification Number]: 18689
Funding amount (Budget): $12,485.40
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $12,485.40

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of Evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Eastside Charter School COVID Leave Extension

Project [Identification Number]: 18690
Funding amount (Budget): $13,027.68
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $13,027.68

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Kuumba Academy COVID Leave Extension

Project [Identification Number]: 18691
Funding amount (Budget): $0
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $0

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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MOT Charter COVID Leave Extension



Project [Identification Number]: 18692
Funding amount (Budget): $17,725.49
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $17,725.49

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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Newark Charter COVID Leave Extension

Project [Identification Number]: 18693
Funding amount (Budget): $41,355.93
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $41,355.93

Project Overview



- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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Providence Creek COVID Leave Extension

Project [Identification Number]: 18694
Funding amount (Budget): $23,124.33
Project Expenditure Category: 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $23,124.33

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with Covid. This includes the cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget upon review and approval reimbursement. Funds are transferred to respective project budget, and reimbursements are reviewed to adhere to State guidance, ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination. Districts and charters are required to maintain all documentation supporting leave usage.



Use of evidence

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Smyrna SD COVID Leave Extension

Project [Identification Number]: 18827
Funding amount (Budget): $52,787.32
Project Expenditure Category 3.1-Public Sector Workforce Payroll and Benefits for Public Health Public Safety or Human Services Workers
Expenditures to date: $52,787.32

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Appoquinimink SD COVID Leave Extension

Project [Identification Number]: 18828
Funding amount (Budget): $2,702.43
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $2,702.43

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of Evidence

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Las Americas ASPIRAS COVID Leave Extension

Project [Identification Number]: 18829
Funding amount (Budget): $17,754.00
Project Expenditure Category 3.1-Public Sector Workforce Payroll and Benefits for Public Health Public Safety or Human Services Workers
Expenditures to date: $17,754.00

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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Milford SD COVID Leave

Project [Identification Number]: 18989



Funding amount (Budget): $34,553.57
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $34,553.57

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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1st State Montessori COVID Leave

Project [Identification Number]: 18990
Funding amount (Budget): $12,452.84
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $12,452.84

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of Evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Brandywine SD COVID Leave

Project [Identification Number]: 19145
Funding amount (Budget): $17,919.12
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: 17,919.12

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of Evidence

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Odyssey Charter COVID Leave

Project [Identification Number]: 19302
Funding amount (Budget): $ 20,091.09
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $ 20,091.09

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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Indian River SD COVID Leave Extension

Project [Identification Number]: 19834
Funding amount (Budget): $5,641.13
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $5,641.13

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

- The goal of this project is to ensure public and charter school staffing levels are maintained throughout the pandemic when Covid-19 surges strain school staffing levels. ARPA Delaware will review expenses incurred by each school to ensure proper utilization of the funding. We will also collect monthly certifications of expenditures which support and document transactions within Delaware's financial management system. At the conclusion of this project ARPA Delaware will review sample selections of payroll documentation and transactions to verify the scope and outcomes of the project. The number of district and charter employees utilizing the funding will be collected on a quarterly basis to evaluate and tack the need of the funding and pandemic challenges faced within our schools as evidence of the effectiveness of the program.

Capital SD COVID Leave Extension

Project [Identification Number]: 19835
Funding amount (Budget): $50,671.55
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $50,671.55

Project Overview



- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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Gateway Charter COVID Leave Extension

Project [Identification Number]: 19836
Funding amount (Budget): $92,842.64
Project Expenditure Category 3.5-Public Sector Capacity Administrative Needs
Expenditures to date: $92,842.64

Project Overview

- Provide reimbursement for expenses incurred by district and charter schools due to employees out sick with covid Includes cost of substitutes teachers and overtime. District and Charter schools report expenditures to Office of Management and Budget. Upon review and approval, reimbursement funds are transferred to respective project budget. Reimbursements are reviewed to adhere to State guidance ensuring that employee leave was used to quarantine due to Covid care for a family member or receive vaccination Districts and charters are required to maintain all documentation supporting leave usage.

Use of evidence

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OFFICE OF THE LIEUTENANT GOVERNOR (LTG)

OGOV LTG RECOVERY MANAGEMENT SUPPORT PROGRAM

Project Identification Number: 19733
Funding amount (Budget): $178,836.54
Project Expenditure Category: 1.13 Substance Use Services
Expenditures to date: $178,836.54

Project Overview

This project is to cover the salary costs for the management of the awards to subrecipients of the Recovery Management Support program. This is also a hold account for the remaining budget of these projects. The projects will be managed by the LTG office but run through OGOV for fiscal responsibility and oversight.

OGOV LTG Stop the Violence Prayer Chain

Project Identification Number: 21157
Funding amount (Budget): $24,641.00
Project Expenditure Category: 1.11 Community Violence Interventions
Expenditures to date: $24,641.00

Project Overview

Applying to get a new or use van for transportation purposes to pick up the children for prevention-oriented programming in areas with high substance use disorder rates.

OGOV LTG Beautiful Gate Outreach

Project Identification Number: 21158
Funding amount (Budget): $95,000
Project Expenditure Category: 1.13 Substance Use Services
Expenditures to date: $95,000.00

Project Overview



The funds awarded for this support transportation project will be used to help purchase a vehicle to assist with the transportation of inner-city clients who are currently living with HIV/AIDS to their medically and work-related appointments.

We were able to purchase a 12-seat van from AMS Van (2024) to transport clients to their medically related appointments. Also, van auto insurance was purchased. The van will be outfitted in April-May 2025 for wheelchair access to accommodate clients who are wheelchair-bound. This is estimated to cost between $17,000-$20,000 and will take three weeks to complete.

Use of evidence

Intervention:

Provision of free transportation services (e.g., vouchers, shuttle services, rideshare) to medical appointments, lab visits, or pharmacy trips.

Why It's Evidence-Based:

- Funded by the Health Resources and Services Administration (HRSA), this model is backed by years of data showing improved retention in care and viral suppression.
- The Ryan White Program defines transportation assistance as a core support service.
- Studies cited by HRSA show that providing free transportation increases appointment adherence by 30–50% in some populations.

Resource:

- HRSA's "Improving Care through Transportation Assistance" showcases how free transportation reduces missed HIV care appointments.

Programmatic Data

Our free HIV transportation program was launched in direct response to documented disparities in access to care among people living with HIV (PLWH) in our service area. Below is a summary of the **statistical, client, comparative, and demographic data** that informed and supports the ongoing need for this intervention:



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1. Transportation as a Documented Barrier to HIV Care

- According to our **2022 Community Health Needs Assessment**, **41% of PLWH in our area** reported missing at least one medical appointment in the past year due to lack of reliable transportation.
- A **survey of 126 local HIV-positive clients** conducted by our team found:
  - **48%** rely on public transportation or rides from others to attend medical appointments.
  - **32%** have missed or delayed medication refills due to transportation issues.
  - **76%** said that free transportation would "significantly improve" their ability to stay in care.

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2. Client Enrollment and Utilization Data

Since program inception:

- **96 clients** have enrolled in the transportation program.
- Clients have completed over **620 round-trip rides** to HIV-related appointments, lab visits, or pharmacy pickups.
- Among clients, **82% use the service monthly or more**, indicating strong demand and ongoing need.

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3. Comparative Data on Outcomes (Pre- and Post-Enrollment)

- **Appointment adherence** among enrolled clients improved from **63% to 87%** after transportation support was initiated.
- **Viral suppression** increased from **65% to 78%** within 6 months of enrollment, based on clinic-reported lab results.
- Clients with prior inconsistent engagement in care showed a **30% increase in retention** over a 12-month period.



4. Demographic Data of Participants

The program prioritizes equity and reaches traditionally underserved populations:

- **Race/Ethnicity:**
  - 49% Black/African American
  - 29% Latinx/Hispanic
  - 18% White
  - 4% Other/multiracial
- **Income:**
  - 54% of clients report incomes **below the federal poverty level**
  - 27% report being unstably housed or experiencing homelessness
- **Gender Identity/Sexual Orientation:**
  - 33% identify as LGBTQ+
  - 11% are transgender or gender non-conforming
- **Language:**
  - 22% are **monolingual Spanish speakers**
  - All services are provided in both English and Spanish

Client Impact, Interviews, and Success Stories

Since launching our free HIV transportation program, we have seen measurable improvements in client outcomes and community-level engagement with HIV care. Below is a summary of key data points demonstrating the program's impact:

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1. Increased Appointment Adherence

- **87% of enrolled clients** reported attending *all* scheduled medical appointments in the past 6 months, compared to 62% prior to enrollment.
- Missed appointments for routine HIV care dropped by **43%** among program participants.

2. Improved Retention in Care

- Among clients who used the transportation service consistently, **91% remained engaged in HIV care** (defined as attending two or more appointments at least three months apart) over the past year.
- By contrast, the retention rate was just 74% among similarly situated clients prior to the program.

3. Enhanced Viral Suppression Rates

- Viral load monitoring data (from participating clinics) showed that **78% of transportation program users achieved or maintained viral suppression**, up from 65% before access to transportation assistance.
- Case managers noted improved medication adherence, attributed in part to consistent access to pharmacy visits enabled by the transportation program.

4. Equity and Access for Underserved Populations

- **68% of users identify as Black or Latinx**, 54% report annual incomes below the federal poverty line, and 22% are monolingual Spanish speakers.
- Surveys indicate **95% of clients** felt the program "reduced a major barrier to care" and **92%** said they would recommend it to others living with HIV.

5. Community-Level Benefits

- The program has built stronger referral pipelines between HIV care providers and local transportation services.
- Partnerships with community-based organizations have expanded, helping to identify and enroll harder-to-reach populations, including newly diagnosed individuals and those returning to care after a lapse.

Community Engagement

Our free HIV transportation service was developed through a multi-phase community engagement process designed to assess need, gather feedback, and ensure that the service was both relevant and responsive to those most affected by transportation barriers.

We began by conducting **targeted surveys** distributed through our Center. These surveys captured data on missed appointments, transportation challenges, and preferred methods of travel. Additionally, we host monthly support group/listening session to include voices from



across our region. These sessions were co-hosted with local HIV advocacy groups and included clients, peer navigators, and providers.

We also conducted intermittent **one-on-one interviews** with clients from marginalized communities—especially people of color, LGBTQ+ individuals, and those with housing instability—to better understand intersectional barriers.

The clear and consistent message across all engagement activities was that lack of reliable, affordable transportation is a **critical barrier to retention in HIV care**. This community-validated need became the foundation for launching our program.

Equity was a central principle in both our community engagement strategy and program design. We specifically sought input from populations who have historically faced systemic barriers to healthcare, including **Black and Latinx communities, individuals with low incomes, those with limited English proficiency, and formerly incarcerated individuals** living with HIV.

To ensure equitable participation:

- We provided **compensation and transportation** for participants in all in-person meetings and listening sessions.
- Materials were offered in **English and Spanish**, and interpretation services were available upon request.
- Surveys were designed with **plain-language principles** and distributed through trusted community partners to ensure accessibility.
- We partnered with community-based organizations that serve **marginalized groups**, ensuring that those most impacted by HIV and transportation barriers had a voice in shaping the program.

These strategies not only allowed us to gather diverse perspectives, but also helped build trust and establish a model that reflects the lived realities of underserved populations. By centering community voices, we created a transportation program that directly addresses health equity, improves access to care, and supports viral suppression among our most vulnerable clients.

OGOV LTG Vision to Learn

Project Identification Number: 21159
Funding amount (Budget): $50,000
Project Expenditure Category: 1.6 Medical Expenses
Expenditures to date: $25,000.00

Project Overview

Vision to Learn is using the awarded $50,000 to support costs associated with providing exams and glasses to students enrolled in Indian River School District. Our goal was to complete 333 exams and provide 266 pairs of glasses. Through December 30, 2024 we have completed 394 exams and provided 265 pairs of glasses. Although our original goal was to complete the exams during the 2023-2024 school year, we had to push the remaining exams dates to this fall due to staff illnesses at the end of the school year. After completing the 333 exams, we have continue our focus on Indian River School District – using the remaining funding to support exams and glasses beyond our original goals.



School	Exams Completed | July 23 – December 24
East Millsboro Elementary	19
Georgetown Elementary	31
Georgetown Middle	13
John M Clayton Elementary	18
Long Neck Elementary	40
Lord Baltimore Elementary	21
Millsboro Middle	46
North Georgetown Elementary	92
Phillip C Showell Elementary	39
Selbyville Middle	31
Southern Delaware School of the Arts	8
Sussex Central High	36
Total	**394**

Use of evidence

Vision care is critical to supporting student's health and academic recovery post-COVID. The Nations Report Card (2022) reports the results show dramatic learning loss for Delaware students. In addition to seeing proficiency in reading and math drop more than double the rate of the highest-performing states, Delaware now ranks in the bottom five in both reading and math scores. In the last decade, Delaware has failed to have a proficiency score of over 50% in either reading or math and is among the states with the most significant declines in reading proficiency. VTL's program is evidence-based, supported by research from Johns Hopkins University and UCLA Mattel Children's hospital.



Researchers at the Wilmer Eye Institute at Johns Hopkins University gathered data from a VTL program serving students in Baltimore City Public Schools, a school district with demographics like Indian River School District. The researchers found that students who received glasses through our program gained, on average, the equivalent to an additional 2-4 months of learning time in test-score gains. Among students in the bottom 25% of test-takers, those gains were equivalent to 4-6 months of learning, making VTL's program the most effective educational intervention considered in the study. Among all children, VTL's program was more effective than extended school day programs, charter schools, or providing one-to-one devices.

Further, researchers at the UCLA Mattel Children's Hospital found that VTL's program addressed students' critical health needs by providing access to essential vision services while in school. Additionally, the study demonstrated that the program supports social-emotional needs such as increased self-esteem and the ability to participate in school while reducing the stigma associated with wearing glasses.

Students need our help now more than ever. The educational disruptions caused by and since the pandemic have exacerbated myopia and the achievement gap. VTL's program helps to mitigate and, in some cases, eliminate the following effects for children in Delaware. who receive glasses:

- Learning Loss: In the 2022–23 school year, the NAEP long-term trend reading and mathematics assessments were conducted by the National Center for Education Statistics (NCES), compared to a decade ago, average scores have seen a decline of 7 points in reading and 14 points in mathematics.

- Increases in Pediatric Myopia (Nearsightedness): The rate of pediatric myopia increased three times faster in 2020 than it did from 2015 to 2019.

- Absenteeism: The monthly percentage of students missing 5 or more days of school has doubled since 2020. A policy brief published by the Robert Wood Johnson Foundation suggests that students often miss school for treatable or remediable health issues, *including vision impairment.*

Programmatic Data

To evaluate the success of our program, Vision To Learn measures the number of students provided primary vision care. Vision To Learn tracks vision screenings, eye exams, glasses dispensed, and vision correction in a secure, cloud-based Electronic Medical Records (EMR) database, updated in real-time by optometric staff in our mobile clinics. We use program data to support reporting requirements to our funders and internally against geographic goals for the numbers of exams and glasses provided across all



our clinics operating in the region. VTL's EMR tracks student, mobile clinic, school district, and geographic area results, which means we can report outcomes and an exact number of children served through ARPA SLFRF funding.

To date, we have completed 296 exams and provided 265 pairs of glasses to students across 10 Community Eligibility Program schools in the Indian River School District in Sussex County.

Client Impact, Interviews, and Success Stories

The following are testimonials from students and staff at North Georgetown Elementary:

"I had to squint to see the board before I got glasses. The glasses are working really well and now I can see much better. I probably would not have been able to get glasses any other way."

- Jesse Lee Valenthina, 5th grade student

"I can see better with the glasses. Without them it is blurry. I would not have been able to get glasses any other way."

- Caleb, 2nd grade student

Our students are very fortunate to have received the services from Vision to Learn. Many of our students do not qualify for insurance making it difficult to pay for eye exams. Those that do have insurance still struggle to find eye appointments in Sussex County due to limited pediatric providers. Transportation, time off work and language are other barriers our families face. Bringing an eye doctor to the school is the absolute best way to provide students with eye care at North Georgetown!

- Britney Lloyd, School Nurse

Community Engagement

VTL operates in the highest poverty regions across the country. To ensure we serve kids with the highest need, we prioritize schools with the highest percentage of students qualifying for the Free and Reduced Lunch Program. By incorporating and offering our vision services to the underserved communities that face oppression and discrimination, we are showing how we can overcome the discouragement, confusion, and divisions that result from internalized oppression and discrimination. VTL has intentionally built deep, trusting relationships with the wide range of communities we serve, building a reputation for high-quality service and working collaboratively with stakeholders. We work closely with schools, families, and a wide range of community groups to build strong relationships and understand the specific challenges that the community faces to access vision care. By listening to the community's



needs, we have been able to set up a friendly and all-inclusive environment for the children we serve, in which they and their cultures are cherished.

VTL serves students designated by Delaware as "Low-Income" and Community Eligibility Program schools, which serve as proxy measures of poverty among families with children at a school. Glasses are critical for students' educational achievements as 80% of learning during a child's first twelve years is visual. Students with uncorrected vision problems often avoid reading, suffer headaches, and have trouble focusing on class discussions. These symptoms make them less likely to read at grade level by the end of the third grade, a milestone critical to preventing dropout. Students with uncorrected vision problems are more likely to fail at least one grade, less likely to read at grade level by third grade – a milestone critical to preventing dropout – and more likely to engage in antisocial and delinquent behavior. In fact, up to 70% of juvenile offenders have uncorrected vision issues. Vision impairment is linked to higher rates of pediatric depression and anxiety, and providing care can improve children's mental health. By bringing vision care – screenings, eye exams, and glasses directly to children in underserved communities, VTL eliminates access barriers. VTL used Delaware-licensed doctors to provide eye exams and prescription glasses onboard our mobile optometry clinics at no charge to the children or their families. VTL provides a simple tool – a pair of glasses – which can improve students' mental health, help them recover lost learning time, prevent dropout, and succeed in school and life.

With this funding VTL has and will continue to reach students in underserved schools in Sussex County, Delaware, including areas most affected by the opioid crisis. VTL serves students in Indian River School District to offer vision screenings, eye exam and if needed, eyeglasses to all students enrolled in 10 high-need elementary and middle schools.

OGOV LTG Community Housing & Empowerment

Project Identification Number: 21252
Funding amount (Budget): $60,000
Project Expenditure Category: 1.14 Other Public Health Services
Expenditures to date: $60,000.00

Project Overview

The primary goal of the Community BreatheLife Campaign was to mobilize residents in underserved communities throughout the state, specifically those that currently participate in the community air

quality monitoring network and engage them in programs to protect health. Although many of the resources and solutions for this project are available through the member partnership with WHO website that include text messaging, videos, and infographics, we anticipate developing other customized materials and strategies that reduce pollution and the adverse health, economic, educational and social impacts of pandemics in our neighborhoods.

Additionally, the WHO coronavirus (COVID-19) dashboard presents official daily counts of COVID-19 cases, deaths and vaccine utilization reported by countries, territories and community areas. Through this dashboard, we aim to provide a frequently updated data visualization, data dissemination and data exploration resource, while linking community residents/users to other useful and informative resources.

The Project Strategies Include:

a. Connecting vulnerable, hard to reach and marginalized communities to a platform to share best practices and demonstrate progress in their journey to meeting air quality targets;

b. Increasing monitoring by working with municipalities to expand monitoring efforts that can keep citizens informed on effects on health and facilitate more sustainable community development;

c. Accelerating community ideas and solutions that build demand for new solutions that are working and support municipalities in effectively implementing them in these communities;

d. Empowering residents and other community stakeholders by bringing awareness about the burden air pollution poses to our health, exasperated by covid-19 and provide meaningful ways to take action both locally and beyond.

e. Utilizing the Community Mobile Outreach Vehicle (MOV) to place climate/ environment justice resources and health solutions at the fingertips of those most impacted by environmental harms and health inequities.

Barriers:

There has been no barrier during this project period.

Achievements:

- There was an increase in knowledge among community residents, living in these communities, about the impacts of air pollution on their health.

- There were an additional 5 residents that have committed to becoming Environmental Justice Advocates

Use of evidence

The Community BreatheLife Campaign incorporates the community-engaged air monitoring network educational activities to ensure residents receive real-time data on air quality and help improve health outcomes in their neighborhood. Residents also have access to health data from the World Health Organization and others provided by CHEC. Below are some links QR code to videos and data that are shared through this project to keep community residents informed.

https://www.iqair.com/us/air-quality-map/usa/delaware/new-castle

https://youtu.be/jbB5ZpYCQkc

https://youtu.be/t7MZE6ttPoA?list=PLZ4sOGXTWw8HDFNMyQm6Rd0PjspwomgIS&t=19

QR Code to New Castle County, Delaware Dashboard

Programmatic Data

1. There were 10,000 postcards; and 2000 emails sent to residents of Rosegate, Oakmont, Southbridge, Meridian Crossing, Belvedere and Delaware City.
2. There were an additional 10 low-sensor monitors deployed in the Southbridge, Northeast, Belvedere, Route 9 Corridor, Route 40 Corridor and Delaware City communities.
3. As a result of the BreatheLife Campaign, community residents in the Bear and Southbridge communities are exploring a e-Bike Incentive Program to promote clean energy and healthy activities.
4. There were 12 presentations provided at community meetings; colleges and webinars under this project.

5. There were 3 Community Day events with the MOV: Southbridge, Delaware City and Bear communities.

6. The Community BreatheLife Campaign engaged community residents that are disproportionately impacted by the COVID-19 pandemic in an existing community-led air quality monitoring network currently operating. The Community EJ Specialists, hired by CHEC, linked residents with state support services and other services (through text messages, videos and infographics) that address the social determinants of health addressed under this project.

7. This project expanded community outreach efforts of local, regional and national programs to increase awareness of residents within hard- to- reach communities in New Castle County on how air pollution impact health, exasperated by Covid-19. Sample of literature is provided below.

8. The Community BreatheLife Campaign aligned with the Delaware Developmental Framework to make Delaware a trauma-informed state through the shared communities that are disproportionately impacted by trauma, air pollution and health disparities. Through this collaboration, the Community EJ Specialists currently working with the community-led air quality monitoring network also coordinated activities of Community BreatheLife Campaign with the Delaware Behavior Health Consortium program; and the Community Healthcare Workers Network.





https://breathelife2030.org/wp-content/uploads/2016/11/DataPoint_05-1.png

Client Impact, Interviews, and Success Stories

The Community BreatheLife Campaign increased the awareness of air pollution effects on health, in hard-to-reach or disproportionately impacted communities in New Castle County, Delaware. The project combines public health expertise with guidance on implementing solutions to air pollution in support of community development goals.



- 10,000 Data postcards; and 2000 emails sent to residents of Rosegate, Oakmont, Southbridge, Meridian Crossing, Belvedere and Delaware City.
- 10 low-sensor monitors deployed in the Southbridge, Northeast, Belvedere, Route 9 Corridor, Route 40 Corridor and Delaware City communities.
- 12 presentations provided at community meetings; colleges and webinars for outreach, education and advocacy under this project.

Community Engagement

The Community BreatheLife Campaign engages with the community through focus groups, steering committees and community meetings to determine the need and justification for this project to move forward. It is also grounded in the EJ Principles and Community-engaged Approaches to ensure that community voices were amplified in all decision-making and implementation of the project and within local industry and government environmental investments.

OGOV LTG Delaware Health Equity Coalition

Project Identification Number: 21255
Funding amount (Budget): $250,000.00
Project Expenditure Category: 1.6 Medical Expenses
Expenditures to date: $130,000.00

Project Overview

Delaware Health Equity Coalition is a recipient of ARPA funding. Our project Restoring Trust in Healthcare centers around the establishment of a patient centered medical home, an integrated multidisciplinary medical practice that provides comprehensive medical and mental health services with wraparound social care resources. The medical practice opened its doors in December 2022; since then we have delivered high quality healthcare services to over 600 patients. Areas that we continue to develop include strategic partnerships with community based organizations and active recruitment of key clinical staff, including a primary care physician, advance practice clinician, a medical assistant and a practice manager. Integral to this project are performance improvement initiatives focused on care delivery, SDOH screening and SUD assessment/referral for treatment processes. Funding from this grant will accelerate the development and integration of these initiatives into the project.

To date, we continue to grow our medical home with integrated behavioral health resources, supported by two mental health providers (TeleHelp 24/7 and The Healing Place) to provide adult and special



population mental health services as well as substance use disorder screening and referral treatment. DHEC continues to grow in staffing, as we have hired a part-time social worker, grant development specialist, data acquisition specialist and a project manager to join the team. We have successfully hired a full time practice manager. Currently, we are actively recruiting for another primary care physician and advance practice clinician.

We continue to expand our disease management programming through partnerships with health tech companies iHealth, Tenovi and ThoroughCare to bring the latest remote patient monitoring equipment to our patients with chronic conditions such as hypertension, diabetes, congestive heart failure and chronic kidney disease. We are in process of establishing a new partnership with vendor TheraponHealth to enhance our remote patient monitoring functionality for patients with Diabetes that will enhance patient glycemic control. We continue to deploy blood pressure cuffs, scales, glucometers and medical supplies to patients who are in need of more attention to control of their chronic conditions outside of the office which has reduced the transportation burden and ensuring compliance with treatment plans. We continue to gather compliance and adherence data for the various patient populations and will be reporting our results very soon. This program is overseen by our RN Care Manager and began in July.

From the community wellness standpoint, DHEC has been very busy participating in community wellness events around the state, offering blood pressure, diabetes, cholesterol screening and Narcan education and distribution of kits (often in partnership with Network Connect). One note – due to current political climate we are in process of changing our name to Delaware Health Empowerment Coalition, Inc.

Use of evidence

Below listed are the Project deliverables and their associated measurements of success through which we will report our data.

1. Engaging the community through the Patient Centered Medical Home offering comprehensive primary care, mental health, and social care services.

- MOS – patient volume, demographic data – to date the medical is home to approximately 1,237 patients; 169 new patients within the designated timeframe.
- Over 10 referrals to social care resources through our community partner, Network Connect and their embedded Community Wellness Ambassadors in the last quarter

2. SDOH and Mental Health/SUD Assessments with wraparound resource support for patients and families



- Reported data includes number of assessments and referrals – to date, there have been 169 SDOH assessments completed as well as PHQ2 screening
- 69 patients have been diagnosed with depression/SUD with referrals for evaluation/treatment.
- Of those 69 patients with depression/SUD, 10% live in 19801, 32% live in 19802

3. Proximity to 19801 and 19802

- Percentage of patients from these zip codes 35% patients from these zip codes

4. Employ residents from the community

- Number of residents from Wilmington either employed or volunteers for community events- we have hired five staff who reside in 19801 or 19802 zip code
- Workforce development: we continue to host high school and college students, medical students, NP students, and have partnered with Dawn Institute in hosting medical assistant students in the office for their clinical rotations. Many of the learners are from 19801 and 19802. In process of discussions with Widener and DSU to host NP/PA and Psych NP students in the near future.

Programmatic Data

Number of active patients:	1237
Number of patients attributed	1375
Female at birth:	70%
Male at birth:	30%
Race	
American Indian	1%
Asian	1%
Native Hawaiian/Pacific Islander	1%
African American	75%
White	11%
No Race	11%
Ethnicity	
Hispanic	5%
Non Hispanic	84%
No Ethnicity	11%
Chronic Conditions	
Pre/Diabetes	22.2%
Hypertension	28%
Asthma/COPD	8.6%
Cancer	2.9%
Vitamin D Deficiency	11.8%



Client Impact, Interviews, and Success Stories

Part of our care team includes the Community Wellness Ambassadors from Network Connect. DHEC has partnered with the Dept. of Public Health, Metropolitan Wilmington Urban League, Jewish Family Services and the Community Health Advocacy Mobilization Group on community events to provide direct care services and education to the community. We are working with the Wellness Ambassadors to collect more data on our community impact in the form of interviews, focus group sessions, and use of surveys. Our survey results were included in the last quarters report, which were very favorable. We continue to also receive positive reviews via social media from our patients. In addition to welcoming new patients into our medical home, we have been very busy engaging in community education and vaccination events, in partnership with Crofton Pharmacy, faith-based organizations, Service Sororities, and other Community Based Organizations. To date (March to June 30) we have participated in 51 community education/vaccination events, educated over 700 attendees, distributed 98 Narcan kits and supported SUD training to over 400 participants, and have vaccinated 350 plus community members. Our community partners have been incredibly supportive of our growth over this last quarter and will be instrumental in the evaluation process of our efforts. We are also pleased to report that DHEC has opened an additional site in Smyrna DE. This site opened the first week of December and is in Focus Pharmacy, a family owned and operated pharmacy in the community. There is great excitement to be in this community because it is also a designated health professions shortage area and we have had several patients coming from the MOT community to join our practice at DHEC. We continue to actively look for a permanent location in the area. Recently, DHEC has been recognized by Tau Eta Chapter of Chi Eta Phi Nursing Sorority as the 2025 Community Partner of the Year. We have filmed several healthcare episodes for DETVs “Every Woman” series about topics such as breast cancer, heart disease and kidney disease. DHEC has been recognized as the 2025 winner of the Pete du Pont Freedom Foundation Reinventing Delaware award for nonprofits.

Community Engagement

DHEC partners with various community-based organizations to provide community events. Often DHEC is invited to provide screening for chronic medical conditions and to be the subject matter expert on healthcare issues affecting the community at large and those with high-risk conditions. CBOs such as United Way of DE, Metropolitan Wilmington Urban League and the National Coalition of 100 Black Women and others have been event sponsors and DHEC has participated directly in these events. Measurement of success will be both subjective as well as objective, as we will document the number of community engagement events promoting our project as well as deploy evaluative tools (like a survey or



focus groups) to ensure that we are meeting the needs of the community and to receive feedback on future programming efforts. Here are a few events as examples:

1. Hypertension screening -at the Port of Wilmington, senior housing units and community events.

2. Community education/vaccination events – DHEC, in partnership with the Wilmington Housing Authority and Crofton Pharmacy, a locally owned pharmacy, have been offering vaccination programs. The program provides education about each of the vaccines as well as education regarding SUD and soon to be offering Naloxone kits. The programming with be monthly throughout the year.

3. DHEC received a grant from the Dept. of Health to provide medical devices to our patients – blood pressure cuffs, glucometers and supplies, scales, hydration monitors – to ensure that high risk patients with uncontrolled chronic conditions can monitor their symptoms and their measure their vitals to share with our care manager. We have started a remote patient monitoring program which will allow our office to electronically monitor patients' vitals as well to ensure compliance and greater oversight for patients who have transportation barriers or other barriers which prevent them from being able to come to the office. So far, we have entered 20 patients into the program.

4. DHEC is working with additional partners including ChristianaCare on breast and DE Prostate Cancer Coalition on prostate cancer awareness and screening; Interfaith Ministry and Council of DE on heart disease awareness and screening; Tau Eta Chi nursing sorority on wellness programming events, to name a few.

5. We have forged a new relationship with Limen House to provide primary care services for their residents.

OGOV LTG DELAWARE COMMUNITY REINVESTMENT ACTION COUNCIL INC.

Project [Identification Number]: 21395
Funding amount (Budget): $100,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $100,000.00

Project Overview

Our objective in this project, Advancing Minority Homeownership through Titling Heirs Property and Estate Planning is to ensure smooth transfer of real estate to protect wealth of minority homeowners.



We do this by completing estate planning with our clients, which allows them to plan the transfer of wealth, appoint appropriate executors to carry out their wishes, and we include Advance Health Care Directive and Power of Attorney documents in this work to ensure adequate protection during their lifetime. We also assist families who are dealing with the loss of their loved one, usually the property owner, and we guide them through the process of probate and the legal process of transferring the property pursuant to the will or, in cases where there is no will, through the Delaware laws of intestate succession.

There are several barriers to this work. First, affordable legal representation for estate planning and tangled title property has not been widely available until we started this work in a limited capacity in 2014, and in greater capacity in 2019. Even so, DCRAC has one attorney to handle this work, and one paralegal to assist clients. Because this type of service has not been widely available for generations, there are many families battling tangled titles due to lack of estate planning for decades past.

Because of the time that has lapsed, the second barrier to this work, is the involvement of sometimes, tens of family members, to resolve one property issue. This sometimes causes clients to give up, when they are unable to get everyone on the same page.

Finances are another barrier, as the filing fees, legal fees, mortgages, tax issues, home repairs after neglecting repairs for so long, etc., often create a hardship for families to save their homes.

The listed barriers are exactly why this ARPA project, to develop and execute a community engagement plan that informs the community about legal assistance to ensure they can transfer wealth and recover properties currently tangled, is crucial to advancing and preserving minority home ownership. Trust and knowledge of the legal process must be built in the community, as there is rampant misinformation circulating regarding how to handle a loved ones' estate. Unfortunately, oftentimes the appropriate steps to resolve the matter are not taken until a limited timeframe is available, such as when the family receives notices of a monition sale for nonpayment of taxes, with twenty days to resolve the debt.

This reporting period, we spend funds to reach the community. We invested in printed materials, newsletters, and directed messaging. The focus of our project is to reach the community to let them know of available representation to ensure a smooth transfer of wealth, especially when it comes to real property. We also invested in creating materials to show why this type of work is important for those considered to have lower wealth, as there are misconceptions about Estate Planning and that is only for the wealthy.

Use of evidence



The evidence, below, was clear- we needed to provide the legal services to the entire community that the affluent take for granted: estate planning. This is why DCRAC Law has provided this service since 2019 which is available to anyone for a low cost and sometimes pro bono.

Low-wealth communities without access to estate law services get tangled in title issues that deprive them of the full benefit of owning a home--unable to tap into the home's value, unable to sell or take out equity loans, or get homeowner's insurance or qualify for programs aimed at helping them. In 2019, the wealth gap between black and white households is startling- Black households had 14.5 percent of the wealth of white households, with an absolute dollar gap of $838,220[2]. One way we address the perpetuation of racial and economic inequities is through Heirs' property.

Surveys show that black families have lower rates of making wills than whites families, in part because of lack of access to lawyers. Also:

The Department of Agriculture has called heirs' property "the leading cause of Black involuntary land loss," and notes that it led to a 90 percent decline in Black-owned farmland nationwide between 1910 and 1997[3].

Heirs' property is a means through which many have lost their land and thus lost the economic opportunity that accompanies property ownership[4].

Poor and disadvantaged communities have been the primary victims of partition sales, which experts consider to be the "most unstable form of common, real property ownership." Many of those affected have been African American[5].

Leading researchers estimate that between 12% and 30% of all rural properties lack clear title. But people in urban areas, particularly legacy cities, also are affected. Philadelphia, for example, had 14,000 properties in 2007 owned by deceased people whose heirs lack current titles.

Programmatic Data

[2] https://www.americanprogress.org/article/eliminating-black-white-wealth-gap-generational-challenge/
[3] https://grist.org/fix/what-is-heirs-property-a-huge-contributor-to-black-land-loss-you-might-not-have-heard-of/
[4] https://www.richmondfed.org/research/regional_economy/regional_matters/2021/rm_10_14_21_property
[5] https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2019/06/18/new-laws-help-rural-black-families-fight-for-their-land



We keep track of the clients we serve through our case management system. We collect their contact information, some demographic information. For consultations, we collect contact information.

In this reporting period, we've worked with 55 clients while consulting with 70 individuals.

We shared statistical data in Chapter 2 as evidence of why this work is important.

Client Impact, Interviews, and Success Stories

Below is a story of client impact collected during this reporting period:

We met Ms. M at a senior center. She is widowed and struggling with her health and finances. Unfortunately she fell victim to a helper who initially was trustworthy, but then started to take advantage of her situation. In a short period of time, we were able to help her execute proper estate planning and financial documents, and guide her to safeguard her finances from any future issues. Because she was heading to surgery soon, she was very worried about potential damage while she was hospitalized. In addition to our assistance, we connected her with other resources and financial professionals to make sure she is taken care of correctly.

Community Engagement

DCRAC was founded in 1987 to address redlining by advocacy and to ensure that people of color had the same banking and opportunities for homeownership as their white counterparts. In 1994, DCRAC began to offer services to clients, in addition to the advocacy work. From that point onward, conversations and work with clients highlighted the need for legal services to protect homeownership. From 2008 to 2019, DCRAC was HUD approved to provide housing counseling services. Routinely, the need for legal services to address home ownership/title issues came to the forefront to be resolved first, before moving to the foreclosure prevention work.

In 2019, DCRAC formally began offering legal representation for title issues, deed transfers, and estate planning. Today, we continue to work with housing counselors who refer clients when a title issue arises; we work to address those title issues we can resolve, and refer the client back to their counselor to continue foreclosure prevention.

We also receive referrals from Stand By Me financial coaches who work with underserved groups, such as at Wilmington Senior Center. The federally funded legal aid organizations in the state- Community Legal Aid Society and Legal Services Corporation, refer clients to us on a routine basis.

DCRAC's paralegal is bilingual and fluent in Spanish. Since she joined our staff in May 2023, we have worked on ways to outreach to more to the Spanish speaking population for the estate planning services.

Our office is located at 600 S. Harrison Street in Wilmington, to provide easy access to residents of Wilmington with limited means of transportation.

Our primary community engagement project under this ARPA funded project will conduct door to door surveys of 250 residents of the East Side of Wilmington, to assess needed legal services in areas of tangled title, estate planning, tax, and banking. We will provide legal services to those who are willing and able to accept services. We expect this project to begin in January 2024. The East Side neighborhood of Wilmington in which we will focus is home predominantly to people of color and low income individuals.

In addition, we will create and deliver community centered content about why it is important to resolve property ownership issues and complete estate planning.

OGOV LTG CHOIR SCHOOL OF DELAWARE

Project [Identification Number]: 21397
Funding amount (Budget): $75,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $75,000.00

Project Overview

The primary objective of The Choir School of Delaware's project was to enhance the well-being of students and their families through a comprehensive support initiative. The project aimed to address the mental, emotional, and educational needs of the community by expanding support services and empowering families. This objective aligned with the organization's mission to foster holistic growth and well-being.

Barriers:

Throughout the course of the project, several barriers were identified and addressed. These included challenges in resource coordination, ensuring accessibility and equity in service delivery, potential resistance to change, concerns about sustainability beyond the initial funding period, and the complexity of data collection and evaluation. The organization recognized these barriers as potential obstacles to the success of the initiative and took proactive measures to mitigate their impact.



Achievements This Year:

1. Enrollment Growth: The Choir School successfully increased its student enrollment from 40 to 45, showcasing a positive impact and an expanded reach within the community.
2. Program Expansion: The launch of the 21st Century Community Learning Center Program, set to serve an additional 75 students, marked a significant achievement in program expansion and community engagement.
3. El Sistema Survey Project: Karelin Torres, the Family Services Coordinator, led a survey project through El Sistema, measuring social-emotional needs. This initiative aimed to address mental health and overall well-being and provided valuable insights into students' social indicators.
4. Training Initiatives: Staff participated in training sessions, including mindfulness and LGBTQIA+ awareness. This investment in staff development demonstrated a commitment to equipping the team with the necessary skills to support students and families effectively. The staff has also completed 1 of 4 training sessions on Trauma Informed Care with Wilmington University. The remaining three sessions have been paid for, but will be completed in February, April, and June.
5. Family Support Services: Staff actively assisted families in applying for various support services, including Purchase of Care, Delaware Healthy Children, Temporary Assistance for Needy Families, and more, ensuring that families could access external resources.
6. Community Resources Hub: The establishment of a Community Resources Hub within the Family Portal showcased efforts to centralize and make resources easily accessible to families, fostering a supportive community environment.

The Choir School continually works towards its objective by expanding support services, empowering families, and fostering a holistic approach to well-being. The organization addressed identified barriers proactively, leading to tangible achievements that positively impacted the Choir School community.

Use of evidence

The incorporation of mindfulness practices aligns with evidence-based practices known for fostering cognitive self-regulation and enhancing executive functions. Staff participation in mindfulness training and trauma-informed training shows a proactive approach to equipping them with the necessary skills to implement practices effectively. Utilizing surveys to assess students' self-reported social-emotional skills and gathering feedback from families and staff reflects a comprehensive approach to evaluating the impact of Social Emotional Learning (SEL) interventions. The use of survey results for data-driven decision-making demonstrates a commitment to understanding the program's influence on students' mental health and social-emotional well-being. The emphasis on this as well as regular evaluation signifies a commitment to assessing the effectiveness of interventions. The intention to make adjustments based on evidence shows a dynamic approach, ensuring that support services are responsive to evolving needs. The emphasis on evidence-based practices and continuous improvement

has enhanced the likelihood of positive outcomes for students and their families. The commitment to ongoing evaluation suggests a transparent and informed decision-making process, fostering accountability and effectiveness. The Choir School has taken a thoughtful and comprehensive approach to incorporating evidence-based interventions and program evaluation within the Choir School's plan. This commitment positions the organization well to make informed decisions and continuously enhance the quality of support services for students and their families.

Programmatic Data

Student enrollment data and demographics from August 2023- present

- Total students served:
  - Choir School Program: 113 served
    - Elementary-49%
    - Middle-34%
    - High School-17%
  - Harlan Satellite Program: 88 served

- Residential Areas (by area code)
  - 19701- 2.73%
  - 19702- 6.36%
  - 19703- 31.82%
  - 19709- 1.82%
  - 19720- 5.45%
  - 19801- 3.64%
  - 19802- 13.64%
  - 19803- 0.00%
  - 19804- 1.82%
  - 19805- 6.36%
  - 19808- 7.27%
  - 19809- 14.55%
  - 19810- 1.82%
  - 19977- 2.73%

- School Districts
  - Brandywine 55%
  - NCC Vo-Tech 4%



- Red Clay 19%
- Appoquinimink 4%
- Other (Charter) 6%
- Christina 3%
- Other 4%
- Colonial 2%
- Other (Private) 0%
- Smyrna 3%

- Race
  - Black/African-American-79%
  - White/Caucasian-4%
  - Hispanic/Latinx-8%
  - Asian/Pacific Islander-4%
- Gender
  - Female-60%
  - Male-38%
  - Nonbinary/Other-2%

Client Impact, Interviews, and Success Stories

"The Young Artists' Program has helped me improve my audition skills, especially how to be more centered and confident going into an audition room. I will definitely apply that to my later career. It's been really cool having this as a job. Getting to perform and do what I love, and getting paid for it at the same time, is really cool." Mia, rising 12th grader

"I love the Choir School! The academic support we have here is amazing, and our concerts are always the best. One of my favorite things that we've done is probably our Black History Month from last year, but this year's concerts are gonna be even better!" Mikailyn, age 13

"The reason why I love the Choir School is that we all get to come together and bond on one thing, which is music. And I think that's an absolutely beautiful thing because we're all striving for one end goal, which is to work hard on a production or a concert. Through that, I get to bond with other people and make such great connections and friendships." Kayleah, age 15



"My favorite things about the Choir School are the opportunities you get to have and the relationships you get to build. This is such a great place with such amazing people and opportunities that can take you so far." Jade, age 16

"I love the Choir School because there's a lot of fun people and it's a happy community. It's important to me because I want to be a singer myself. It really helps you with your voice and it gives you the freedom to do anything you want." Shane, age 12

“It’s no secret that the Choir School changes lives. Kids have found paths to success here for over 140 years. I’m proud to be one of them. My name is Aniya, and I’m a high school junior who joined the Choir School in 2021. I was terrified on my first day of Choir School. I wouldn’t dare singing front of anyone. You’ll hear me and my friends joke about it now, but I was too nervous to even introduce myself to the other kids! I was doodling in the Great Room when a younger girl walked over, flopped down in the seat next to me, and asked what I was drawing. Niamyiah’s directness startled me at first, but she was just being her curious self. She welcomed me exactly as I was, and she trusted me to do the same. That’s what the Choir School instills in veteran choristers like her: confidence, authenticity, and true acceptance of others. After three years here, I’m an entirely new person! If you told 2021 Aniya that she’d be singing solos and duets with her best friends in front of audiences, she’d think you were lying. I carry myself differently now; I walk with my head held high. I’m comfortable talking with all kinds of people, which helped me nail an interview and land my first job. I’ve also built a plan for my future. I’ve decided to become a lawyer, and I’ve learned a lot about my career options thanks to my Choir School mentors. I know my newfound confidence will be essential in law school and the courtroom. And by the way, Niamyiah and I are best friends. She’s like my little sister! The Choir School showed me that growth was possible. It gave me the mentorship, friendship, and resources I needed to succeed. I’m seizing every opportunity, from tutoring to mentoring to piano and voice lessons. I even worked at our Musical Theater Summer Camp while taking on a lead role in The Addams Family!” Aniya, age 16

Community Engagement

- Malcolm Richardson: Director of Educational and Artistic Programs
    - The Choir School of Delaware Staff have adopted a series of trauma-informed practices to support our students and our community at large. One of our goals is to take deliberate measures that transform our trauma-sensitive environment into a safe haven, not just sustainable for programmatic endeavors for all students, but a working environment that is safe for educators and school leaders. Using data from a students needs assessment, we gather pertinent information about our students; understand their needs, their goals, and who are a vital part of their support systems, here at the choir school, at their prospective schools, at



home, and in their communities. Our social fellowships, like Gentlemen of Promise, covers topics of family upbringing, self awareness, social-emotional development, as well as empowerment. The Choir School of Delaware serves a predominantly black and brown community, which has faced significant barriers throughout history. More often than not, these barriers include low income households, lack of access to equitable education, and job opportunities, and so much more. The implementation of the student and family needs assessments, the children and parents within our school community have a safe way to express their needs, which has brought them closer to resources to support them. Our social fellowships are also a means to have open discussion with individuals who may have experienced similar events in their lives, alongside having a shared safe space to support one another through it.

- Dr. Tracy C. McNair: Family Services and Programming Manager
    - Over the last several months as a Programming Manager of our Choir School of Delaware's 21st Century Community Learning Center program, one of the ways I engaged our community member stakeholders, such as the Parent Teacher Associations as buy-in to our program, by creating a dialog that is informing them of our commitment to understanding the effects of Trauma Informed Care and how that has an impact our families and children. Our work creates awareness that we are fostering emotional growth to foster and promote Emotional Intelligence. Our community engagement strategies support engagement with community stakeholders such as community leaders, church leaders, teachers, and school district leaders with the mindset of forming a wraparound service to our families and students that provides a comprehensive, holistic, youth and family-driven process of responding when children or youth experience trauma. Our mission is also to form these community partnerships to help address significant barriers, such as language & culture, due to servicing a diverse population. The foundation and methodology of our work are to create an empathetic and understanding environment. Our job as servant leaders is to become familiar with how to recognize and understand the emotional effects that trauma causes and be able to help manage our environment better.
- Mahcaiyah Wearing-Gooden: Operations and Development Manager
    - As Operations & Programming Manager, I spend most of my time on the ground, helping to run after school activities. Since our team's last trauma training, we have incorporated daily journaling into our curriculum, which allows our students to have the freedom to discuss their feelings without drawing unwanted attention to their situations. Students can choose to respond to the given prompt or choose something that has been weighing on them that they want to address, just not verbally. I have found that providing the children with new outlets



helps to strengthen their connection with their emotions. It also helps to build trust, an essential characteristic when taking care of children. We are also partnering with our organization's PTA in order to bridge the gap within families to eradicate existing trauma. The Choir School's PTA is still fairly new, and allowing parents to get a deeper insight into the program helps them to understand their child's needs better. Our parents have expressed interest in getting family help for traumatic experiences and just overall counseling. The parents have the desire to help their children any way they can, but we can provide a different perspective to get to the solution. With the consent of our parents, we will dive into trauma-related triggers & stresses in our Spring Girls Groups to help our kids manage their stress & traumas in a different, more positive fashion.

- Karelin Torres: Family Services Coordinator (Bilingual)

  - The Choir School of Delaware has engaged with the community through several ways. One of the first attempts to engage with our local community has been through parent involvement. This fiscal year we have initiated the Choir School of Delaware's first Parent Teacher Association. With the support of the Parent Teacher Association we have been able to gauge parent's interests, concerns, and needs. The Choir School of Delaware hosts quarterly PTA meetings and quarterly all parent meetings that inform our community of Choir School events and updates.

  - At the beginning of the fiscal year our education team assesses a "Family Needs Assessment" and a "Student Needs Assessment". During these assessments we ask our families and students about their child care needs, mentorship, musical training, transportation needs, and specifically to our students we make sure to ask inclusive questions regarding their gender and feeling of belonging. It is our goal to attend to our community's needs. This October we also implemented a student Fall presurvey where the survey gathered demographic information from our students grades 4th and up. The presurvey entailed questions regarding the student's self-esteem, self determination, self expression, artistry, stress management and more. The same survey will be assessed at the end of the fiscal year to the same students to be able to properly match our students needs and growth throughout the participation of our program. All of these surveys are accessible in Spanish in case that our families and/or students need to conduct surveys in Spanish. The Choir School of Delaware is always in attendance at our local school's Back-to-school nights, block parties and events held by our attending schools in order to engage with community members including partner organizations. This fiscal year we have partnered with Christiana Care to implement the Be Proud! Be Responsible! Curriculum to our older students in order to educate them on their bodies, sex and sexual health. We have also implemented NAMI Delaware's Lifeline Presentations to educate our students on mental health, signs of suicide and suicide prevention. The Choir School of Delaware learned about NAMI's presentation by

attending UMatter2DE Higher Education Suicide Prevention Conference. At said conference the Choir School of Delaware connected with NAMI and Healing through the Arts. Healing through the Arts is a non-profit organization that instructs classes of all ages and in English or Spanish with different mediums of art in order to heal our inner selves. All of the programs that the Choir School of Delaware offers is free of charge and accepts any student who is eligible and would like to participate. This upcoming March, the Choir School of Delaware is collaborating with the Chicana Art Song Project, young Latinx professionals, Latinx musical artists from the surrounding regions and academic experts to create the Chicana Collaborative. The Chicana Collaborative is an interdisciplinary event featuring visual, musical and literary art. There also will be a panel discussion held to uplift the stories of Chicana and Latinx identifying community leaders. The Chicana Collaborative will be held in English and Spanish. It is our goal to have local Latinx community members attend the event. We are making the Chicana Collaborative accessible to our community by not charging for attendance. It is our hope that this is the first of many events in the Chicana Collaborative series.

OGOV LTG DELAWARE ART MUSEUM

Project [Identification Number]: 21398
Funding amount (Budget): $125,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $125,000.00

Project Overview

Upon receiving the initial grant payment on September 1st , 2023, the Delaware Art Museum has been able to move full steam ahead with increasing its programmatic output for Healing Through the Arts in the fall and winter of 2023, and now with all four quarters of 2024 and the first two quarters of 2025. In this eighth quarter of the grant (April 1st to June 30th, 2025), the Museum has been able to continue 2025 of Healing Through the Arts by serving 282 unique individuals across 28 distinct workshops/events. Through this grant, the Delaware Art Museum has been able to provide numerous Healing Through the Arts programming across now 12 various partner organizations (with 5 specific organizations receiving direct services during the eighth quarter of this grant award), predominantly our weekly Veterans Group that meets on-site at the Delaware Art Museum, the Veterans Center in Wilmington, the Los Abuelos and Las Mamas groups from the Latin American Community Center (LACC), the Cancer Support Community in Delaware, and the La Escondida community group. Notably, the numbers for this quarter are slightly lower than in the last few quarters due to some participant organizations taking a momentary pause in programming due to the summer; we expect next quarter's numbers to be

significantly higher once the summer season concludes and more programming resumes. In regards to funds expended during this period, DelArt spent $23,000 on costs associated with program coordination, which includes liaising with our program partners and setting up sessions on-site with these partners, and also leading and implementing these sessions under the guidance of the Healing Through the Arts Program Director. DelArt also spent $300 towards paying for the services of certified instructors to lead and oversee some of these program sessions.

Use of evidence

The need for programs such as ours has been apparent for years, even at the systemic level. According to data collected in 2019 from the US Department of Health and Human Services, there has been an increased rate of cancer in Delaware, at an estimated 498.4 incidences per 100,000 people. This directly surpasses the national average of 448 incidences per 100,000 people. Beyond these staggering statistics, the National Cancer Institute identifies additional hardships that accompany cancer, including anger, fear, sadness, guilt, and loneliness (which has assuredly become exacerbating throughout the ongoing pandemic, where isolation and sheltering have taken precedence for these immunocompromised individuals). Utilizing these larger policy-based needs and sobering statistics to guide our programming, Mariposa Arts and the Museum have realized that a larger need for healing services to benefit members of the cancer community exists at an ever increasing rate. Utilizing these statistics relative to the larger national need led to the initial creation of Healing Through the Arts in 2018, which was founded to predominantly serve individuals who are either survivors of or are currently living with cancer. Since these programs have seen enormous success with these communities, we have discovered that this framework could be scaled and replicated to serve even more varied communities who have lived experiences with numerous forms of environmental trauma (see below), and we have been intentional in offering these programs to communities and individuals who are often the intended target of systemic reform and systems change, including those who are at-risk in inner-city communities (such as those via our partnership with the Teen Warehouse in downtown Wilmington) or have recently immigrated to the United States (serving local organizations such as the Latin American Community Center and the La Escondida community group), as well as an increase throughout 2024 and now into 2025 in serving veterans specifically through two specific groups on-site at the Delaware Art Museum and off-site at the Wilmington Vet Center. Additionally, these programs are directly addressing the needs around supporting and strengthening our local creative economy systems, in that they provide a livable wage to 12 different arts-for-well-being instructors who are in residence and on hand to lead and overseen multiple iterations and installments of Healing Through the Arts programming on a weekly and/or monthly basis. The program intentionally keeps these instructors in residence so that they will be able to have steady work that utilizes their creative skills and talents to help and support others in need of healing.



Programmatic Data

Healing Through the Arts by design has been created to be easily transferrable, scaled, and replicable to help alleviate health-related ailments that affect a multiplicity of various communities. For example, current iterations of the program predominantly serve middle schoolers to high schoolers who are experiencing stress, depression, and other mental health issues brought about from environmental trauma such as gun violence, lack of educational opportunities, and more. Additionally, as mentioned above, these programs also serve individuals 30 years old and above in need of healing services because of trauma associated with cancer via our work with participant organization the Cancer Support Community of Delaware. Healing Through the Arts even recently expanded its programmatic offerings to provide activities to underserved Hispanic individuals living in New Castle County (as well as Georgetown in Sussex County) via new participant organization the Latin American Community Center. Notably, these programs also directly serve individuals who have experiences with substance use through our partnerships with organizations such as Mental Health Associates in Delaware (MHA) and the William "Hicks" Anderson Community Center. 2024 and 2025 have seen an additional, concentrated expansion to serve military veterans throughout the state, and the formal launching of a data-collecting Digital Package that will contain videos of Slow Art Experiences, asynchronous recordings of slow art using the museum's collection in both English and Spanish, videos of Zentangle lessons and Embodied Drawing lessons that any can follow along using just paper and pen or pencil in both English and Spanish, digital passes to the Museum, and details of a once-a-month public drop-in Healing Through the Arts day at the Museum. In all, throughout 2024 and now into 2025, Healing Through the Arts served 2,279 specific individuals throughout the Wilmington, New Castle County, and greater Delaware community under a grant from ARPA.

Client Impact, Interviews, and Success Stories

The Museum collects testimonials regularly from program participants via direct quotes and success stories. While we have been unable to collect any concrete data in this regard over the past month since receiving the initial grant payment, we will provide testimonials in forthcoming quarterly reports as we collect and gather them.

Please see these testimonials below:

Mental Health Associates Community Testimonial

"Repeating the exercises on their own has really proved to be helpful in creating a better mood and calmness."

Veteran Community Testimonials



"When I'm doing something creative, I get lost in what I'm doing and I'm not thinking about the pain or the memories or the ringing in my ears that I have all the time. I can tune those things out for a while and relax."

"I get frustrated when I'm not doing it right. Maybe I need to figure out why that is and learn to deal with my moods better."

"It's helping me be a little less worried about how things will turn out and just be in the moment, which I guess could be a lesson for my life in general, not just when I'm drawing."

Cancer Support Community Testimonials

"It was relaxing and peaceful."

"I had a great time. Everyone was friendly and relaxed and enjoying themselves. I felt safe and able to be myself in that space. I could be creative and ask questions and play. Erin was terrific- a good teacher and very supportive and enthusiastic. It felt so healthy to be able to do this at CSC, surrounded by others also touched by cancer but where that was not the defining characteristic of that moment. I will be back for other things!"

"The collage class was joyful and informative. Erin was very skilled in managing multiple participants in a hybrid setting and 'met us where we were" artistically. These art classes help me to quiet my mind and pain, I am so grateful for the organized way we are prepared with supplies and reminders ahead of time making it effortless to just join in."

Community Engagement

Local healthcare organization Christiana Care has identified through their recent 2022-2024 Community Health Implementation Plan (CHIP) three priority areas of need affecting local Wilmingtonians and Delawareans: 1) social detriments to health, such as poverty, food insecurity, education, and more, 2) mental health and substance use disorder, and 3) violence and public safety, with Wilmington being the city with the most gun violence-related deaths per capita in the entire United States. This sobering reality, along with the consistent demand from our constituents who came to our organization and asked for a healing-based program, led consultant Mariposa Arts to create the unique and revolutionary Healing Through the Arts program, which is deeply rooted in using various forms of art as a means of bringing about reflection, interiority, and ultimately healing to those who are dealing with enormous mental and physical struggles. This program is overseen by Mariposa Arts and offered through the Delaware Art Museum as one of its primary community outreach programs, while also becoming solidified as a strong pillar of the Museum's mission and vision moving forward. Given the various partner organizations who we work with (such as the Latin American Community Center in Wilmington



and the Teen Warehouse downtown, which predominantly serves at-risk youth who have direct, entrenched, and lived experiences with environmental trauma such as gun violence), Mariposa Arts and the Museum firmly believe that every session of its Healing Through the Arts program directly addresses these social determinants of health outlined in our local Community Health Implementation Plan by specifically offering healing services that alleviate or supports community-based needs, and does so in a way that can be easily scaled and replicable.

OGV LTG TECH IMPACT

Project [Identification Number]: 21401
Funding amount (Budget): $60,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $60,000.00

Project Overview

Brandywine Counseling & Community Services (BCCS) provides individual and group counseling, recovery planning, and support for individuals needing treatment for substance use, mental illness, and co-occurring disorders. While participating in outpatient programming, clients are partnered with counselors who will work with them to discourage behaviors that are inconsistent with progress toward treatment goals and encourage and reinforce actions that are beneficial. Counselors utilize evidence-based and client-centered practices to support the development of basic life skills associated with substance use recovery, mental illness, and co-occurring disorders, and adapt counseling strategies to the needs of the individual.

Throughout the treatment process, counselors are constantly assessing the risk of clients failing to continue with their treatment plans. When assessing a single client's information, a counselor has the ability to judge the likelihood of a patient failing to continue with their treatment plans. However, counselors have a large number of clients that they manage at any given time. This constraint makes it impossible to constantly assess the relative risk of any individual patient failing to continue with treatment plans. BCCS is able to identify and provide an intervention for some such patients, but there is potential for others to fall through the cracks.

BCCS is interested in pursuing a data driven approach to identifying riskiness of patients failing to continue with treatment plans that augments the knowledge of counselors and aids their ability to provide interventions for clients. To complete this work, BCCS will partner with Tech Impact's Data

Innovation Lab (DIL) in order to develop a classification model that will predict client risk of failing to continue with treatments.

The DIL will work with BCCS in order to identify relevant historical data that can be utilized to train a machine learning powered classification model. The model will predict whether a given client will drop out or not by assigning a drop out likelihood percentage to each individual. After building a trained model, the DIL will implement a testing protocol to assess model validity. Simultaneously, the DIL will build a product roadmap to understand how to best deploy the model into the BCCS environment in a manner that is easily accessible for counselors to utilize. After a proof-of-concept model is built and tested, the DIL will work to deploy the model so that it will update at a regular cadence, constantly assessing the riskiness of patients based upon new data. Creation of the model will require the use of personally identifiable information and requires consideration of the ethics of building models that may differentially impact at-risk communities. The DIL will build the model following industry standard practices for handling and securing PII. Further, it will assess any developed models for bias.

Implementation of a risk assessment model at BCCS will allow counselors to better meet the needs of clients by prioritizing care for those most at-risk of discontinuing treatment. A model that has been properly tested to ensure that algorithmic bias has been minimized can better serve at-risk communities by standardizing and automating risk assessment practices. Identifying risk earlier also provides counselors with the opportunity to address the challenges that clients face that may cause them to discontinue treatment. These issues may be related to the social determinants of health – including transportation and housing.

Final approval for this project was received in August 2023. Between then and the end of the quarter, Tech Impact and BCCS developed a Memorandum of Understanding (MOU) that would dictate the relationship between the two entities throughout the course of this project. This MOU was executed in September 2023. Project work began in October 2023.

During Q2 2023, Tech Impact and BCCS focused on ensuring that the appropriate data to build the model was readily available. This included the following activities:

1. Ensuring that the data was appropriately stored,

2. Developing an appropriate governance model for data access by Tech Impact,

3. Initial exploratory data analysis to understand the available data and any corresponding limitations, and

4. Literature review of other attrition models focused in a social services setting.



Following completion of these steps, Tech Impact was able to confirm that the appropriate data is available in order to generate a proof-of-concept model for initial development and testing.

During Q1 2024, Tech Impact and BCCS continued work towards model development. Work towards developing the model has taken more time than expected due to some technical challenges in accessing the data. The sensitive nature of the data, including personally identifiable information (PII) requires extreme caution in progressing with the work.

Currently, initial models have been developed and are in the process of undergoing training and testing. A wide variety of statistical and machine learning models have been tested, including logistic regression, gradient boosting, and neural networks. One modeling challenge that is currently being worked through relates to the extreme class imbalance of the data. In particular, significantly more people did not complete their counseling experience than those that did. The team has needed to use a variety of techniques to overcome this challenge. Reframing the initial problem may also be required in order to overcome this hurdle.

During Q2 2024, Tech Impact finalized the machine learning model that will be utilized to drive predictions. The model was reframed to make predictions based upon the question, “which individuals will continue treatment through 120 days?” Tech Impact is now working with BCCS to finalize a wireframe and begin building a tool that counselors at the organization will utilize.

During Q3 2024, Tech Impact began building out the tool that the team at BCCS would utilize to develop the model. The machine learning model was translated into a secure Azure instance. The wireframe was developed into a live tool. Additional review of the tool was conducted with case managers at BCCS. Some additional features were requested, which are currently under development. A deployment and monitoring plan is being developed to begin rolling the model out to the team at BCCS.

During Q4 2024, Tech Impact continued development of the tool. Feedback from case managers led to iterative changes. There have been challenges with deploying the tool in the BCCS environment in a secure way, which have lead to delays in deployment. Tech Impact hopes to see these plans finalized in the upcoming quarter.

During Q1 2025, Tech Impact focused on implementing changes based upon feedback from case managers. In addition, Tech Impact focused on implementing analytics tools to better understand usage upon implementation. A challenge that has been persistent throughout this quarter is that Tech Impact’s primary point of contact at BCCS is on leave, though is due to report back in Q2. This has hindered development and implementation, though BCCS did provide secondary contacts to assist during this time.

During Q2 2025, partners at BCCS indicated that the initial model could utilize further improvements. Specifically, they were interested in being able to make continuous predictions about their clients as opposed to single point in time predictions. This adjustment required revisiting the schema of how the project is architected in order to ensure that this goal is feasible. Tech Impact began working with BCCS in order to ensure that this adjustment is feasible.

Programmatic Data

At this time, there is no data available. The first phase of this project includes developing an understanding of the data that exists to support this work. Data will be available once a statistical model has been developed and deployed.

Client Impact, Interviews, and Success Stories

At this time, there is no data available. We expect to have data to support this once the tool can be deployed.

Community Engagement

Tech Impact partnered with experts at BCCS to plan this project. The BCCS team works in this community every day and identified the need to improve their ability to determine if a client would be likely to churn from counseling. Public engagement was not completed beyond discussions with experts at BCCS.

OGOV LTG Brandywine Counseling

Project [Identification Number]: 21402
Funding amount (Budget): $65,000.00
Project Expenditure Category: 114-Other Public Health Services
Expenditures to date: $65,000.00

Project Overview

40,000 is allocated to the purchase, usage gas, insurance, etc and maintenance of this project-specific vehicle The balance of 25,000 will be allocated for medical supplies in the project's efforts to increase access to harm reduction services to reduce the transmission of HIV and other blood-borne infections associated with those who inject drugs in hard-to-reach rural areas in Kent and Sussex counties Medical supplies will be distributed via SSP services and can include but are not limited to - sterile syringes, xylazine testing strips, first-aid wound care kits, supplies, and HIV testing kits.



This project is an extension of the OGOV Brandywine Counseling project (19316).

OGOV LTG DETV

Project [Identification Number]: 21403
Funding amount (Budget): $150,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $150,000.00

Project Overview

DETV proposes the "Youth Production and Content Creation Program," a work-based learning project that provides youth with real-world experience creating and developing a televised educational program to be broadcasted through various media avenues, which will create awareness and education. By executing this media campaign, difficult to reach populations will be introduced to an accessible pipeline to improve educational, developmental, and work readiness skills while presenting opportunities for work-based learning for those adolescents interested in the multi-media production industry. During this work-based learning experience, youth participate in hands-on industry-specific skills in mass communications by integrating taught lessons and skills application assessments. The training will consist of a series of workshops introducing students to multimedia concepts and their various forms of use, such as audio, images, graphics, broadcast, and design for developing and creating interactive content. Also, technical training in camera basics, audio engineering, lighting, post-editing, production, and non-technical applications such as content creation, research and interviewing skills, marketing, storytelling, and set design. By offering a work-based learning project, adolescents can enhance their academic knowledge and develop transferable skills, participate in teamwork, problem-solving, responsible journalism, and self-management activities while learning to communicate effectively with peers across diverse roles, develop an understanding of ethical practice and build a professional identity. By creating an educational program, adolescents can share their stories and experiences with other youth, promote positive behaviors, and develop technology "how to" videos, educational content, and current events, including news, to help meet socioeconomic disparities. As peers deliver the messages, adolescents would be more receptive to the academic program. This coursework will provide students with a foundational understanding of creating live and taped productions during 32 hours of training over 8 weeks. Over a year, four cohorts, each comprised of 10 adolescents (totaling 40 trainees), will go through the 8-week program, which, upon completion, will be able to demonstrate a core understanding of the skills necessary for a multimedia career. Trainees will participate in person, creating educational material disseminated through many media outlets.



Use of Evidence

Educational programming that adolescents will produce will apply a variety of evidenced-based curricula identified and taught by program staff. Adolescents will take part in creating programming using curriculum under the following evidence-based programs, but not limited to: Promoting Internet Safety and Healthy Relationships: Adopting Digital Citizenship Lessons for Youth with Intellectual and Developmental Disabilities – such as netiquette shows/videos. Promoting Alternative Thinking Strategies (PATH) is a curriculum that aims to promote emotional and social competencies and reduce aggression and behavior problems. These short lessons will be converted to videos delivered by adolescents to encourage peer relatedness. Lessons include self-control, emotional literacy, positive peer relations, social competence, and interpersonal problem-solving skills. STRYVE – A national initiative led by the Centers for Disease Control and Prevention (CDC) to prevent youth violence. STRYVE focuses on safe and healthy youth achieving their full potential as connected and contributing members of thriving, violence-free families, schools, and communities.

Programmatic Data

Economic Impact – The Covid pandemic disproportionately harmed Americans, especially those in low-income households. Systemic inequalities in employment, wage-earning, education, health, and well-being have been strained for sub-populations facing poverty or near-poverty conditions. Low-income families, as well as people of color, women, youth, and parents, experienced significant hardship due to the disparate economic impacts of the pandemic. The pandemic and associated recession amplified preexisting employment inequalities. Low-wage workers lost jobs at five times the rate of middle-wage workers, while high-wage employment increased over the pandemic's first year (Chetty et al., 2020). Nearly half of lower-income families (those earning less than approximately $40,000 per year) reported they or someone in their household had lost a job or taken a pay cut due to the pandemic. Many families struggled to meet basic economic needs during the pandemic's first year. People who faced job losses or pay cuts—which disproportionately affected low-income workers—were more likely to experience financial hardship, including difficulty paying bills, such as rent, mortgage payments, and medical expenses, and accessing food (Despard et al., 2020; Parker et al., 2020). As job losses increased in the spring of 2020, Congress passed legislation to help families mitigate job disruptions and losses. However, rates of deep poverty—defined as incomes below 50 percent of the poverty level—were higher than pre-pandemic rates, even in April 2020, likely because many very low-income families experienced difficulty receiving Economic Impact Payments and Unemployment Insurance (Han et al., 2020; Parolin et al., 2020). Educational Impact - According to researchers, kids will need at least three years to catch up to where they should be due to the pandemic. The warnings are just as dire for nonacademic outcomes, too – the surgeon general issued an advisory on the mental health crisis affecting America's youth. There are serious concerns about kids' academic and emotional well-being.



Students are far behind where they would have been if not for Covid, especially in mathematics. The effects are larger for those who were already behind and kids in high-poverty schools. Mental health issues among children were already pervasive and seem to have been made worse by prolonged shutdowns. Development Impact – A May 2022 survey found more than 80% of public schools reported "student behavioral and socioemotional development" in their students because of the pandemic," a 56% increase in "classroom disruption from student misconduct," and a 49% increase in "rowdiness outside of the classroom." Student and teacher absenteeism in the 2021-2022 school year increased compared to schools before Covid. During that year, 61% of public schools also reported it was much more difficult to find substitute teachers; 74% reported having "administrators cover classes," 71% reported having "non-teaching staff cover classes," and 68% reported having "other teachers cover classes during their prep periods." Mental Health Impact – There is a greater need for mental health services among adolescents due to COVID-19. 70% of public schools reported "the percentage of students who have sought mental health services increased," and that 34% of public school students seeking out mental health services more than others were "economically disadvantaged students." Most public schools (61%) said a limitation was "insufficient mental health professional staff coverage to pg. 4 manage a caseload," 57% of the schools said it was "inadequate access to licensed mental health professionals," and 48% said "inadequate funding." This project, through educational programming, aims to address the disparities in education, development, and mental health experienced by low-income adolescents and their families. Allowing adolescents to create relatable, evidenced-based content would be more digestible with peers.

Community Engagement

DETV's "Youth Production and Content Creation Program" is a comprehensive initiative designed to empower adolescents with practical skills in multimedia production while fostering personal and professional development. This program not only provides valuable hands-on experience but also addresses critical equity goals by engaging with historically underserved communities, including people of color, individuals with low incomes, limited English proficient populations, and other marginalized groups. Here's how our community engagement strategies support these equity goals: 1. Targeted Outreach and Recruitment: DETV actively reaches out to schools, community centers, and youth organizations in underserved areas to recruit participants for the program. Outreach efforts include attending community events, partnering with local organizations, and leveraging existing networks to ensure that adolescents from diverse backgrounds have access to this opportunity. 2. Culturally Relevant Programming: The content and curriculum of the Youth Production and Content Creation Program are tailored to reflect the cultural diversity and lived experiences of the communities we serve. By incorporating diverse perspectives and storytelling techniques, we aim to create content that resonates with our audience and promotes inclusivity and representation. 3. Accessible Learning

Opportunities: DETV removes barriers to participation by offering the program free of charge and providing transportation assistance for participants who may face mobility or financial challenges. Additionally, we ensure that our facilities are accessible to individuals with disabilities, and accommodations are made as needed to support full participation. 4. Community Partnerships and Collaboration: DETV collaborates with local organizations, businesses, and community leaders to strengthen our outreach efforts and amplify our impact. By working together with trusted partners, we can better understand the needs and priorities of the communities we serve and tailor our programming accordingly.

OGOV LTG WILMINGTON SENIOR CENTER

Project [Identification Number]: 21404
Funding amount (Budget): $50,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $50,000.00

Project Overview

Our objective was to purchase a 12-15 passenger vehicle to transport vulnerable older adults to and from activities at the Wilmington Senior Center and on field trips. We have not been able to purchase the vehicle yet, but we have been contacting vendors about available vehicles. An ongoing staff transition continues to be a barrier to completion. Our long-time director of finance, Judy Julis, is retiring and her efforts have been focused on this transition. Our executive director, Sam Nussbaum, will be the contaxt moving forward and is charged with purchasing the van.

Programmatic Data

The Wilmington Senior Center's neighborhood is a Qualified Opportunity Zone and identified as a promise community by the United Way of Delaware. These designations highlight the economic challenges facing neighborhood residents, which include the diverse seniors we serve. We serve approximately 100 seniors each year. Lifelong economic and health disparities continue to challenge many of the seniors we serve. The seniors the Wilmington Senior Center serves represent marginalized communities and are at a greater risk of negative health outcomes. Our participants, both men and women, are vulnerable and at risk of social isolation. Our programming is designed for seniors' needs and preferences.

Client Impact, Interviews, and Success Stories



Because the vehicle has not been purchased and put to use, we do not have community and client impacts to report.

Community Engagement

The need for the larger vehicle was determined through feedback received from seniors in the Wilmington Senior Center's service area. Center staff have conducted one-on-one interviews with program participants. The need for transportation was highlighted in many of these interviews as a barrier to participating in the center's social and recreational programming. Those to be served by the new vehicle are older seniors who are no longer able to drive or walk to the center. The vehicle will provide for greater inclusion of this underserved group.

OGOV LTG PURPOSE PR

Project [Identification Number]: 21405
Funding amount (Budget): $50,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $50,000.00

Project Overview

This specific project or purchase description is The program aims to prevent overdose deaths by increasing access to treatment and recovery support services by educating underserved communities about substance use risks and naloxone. The plan is to create a media campaign using press, media spots, and digital marketing in high-risk communities in Delaware.

Use of Evidence

We are still researching intervention programs to help create strong story lines for this campaign. Bridging concepts and reviewing results and testimonies in order to incorporate their contributions to our PR Campaign.

Programmatic Data

We are in the strategic planning phase. Capturing statistics to create compelling stories of community members who reside in the underserved communities who have been affected with circumstances surrounding the increase of opioid addiction. We have started by reaching out to local community partners who understand the power of the collective impact model in the State of Delaware who offer



program resources, public health care, education, opportunities and employment to those individuals and families in need.

Client Impact, Interviews and Success Stories

This PR campaign is created to highlight resources offered from organizations and share the testimonials from residence in the community. These stories will focus on those who have overcome or currently benefiting from programs offered, public health care, education, and opportunities for economic stability. Creating digital marketing concepts, visual and compelling interviews that outline success stories though the lens of the community partner will emotionally draw in the viewers and listers during throughout the project.

Community Engagement

We are in the strategic planning phase. Capturing statistics to create compelling stories of community members who reside in the underserved communities who have been affected with circumstances surrounding the increase of opioid addiction. We have started by reaching out to local community partners who understand the power of the collective impact model in the State of Delaware who offer program resources, public health care, education, opportunities and employment to those individuals and families in need.

OGOV LTG SAFE UNITED NEIGHBORHOOD

Project [Identification Number]: 21560
Funding amount (Budget): $60,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $60,000.00

Project Overview

The Project to provide a larger facility has been started with tree removal and land cleanup. We are continuing our community activities such as Family Fun Night, Movie night, giveaways and neighborhood walkabouts in our smaller facility as space allows. Barriers include weather and zoning approval. New Castle County has property boundaries. We are waiting for the City to make record changes. The barriers are still the same. Issues are weather and zoning approval. The City Dept. Took two months to give appropriate information. Now we are waiting on New Castle County. We have received additional funding awarded by Gov. Carney in the amount of $60,000. We have now acquired a



contract consultant and are in the process of getting properly surveyed, waiting on approval from Land Usage Department. We are waiting for the final survey report and city approval from Land Usage Dept.

Programmatic Data

We continue to serve approximately 100 people throughout the community. On May 3, 2024 we held a Neet and Greet the Candidates and introduced eight candidates running for office. The event was held in the park which is where we hope to build the Pre-fab Building to host these types of events. We continue to host Family Fun Nights and our Annual Youth Explosion (which will be held in the park again). We also hold our Fall Harvest Candy Giveaway and continue to host community meetings. We hosted our annual Christmas caroling, Toy and Coat Giveaway to the Northeast Community. We continue to have community outreach events such as Back to School giveaways, continue with food and clothing giveaways, and summer youth program. These are all events we are hoping to host in the new building project.

Client Impact, Interviews, and Success Stories

We continue to partner with the police department and hope to offer a substation in the pre-fab building. We also partner with local school staff and other non-profit organizations.

Community Engagement

We have had monthly meetings and community events, to include people of color, the homeless, and low income individuals serving approximately 100 people. We plan to use surveys and interviews for future projects.

OGOV LTG NETWORK CONNECT

Project [Identification Number]: 21562
Funding amount (Budget): $50,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $50,000.00

Project Overview

24 Community Well-Being Ambassadors were hired to join the initiative, which is a community-driven, place-based prevention strategy to increase the capacity of targeted neighborhoods in Wilmington and Rt 9 corridor by promoting community wellbeing and resiliency among their residents across the life



span. Each Ambassador spends 10 hours a week at assigned host locations to provide services to community members Ambassadors attend and host community meetings and events in their assigned zip codes. Each provides 21st century care management to community members tracked and evaluated monthly.

LTG LIFE COMMUNITY CHURCH

Project [Identification Number]: 21582
Funding amount (Budget): $30,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $30,000.00

Project Overview

Life Community Church will provide counseling services in order to address health, economic, educational, and social disparities that so many people are suffering with issues due to the COVID-19 pandemic.

Life Community Church Counseling Center sought to serve individuals and/or families who have been affected by additions relevant to the identified client and/or those directly impacted bya family member's addictive behaviors primarily in the Newark Delaware area of which we reside and serve. We have also had the opportunity to offer services beyond the intended primary identified group. Referrals have come from individual request and community partners such as local schools and other agencies providing emergency services. This being the programs first State awarded grant, the challenges have included the startup of retrieving referrals as we sought to make the services known to the community. We have however, managed to make some community relationships in the process in order to provide services to more individuals and families in need as well as expanding our reach.

OGOV LTG LIMEN RECOVERY + WELLNESS

Project [Identification Number]: 21583
Funding amount (Budget): $30,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $30,000.00

Project Overview

Limen Recovery + Wellness: Expansion Progress at 819 N. Washington Street, Wilmington, DE



Limen Recovery + Wellness has reached a transformative milestone in its multi-phase expansion project at 819 N. Washington Street. This initiative continues to establish a comprehensive recovery campus that integrates outpatient services, residential treatment, and recovery support infrastructure.

Facility Operations and Programming

As of this reporting period, Limen has **successfully opened and is actively operating both the outpatient and residential floors** of the new campus. These services are fully staffed and delivering care aligned with our seven dimensions of wellness framework, ensuring that clients receive holistic, person-centered treatment.

Additionally, **community engagement remains strong**, with public-facing events and resource initiatives having been active since 2023. These efforts continue to strengthen partnerships, reduce stigma, and expand access to recovery-focused education and support throughout Wilmington.

Residential Program Launch

A major development this quarter was the **opening of the newly renovated residential facility**. Following the completion of final construction in Q1 2025, we began admitting our **first residential patients in Q2 2025**. This new 37-bed facility significantly enhances our continuum of care, offering 24/7 support via a multidisciplinary team and wraparound services designed to foster long-term recovery.

Phased Development Timeline

This reporting period marks the successful culmination of **Phase 2** (residential renovations) and significant progress on **Phase 3**, which includes the transformation of the garage into a **commercial kitchen and storage area**, scheduled for completion by February 2025. This infrastructure will further support both residential services and community-based programs.

Previous milestones include:

- **April 2023**: Outpatient services transitioned to the new campus
- **May 2024**: Achieved full licensure for Intensive Outpatient Program (IOP)
- **Late 2024**: Completion of Phase 2 renovations

July 2024: Launch of Phase 3 construction activities



Use of Evidence

The organization continues to implement evidence-based practices across all levels of care, ensuring a consistent and effective approach to treatment. The service model incorporates Screening, Brief Intervention, and Referral to Treatment (SBIRT), GPRA intake assessments, and a range of validated therapeutic modalities including Cognitive Behavioral Therapy (CBT), trauma-informed care, Motivational Interviewing, and the Twelve-Step Facilitation model.

With residential services now fully operational, the organization is committed to tracking quality-of-life outcomes using standardized tools. In particular, Section F of the GPRA instrument will be used to measure long-term progress at 6-, 12-, and 18-month intervals following intake.

Based on previous program data, the following trends are anticipated:

- Approximately 70% of individuals who complete SBIRT will advance to GPRA intake assessment.
- Of those assessed, 70% are expected to demonstrate at least a 10% improvement in quality-of-life scores.
- At the 12-month follow-up point, 75% of clients are projected to maintain a positive outlook on their recovery journey.

As part of formal agreements with funders and oversight agencies, all client-level outcomes will be collected and reported using uniform, evidence-based evaluation methods to ensure consistency, accountability, and data integrity.

Programmatic Data

The second quarter of 2025 marked significant growth and deepened engagement across all areas of programming. Our outcomes reflect both the increasing demand for services and the effectiveness of our holistic, client-centered approach to care.

Key Metrics

- **151 new individuals** enrolled across all programs, including outpatient, residential, and the alumni track.
- Clients collectively participated in **over 700 Twelve-Step meetings**, reinforcing peer connection and recovery accountability.

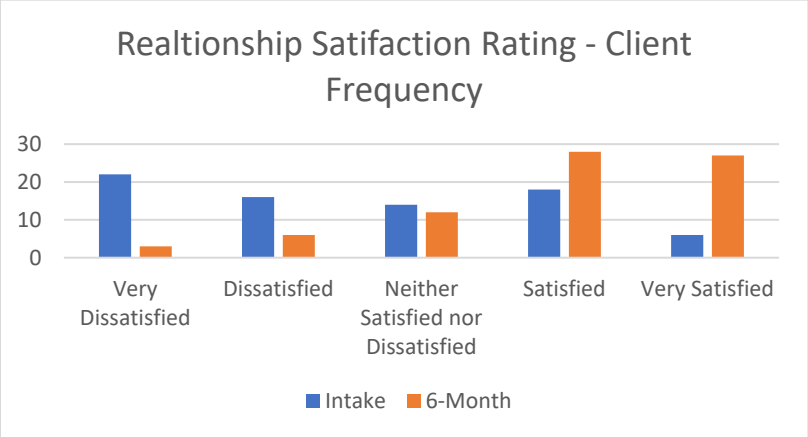
- **100+ alumni meetings** were hosted, including the launch of **new peer-led sessions**, strengthening long-term support networks.
- **64 new clients** accessed our **expanded counseling services**, with a total of **822 hours of therapy delivered** this quarter.
- The **residential treatment program welcomed its first clients in April 2025**, marking a major milestone in campus development.

Client Outcomes and Wellness Trends

Participants continue to report meaningful improvements in several key areas:

- **Reductions in symptoms** of anxiety, depression, and cognitive fog
- **Enhanced interpersonal relationships**
- Increased **engagement in treatment and community programming**
- Overall **improvements in quality of life and wellness**

These results not only affirm the demand for our services but also highlight the value of integrating evidence-based care with peer support, clinical rigor, and long-term recovery planning.



Recognizing that sustained engagement is paramount to achieving lasting recovery, we've placed considerable emphasis on fostering enduring connections with our clients. Our commitment to building a supportive and inclusive environment is reflected in our retention rates, as depicted in the graph showing client length of stay over the past six months. This commitment underscores our dedication to ensuring short-term success and long-term well-being for those we serve.

This thorough analysis shows that our approach is effective and demonstrates our commitment to overall well-being. By including social determinants in our assessment, we recognize the



complex nature of each individual's path to recovery, further strengthening the core principles of our mission. Going forward, we are committed to evidence-based practices and inclusive support systems to ensure that individuals receive the comprehensive care they need to thrive beyond their time in our facilities.

Client Impact, Interviews, and Success Stories

Anonymous Testimonial: A Home Restored, A Life Renewed

"I cried tears of gratitude and relief. I could finally see the possibility of a new beginning."

During a difficult point in my recovery journey, I experienced a profound moment of transformation—thanks to the support of a recovery alumni community that stood by me when I needed it most.

I had been working hard to rebuild my life in early recovery. One of the few things I held onto was my home, a place that once symbolized security and pride. But when I returned after a long absence, I found it uninhabitable—filled with trash, damaged by neglect, and infested. I was devastated. It no longer felt like a home, but a painful reminder of everything that had unraveled.

When I shared what I was going through with other alumni, I was met not with shame or judgment—but with compassion and action. People showed up, rolled up their sleeves, and helped clean, paint, repair, and restore the house. When I asked why they were willing to help, someone said, "Because someone did the same for me."

That moment crystallized what community in recovery truly means. It's not about obligation. It's about showing up, sharing strength, and paying it forward.

Over the following weeks, a group of alumni transformed the entire space. From flea-bombing and deep cleaning to replacing furniture and repairing fixtures, the home was brought back to life. When I finally stepped inside, I was overwhelmed with emotion. The air smelled clean, the rooms were bright, and for the first time in a long time, I felt a sense of hope.

Today, every time I walk through that door, I am reminded that recovery is not something we do alone. It's built on shared experience, mutual support, and the unwavering belief that we can help one another heal. The gift I received wasn't just a clean house—it was a new beginning, and a sense of belonging that continues to sustain me.



Community Engagement

Community partnerships remain central to Limen's growth and equity efforts. In Q1, we expanded programming and solidified relationships with:

- **Local nonprofits and faith-based organizations**
- **Educational institutions** offering training and support services
- **Health care providers** expanding access to screening and referrals

We hosted multiple **community events**, reaching projected goals for alumni attendance and Narcan distribution:

- **Attendance:** >200 individuals
- **Alumni Attendance:** >100
- **Screenings/Referrals:** 150
- **Narcan Distribution:** 200+ kits total, including replacements and public outreach

These engagement strategies particularly targeted underserved populations, addressing barriers related to income, access, and trust in care systems.

OGOV LTG WOMEN OF EXCEPTION

Project [Identification Number]: 21589
Funding amount (Budget): $75,455.73
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $75,455.73

Project Overview

The overarching purpose of this project is to support the Haitian community, particularly in the wake of the COVID-19 pandemic, by addressing the specific challenges they face. This year, the program focused on providing essential services such as Narcan training, COVID-19 outreach and education, and transportation assistance, with the primary goal of mitigating the pandemic's impact. Narcan training sessions were held in various locations, educating hundreds of individuals on overdose prevention and distributing life-saving kits. The COVID-19 outreach efforts included



door-to-door education, distributing test kits, and scheduling vaccinations, all aimed at improving health outcomes within the Haitian community. Transportation services were offered for medical appointments, legal obligations, and therapy sessions, giving individuals vital access to necessary services.

Despite these efforts, several barriers arose throughout the year. Vaccine hesitancy and skepticism, particularly among those who suffered personal losses from COVID-19, hampered the effectiveness of outreach campaigns. Narcan supply shortages left some participants without the resources they needed, and language barriers, though addressed with translation services, slowed the delivery of assistance in some areas. Logistical delays in transportation services created further challenges, as both staff and clients often faced long waits at appointments. These barriers required constant adaptation to continue addressing the community's needs effectively.

Even with these obstacles, the project achieved meaningful success in promoting well-being and resilience within the Haitian community. Narcan training events reached large numbers of participants, and the COVID-19 outreach, though met with some hesitancy, engaged a broad audience. Transportation services consistently helped vulnerable individuals access essential support. Translation services played a critical role in bridging language gaps, fostering greater trust and engagement. Through these collective efforts, the program not only provided immediate support but also empowered the Haitian community to become stronger and more informed in facing ongoing challenges.

Use of evidence

Our approach has remained the same, since the beginning of this funding effort:

In our commitment to ensuring the effectiveness and responsiveness of programs funded by the State and Local Fiscal Recovery Funds (SLFRF), we use a rigorous post-engagement evaluation process. This process captures insights from each program activity, facilitating continuous improvement and ensuring that interventions are both effective and attuned to the community's needs.

Evaluation Process

After each engagement, we conduct a detailed evaluation using a structured Google Form. This form is designed to systematically collect essential data that provides a comprehensive overview of the engagement’s outcomes. The key components of the form include:



- Timestamp and Date: Automatically recorded to establish when the feedback was provided and align it with the specific engagement.

- Category and Location: These fields help categorize the type of intervention and identify the location, aiding in geographical and thematic analysis of program impact.

- Number Served: Captures the scale of impact for each engagement, providing quantitative data on community reach.

- Staff Involved: A checklist of all staff members involved in the engagement allows for recognition of contributions and identification of training needs.

- Details about Activities: An open-text field for a narrative description of what occurred during the engagement, offering context to the quantitative data.

- Evaluation of Outcomes:

  - What Went Well?: Solicits positive feedback on successful elements of the engagement, which helps identify strengths and best practices.

  - What Did Not Go Well?: An opportunity for constructive feedback, this field is crucial for identifying areas needing improvement or adjustment.

Data Analysis and Iterative Refinement

The data collected through these evaluations are systematically reviewed by program managers and key partners. This analysis focuses on understanding the effectiveness of the interventions, assessing the adequacy of resources, and identifying any logistical issues. Insights gained from this feedback are used to refine and optimize future engagements, ensuring that the programs are adaptable and continuously improving.

Continuous Improvement

Our approach to continuous improvement is based on a cycle of feedback, analysis, and refinement. By embracing an iterative process, we ensure that our interventions are increasingly effective and responsive to the needs of those we serve. This method not only enhances the quality of service delivery but also reinforces accountability and promotes transparency in the utilization of SLFRF funds.

Programmatic Data

Here's a detailed breakdown of the activities, numbers served, and overview:

Narcan Training:

- Total Individuals Served: 83
- Locations: New Castle, Wilmington, Seaford, Laurel, Dover
- Overview: Narcan training was a crucial part of the project's efforts to combat overdose, particularly in the Haitian community and other vulnerable groups. Trainings were conducted in various locations, including New Castle, Wilmington, and Seaford, ranging from smaller groups to larger gatherings. A church event in Dover had 38 participants, while a session in Laurel focused on training four young men. Participants often expressed appreciation for the lifesaving knowledge, and the discussions sparked conversations around drug prevention in their communities. The sessions aimed to equip individuals with Narcan kits and promote resilience in areas where drug overdoses are a growing concern.

COVID19 Outreach:

- Total Individuals Served: 87
- Locations: Bear, Middletown, Milford School, Seaford Nazarene Church, Dover
- Overview: COVID19 outreach was vital in educating and supporting the Haitian community, particularly in addressing vaccine skepticism and misinformation. Outreach events were held in Bear, Middletown, and at Milford School, where 31 students were reached after positive COVID19 cases. The outreach provided test kits, informational materials, and addressed health concerns. For instance, 16 people from the Haitian community participated in a church seminar in Seaford to improve health literacy around COVID19. Some skepticism persisted, as seen in Bear where some questioned the virus's relevance, but the continued outreach underscored the need for ongoing education and support to protect these communities.

Transportation Assistance:

- Total Individuals Served: 12
- Locations: Dover, New Castle, Wilmington, Newark, Newport
- Overview: Transportation assistance played a key role in helping individuals access medical care, legal appointments, and therapy sessions. This service removed logistical barriers, allowing individuals to attend important appointments. One example was a mother and her child who were transported to a pediatric appointment in Newark, reducing the burden of travel for the family. Another case involved taking a client to an emergency medical appointment at Wilmington Hospital. Although smaller in scale, transportation assistance was crucial for the individuals it served, providing access to healthcare and legal services they would otherwise struggle to reach.



Statistical Data, Client Counts, Comparative Data, and Demographic Data:

The statistical data highlights the program's reach, serving 85 people through Narcan training, 87 through COVID19 outreach, and providing transportation to 17 individuals. Client counts indicate the scope of each activity, from the 38person Narcan training in Dover to the Milford School COVID19 outreach that served 31 students. These figures provide comparative insights into the scale of each initiative, with Narcan training having the broadest reach among smaller and larger groups alike.

The demographic data reflects a focus on the Haitian community, as shown through targeted efforts in places like the Seaford Nazarene Church. The program's efforts extended to other vulnerable populations, addressing their unique needs through language support and health education. This focus on underserved communities during the COVID19 pandemic highlights the project's mission to bridge gaps in health knowledge and access, particularly in communities that face challenges related to misinformation and healthcare disparities.

The project's activities spanned Narcan training, COVID19 outreach, and transportation assistance. Narcan training reached the most participants, equipping them with overdose prevention skills, while COVID19 outreach efforts addressed health education and misinformation. Transportation assistance provided critical support to individuals needing medical and legal help. Together, these activities reflect the project's comprehensive approach to supporting the Haitian and broader vulnerable communities. The statistical data gathered strengthens the case for the project's impact, revealing a clear focus on health, safety, and access within these communities.

Client Impact, Interviews, and Success Stories

The data from Q3 shows this program had positive impacts on both the community and individual clients:

Narcan Training:

The **85 individuals** who received Narcan training across different locations now possess life-saving skills and knowledge to respond to opioid overdoses in their communities. For instance, the large Narcan training event in Dover with **38 participants** highlighted the program's ability to engage community members in meaningful, preventive education. Feedback from participants expressed appreciation for learning how to potentially save lives in their own neighborhoods.



This initiative strengthens community resilience against the opioid crisis and empowers individuals to take immediate action in overdose situations.

COVID-19 Outreach:

Through the project's **COVID-19 outreach**, **87 individuals** were educated on critical public health issues, with outreach activities in schools, churches, and neighborhoods. For example, the outreach event at Milford School reached **31 students** following positive COVID-19 cases, providing them with crucial information on prevention and the importance of testing. Additionally, the event at Seaford Nazarene Church engaged **16 Haitian community members**, helping to address misinformation and health concerns. The distribution of COVID-19 test kits and information not only equipped individuals with the tools to protect themselves but also increased overall awareness of public health measures within these underserved communities. This effort promoted better health outcomes by encouraging vaccination and preventive behavior.

Transportation Assistance:

The **17 individuals** who benefited from the project's transportation assistance experienced significant, positive personal impacts. Many of these clients faced barriers to accessing critical medical, legal, and therapy appointments, and the transportation service provided a solution to those challenges. For example, transporting a mother and child to a pediatric appointment in Newark helped ensure the family received timely healthcare. Another individual was assisted during an emergency at Wilmington Hospital, highlighting the program's responsiveness and the essential nature of this service. By reducing logistical barriers, the transportation program enabled these individuals to access services that are crucial for their health and well-being.

Community Empowerment:

The overall impact of the project is seen in how it empowered the community to take control of their health and safety. Narcan training fostered confidence among participants in responding to overdose emergencies, while COVID-19 outreach helped combat misinformation, leading to healthier community practices. The transportation assistance filled a critical gap, ensuring that people could attend vital appointments they would have otherwise missed. These activities have contributed to a more informed, engaged, and healthier community, reducing harm and increasing access to resources.

Community Engagement

The project's planning phase involved active engagement with the community to address the most pressing needs of underserved populations, particularly the Haitian community. This was done through community meetings, focus groups, and feedback sessions, which highlighted



critical issues such as the need for Narcan training, COVID-19 outreach, and transportation assistance. For example, discussions in Seaford and Laurel identified a demand for overdose prevention education, informing the design of Narcan training sessions in locations such as New Castle and Dover. Focus groups also revealed widespread misinformation about COVID-19 within low-income and limited-English populations, emphasizing the need for targeted education. The feedback collected shaped the project's objectives and supported its focus on health education and access to services.

The project's community engagement strategies were equity-focused, prioritizing traditionally underserved groups, including people of color, low-income individuals, and limited English-proficient populations. Interpreters were present at events to overcome language barriers, and transportation assistance was provided to clients who lacked reliable access to medical and legal appointments. By holding Narcan trainings and COVID-19 outreach in accessible locations like motels, churches, and community centers, the project reached low-income individuals where they live. These strategies aligned with the project's equity goals by removing barriers to essential services and empowering underserved populations to take control of their health and well-being. Through these efforts, the project not only addressed immediate community needs but also fostered long-term engagement and trust with historically marginalized groups.

OGOV LTG DOVER INTERFAITH MISSION FOR HOUSING

Project [Identification Number]: 21689
Funding amount (Budget): $40,000.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $40,000.00

Project Overview

The Delaware Department of Health and Social Services will use the ARPA funding for the Dover Interfaith Mission for Housing's project for Opportunities for the Displaced in Dover. The request is for funds to employ a case manager to assist with employment and housing for individuals displaced by the COVID-19 pandemic and experiencing homelessness. The ARPA funds will be used to employ a case manager to complement the Mission's active and established case management program. This will focus on the employment of persons in the Greater Dover area who have been displaced by the Covid-19 pandemic and will include guiding and assisting those who need housing to obtain it. Individuals affected by job loss during the pandemic will be coached and assisted to regain positions in the local business community that pay a living wage.

OGOV LTG THE HOPE COMMISSION

Project [Identification Number]: 21690
Funding amount (Budget): $100,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $55,000.00

Project Overview

Due to COVID-19, many justice-involved people lost their jobs, housing, and were unable to meet basic needs. The HOPE Commission serves as a resource for this population and helps them obtain employment, find housing, and connects them with agencies in the community. Hope for the City has developed and is implementing the Dover Hope Zone to identify the impacted individuals, population, or class; and the impacted population of justice-involved individuals living in 19901 and 19904 zip codes.

The HOPE Commission is Delaware's premier correctional reentry program. It provides comprehensive reentry support services that target crime-causing factors, shown to be predictors of recidivism, for formerly incarcerated high-risk men leaving prison and returning to distressed communities. The Hope Commission provides rehabilitative treatment services and programs designed to promote successful reentry based on research-informed solutions. Risk and needs assessments, cognitive-behavioral therapies, vocational readiness training, educational peer support, behavioral health services, and family–reunification programs are utilized to reduce recidivism and improve safety in the State of Delaware.

Use of evidence

The HOPE Commission, the Delaware Department of Correction, and Superior Court will implement a reentry court that will serve to lower the recidivism and improve safety in the State of Delaware. There is a standing contract between the HOPE Commission, the Delaware Department of Correction, and Superior Court.

The recruitment of individuals into the Re-entry Court program is vital to the success of the program. There are four ways in which a person is recruited/referred into the program. 1.) Volunteer/Self-referral, 2.) Court ordered, 3.) Probation referral, 4.) DOC referral. To ensure a smooth transition all individuals are tracked, and the initial contact depends on the type of recruitment/referral as well as if contact is made with individuals while incarcerated.

The Dover Hope Zone brings these services to the greater Dover community for individuals that have already been released from incarceration and/or justice-involved individuals in need of reentry services



to support their self-sufficiency. Cognitive Behavioral Intervention (CBI) is facilitated by Re-entry Navigators/Case Managers. These are groups that follow an evidence-based curriculum from the Texas Christian University Institute (TCU) of Behavioral Research designed to increase treatment engagement. They use the technique of mapping to visually represent concepts related to recovery and re-entry to society. The content of the groups focuses on improving communication, decision making, healthy relationships, anger management, preparing for change and building support.

Programmatic Data

The crime rate in Dover, DE is 108% above the national average and violent crime is 121% above the national average. The population of Dover, DE's Census Tract 414 in 2020 was 3,839. The crime rate of 19901 is approximately 50 per 1,000. Of those 50, nearly five (5) of those crimes are violent; assault, robbery, rape, and murder. Three (3) of those 50 committed per 1000 include drug crimes and kidnapping. A crime is committed every 4.5 hours in 19901. The crime rate in 19904 is similar. In 2022, 270 crimes were committed in 19901 and 181 in 19901.

Delaware has the highest recidivism rate in the United States; 64.5%. The Department of Justice reports that over 1700 individuals were released from prison in 2020 and 1,121 returned to prison. Many of those returning citizens will return to zip codes 19901 and 19904. Currently, the recidivism rate for members who graduated from the HOPE Commission in 2020 to present is 20%.

We look forward to replicating these outcomes in the greater Dover community to reduce crime and recidivism that in return promotes safer neighborhoods and stable families.

Client Impact, Interviews and Success Stories

The HOPE Commission's reentry program assists members in obtaining stable housing, employment, and becoming a productive member of the community. Each member must be employed to successfully graduate the program. The total tax revenue generated among the 35 HOPE Commission graduating members whose salaries were recorded for 2021 was $49,009. This leads to an average tax revenue generation of $1,400 per HOPE member, and a total tax revenue generation of $67,213 if the remaining yearly HOPE members (13) are accounted for using that average. Taking the $67,213 and $1,400 values and adding on the calculated spending per inmate on corrections per Statista's report of $96,000 indicates just how much the HOPE Commission can save the state of Delaware $97,400 per member. Even when using the 2020 estimates for prison spending per inmate of $64,382 from the Delaware DOC's annual report in place of Statista's estimates, the $65,782 HOPE Commission saves the state per successful graduate is significant. Depending on whether the Statista estimates on correction spending or the Delaware DOC prison budget estimates are used for cost per inmate, the HOPE Commission currently saves the state of Delaware in the range of $2,500,000-$3,700,000 annually.



This estimate does not include the invaluable positive effects of successfully integrating returning citizens back into their communities, fostering an effort to lower crime in the area HOPE operates.

With the benefits of the HOPE Commission laid out, the benefits of expanding the HOPE Commission across Delaware become clear. With the addition of two more facilities, the HOPE Commission would be creating $7.5 million to $11.1 million total benefit for the state of Delaware in a year. That is an additional $5,000,000-$7,400,000 benefit on top of what has already been generated by the Wilmington HOPE Commission.

Community Engagement

The Dover Hope Zone will be located in downtown Dover on the Delaware State University Downtown campus in collaboration with the Wesley College of Health & Behavioral Sciences. Community stakeholder meetings have been held with local organizations, not for profits, and civic leaders to build capacity, asset mapping and an ecosystem for referral services.

The Dover Hope Zone has met with the local Dover government in planning the service delivery. These meetings include with the Mayor, City Council members and Dover Police department. The Dover Hope Zone is also working with our reentry partners in state government Delaware Department of Correction and Delaware Superior Court to begin planning and implementing the second phase of the Hope Zone with is the Dover Reentry Court program.

Additionally, the staff of The Hope Commission have attended community and summer events to engage, education and inform residents about the existing contacts we offer and upcoming direct service delivery from the Dover Hope Zone site.

OGOV LTG AMANACER COUNSELING

Project [Identification Number]: 21691
Funding amount (Budget): $96,525.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $18,810.00

Project Overview

The Delaware Office of Lieutenant Governor seeks to use American Rescue Plan Act ARPA funding from its Recovery Management Support Services Grant to support a 96,525 grant to Family Counseling Center

of St Paul's dba Amanacer Counseling and Resource Center for the project named 'Strengthening the Continuum of Care Expanding the delivery of accessible affordable bilingual, culturally responsive behavioral healthcare in Delaware.' The Project serves Hispanic, African American and Mixed-Race populations.

OGOVT LTG SHEPHERD PLACE

Project [Identification Number]: 21790
Funding amount (Budget): $100,000.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $100,000.00

Project Overview

This funding was mainly used for administrative cost, covid-19 mitigation and prevention. It allowed us the capital gain to be able to maintain the shelter and purchase the needed preventative supplies to keep us a covid free shelter so that we can continue to operate on a 365 day a year, 24 hour a day schedule and as well as continue to be fully staffed. We were hoping with this grant we would be able to financially get to a place that we can support or administrative costs as well as the staying on top of the covid virus which is simply not going anywhere right now.

This funding will be used for administrative cost, covid-19 mitigation and prevention. It will allow us the capital gain to be able to maintain the shelter and purchase the needed preventative supplies to keep us a covid free shelter so that we can continue to operate on a 365 day a year, 12 month, 7 day a week, 24 hour a day schedule and be fully staffed. We will also use this funding for housing related needs with the shelter now being from 30-90 days it extends the time that is needed to assure that our residents leave and be housed and not leave to be homeless going into another facility, we will be able to offer a more extended timeframe and try to work with our residents to better accommodate them for moving into their own housing. During the covid19 pandemic that hit us all by surprise we had to navigate very tough financial times and loss amounts of funding that we used to sustain our administrative budget. We lost a great deal of our public support during this time as well as some grant funding. We are hoping that with inquiring from this grant that we will be able to financial get to a place that we can support or administrative costs as well as the staying on top of the covid virus which is simply not going anywhere right now. So that we can assure to have a safe environment for our staff as well as for our residents. This funding will be used in the timeframe in which we will be given which is beginning on March 3, 2021 and ending on December 31, 2024. We tend to utilize the entire amount which has been allotted to us.

Programmatic Data



All of our tracking is done through multiple areas depending on the expense. We use excel spreadsheets for our residents tracking as well as Community Management Information System so we can track all the residents we have stay with us. Payroll is documented through ADP, which allows us to pull reports as we need it for our administrative costs. We also use QuickBooks to note any other expenses that we use for cleaning supplies, bills, or any other uses for the shelter. QuickBooks is also used to separate this funding from any other funding that we may receive, so that all funding is documented and tracked separately.

Client Impact, Interviews, and Success Stories

The client impact for this project and many of the projects we do is to maintain a safe, healthy environment for all of our residents. With this being a homeless shelter we have residents from all areas of life, and this is a safe place for them. This project allows us to not only keep the shelter fully staffed but also to keep the shelter with the needed supplies to covid-19 mitigation and prevention.

Community Engagement

We are constantly gauging our residents with seeing the needs that we need to work on. We have done surveys for the residents, staff and management team all separately to see what areas we have the strength in and what areas we need to target to work on more. I believe that we have done a good job in meeting the needs of the community that we serve. We also continue to work within the community to constantly have the most available resources for our shelter community.

Community engagement is important however the shelter takes all that are homeless no matter the origin or peoples dynamics.

OGOV LTG NEW LIFE FOUNDATION RECOVERY INC.

Project [Identification Number]: 21807
Funding amount (Budget): $100,000.00
Project Expenditure Category: 1.13-Substance Use Services
Expenditures to date: $100,000.00

Project Overview

New Life Foundation Recovery Inc Family and Addiction Education Treatment and Therapy Program primary objective is to address the economic, and health challenges that are associated with COVID 19 pandemic particularly in relations to its effects on the lives of families in the State of Delaware whose loved ones are dealing with the disease of Opioid Addiction, Substance Use Disorder, Alcohol Use

Disorder, and other comorbidities through evidence and faith base treatment and education modalities in hope of assisting these families navigate through the challenges of caring for a family member with the disease of addiction.

New Life Foundation Recovery Inc FAETTP was further designed to address the mental health impact of the disease of Addiction on family members who are daily traumatize by the ever unchanging nature of the disease of addiction by providing a 10 week (3 hours education and therapy training weekly) to participants within their communities and environments, allowing them to have access to care and support through the engagement of licensed clinicians and therapists who are expertise within the field of Addiction and Mental Health.

New Life Foundation Recovery Inc FAETTP has continued to endeavor to address barriers to the successful implementation this program, however, we have encountered the following barriers:

1. As a new grassroots organization, various community organizations religious and faith organizations, and other community base organizations tend to be reluctant to embrace the services and program we offer due to the continued stigmatization associated with the diseases of addiction.
2. The unavailability of Licensed Clinicians and the unwillingness of many licensed therapists/ clinicians to engage in these levels of community programming due to multiple commitments and the enumeration compensation offered to them especially with the current economic challenges.
3. Finding community-based organizations willing to allow their space to be used free for such programming.
4. Lack of continued participation by some registered participants who due to economic, work, and personal life challenges are unable to complete the program.

New Life Foundation Recovery Inc FAETTP as of October 2024 has graduated approximately 555 program participants who completed the 10 weeks FAETTP in the following localities / communities: Bear at 1541 Church Road Program Center: Eastside Wilmington Program Center at 876 North Church Street Wilmington Delaware. West – Side Wilmington Program Center at 116 West 41st Street Wilmington Delaware, and the Middletown Program Center at Real Life Community Church located at 938 Middletown Warwick Rd, Middletown DE, Dover Community Center and New Hope Church Dover, and Victory Christian Fellowship located in New Castle DE.



Use of evidence

New Life Foundation Recovery Inc FAETTP has adopted evidence-based interventions and program evaluation by offering to participants in the program modalities such MCBT, CBT, and Spirituality based approaches in content presentation and by using Master Levels licensed and Certified Clinicians / Therapist as Trainers and Facilitators.

Weekly program, content, and facilitation evaluation questionnaires are completed by the participants and documented by the Program Coordinator.

Weekly progress notes are completed as well by the program coordinator to ensure that the thoughts, feelings, and progress of the program participants are captured and accurately documented.

The program synopsis is posted on the organization's website: *newlifefoundationrecovery.com*

Programmatic Data

New Life Foundation Recovery Inc in implementation of its FAETTP developed the following data and demographic data: Initial Registration Data with the following data contents: Name: Data of Birth: Ethnicity/ Race: Contact Info:

Weekly Participants Sign – In Log: Weekly Program Evaluation: Weekly Participant Progress Note. The demographic data of participants are captured through the “Registration Form”.

From the currently gathered data, demographically, participants in the program comprises of 65% African – American with about 65% females and 40% males with ages ranging from 18 years to 76 years of age within that ethnic demography. 45% of the program participants are White / Caucasian with 40%

females and 35% males of ages between 20 years – 78 years from that demography. And about 5% Hispanics comprising mostly females and 5% others.

Client Impact, Interviews, and Success Stories

New Life Foundation Recovery Inc FAETTP in ensuring that the program has an evidence data measurability adopted a weekly participant evaluation that allows the participants in their own words to express and describe the impact of the program in their lives. Many of the participants shared their experiences and how tremendous the program has changed and impacted them positively, especially in empowering them by what they have learned through the program as well as the network of support that they developed through the program. When the New Castle Program Center had its graduation ceremony, many of the participants invited their family members to come and witness them graduate from the program. Through that experience, many of their family members and friends have signed up for the program and other community leaders are now requesting to know how the program can be organize in their community.

From the currently gathered data, demographically, participants in the program comprises of 65% African – American with about 45% females and 20% males with ages ranging from 18 years to 76 years of age within that ethnic demography. 35% of the program participants are White / Caucasian with 20% females and 15% males of ages between 20 years – 78 years from that demography. And about 5% Hispanics comprising mostly females and 5% others.

Every of the center graduation was well attended by family members and community members as well as various local leadership within those communities. The graduations were used as a means of registering participants for other centers as well as a means of sharing the impact and relevance of the program.

The testimonials from program participants were heartwarming as they shared their experiences, and the impact that the program had on them and their families.

As of October 2024, the program had graduated and reached 555 Delawareans and their families.

Community Engagement

New Life Foundation Recovery Inc Family and Addiction Education/Therapy Community Program was born out of the need to address the disparity in service provisions to minority and colored communities who are disproportionately affected by lack of resources and inequality as well as equitable availability of evidence base information on the disease of Addiction, its social – economic, and health impact

among families whose loved ones are struggling and diagnosed with the disease of addiction. In 2018 New Life Foundation Recovery Inc conducted a survey and spoke with various leaders in the Community, of which the result of the survey and community engagement meetings led to beginning the first pilot program for the Family and Addiction Education / Therapy Community Program that lasted till 2021 when COVID -19 Pandemic made it impossible for continuity as our mode of meetings were in person meetings and the participant ratio leaned more of elder population.

New Life Foundation Recovery Inc FAETTP has intentionally targeted minority and colored communities as well as other demographics, currently 95% of the participants of the current program has been minorities ethnically and low-income families who cannot afford that level of therapy or education per the cost of such on their family budget. New Life Foundation Recovery Inc as an inclusive and equitable organization continues to strive to maintain that inclusivity in its approach to service delivery.

NLFR INC FAETTP has continued to engage with multiple community stakeholders within the Faith and Religious Community Organizations by conducting an ongoing community collaboration and SUD, OUP, AUD awareness. Multiple community awareness campaigns have been held targeting minority communities, LGBTQ+ communities, Veteran's and immigrants. The strategic planning of NLFR INC has been to "MEET THE PEOPLE WHERE THEY ARE AND WHERE THEY FEEL COMFOTABLE" at such all the FAETTP programming has occurred in environments of where participants feel safe, welcome, and comfortable.



Labor Practices



New Life Foundation Recovery Inc as an equal opportunity organization, has ensured that its vendors, employees, and service providers are locally sort, as evidenced by the fact that all who are currently providing services within the program are locally hired. New Life Foundation Recovery Inc also has ensured that the purchases of its needed equipment are locally sourced except for such equipment's that may not be obtained locally.

OGOV LTG WEST END NEIGHBORHOOD

Project [Identification Number]: 21858
Funding amount (Budget): $75,000.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $75,000.00

Project Overview

The program's objectives including mitigating the challenges and overcoming the barriers faced by former foster care and homeless youth (who were disproportionately impacted by COVID-19 and continue to be) in the areas of securing housing due to the housing crisis across the U.S. since COVID, accessing necessary healthcare and treatment, as well as educational and employment services. Life Lines program objectives were to ensure that we served as many youth as possible with the ARPA funds possible. We were not only successful but exceeded the number of youth we anticipated. Housing was a main barrier this reporting period and finding safe and affordable housing is not only a challenge the youth faced but one people across the nation faced. With limited access to no income and many times no identification to get started, the ARPA funds allowed to provide a bit of dignity for the youth. We were able to work the youth through case management processes that they didn't have access to before. Youth were able to gain their ID's, birth certificates and social security cards. We were then able to assist them in applying for housing, jobs and work towards their education. Many youth who were literally homeless, we were able to support by putting them up in hotels for a few days and providing food so they could have something to eat while stable. Our youth who were a bit more advanced in their housing process, we were able to assist them with security deposits they needed in order to ensure they secured stable housing.

Use of Evidence

Evidence-based interventions include the implementation of trauma-informed care. The agency's commitment to the use of this model supports staff and youth in engaging in a collaborative process based on respect, flexibility in decisionmaking and safe, creative solutions to managing life's transitions. From the very first day, youth choose short and longterm goals they wish to achieve. Family, other



service providers and community partners may provide input into these goals, while West End's Case Managers support youth in achieving their objectives and help cultivate and sustain a collaborative relationship with all parties involved. This allows youth to participate and practice in making informed choices through shared decision-making and progressive engagement.

Peer Review: Life Lines staff utilize formal and informal peer reviews of cases on an as-needed (but at minimum monthly) basis. These reviews are an opportunity to discuss, problem-solve and strategize on specific cases issues/concerns, as well as explore new and alternative approaches to service delivery. As a best practice standard (according to NASW Standards for Social Work Case Management, 2013) peer review provides a framework for sharing team leadership in planning and providing case management services to youth within the Life Lines program in a creative, supportive manner. Additionally, peer review fosters a program culture that promotes effective, coordinated services to support youth in becoming self-sufficient, independent and collaborative partners.

Programmatic Data

West End's Life Lines program provides comprehensive case management services—including housing navigation, academic and employment support, public benefits enrollment, and life skills development—for homeless youth between the ages of 18–23 who earn 30% or less of Area Median Income (AMI), as defined by HUD. The population served is highly vulnerable and often disconnected from stable support systems. Of those currently enrolled:

- Approximately 75% identify as African-American.
- Over 90% have aged out of the foster care system.
- 80% have been diagnosed with at least one mental health condition.
- 40% lack a high school diploma or GED.
- 43% report struggles with substance use.

A notable percentage come from historically marginalized communities, including those disproportionately affected by discrimination, stigma, and limited access to services. This demographic faced significant disparities in health, housing, education, and economic opportunity prior to the COVID-19 pandemic—conditions which have only worsened post-pandemic. Life Lines targets these intersecting challenges with a trauma-informed, equity-driven model.

Homelessness: Individuals experiencing homelessness are significantly more vulnerable to substance use, particularly involving opioids. The American Addictions Center (2024) notes that around one-third of individuals experiencing homelessness face alcohol and/or drug use challenges, and nearly two-thirds have lifetime histories of substance use disorders. SAMHSA reports that 38% of homeless individuals abuse alcohol, and 26% use other drugs.



Foster Care: Youth emerging from the foster care system are at heightened risk for both substance use and mental health challenges. The National Youth in Transition Database (2024) reports that 27% of 17-year-olds in care have been referred for substance use treatment. Many of these young people have endured trauma, neglect, and abuse prior to (and sometimes during) their time in care.

Mental Health: Substance use is strongly correlated with untreated mental health conditions. According to a 2024 report by Very Well Mind, up to 80% of youth who have spent time in foster care present with a serious behavioral or emotional health issue. Yet many go undiagnosed or untreated, with behavioral symptoms often misunderstood or dismissed rather than addressed through therapeutic intervention. Adverse childhood experiences (ACEs) are linked to long-term risks such as addiction, chronic illness, and social disconnection.

Disproportionate Impacts: Certain populations within this demographic, especially those with intersecting marginalized identities, experience compounded barriers to stability. These may include limited access to culturally competent services, increased risk of substance use, and higher rates of mental health concerns.

Client Impact, Interviews and Success Stories

In 2024, West End's Life Lines program served 265 youth, with the following results:
- 207 were employed
- 182 had earned either a High School Diploma, GED, technical degree or were enrolled in college
- 110 were stably housed

The recent acquisition and rehabilitation of an old bed and breakfast that includes 10 bedrooms and 10 bathrooms will provide additional housing capacity for former foster care and homeless youth in one of Delaware's most rural areas. This is the first housing in the area to cater specifically to homeless youth and allow much needed access to services and support. Life Lines has been able to utilize the funds to secure temporary shelter and permanent housing for youth in need not only while working to increase bed capacity, but it has also allowed to secure essential documents for transient youth. Securing these documents has assisted youth in working towards stabilizing their future. They are able to employment, housing and other necessities in order to become stably housed.

Home Base (Drop in Center)
- 127 served
- 19 youth (who were literally homeless) have been housed stably and or permanently.
- $5,083.93 was utilized to provide temporary shelter for youth during the reporting period, which also used up the full $25,000 worth of assistance.



Former Foster Youth

- 138 served
- 5 youth (who were chronically and literally homeless) have been housed permanently in their own apartments.
- Several youth were working towards leasing up in their own apartments in the past reporting period and we are pleased to report they have been successfully housed with this funding supporting their efforts.

Community Engagement

Assessing Youth Satisfaction with Program Service: Life Lines continues to prioritize the voices of program youth through consistent, intentional engagement. Each month, all enrolled youth complete an Outcomes Survey, while youth residing in housing units complete an additional housing satisfaction survey. Program leadership also holds monthly check-in meetings with youth to collect qualitative feedback, better understand their lived experiences, and collaborate on service enhancements—including new workshops, support services, and community resources.

Improving Overall Program Service: Survey results and direct youth feedback are analyzed regularly to assess service effectiveness and identify opportunities for growth. Insights are used to inform staff training, program planning, and service delivery adjustments. The goal is to close service gaps, improve youth satisfaction, and ensure the program remains responsive to emerging needs.

Broader Community Planning Efforts: In partnership with West End's wholly owned subsidiary, Cornerstone West CDC, community engagement has remained central to broader neighborhood revitalization efforts. Most recently, in May 2024, the organization completed an update to the West Side Revitalization Plan, incorporating resident feedback collected through focus groups, community meetings, and in-person surveys conducted throughout mid-to-late 2024 and early 2025. Key areas of focus include parks and public spaces, affordable housing, economic opportunity, and youth development. The full West Side Revitalization Plan is available here: https://drive.google.com/file/d/1lqfe7J0BqEC75ZqVGbXrMdKvwGL4lPdS/view

OGOV LTG CORAS

Project [Identification Number]: 22272
Funding amount (Budget): $100,000.00



Project Expenditure Category: 1.13-Substance Use Services
Expenditures to date: $50,000.00

Project Overview

This project is focused on clients who are struggling while in treatment and receiving Medication for Opioid Use Disorder (MOUD) to prevent these high-risk clients from dropping out of treatment by utilizing a Harm Reduction Intervention (HRI). The HRI is developed by a clinical team co-lead by the Senior Clinicians and Lead Nurses at each outpatient location (Millsboro, Harrington, Dover, and Newark). Utilizing both data extracted from the electronic health record and the treatment team, clients who are at risk of dropping out of MOUD treatment are identified. The HRI Team develops a plan to intervene with the client to maintain continued engagement in MOUD and reduce the risk of overdose and other deleterious outcomes.

At the end of this quarter, 195 clients participated in the HRI. The analysis of the current form resulted in a refinement of the data collection process and a new form was deployed in January of 2025. A data dashboard is being piloted using the new form to track clients who have participated in the HRI.

Use of evidence

Data collected from the ON-RAMP Outreach Project identified 211 clients as of June 30, 2024, who had missed more than 15 days of MOUD dosing in the previous month since February 2024. Of the 211 number of clients 25 (12%) were re-engaged in treatment and 115 (55%) were discharged from treatment as of May 2024.

Currently data is collected in the electronic health record describing the intervention developed to engage clients in treatment. This quarter a new form was deployed that utilized more discrete categories to better analyze the data collected. The previous iteration had free form text fields. Qualitative data analysis of the information provided in the text fields yielded valuable information that informed the creation of the newly crated form. Below is an outline of the newly created form:

1) Attendees
2) Concern/Issues
    a) Positive UDS
        i) Alcohol
        ii) Stimulants



iii) Opioids
b) Lack of Engagement in Treatment
3) Data
4) Recommendations
a) Behavioral Contract/Intervention
b) Increase Services
i) Weekly Meetings with Doctor
ii) Weekly Meetings with Counselor
c) Higher Level of Care
i) IOP
ii) Inpatient
iii) Other
d) Interventions
i) Benzo
ii) Alcohol
e) Change in MOUD dosing
i) Decrease
ii) Increase
5) Follow Up
a) Next meeting

Programmatic Data

To date, 195 clients have participated in the HRI, which represents approximately 20% of all clients receiving MOUD services from CORAS Wellness and Behavioral Health. The mean age of the clients receiving the HRI was 42.6, 55% were women, and the majority were White (80%), with 15% Black and 2% identifying as Hispanic or Latino.

Client Impact, Interviews, and Success Stories

The data collection process is not set up to collect data on the impact of the intervention on clients currently. The new data collection tool deployed, and the dashboard will allow for the creation of data visualizations allowing to determine the impact of the HRI in the future.

Community Engagement

Because the focus on the intervention is on clients who are already enrolled in treatment community planning was not included. The impetus for the HRI was the realization that clients would exhibit issues

related to treatment (e.g., positive UDS, missing sessions and dosing) and that intervening earlier, before 15 dosing sessions were missed, would stand a better chance of retaining clients in treatment.

OGOV LTG SUSSEX COMMUNITY CRISIS HOUSE

Project [Identification Number]: 22324
Funding amount (Budget): $60,000.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $60,000.00

Project Overview

Renovation Project: The Crisis House will become more energy efficient with the replacement of very old wooden siding with new, vinyl siding and low-e house wrap. The current siding is over 50 years old and is attached to the original siding which is over 100 years old. The house has never been wrapped or properly insulated. We found that the windows needed replacing because many of them were leaking and the wood around them was rotting, and the chimney needed removal because it was crumbling.

The project began on June 19th and was completed on July 8th.

There was a change order for $3,400 to reframe the exterior of the windows because of rotted wood.

We were given an estimate of $6,200 to reframe the interior of the windows, which, by directive of the Board of Directors, has to go back out to bid before we can move forward with fixing the interior window framework.

On 6/19/24, we paid the second $25,700 installment for the work.

We have signed off on the Certificate of Completion as of 7/17/24, with three “punch list” items. 1. ED’s office window leaks, 2. Missing windowpane in CM office, 3. One window broken in transit and the replacement was delivered this morning (7/19/24)

Our final billing should arrive the week of 7/22/24.

Finally, on 9/4/24 we sent the final payment after the punch list items were completed.

Achievement: The House looks beautiful, and several community members have commented on the renovation. Also, the residents’ rooms have not been drafty as the cold weather sets in.

Use of evidence

We took pictures of the project as it was being done and posted them to Facebook. We've also met with the Town of Georgetown, the Georgetown Police and other organizations in Georgetown to let them know that we were renovating the outside of the Crisis House.

We were so glad we took the time to inform community organizations about our renovation project! The project began on June 19th, and on June 21st there was an accident.

One of the contractor's workers errantly disconnected the power line from the Crisis House, and the live wire fell onto Railroad Avenue and an approaching car. The Georgetown police, fire department and EMTs showed up. The power grid area around the Crisis House had to be shut down and the power company had to come out. Thankfully no one was hurt, but our excellent communication with the community really kept the situation cool, despite the 96-degree temperatures with no power to our neighbors.

That following Monday, the Executive Director stopped by the GTPD, the Fire Department and the EMT station with donuts and opened up the incident to discussion. The discussions were all good, with each organization telling the Director that it was a simple mistake by our contractors.

Since the project was completed there has been an outpouring of support from the community and on our Social Media pages.

Programmatic Data

According to every estimate we received for the renovation, the house is NOT energy efficient. There was never any house wrap due to the age of the building, the windows are so old many don't close properly and with some windows, the wood holding them into the house is degraded, and the chimney is lacking mortar between the bricks. They discovered the leak in a downstairs doorway originated in an upstairs widow, and not the roof, so that issue was fixed when the windows were replaced.

Client Impact, Interviews, and Success Stories

The week before our project began, the Executive Director spoke with the Executive Director of the Housing Alliance of Delaware, Rachael Stucker, and they agreed to slow down client intake so new clients would be held off until the renovation project was completed. We did this to eliminate any possible impact on new clients, just coming out of homelessness. Our existing clients each met with our Case Manager before the project started to discuss the project and possible impacts. Each client was made aware of what was expected of them during the project, which was 1. Move your bed and personal items 2 feet from the windows in their rooms, and 2. Please do not get in the way of construction. And even though the project was incredibly intrusive, dusty and loud, it was executed quickly and had minimal impact on our clients. The biggest complaint was the noise early in the

morning. In the aftermath our clients told us that there isn't any air flow through the windows, and the rooms seemed quieter. They also appreciate how nice the house looks on the outside.

Community Engagement

We discussed residing the Crisis House with Town of Georgetown officials and determined that the House is not bound by historical requirements. Therefore, we can make the exterior any color.

We've also discussed the scope of the project with the Town. They seem happy about it.

We've met with the Housing Alliance of Delaware to discuss any impact this may have on new client intakes and how we can work together to make this easier for clients.

We've already begun discussing this with our clients, so the project will not surprise or worry them, and we've made arrangements with another shelter to take our clients during the day if they are upset over the noise, etc.

Update: The feedback from the Georgetown community has been fantastic, even with the accident that resulted in the power grid going down for several hours on a 90+ degree day. We were worried that some community members would be upset that the Crisis House's iconic cedar shake exterior was being removed and replaced with vinyl siding, but so far the reception has been excellent! People have stopped to tell us that the house looks beautiful!

OGOV LTG CENTER FOR STRUCTURAL EQUITY

Project [Identification Number]: 22392
Funding amount (Budget): $100,000.00
Project Expenditure Category: 1.13-Substance Use Services
Expenditures to date: $0.00

Project Overview

Funding to continue an opioid-related Program that was initially funded through a Phase 1A grant recommended by the Prescription Opioid Settlement Distribution Commission and approved and awarded by the Behavior Health Commission.

Objective:
The Center for Structural Equity (CFSE) aimed to reduce opioid misuse and overdose deaths in six high-



need zip codes in New Castle County (19720, 19801, 19802, 19804, 19805, and 19808) by increasing community awareness, distributing naloxone kits, providing overdose prevention training, and connecting individuals to treatment and support services.

Barrier:

One of the primary challenges faced this year was the temporary unavailability of several CFSE fleet vehicles, which impacted our ability to reach all targeted zip codes efficiently. While we are currently in the process of securing necessary repairs, outreach was limited during periods without transportation. Additionally, due to uncertainty in the financial climate, CFSE was cautious in bringing on new staff until we could ensure sustainable funding—either to retain them beyond the grant period or transition them into other job opportunities without risking unemployment.

Achievements:

- **Distributed over 100 naloxone kits** during the month of June alone.
- **Trained nearly 100 community members** on how to use naloxone effectively in overdose situations.
- **Conducted outreach in two high-need zip codes**: 19801 and 19802.
- **Hosted weekly community events** featuring education, resource sharing, and overdose prevention workshops.
- **Engaged over 400 individuals** through harm reduction outreach and services. *Please note: some of these individuals may be duplicates, as we collect only basic demographic information that does not include names or other personal identifiers.*
- **Referred 4 individuals** to treatment and support programs.
- **Used demographic data collected in the field** to deliver tailored outreach that reflects community needs and promotes equity.



Use of Evidence

CFSE incorporated evidence-based practices including:

- **Naloxone (Narcan) training and distribution**, a CDC-recommended opioid overdose prevention method. CFSE staff administered Narcan during field outreach and distributed over 100 kits to community members, helping ensure real-time overdose prevention capacity.

- **Community-based harm reduction strategies**, which have been widely validated through public health research to reduce overdose fatalities, promote health equity, and improve engagement in treatment for individuals with substance use disorder (SUD).

- **Youth engagement through evidence-informed prevention programs**, fostering resilience, peer-to-peer education, and leadership development. Youth developed their own prevention messaging, contributing to culturally relevant, peer-driven outreach content.

- **Program outcomes and demographic tracking** were collected through **Individualized Service Plans (ISPs)** and anonymized surveys. These tools helped inform service delivery, identify high-need demographics, and support data-driven program improvements over time.

CFSE's evaluation efforts are aligned with best practices in community-based public health and harm reduction. While names and personal identifiers were not collected to protect privacy, demographic data enabled CFSE to tailor interventions and ensure alignment with community needs. These processes support continuous learning and fidelity to evidence-based approaches.

Programmatic Data

- Total Individuals Reached: Over 400 through direct outreach (note: this number may include duplicates, as data was collected anonymously to maintain privacy).

- Youth Participants: 10+ actively engaged through prevention-focused programming.

- Naloxone Kits Distributed: Over 100 kits distributed with accompanying overdose response training.



- Individuals Connected to Services:
    - Detox Referrals: 4 individuals
    - Employment Support: 10+ individuals connected to job opportunities per outreach cohort
- Zip Codes Served: 19801 and 19802, with outreach planned for additional zones as fleet vehicle repairs are completed.

This data supports the need for ongoing outreach in high-risk communities and demonstrates early outcomes in public safety, harm reduction, and community health promotion.

Client Impact, Interviews and Success Stories

- **Overdose Reversals:** Several overdoses were reversed in real-time by CFSE staff using Narcan during field outreach. These emergency interventions directly saved lives and highlight the importance of field-based engagement.
- **Detox Engagement:** Four clients were referred to detox programs as a result of CFSE outreach efforts.
- **Youth Engagement:** Youth participants developed and shared original prevention messages during community events, enhancing peer-to-peer learning and increasing credibility of educational content.
- **Participant Feedback:** Community members regularly expressed appreciation for naloxone training sessions, describing them as clear, empowering, and critical in preparing them to respond to emergencies in their homes and neighborhoods.

These outcomes demonstrate the project's impact on both individual clients and broader community health awareness.

Community Engagement

CFSE engaged community members through:

- **Community events held in two target zip codes** (19801 and 19802), with direct outreach, health education, and material distribution.
- **Street-based outreach** to build trust, gather input, and educate residents on harm reduction and available services.
- **Youth-focused activities and workshops** that empowered young people to lead prevention messaging and shape outreach strategies.
- **Participatory Action Research tools**, including **Individualized Service Plans** and follow-up interviews, helped center the lived experience of participants and tailor services accordingly.

Equity Strategies:

- Services were intentionally prioritized in **historically underserved zip codes**, where rates of overdose and economic hardship are highest.
- **Low-income residents, and individuals impacted by substance use** were actively engaged.
- Outreach materials were **culturally responsive and accessible**, ensuring relevance and trust within diverse communities.

These engagement strategies reflect CFSE's commitment to equity, inclusion, and community voice in all stages of project planning and implementation.

OFFICE OF THE GOVERNOR (OGOV)

ADMINISTRATIVE MANAGEMENT

OGOV ADMINISTRATIVE COSTS OVERHEAD

Project Identification Number: 18637
Funding amount (Budget): $924,557.45
Project Expenditure Category: 7.1 Administrative Expenses
Expenditures to date: $924,557.45

Project Overview

This funding line is for supplies and compliance monitoring activities required in order to manage the oversight of all ARPA SLFRF grants awarded.

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

AFFORDABLE HOUSING

OGOV REACH Riverside Development Corporation

Project [Identification Number]: 18447
Funding amount (Budget): $26,400,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $26,400,000.00

Project Overview

Overall Revitalization Objectives

REACH and residents of Wilmington, Delaware's Riverside neighborhood are employing the Purpose Built Communities revitalization model, a holistic approach focused on housing, education, and health, to remove barriers to prosperity created by decades of racial discrimination and disinvestment. REACH is leading this comprehensive revitalization, which includes creating 693 units of mixed-income rental housing over seven (7) phases to create *Imani Village*. In addition to this housing, the project calls for building a new Kingwood Community Center (REACH service partner and social services delivery hub in Riverside since 1946) and creating up to 100 homes for affordable home ownership by residents. In support of this transformation in the built environment, REACH works closely with service partners Kingswood Community Center and The Teen Warehouse to provide social service programs for all ages – from pre-school to youth and family programs to a senior center.

Overall Revitalization Achievements

Phase I of Imani Village (74 units) was built and fully leased and occupied by the end of 2022. Construction of Phase II was completed in May 2023, bringing another 67 units on stream. Phase II is



fully leased. On November 20, 2024, Phase III secured its financial closure and construction started on December 02, 2024. Since the beginning of construction, the project has been moving steadily. During the second quarter of 2025, Imani Village Phase III experienced notable progress across multiple areas of site development and vertical construction. Key civil infrastructure work was completed, including the installation of curbs and paving on 26th Street and the remaining southern streets adjacent to the project site. Vertical construction advanced steadily. Two units reached the dry-in milestone, with rough-in activities initiated and continuing. Three additional units have been framed, and roofing and dry-in work has commenced on those. Slab-on-grade installation was completed for five units, with framing underway. An additional five units have also started framing activities. One more unit's slab-on-grade work is nearing completion.

Subsurface and foundational work continued at pace. Footing and foundation operations progressed on unit pads, nearing the completion of footings and CMU blockwork. Underground rough-in installations and slab production remain ahead of framing activities, maintaining the critical path. Weather-related delays impacted framing on one unit for two days; however, these days were deducted from the project's weather allowance. Despite this, the project gained two days during the quarter. As a result of the continued momentum and schedule efficiency, the updated projection for substantial completion is now **March 25, 2026**—eight days ahead of the baseline substantial completion date of April 2, 2026, and 70 days ahead of the contract completion date of June 3, 2026.

Imani Village Phase IV achieved a significant milestone this quarter with financial closing finalized on May 22, 2025. This marks the formal start of preconstruction and early site mobilization activities for the project. The construction path for this housing phase begins with the installation of initial Erosion and Sediment (E&S) control measures. These will be followed by utility disconnections and the procurement of demolition permits. Once permits are secured, building demolition will commence, after which the remaining E&S controls will be installed to prepare the site for grading operations. Following demolition and site stabilization, bulk grading and building pad construction will take place, providing the necessary groundwork for vertical construction. The start of foundation work will be driven by the availability of completed building pads, setting the stage for subsequent framing activities. The current Phase IV schedule outlines a total project duration of 544 days, targeting substantial completion by **December 2, 2026**. The overall contract allows for 608 days, with a final contract completion date of February 4, 2027.

Phase V of Imani Village (72 units of senior housing) will follow Phase IV. The 9% LIHTC application for Phase V was submitted in April 2024 and was awarded $1M in the competitive 9% tax credits on July 10, 2024. Phases VI - IX will follow and be completed by 2031. Once all phases have been built, the new Imani Village will have a total of 716 housing units.



REACH has been awarded $21.6M in HUD's Community Project Funding (CPF) Grants. Of the total $21.6M in CPF funding, $10M will go to the Kingswood Community Center, and $6.8M will go to economic revitalization efforts on Northeast Boulevard, design and construction of the small park in front of KCC. The remaining $4.8M will be used for the development of Phase 5 of Imani Village (72 units of senior housing). REACH is currently pursuing a $2M TIIF grant for the improvements and extension of 26th Street. The current internal "U" street formation of 25th and 26th Streets in the Riverside neighborhood disrupts the street grid and decreases accessibility to NE Blvd. This formation will be eliminated with the construction of Imani Village III. E. 26th St will be extended from NE Blvd to the new housing development, the new "Central Park," and the new Kingswood Community Center, creating an inviting gateway to the uplifted community.

As the new central boulevard and public gateway to Riverside, 26th Street will help to establish new norms for public life in the neighborhood by creating a safe and sustainable multi-modal streetscape that can eventually accommodate improved transit service for the neighborhood. This streetscape will be modeled after the recent Western Ave Streetscape by Halvorson Design in Cambridge, MA and will incorporate stormwater management and bike and pedestrian safety best practices.

The 100 homes for affordable homeownership by residents initiative is starting to get momentum, with thirty (30) initial properties identified for affordable home construction within a 1/2 mile radius from Imani Village. REACH has secured additional funding through Cinnaire (Cinnaire is a regional CDFI with a strong presence in Delaware) and the Delaware State Housing Authority. This funding source will provide an additional 1.2 Million in support of the initiative. In partnership with *Artisans Bank*— REACH is seeking to raise an additional 1.2 Million in funding and is actively preparing an application for a grant from FHLBank Pittsburgh. This competitive funding opportunity will distribute $17 million to support affordable housing initiatives across Delaware, Pennsylvania, and West Virginia. Eligible projects may receive up to $150,000 per unit, with a maximum of $1,500,000 per project. The grant supports developers, including nonprofit and for-profit organizations and housing or redevelopment authorities, engaged in creating or rehabilitating affordable housing. The application is due August 7, 2025. The remaining capital needed for this project will come from available working capital and the interest earned from the ARPA SLFRF grant.

The ground blessing ceremony for the new Kingswood Community Center was held on August 8, 2024. The event was attended by over 200 community members, local representatives, community leaders, Kingwood staff, and other project supporters. REACH has raised $47.6M in funding needed for the construction of the new facility, with $10M additional soft commitments. The construction of the Kingswood Community Center began in July 2024 and is expected to open to the public in Q4 2026.

Other key achievements include significant growth in numbers served and quality improvements of the social service programs offered by Kingswood and The Warehouse. REACH, with partners Wilmington Housing Authority and the City of Wilmington, has also been named an awardee of HUD's Choice Neighborhood grant of $50 million. Of the total $50M in Choice funding, about $29M will go to housing; $10M will go to Kingswood's EMPOWER economic mobility program for residents; $6.5M will be used to support neighborhood development (expansion of the Early Learning Academy within the new Kingswood Community Center, design and construction of a small park in the center of Imani Village, and the use and rehabilitation of vacant properties near Imani Village) and the remainder will support administration of the grant.

There are several other in-neighborhood commercial activities that are components of the more comprehensive community revitalization efforts under RESTORE (Real Estate Strategy To Obtain Racial Equity). RESTORE is a broader, built environment initiative focused on driving economic development with, by, and for the community. The goal of RESTORE is to acquire at least 40 acres of underutilized property and convert those properties in communal serving assets.

RESTORE initiatives are central to meeting the economic development goals of the neighborhood transformation plan. Other key projects and achievements include:

- REACH has been awarded, pending final HUD approval in August, $297,665 in funding for the Imani Commons park. This funding completes the fundraising for the park, which will cost $2.9 million to build. Construction documents are in development, and park construction is expected to begin in January 2026.

- REACH secured $5 million in funding to support the move, acquisition and development of the Northeast Auto Body property at 26th Street and Northeast Boulevard. The replacement property will be a commercial site providing other essential community services. It is anticipated that approximately 12 to 16 full-time jobs will be created within this facility. Also noteworthy is that Northeast Auto Body will be moved to another location within Northeast Wilmington with expanded operations increasing full-time employment by 4 to 6 additional workers.

- REACH and KCC are in discussions with the Food Bank of Delaware on a partnered Healthy Food Pantry to be located at 1320 E. 23rd Street, a property owned by REACH.

REACH is evaluating the acquisition of vacant properties along the 2600-2900 blocks of Northeast Boulevard for commercial and residential development. It is anticipated that once the acquisition of these properties is completed, an expanded mixed-use development of these contiguous properties will occur. The vacant property located at 2600 Northeast Boulevard is already included as a component of the Housing Plan in CN Phase 4B, Off-site Rental with 17 units currently planned. The number of new



jobs created and the increased number of mixed income affordable housing units to be built with the expanded property acquisitions has not yet been determined.

Grant Funding Objectives

ARPA funding of $26.4 million will be used to support the construction of Phases 3 and 4 housing of Imani Village, which proposes to build 185 units of affordable rental housing adjacent to Phases 1 and 2. Delaware State Housing Authority has offered a new, incremental funding source for housing, Market Pressure Relief Funds (MPRF). These new funds provide an additional $35,000 per unit to the capital stack in Phase 3. This has enabled us to increase the number of housing units from 163 to 185 for both phases. The Total Cost of Development (TDC) for Phases 3 and 4 have been estimated to be $47,542,184 and $36,678,509, respectively. Thus providing an estimated $3:$1 leverage factor on the State investment. Phase 3 is slated to close financially in early October 2024, with construction closing and groundbreaking planned immediately thereafter, and construction completion expected in 2026. The 4% LIHTC application for Phase 4 was submitted in April 2024 with closing anticipated for Q1 of 2025 with construction to commence immediately thereafter. The Phase 4 LIHTC application just received the highest scoring from DSHA and as such, an additional $1M will be allocated to the project. Committed grant funding will be spent early in the construction process for each phase and well before the December 31, 2026, deadline.

Phase 5 of Imani Village (72 units of senior housing) will follow Phase 4. The 9% LIHTC application for Phase 5 was submitted in April 2024 and was awarded $1M in the competitive 9% tax credits on July 10, 2024. Phases 6-8 will follow and be completed by 2031. Once all phases have been built, the new Imani Village will have a total of 693 housing units. Because of the State's significant investments, the total construction of Imani Village will be close to 50% completed by the end of Phase 4.

Barriers/Challenges

The Phase 3 financial closing was pushed back 9 months due to a temporary delay in the 4% LIHTC application for this phase. At the time of initial submission in Q3 2023, the application did not meet the Delaware State Housing Authority (DSHA) threshold criteria that a multi-phase project can only have a maximum of two active phases (including the applying phase) in order to obtain tax credits for a new phase. At that time, REACH and developer Pennrose had two active prior phases (1&2). Final cost certification for Phase 1 of Imani Village, where all costs are reviewed and signed off by all parties involved in the project, took more time than expected, so at the time of the Phase 3 4% LIHTC application, both prior phases were still considered active. This administrative matter was quickly addressed, and the 4% LIHTC application for Phase 3 was filed on 10/13/23 and has been awarded. Phase 3 closed financially in November of 2024.



DSHA eliminated the maximum active project/phase threshold requirement for this round of 4% LIHTC funding. In Delaware 4% LIHTCs are consistently undersubscribed and DSHA is working to assist high-quality, multi-phase projects to build affordable housing at an accelerated pace.

Use of evidence

Funding for REACH Riverside Development Corporation which has partnered with the Wilmington Housing Authority and developer Pennrose Bricks Mortar to build affordable housing in the low-income Riverside neighborhood of Wilmington. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Construction schedules, procurement details, funding utilization will be captured to detail the financial aspects of the construction project. Demographic data for homeowners living in the new affordable housing will be collected.

Programmatic Data

Decades of racial discrimination and disinvestment resulting in segregation from more prosperous communities, substandard education, lack of employment opportunities, high levels of incarceration, and poor health outcomes have devastated Black communities nationwide. The Riverside neighborhood in northeast Wilmington (census tract 30.02) is a neighborhood of 3,060 residents: 74% of households (HH) are single female led; median HH income is $25,326 and $12,087 for HH in public housing (20% of HH); 35% of adults do not have a high school diploma; 73% of working age adults are unemployed or not participating in the labor force; 47.5% of residents and 64% of children live below the poverty line. Riverside is 78% Black, 17% White, 5% Other; 8% Hispanic/Latino.

In Delaware there is a major shortage of affordable housing for low-income households. Delaware ranks below the national average in available affordable housing for the lowest-income renters and is one of the most unfriendly to those households in the Mid-Atlantic region, according to a report by the National Low Income Housing Coalition:

- There are 26,430 extremely low-income households (0-30% AMI) in Delaware and only 8,282 (31%) affordable and available homes for them.
- Only 59% of Delaware's very low income (31-50% AMI) households have access to affordable and available homes.

Source: National Low Income Housing Coalition. (March 18, 2021) The Gap: A Shortage of Affordable Homes. Retrieved from https://nlihc.org/gap/state/de.

Client Impact, Interviews, and Success Stories

REACH impact in the community is best seen through the eyes of Riverside and Imani Village residents, whose stories are told below. Our impact videos also provide a rich sense of our impact, and can be

2023 Impact Video

2022 Impact Video

2021 Impact Video

2020 Impact Video

Imani Village-Clarissa's Story

Josie Haile-Kingswood Community Center

Resident Impact Statements:

From Dee Hubbard, Imani Village resident and REACH Community Ambassador:





My name is Daria “Dee” Hubbard. I am a previous Riverside resident, and I have recently become a resident of the new Imani Village. I am a mother of three ages 14,10, and 4.

During my life I have experienced many trials and tribulations. I have been put in situations where being strong was my only option. I became a Riverside resident at one of the darkest times in my life - this brought me and my children a lot of joy to have a home to call “ours”.

As we began to outgrow our time in our Riverside home, we had the opportunity to witness Imani Village become a new community from the ground up. As the first phase was upon completion, an event caught my attention - “Imani Village Community Day.” I wanted to expand the genuine love that I have for the youth in my community and provide free hairstyles at the event. The WRK group believed in my vision and gave me the opportunity to bring that vision to life and it was a success. From then I began traveling to provide hairstyles to children in low-income communities and provide what I call “Crown Confidence” to the youth by doing community pop ups at events, and even styling hair at schools such as Eastside Charter School and Warner Elementary School.

I was then introduced to the EMPOWER program which guided me to the Launcher Program, which taught me the business aspect of my entrepreneur goals.

My ultimate goal is to Empower others in my community by assisting them with opportunities to help reduce barriers that often are battled in silence, barriers that we live through and see regularly, similar to my own. I want to let the children in our community know that they have a “go to” person or team no matter the circumstances so that they can become a positive product of our environment.

Our home in Imani Village feels like a home, and I am proud to be a resident, WRK Group VIP, and overall to be a part of history in the making in our community. I'm also proud to announce that this past Monday May 1, 2023, I became a graduate of the launcher program. That is one step closer to me bringing yet another vision of putting the “Neighbor back in the Neighborhood” to life.

From Ray Rhodes, former Riverside resident, current Kingswood Community Center Board Chair:



As I reflect back on most of these years, the one thing that receives a lot of thought and invokes a lot of pride are my days spent at 2400 Claymont Street, just a stone's throw from the Kingswood Community Center in the Riverside Housing Projects where I spent most of my time as a toddler. The place where my sister and I sat when Dr. Martin Luther King was brutally assassinated. This REFUGE, where I now serve as the Chairman of the Board of Directors. The place where my toy G.I. Joe soldiers suddenly morphed into real soldiers in the form of National Guardsman who occupied our streets for 9 months; still the longest occupation any state has ever endured. While some may consider this an A.C.E. if you will, I considered it an A.C.E. but of a different kind - it was my ability to Adapt in a Challenged Environment instead of an Adverse Childhood Experience. Without Kingswood and all the lessons, the nurturing, the caring, the matriarchs and patriarchs, my A.C.E. would have taken a totally different trajectory.

From Deonta Martin, former Riverside resident and current project engineer on the new Kingswood facility:



Growing up in a community of poverty can truly make or break a person. I spent most of my life in Wilmington, using the old Kingswood Community Center just to catch a break. A project of this magnitude in this suffering community hits home for me because I spent 13 years of my life seeing, and hearing things that the average young kid should never be exposed to. The new Kingswood brings not only the great social programs that come with the community center, but a safe space. A space where kids and young adults can get off the streets whether it's for entertainment or assistance for helping to build a better future. The Riverside/Northeast community are not the only individuals that benefit from this project, the entirety of Wilmington will be elevated. In the hearts and minds of the community it's a feeling of relief that their lives matter and that their name was finally called. The moment that those doors open to the community there'll be a shift of the course of the future for new generations. Kingswood is not just a construction project, it's a symbol for making a difference from within!

From Andrianna Yancy, Riverside resident and The Warehouse RISE participant:

My name is Andrianna Yancy. I am a sixteen-year-old, eleventh-grader who is a part of the RISE program and the Teen Executive Committee. I'm also a current resident that lives in the Riverside Community

which I have been a part of for three going on four years. I am living in the Riverside Community along with my Mother and four siblings.



After living in Riverside and observing my environment for a while, I began to realize that I wanted a better Community for my siblings to play and be safe in after a few incidents that happened within my neighborhood and city. Two months ago a 34-year-old man was fatally shot in Wilmington Riverside Neighborhood on the block of Bowers Street. Recently there was an amber alert about a teenage girl going missing in Delaware.

These are the reasons why I joined the RISE program, so I can help make changes for the future. The RISE program helps teens with vocational and life skills for ourselves so we can apply them in needed areas such as the community. As I slowly approach my position on the Teen Executive Committee, I learned that I can use this program to impact me in beneficial ways as I help others. Through my role in the Teen Executive Committee, I can develop or help create programs to make safer and cleaner areas that will limit violence and negativity. This will help impact other people to show the world that there can be change within our community.

Community Engagement

The REACH promise, “For the Community, By the Community” drives our work. Residents hold Board positions, serve on board committees charged with ensuring community ownership, and the Riverside community has been deeply involved in the master planning efforts, including visioning for the new housing and a new Kingswood Community Center facility and listening sessions prior to each planning stage.

Deep community engagement efforts were essential to the development of the NE Wilmington Transformation Plan (NEW Plan), which formed the basis for the housing master planning and the HUD Choice Neighborhoods Implementation grant application. The planning process encompassed four stages of work: (1) Landscape and Needs Information Gathering: analysis of existing conditions, asset mapping, residential and retail market analysis, resident surveys, stakeholder interviews, a parcel

survey, and resident/community meetings; (2) Community Visioning: development of a community vision, goals, objectives, and a plan framework via workshops and resident meetings; (3) Plan Buildout: iterative plan development synthesizing resident/community preferences and needs; and (4) Plan Finalization: prioritize initiatives, establish an achievable timeline, identify funding sources, generate implementation plans with partners, and begin implementation.

Resident/Community Engagement. To ensure that the NEW Plan reflected the community's values and aspirations, the first objective was to establish a solid infrastructure for community engagement. A 14-member Steering Committee was created, with participants carefully chosen to represent target public housing and neighborhood residents as well as key partners for planning and implementation - REACH, TWH, KCC, WHA, Pennrose, and others. The Steering Committee met monthly to drive the planning process and ensure robust resident, community, and stakeholder input.

The Steering Committee organized multiple and varied opportunities for residents, community members and stakeholders to voice their interests. Public listening sessions and a site visit for residents to two mixed-income communities developed by Pennrose in Annapolis and Baltimore, MD elicited initial input. Focus groups on specific topics - commercial development on NE Blvd, Open Space, the KCC facility/programs and the ESCS STEM Center – gave stakeholders the opportunity to offer feedback on specific elements on the plan. Multiple public presentations of the NEW Plan from draft to final form provided the opportunity to impact the plan as it was being developed.

A neighborhood-wide resident satisfaction survey, designed by Alys Mann Consulting with Steering Committee input, was conducted over a 6-month time-period in late 2020 and early 2021 during the COVID-19 pandemic. This made the traditional methods of going door-to-door to collect survey responses via resident conversation unfeasible and unsafe. Instead, the project team employed a variety of outreach methods to reach broadly into the community. The methods included two mailings to each household in the target area (utilizing Every Door Direct through USPS), requesting residents to go to a website to take the survey, completing surveys with residents at multiple on-site events, and working with key community leaders to help spread the word. REACH partnered with WHA to ensure robust participation of REACH Riverside households, ultimately achieving a 68% response rate. To ensure resident safety while boosting participation, the planning team also used social media as a digital home for the planning process with materials posted in English and Spanish. Through the data collection efforts, 292 surveys were collected from households in the target area, 169 from the target public housing and 123 from neighborhood residents.

Because existing WRK Group committees had significant overlap with the plan focus areas, these committees were folded into the planning process as well: the *RESTORE WRKing Group* focused on economic development with participants from Pennrose, Delaware Prosperity Partnership (Delaware's



public-private economic development entity), Delaware Technical Community College (DTCC), Delaware Department of Labor, and local business leaders; the *Education Pipeline WRKing Group* included early education and K-12 experts and practitioners, representatives from ESCS, University of Delaware's College of Education, DTCC, First State Educate (an education advocacy organization) and the education-focused Rodel Foundation to develop a world class cradle to college/career education pipeline; the *Community Health WRKing Group* included representatives from ChristianaCare (Delaware's largest health system), Nemours Children's Health, Riverside residents and other community members to address the social determinants of health. In 2018, ChristianaCare made a $1M commitment to REACH to support community engagement staff and create The Warehouse.

The WRKing Groups not only influenced plan development but celebrated early implementation achievements: completion of TWH facility and launch of its RISE youth workforce development program; launch of the Coker Family Resource Center with ChristianaCare at KCC; great strides in improving the quality of early education at KCC's ELA; and visioning and fundraising for the new, expanded KCC facility.

Throughout the planning process, REACH conducted open tours and presentations for any and all community members. In 2018 and 2019, weekly "Lunch & Learn" presentations were offered at KCC that attracted a range of attendees, from Riverside and NE Wilmington residents to city residents/activists to community leaders from all sectors. During COVID-19 these were held virtually but now continue in-person, two Wednesdays per month.

In the fourth quarter of 2023, REACH facilitated a meeting with the Department of Housing and Urban Development (HUD), where residents were encouraged to share their experiences and insights with HUD officials and stakeholders. Concurrently, the Kingswood Community Center (KCC) initiated a comprehensive resident assessment, having conducted interviews with over 140 residents as of April 2024. REACH is actively collaborating with the Kingswood Community Center to plan future meetings, events, and surveys aimed at engaging the community and eliciting their perspectives on the future direction of the community. One significant aspect of this future vision involves the design and construction of the park situated in the heart of Imani Village. To ensure community involvement, outreach activities will be implemented to allow community members to actively contribute to shaping the park's vision and amenities.

In early 2024, the Kingswood Community Center hosted two dynamic outreach events for the design of the park located in the heart of Imani Village. The first design workshop featured presentations by REACH, Pennrose, and WRT on the greater Imani Village project and community programs. Attendees engaged in hands-on planning exercises to envision future park developments, contributing to three schematic designs to be refined based on community feedback. In the second design workshop, WRT received feedback from residents on the three proposed designs used to create a final schematic design,

with additional community engagement planned for Q3 2024. More details can be found at https://wrkgroup.org/imani-commons-park-planning/ and https://wrkgroup.org/community-engagement-shapes-future-of-imani-commons-park-design/.

In addition to all of our events, this past year marked significant strides in community engagement through a variety of innovative strategies. The Strategic Advisory Group (SAG) played a pivotal role by gathering continuous community feedback. Additionally, the Community Ambassadors, known as The VIPs – Village Impact Promoters - were recruited to amplify local voices. Furthermore, the formation of the new Imani Village Resident Council has provided a structured platform for residents to voice their concerns and ideas.

Building on the success of the Steering Committee from the planning phase, the reconstituted SAG has been expanded to ensure broader participation from residents and community stakeholders during the implementation of the NEW Plan. The SAG comprises a diverse group including local business leaders, representatives from philanthropic and public sector agencies, elected officials, and service providers. Quarterly meetings at The Warehouse serve as checkpoints to monitor progress and ensure that activities stimulate positive community investments. These meetings are pivotal in gathering feedback from the broader Northeast Wilmington community. The first SAG meeting was held on June 26, 2024.

Another noteworthy achievement has been the establishment of a robust Resident Council at Imani Village, facilitated by Pennrose as property managers. This council serves as a vital channel for information dissemination and a platform for addressing tenant concerns. Members of the Resident Council also contribute to the SAG, ensuring that community voices are represented in strategic planning and decision-making processes.

Safety has always been a top priority for the WRK Group and the communities it serves. Recently, the group appointed Daniel Selekman as the new Director of Safety and Security. Daniel brings over 20 years of experience as a retired Police Lieutenant from Wilmington, where he excelled in community policing. His role is pivotal in enhancing community safety through improved communication and proactive engagement strategies. Daniel's initial focus includes strengthening safety measures at key locations such as the Warehouse, the Kingswood Community Center, and Imani Village. His appointment marks a significant commitment from the WRG group to prioritize safety by expanding his team and securing additional funding. These efforts aim not only to ensure the security of organizational spaces but also to positively impact the surrounding community. Under Daniel's leadership, the community can expect increased safety protocols, enhanced partnerships with local authorities, and targeted outreach programs. By fostering a safer environment, the WRK Group aims to bolster community confidence, promote economic development, and ultimately improve the quality of life for all residents. This



proactive approach underscores the group's dedication to creating a secure and thriving community for years to come.

However, our commitment to transparency and inclusiveness extends beyond these initiatives. WHA, REACH, KCC, and Pennrose are collaborating on the NEW Plan website to provide accessible development-related information to a wider audience. Information sessions, events, and updates will be shared via newsletters, social media, email, and door-to-door flyers, ensuring that all residents are informed and engaged in shaping the future of their community.

Together, these efforts signify a dynamic approach to community engagement, fostering collaboration and empowerment among Northeast Wilmington residents as they work towards achieving tangible and sustainable outcomes.

Labor Practices

REACH will employ strong labor standards and provide employment opportunities to local workers, including implementing a Section 3 plan. See the description below of the Section 3 plan as described in the HUD Choice Neighborhoods Implementation grant application. Wilmington Housing Authority (WHA), the lead applicant on this grant, and Pennrose, the housing developer, will be responsible for adherence to Section 3 standards.

Section 3 Plan:

WHA and Pennrose's Section 3 Plan will ensure that (1) 25% or more of the total number of labor hours worked by all workers employed with public housing financial assistance on the NE Wilmington Transformation Plan (NEW Plan) are Section 3 workers; and (2) 5% or more of the total number of labor hours worked by all workers employed with public housing financial assistance on the NEW Plan are Targeted Section 3 workers.

Types/amounts of Section 3 Opportunities. Approximately 200 construction jobs are projected per CN housing phase for work in demolition, masonry, carpentry, concrete, drywall, day labor, sprinkler installer, landscaping, and cleaning. Eligible Section 3 residents will have priority access to these jobs. WHA and its developer, Pennrose, have a solid Section 3 track record in the first two non-CN funded phases of the Riverside Redevelopment. Imani Village I, completed in December 2022, boasts 28 Section 3 hires, representing 68% of all new hires and 50% of aggregate staff hours. Nearly $3M in construction contracts were awarded to four Section 3 businesses for drywall, concrete, electric, and framing, representing 24.5% of total construction contract dollars. Imani Village II, to be completed in February 2023, has generated 4,600 labor hours/month on average, 48.0% performed by Section 3 workers. Nine Section 3 businesses were utilized for earthwork, masonry, rough carpentry, siding, mechanical, drywall,



sprinkler, and insulation. These Section 3 contracts represent $2,864,099 or 16.6% of all construction contract dollars (19.4% of all subcontract dollars). In its role as HIE for the CN Housing Program, Pennrose expects to maintain this exceptional track record.

The People Implementation Entity - Kingswood Community Center (KCC) will work with WHA to connect Riverside residents to training and apprenticeship opportunities with the Delaware Skills Center (DSC) and Delaware Technical Community College (DTCC), so they are well prepared for Section 3 jobs. DSC is an adult vocational technical training center committed to providing skills training to Delaware residents who are unemployed or under-employed. DSC courses, taught via hands-on training and classroom instruction, include Carpentry, Electrical Trades, HVAC, and Welding. DTCC also provides certificate programs in Commercial HVAC, Manufacturing Technician, Weatherization, Welding, and Forklift Safety.

Ensuring priority consideration for Section 3 workers and business concerns. WHA will collaborate with the City, Pennrose, REACH (NIE), KCC, and the general contractor (GC), to organize job fairs and recruitment drives to ensure Section 3-eligible workers are aware of hiring requirements, training opportunities, and job postings. Working alongside the GC's compliance team, KCC's Employment Specialist and anchor partner The Warehouse's (TWH) Recruitment and Retention Specialist will assist with outreach and recruitment. KCC and TWH have had success recruiting workforce development participants through job fairs, tabling at local events, outreach at local high schools, and social media. The REACH Community Ambassadors, with strong personal connections to residents, will also be able to disseminate information and conduct outreach. These recruitment activities and job training supports will create a pipeline of workers that are ready and qualified when each project phase begins.

WHA also maintains a Section 3 business registry. WHA will work with Pennrose and its GC to actively recruit additional Section 3 businesses via training events that cover how to become Section 3 certified, how to determine if the business meets requirements, and the benefits to self-certifying the business. Where needed, the GC will provide one-on-one assistance to help with certification. KCC also supports entrepreneurs who might want to launch or expand a Section 3 business via the Launcher program, which provides business education (including Construction businesses specifically) and technical assistance for local entrepreneurs.

WHA will screen applicants for eligibility and maintain a database of qualified Section 3 workers that will be used for job referrals. WHA staff will work closely with KCC, through the CN-funded Navigational Coaches and Employment Specialist, to assess job-readiness and job training needs of residents. REACH's Neighborhood Coordinator will also help track employment opportunities within the area. Considering individual and family-based needs assessments, KCC will refer Section 3 workers to services supporting work readiness and retention, job training and apprenticeships, and technical assistance to help compete for jobs. As some residents may not be immediately ready for work, the People budget

has reserved funding (Flexible Assistance Funds) to help eliminate barriers to employment. By integrating Section 3 efforts into the income and employment strategies of the People Plan, WHA will ensure holistic support for jobseekers and their families that will increase their chances of employment success.

Monitoring and ensuring Section 3 compliance. WHA has budgeted resources to engage a Construction Monitor to work with the WHA Development Coordinator currently responsible for tracking Section 3 compliance. The Master Developer Agreement commits Pennrose to Section 3 employment and contracting goals and these requirements extend to their general contractor and subcontractors. Per the MDA, Pennrose and their contractors are required to submit an annual Section 3 participation plan which enables WHA to forecast and monitor Section 3 opportunities and compliance. Contractors will also be required to submit monthly status reports that detail labor hours by Section 3 workers and contract payments to Section 3 businesses. If status reports and periodic construction site visits indicate that contractors are not meeting their goals, WHA will work with Pennrose and the non-compliant contractor to create a corrective action plan, reaching out to partners for assistance with strategies and supports, where applicable. Contracts may be terminated for failure to meet Section 3 requirements. WHA, via its Construction Monitor, will also monitor compliance with all applicable labor aspects.

OGOV Dover Interfaith Mission for Housing

Project [Identification Number]: 18636 & 19521
Funding amount (Budget): $5,589,990.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $4,839,990.00

Project Overview

Objective:
The primary objective for this year has been the development and implementation of two key projects to benefit unhoused men, women, and children in Kent County:

1. Interfaith Pathway – Emergency Shelter for Women and Children
   This shelter was designed to address a significant service gap in the region. Renovations were completed in late 2024, and the program officially opened its doors on February 3, 2025. Interfaith Pathway accepts referrals through the Delaware Department of Health and Social Services (DHSS) as well as self-referrals from individuals and families in crisis. The program offers temporary shelter, case management, and support services to help women and families stabilize and transition into permanent housing.



While operations are underway, some logistical tasks remain, such as acquiring and installing furniture and essential equipment to support long-term functionality and guest comfort.

2. Interfaith Campus – Transitional Housing & Resource Center
   This second project is focused on transforming the property at 630 W. Division Street into a comprehensive service hub for men experiencing homelessness. The vision for the campus includes transitional housing, case management, life skills training, and connections to health and employment resources.
   After facing challenges with the original construction team, DIMH has partnered with Tidemark Construction to carry the project forward and expand on the original vision.

Barriers:

- Rising Costs: The project has been significantly impacted by high and unexpected increases in both material and labor costs. In addition, property insurance costs have more than doubled, creating further strain on the project budget.
- Building Conditions: The renovation of an aging facility has proven complex. A total of 21 change orders were issued during the construction process, many of which resulted in additional costs. These change orders were necessary to address critical issues uncovered by the contractor, including foundation cracks, sewer line replacements, drainage complications, and other structural concerns. These were not foreseeable during initial planning and were necessary to ensure the long-term safety and usability of the space.

Achievements:

- Successfully completed renovations and opened Interfaith Pathway, now actively serving women and children experiencing homelessness.
- Established effective referral systems through DHSS and community outreach, and began delivering direct services including housing support, employment readiness, and family case management. Transitioned construction management of the Interfaith Campus to a new and trusted firm, Tidemark Construction, allowing for a re-energized and refined development process.
- Despite financial and logistical setbacks, the organization has continued to adapt, reallocate resources, and move forward with strong commitment to the original mission of expanding services to the most vulnerable populations in Kent County.

Use of Evidence

Dover Interfaith Mission for Housing (DIMH) incorporates evidence-based decision-making and ongoing program evaluation into the planning and implementation of both Interfaith Pathway and the Interfaith Campus projects. While formal evaluation frameworks are still being developed for these



new programs, DIMH has long relied on robust data collection, client input, and regional housing studies to inform service design and delivery.

Over the past 17 years, DIMH has conducted intake assessments with more than 4,000 shelter residents and hundreds of additional individuals through its former daytime resource center. These assessments track housing history, employment status, health concerns, and service needs, providing real-time insights into emerging trends, client barriers, and service effectiveness. Feedback from current program participants continues to inform decisions around case management practices, program rules, and community partnerships.

DIMH also relies on external, evidence-based data from trusted sources to guide its approach and support its strategic priorities. These sources include:

- Housing Alliance Delaware, which provides Point-in-Time (PIT) count data, systemwide reporting through the Community Management Information System (CMIS), and insights from the statewide Coordinated Entry System.
- The Delaware State Housing Authority (DSHA) and the National Low Income Housing Coalition (NLIHC), whose recent reports have documented a shortage of more than 21,000 rental units affordable to households earning less than 30% of Area Median Income (AMI) in Delaware.
- National research showing over 600,000 individuals experiencing homelessness across the U.S., as well as the growing mismatch between available rental housing and the needs of extremely low-income renters.

This evidence reinforces what DIMH sees daily: our clients face significant structural barriers in securing permanent housing, including limited affordable inventory, credit and background checks that disproportionately impact low-income applicants, and landlord discretion that often excludes individuals with prior evictions or shelter stays.

While formal evaluation dashboards and performance frameworks are in development, DIMH remains committed to expanding its use of data-driven strategies and equity-focused evaluation. As Interfaith Pathway becomes integrated into the statewide CMIS system, more standardized outcome tracking and program performance metrics will be available. This will support not only internal program improvement, but also broader community accountability and alignment with federal and state housing goals.

Programmatic Data



Dover Interfaith Mission for Housing (DIMH) draws on a combination of internal client data, external housing studies, and coordinated system reports to support the ongoing need for both the Interfaith Pathway Women and Children's Shelter and the Interfaith Campus.

Over the past fifteen years, DIMH has provided shelter to approximately 4,000 unhoused men. Each guest has completed an intake assessment that captures detailed demographic, employment, health, and housing history information. This data consistently reflects that most individuals have unstable or no income, making it extremely difficult to afford housing—particularly at current market rates. A significant portion of our clients indicate that they can only afford housing costing $500 per month or less, a level far below the market average in Kent County.

DIMH also operated a daytime resource center for over nine years, which served hundreds of individuals and families experiencing homelessness or housing instability. The center provided assistance with employment, housing searches, legal issues, and connection to social services. While the center has since closed, historical data from that program continues to inform our understanding of community needs.

For Interfaith Pathway, our newly opened women and children's shelter, we are receiving direct referrals from the Delaware Department of Health and Social Services (DHSS) as well as self-referrals from families in crisis. In its second quarter of operation (April–June 2025), the shelter served 29 single women and families, including approximately 20 children, and provided 2,339 bed nights—a clear indicator of the high demand for emergency family shelter in our region. We are currently in the process of enrolling Interfaith Pathway in the Community Management Information System (CMIS) managed by Housing Alliance Delaware, which will allow for standardized tracking of resident demographics and outcomes.

Additional data sources include:

- Housing Alliance Delaware's annual Point-In-Time (PIT) Count, which documents the number and characteristics of people experiencing homelessness across the state.
- CMIS, which DIMH currently uses for tracking its men's shelter program. The system ensures accurate, real-time documentation of shelter stays and client services.
- Reports from the Delaware State Housing Authority and the National Low Income Housing Coalition (NLIHC), which document a shortage of more than 21,000 affordable housing units for extremely lowincome households in Delaware.
- National statistics indicating that more than 600,000 people experience homelessness annually in the U.S., amid a growing shortage of affordable rental housing.



Together, this body of quantitative and qualitative data demonstrates an urgent and persistent need for lowbarrier, supportive housing programs—particularly for families, single mothers, and individuals earning well below the area median income.

Client Impact, Interviews and Success Stories

Dover Interfaith Mission for Housing (DIMH) relies on consistent data collection and community feedback to guide service delivery and evaluate the impact of its programs. Over the past 17 years, DIMH has provided shelter to approximately 4,000 homeless men, with intake assessments conducted for each individual. These assessments document critical information, including housing history, employment status, health challenges, and service needs, This information has been instrumental in shaping the development of the Interfaith Campus.

For nearly a decade, DIMH operated a daytime resource center that served as a critical access point for individual experiencing homelessness. While the resource center has since closed temporarily, it played a key role in connecting individuals to services including housing, employment, documentation, healthcare, and legal aid. Lessons learned from this program continue to inform current service strategies and program design.

In the second quarter of 2025 (April through June), Interfaith Pathway served 29 families and single women, including approximately 20 children, and provided a total of 2,339 bed nights. These numbers reflect the urgent and ongoing demand for emergency shelter and supportive services for women and families in our region.

Interfaith Pathway receives referrals from DHSS and self-referrals from women and families calling for shelter. Interfaith Pathway is actively in the process of enrolling in CMIS, which will enhance our data-sharing capacity, ensure continuity of care, and support coordinated regional responses to homelessness.

DIMH men's shelter continues to utilize referrals from Housing Alliance Delaware's centralized intake system, which helps connect individuals and families to the appropriate shelter based on need and availability.
Additionally, Housing Alliance Delaware's annual Point-In-Time (PIT) Count offers a critical snapshot of the number and characteristics of individuals experiencing homelessness across the state, helping inform public policy and funding decisions.

The combination of real-time client data, coordinated referral systems, and regional reporting tools provides strong evidence that the Interfaith Pathway and Interfaith Campus projects are, and will fill key service gaps, making a measurable difference in the lives of those we serve.



Success Stories

NH

NH is a single mother with a bright and energetic five-year-old son. They came into shelter on March 18, 2025. Both celebrated their birthdays at Interfaith Pathway this year, an emotional milestone as NH adjusts to a new chapter in her life after losing her home in early March. Quiet, shy and reserved by nature, NH has faced challenges rebuilding her confidence and sense of stability. Much of her time in case management was spent preparing her for job interviews and supporting her through self-doubt. Her hard work paid off when she recently secured a position with a local security company, despite not meeting every qualification on paper. NH now has a steady income in a field she is excited about, and she is taking steps forward in her housing search. We are confident that her new employment will make her a strong candidate for permanent housing.

LT

LT came to Interfaith Pathway on June 13, 2025, and her drive was immediately apparent. From day one, LT demonstrated an unstoppable work ethic and quickly became a valued team member at a local Smyrna restaurant. LT immediately began applying for housing opportunities and secured a unit within her first week in the program. Though her move-in date was initially set for July 15, she jumped at the chance to move in at the beginning of July.

Community Engagement

Dover Interfaith Mission for Housing (DIMH) has built its expansion efforts, including the development of Interfaith Pathway and the Interfaith Campus at 630 W. Division Street, on a foundation of consistent and sustained community engagement. Over the past fifteen years, DIMH has conducted intake assessments with thousands of shelter guests, capturing vital information on their housing histories, employment challenges, healthcare needs, and personal goals. These assessments, along with daily interactions between staff and residents, served as a continuous feedback loop that directly informed planning and design.

Through nearly a decade of operating a daytime resource center, DIMH also engaged a broader population of unhoused and housing-insecure individuals. Most visitors sought assistance with employment, housing, transportation, documentation, health care, and legal issues. These lived experiences helped clarify service gaps and underscored the need for expanded infrastructure, especially for women, children, and families.

DIMH's role in chairing the former City of Dover's Mayor's Task Force on Homelessness provided a structured opportunity to collaborate with civic leaders, nonprofit partners, and community advocates.

The task force's findings reinforced the urgent need for a shelter specifically for women and children and helped shape the vision for both Interfaith Pathway and the Interfaith Campus.

Community input has also been gathered through regular shelter meetings, informal focus groups, and partner agency discussions. These engagement methods helped identify the unique needs of specific groups. including single mothers, survivors of domestic violence, older adults, and people with disabilities, and informed the development of accessible, trauma-informed, and family-centered programming.

Equity was a central lens throughout the planning process. The majority of individuals served by DIMH identify as people of color and have experienced generational poverty and systemic barriers to housing, employment, and healthcare. DIMH intentionally centers their voices in program design, ensuring services are culturally responsive and inclusive.

Efforts to engage traditionally underserved populations have included maintaining a low-barrier entry process to reduce stigma and ensure accessibility. Staff training in trauma-informed care and cultural humility further supports DIMH's commitment to equitable, person-centered services.

Community involvement has extended beyond service recipients. Faith-based groups, civic organizations, and concerned residents have contributed time, meals, and resources. Their presence deepens local investment and creates a broader sense of shared responsibility for addressing homelessness in our region. This commitment was especially evident following the fire at the men's shelter in June 2025. In the early hours following the incident, the outpouring of community support, including emergency supplies, food, clothing, and shelter at a with a local church demonstrated the strong trust and mutual investment between DIMH and the people it serves.

Overall, the planning for Interfaith Pathway and the Interfaith Campus is shaped by the people who need these services most. Their experiences and voices will continue to guide the work, and strong community partnerships help move it forward, with a clear focus on making sure everyone, has a voice in the process.

Labor Practices

For both the Interfaith Pathway and Interfaith Campus projects, Dover Interfaith Mission for Housing has prioritized hiring reputable, licensed contractors committed to fair and ethical labor practices. While formal project labor agreements or community benefits agreements were not in place, we made intentional efforts to work with firms that uphold strong labor standards, deliver high-quality work, and employ skilled local tradespeople.

Prevailing wage requirements were followed where applicable, especially for work involving public funding. Additionally, we encouraged local hiring by working with contractors who have established relationships with workers and vendors in the Dover and Kent County area. This approach helped us



reinvest project dollars into the regional economy and provided employment opportunities during a time of economic recovery.

As we continue to expand our footprint and facilities, we remain committed to workforce practices that support fair wages, safety standards, and inclusive economic participation.

OGOV SUSSEX HABITAT FOR HUMANITY

Project [Identification Number]: 19522 & 21943
Funding amount (Budget): $3,500,000.00
Project Expenditure Category: 2.23-Strong Healthy Communities Demolition and Rehabilitation of Properties
Expenditures to date: $3,000,000.00

Project Overview

With additional ARP funding received in September 2023, Sussex County Habitat for Humanity (SCHFH) was awarded a collective $3.5 million to complete four major capital improvement projects across Sussex County, Delaware. This includes a primary award of $3,000,000 for four projects, and additional funding of $500,000 to expand three of the original four projects (Projects 2-4 below).

SCHFH is currently spending the primary award of $3,000,000 (Project 19522) and will request disbursement of the additional $500,000 (Project 21943) once the original award has been expended. The overview and updates below reflect SCHFH's overall progress on the two projects' shared objectives.

Project 1 is the Kimmeytown Revitalization Project, which will create 11 homes for affordable homeownership, renovate a community education space, temporary apartments, and build a new construction warehouse in the Kimmeytown neighborhood of Georgetown, Delaware. Kimmeytown is a primarily Hispanic/Latino community that has for years been challenged by low wages, overcrowding, and deteriorating housing stock. The 11 homes created by this project are part of a collective 40 homes funded by Project 19522 and Project 21943.

Status Update:

- In April 2024, SCHFH completed and sold the final home in the project. In total, 35 Delawareans have moved into stable, permanent housing supported by ARPA funding. All homeowners were firsttime homebuyers. Renovations to the Jeremiah House are complete. The new construction warehouse will be built in the near future, as the Town of Georgetown has completed its final



site plan review and approval. The project is in the permitting stage of pre-construction, and construction will begin as soon as the town issues the building permit.

Project 2 is the ReStore Expansion Project, which will expand the SCHFH ReStore, a secondhand store that resells home goods and construction materials to help further Habitat's mission in the community. SCHFH expects the expansion to increase annual sales by at least $500,000, which is roughly equivalent to the total development costs for two Habitat homes in Sussex County.

Status Update:

- SCHFH has diligently completed and submitted all required approvals to the County, including those from the Fire Marshal and DelDOT. The architect is finalizing the building plans. Bidding for an Owner's Representative is underway. SCHFH will continue working with regulatory agencies to keep the project on track, with construction expected to begin in early 2026.

Project 3 is the Affordable Homeownership Project, which will create 29 homes for 29 low-income families across the county, not including those in the Kimmeytown Revitalization Project. Of these 29 homes, 24 will be funded in part by SCHFH's initial award of $3,000,000, and an additional five will be funded in part by the additional $500,000 award received in September 2023. SCHFH will partner with and sell these homes to households making at or below 60% of area median income.

Status Update:

- This past quarter, SCHFH was actively building eight (8) homes across the county, including in Laurel, Seaford, Milford, Milton, and West Rehoboth. Three (3) of these were completed and went to settlement during the quarter. A fourth home built in the previous quarter also went to settlement. These four (4) homes were sold to low-income partner families in Laurel, Milton, and West Rehoboth. In total, 20 homes have been sold to income-qualified homebuyers (outside of the Kimmeytown project). To date, this project has helped house 58 Delawareans, including 38 children.
- Construction continues on five (5) additional homes in Milford and two (2) in Seaford, totaling seven (7) construction sites.

Project 4 is the Home Repairs Project, which will enable SCHFH to complete an estimated 300 home repairs. Of these 300 repairs, 275 will be funded in part by SCHFH's initial award of $3,000,000, and an additional 25 will be funded in part by the additional $500,000 award received in September 2023. These repairs will address unhealthy and unsafe housing across the county, conditions that were exacerbated by the COVID-19 public health emergency. Several repairs will also focus on making homes more energy efficient, in an effort to reduce household energy costs.



Status Update:

- SCHFH has completed 228 home repairs, accessibility modifications, and energy efficiency upgrades for low-income households since July 2022, the start of the grant's period of performance. These efforts have made living conditions safer, healthier, and more affordable for 432 Delawareans.
- In addition to repairs, SCHFH has been able to make needs-based referrals for program participants and applicants, directing them to resources for financial literacy coaching, homeowners insurance, and advocacy, among others.

Use of evidence

The Habitat for Humanity model has been shaped by nearly 50 years of experience and data-driven improvement. As an independent affiliate of Habitat for Humanity International, SCHFH benefits from this long legacy and has been able to apply a number of evidence-based best practices to the organization's work in Sussex County – including the four capital improvement projects funded by ARPA.

Kimmeytown Revitalization Project and Affordable Homeownership Project

Increasing access to affordable homeownership for low-income Delawareans is at the heart of the Kimmeytown Revitalization Project and the Affordable Homeownership Project. SCHFH's ultimate goal with these activities is not only to help partner families build homes, but also equity, stability, and generational wealth. These outcomes are backed by research that shows (source):

- U.S. homeowners have an average net wealth that is 400% higher than that of renters with similar demographics and income;
- A correlation exists between homeownership and increased wealth, with each year of homeownership tending to be associated with an additional $9,500 in net wealth, on average; and Home equity represents the largest proportion of wealth for U.S. households.

Evaluating related outputs and outcomes is an essential part of project design. As the seller and mortgage holder of each home built, SCHFH is able to continue the organization's relationship with partner families long after settlement. This allows SCHFH to collect valuable long-term data on homeowner success and make sound decisions to strengthen the program over time.

Home Repairs Project



SCHFH's Home Repairs Program is also deeply informed by evidence-based models of change, particularly those related to healthy housing. A 2022 study conducted by the University of Delaware found an estimated 7,100 homes owned by low-income Sussex County residents are in need of repairs, with 20% of those homes in substandard conditions that pose a risk to the health, safety, or physical well-being of residents (source).

According to the U.S. Department of Health and Human Services, poor housing quality has a direct and negative impact on occupant health, particularly for children, older adults, people with disabilities, and low-income individuals (source). The Home Repairs Project has been successful in serving these groups, in particular. For example, the average homeowner served by the program is 64 years of age. As such, SCHFH draws on best practices from evidence-based approaches to helping seniors remain in their homes and age safely in place. One example is Habitat for Humanity International's Housing Plus model (source).

ReStore Expansion Project

The ReStore is a mission-critical source of funding for SCHFH programs and a diverter of reusable household items and building materials from landfills. As a social enterprise – a business seeking to maximize profits in order to maximize benefits to society and the environment – the ReStore uses research and data to optimize operations. For example, the ReStore seeks to not only engage but also educate the community on the benefits of recycling, upcycling, and being conscious consumers – a key activity for sustainable social enterprise. According to the Harvard Business Review (source). In doing so, the ReStore increases awareness, volunteerism, and environmental benefits, in addition to funding for Habitat programs.

Programmatic Data

SCHFH tracks key demographic data for its affordable homeownership and home repairs programs, as well as geographic data for ReStore donors and shoppers. This data is used to improve program marketing, implementation, and evaluation.

Of homeowners served by SCHFH's Affordable Homeownership Program in Fiscal Year 2025:

- 73% identify as Black/African-American; 9% identify as Hispanic/Latino; and 18% identify as White/Caucasian.
- 82% identify as single females; 9% identify as single males; and 9% were a partnered/married couple.



- 100% qualify as low-income according to U.S. Department of Housing and Urban Development (HUD) standards.

Of homeowners served by SCHFH's Home Repairs Program in Fiscal Year 2024:

- 61% identify as White/Caucasian, 32% identify as Black/African-American, 6% Hispanic, and 1% Native American.
- The average age was 63.
- 100% qualify as low-income according to HUD standards.

ReStore maintains strong countywide and regional support in FY2025

- Donors represent a diverse base of community members who contribute goods to be sold: 72% were from the Eastern region of Sussex County, 19% from the Central region, and 10% from the Western region and outside of Sussex County.
- 12,415 hours of volunteer time were utilized to support operations
- On average, there are 3,445 sales transactions per month, with the average transaction being $25.

Client Impact, Interviews, and Success Stories

The projects funded by this award have already made a significant impact in the lives of hundreds of Sussex County residents. Below are several success stories from this past year demonstrating of how these projects have built homes, communities, and hope over the past year:

Affordable Homeownership Project Success Stories

1. A local family found stability through Sussex County Habitat for Humanity's Affordable Homeownership Program. When first approved for the program, the family of four was considered homeless, living in overcrowded, substandard conditions, all while sharing a single bedroom in a three-bedroom house occupied by ten people with only one bathroom. The home also had a severe mold problem that repeatedly sent their youngest child to the hospital. Through SCHFH, the family was able to secure temporary housing at the Jeremiah House property while their new home was being built. In late December, they officially became homeowners - starting the new year in a safe, healthy environment. With the security of their permanent home, the family now has the foundation they need to grow and thrive.

2. A Sussex County resident was displaced with her three children and was staying with family friends in a single room when she applied to our Affordable Homeownership Program. She was also six months pregnant. Despite the initial challenges of her pregnancy, she completed over 200 hours of sweat equity and numerous hours of pre-purchase education. Additionally, she successfully increased her income, enabling her to better support her family. Now, with her one-year-old daughter, she and her children have their own rooms, providing them with the space and stability they need to grow and thrive.



3. After working up the courage and resources to leave an abusive relationship, a local mother and her children found themselves living in an overcrowded home. She was just over the income limit for low-income apartment housing, but unable to afford market-rate homeownership in Sussex County, where she worked. Through friends, she heard about Habitat for Humanity and was accepted into the Affordable Homeownership Program. She completed her partner family requirements in just four months, which is roughly half the time it takes most Habitat homebuyers, and she increased her income in the process. Today, she and her two children live in a new, safe, private home in Laurel, Delaware.

4. A single father of four learned about the Affordable Homeownership Program during a financial coaching workshop held by SCHFH. At the time, the family was staying in an overcrowded residence with unsafe conditions, including massive holes in the ceiling and faulty electrical wiring. He found a new rental, but to avoid disrupting his children's schooling, his options were limited. He rented from a landlord who would only rent to him on a month-to-month basis, starting at $2,000 per month, and increasing the rent as time went on, creating an unsustainable situation. Through our Affordable Homeownership Program, he was able to purchase a home for himself and his children that provided them with a safe space, where the children could have their own rooms for the first time. His home was built on land within the West Rehoboth Land Trust, a collaboration that enabled the cost of his home to remain accessible despite being in a prime location. This allowed the family to remain in the community where the father was raised and continues to have a strong support system -something they likely would not have been able to maintain without this opportunity.

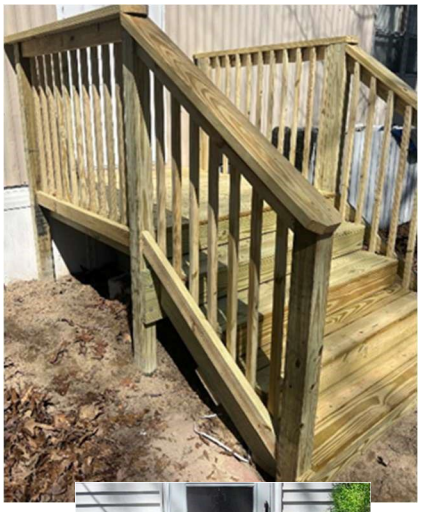




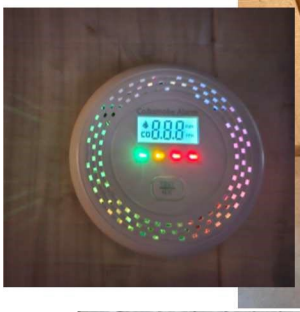
Home Repairs Project Success Stories

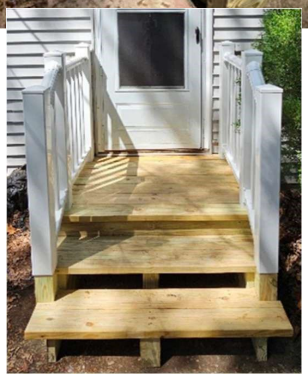
1. In one home served by the Home Repairs Project, a 60-year-old homeowner was living alone while battling a Stage 4 cancer diagnosis. The primary entrance to her home had wood rot and was unstable, as were several loose ceiling fans located throughout the home. Multiple electrical outlets were exposed and/or loose, creating a high risk for electrical shock. SCHFH worked with a local contractor to address each of these issues and bring additional concerns in the home up to proper code.

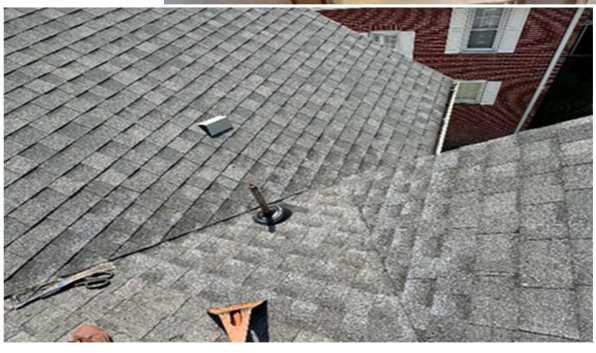
2. A 70-year-old woman living alone in Delmar faced significant home issues, including severe water damage from a leaking water heater. The water-damaged floor around the heater had deteriorated, making it unsafe to walk on. Habitat for Humanity removed the old flooring, installed new subflooring and floor coverings, and replaced the leaking water heater with a new energy-efficient model. Additionally, the home's water supply, sourced from a well, was compromised due to vehicle damage to the well head, which caused surface water to contaminate the supply. The well pump and associated equipment were also failing, making the water unsafe for drinking. Habitat repaired the well, replaced the pump, and installed new equipment to ensure a safe and reliable water source for the home.













3. ARPA Home Repair funds played a key role in ensuring that a local homeowner gained safe and reliable access to water. A 71-year-old male homeowner living on an extremely low fixed income (17% of AMI) needed help addressing a water access issue at his home. He is currently on well water and is sharing the well with his neighbor. The neighbor, who does not reside at the property full time, refused to contribute to any maintenance or repair. Recently, public water



service was provided on his street. SCHFH is helping him to convert his water supply to public service with Tidewater.

4. With support from grant funding, Sussex County Habitat for Humanity was able to assist an 84-year-old gentleman living alone on a fixed income at just 36% of the area median. His front steps had become unstable, with loose and broken bricks and damaged railings posing a serious fall risk. The repairs focused on restoring the structural integrity of the steps and replacing hazardous wood railings with new, ADA-compliant vinyl handrails. These updates have significantly improved the safety and accessibility of his home, allowing him to continue living independently with greater confidence and security.

Community Engagement

SCHFH knows that the communities we serve are best understood by the people who call them home. This is why the organization relies on input from residents, community leaders, and local partners to help build effective programs for those who need them most. Community members from all walks of life sit on the SCHFH Board of Directors and committees, and serve as regular volunteers in the organization's main office and ReStore. SCHFH leaders attend municipal meetings and local events to stay attuned to the needs of Sussex County and present plans for upcoming projects like these capital improvement projects. The organization maintains membership in multiple chambers of commerce and the Sussex Housing Group, a grassroots collective of nonprofit, public, and private housing and social service providers focused on housing advocacy and community development.

These four projects were designed in partnership with the community and center on four dimensions of equity: (1) prioritizing historically and structurally under-resourced communities; (2) mitigating barriers to participation; (3) driving accessible and transparent processes; and (4) instilling accountability measures that empower and incorporate participants' voices in decision-making.

1. All four projects are targeted to serve low-income Delawareans. As a result, most project activities will impact underserved communities – including demographic groups, such as seniors living on fixed income, or geographic areas, as in the case of Kimmeytown. Engaging impacted groups has been a key part of project design and implementation. For example, in Kimmeytown, SCHFH is part of a coalition of community partners working together to uplift this historic Georgetown neighborhood. As such, the Kimmeytown Revitalization Project has benefitted greatly from the knowledge and support of local leaders and residents.
2. To help mitigate barriers to access, SCHFH tracks and reviews participant demographics – such as race, income, housing type, and geography. This can help to identify potential challenges in reaching underserved populations, enabling SCHFH to adjust marketing and recruitment



strategies as needed. To help mitigate barriers to participation, SCHFH ensures mortgages on Habitat homes are affordable for partner families and home repairs are provided for qualified clients at no cost. Participants also gain free access to various wraparound services they might otherwise have to pay for, such as financial literacy coaching and in-home energy assessments.

3. SCHFH drives accessible and transparent processes by ensuring program outreach and materials are widely shared and easily understood by diverse stakeholders. This includes utilizing partners and organizations with existing ties to the community, marketing multiple forms of content such as digital and print materials, and translating communications into common, non-English languages.

SCHFH instills accountability measures throughout the project by ensuring clients are part of the decision-making process from start to finish. For example, SCHFH homeowners and home repair clients review plans and sign agreements prior to the start of work. They also sign agreements upon project completion to ensure satisfaction and collect experiential feedback.

Labor Practices

SCHFH is committed to upholding strong labor standards for all programs. This includes:

1. Prioritizing local hires
2. Contracting with local small businesses whenever possible
3. Screening all potential contractors for exclusion or debarment from Federal contracts
4. Ensuring job and contract opportunities are broadly shared, digitally and in print, to reach diverse audiences

In addition to current opportunities for workers, the ReStore Expansion Project is expected to create at least nine (9) new jobs in the State of Delaware. SCHFH intends to recruit locally for these positions, to the greatest extent feasible.

The organization has formal policies in place to ensure fair contracts, wages, and employment practices. All policies reflect Uniform Guidance 2 C.F.R. Part 200, the regulations which establish uniform administrative requirements, cost principles, and audit requirements for Federal awards to non-Federal entities.

OGOV NCALL FARMWORKERS

Project Identification Number: 19736
Funding amount (Budget): $2,900,000.00

Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $1,500,000.00

Project Overview

We are still waiting for notification from Rural Development about the Off-Farm Labor Housing 514-516 application. At a meeting with RD in March we were assured grants would be released in April. However, as of July 17, 2025, nothing further has been disclosed other than all our environmental reports have finally been reviewed and no further issues were identified.

A Low-Income Housing Tax Credit (LIHTC) application was submitted to Delaware State Housing Authority (DSHA) in May for the development of this multi-family project. DSHA expects to make announcement of awards on August 29.

DelDOT has agreed that a left turn lane into the development is not required, which is a great relief as it would have added significant costs to the project.

In June we submitted a request to extend the site plan approval for another year; the Planning and Zoning Committee did not meet in July, so it will be reviewed at the August meeting. It's approval will be a matter of form.

The Rural Development 514/516 NOSA was released on April 19, and our pre-application was submitted on July 1. On August 27, we received a Notice to Proceed directive from RD to complete the final application, due October 16. However, RD has not decided on the correct application submission portal and has extended the due date to October 31. We are ready to submit the full application as soon as we receive notice to proceed. Awards will be announced sometime in January 2025. We were very pleased with our submission and are hopeful that we will be funded and then break ground.

On June 12, the Town of Laurel approved a 12-month extension for the Laurel Glen site plan.

The $1 million earmarked by Senator Coons in Congressional dollars for this project was received in March 2024. We submitted a CPF request to Congresswoman McBride's office in the amount of $250,000 that was included in the Agriculture and Rural Development Bill.

In 2022, NeighborGood Partners (NGP) was the recipient of generous State ARPA funds in the amount of $2,900,000 to develop farmworker housing in Sussex County. The proposed housing is specifically aimed at poultry plant workers of which there are about 10,000 in the County, working in the five processing plants located in Georgetown, Milford, Harbeson, Millsboro, and Selbyville. The workforce is about 50% Haitian, 30% Hispanic, and 20% African American and White. Because of soaring housing costs in Sussex



County, both rental and homeownership, low- and moderate-income workers are finding it more and more difficult to find decent, affordable housing.

USDA/Rural Development offers a Farm Labor Housing (FLH) program, Section 514-516, that has been unused in Delaware for two decades; in fact, it has not been used in the mid-Atlantic region for more than 10 years. The RD financing includes a loan at 1% for 33 years and a grant of up to 10% of Total Development Costs (TDC). More valuable yet is the RD Section 521 Rental Assistance which enables workers to pay rent based on their income. This is true workforce housing as residents must be actively employed to reside onsite. Recent program changes make food processing workers eligible, and funding has been increased from $3 to $5 million per project. Additionally, RD wants to see more geographic dispersion of projects outside of CA, FL, and WA. This means Sussex County is now competitive for these federal funds to develop new housing units.

The first success was the grant of $2,900,000 received from ARPA in August of last year. To date, $346,320 has been used in pre-development expenses, including $300,000 for the purchase of a four-acre plot on Central Avenue, Laurel. This funding was leveraged to receive $500,000 from the Sussex County Housing Trust Fund. An application was made to Senator Coons office for Federal earmarks in the amount of $1,000,000 that received preliminary approval and is awaiting final budget approval.

The project is known as Laurel Glen. It will include 8 one-bedroom, 16 two-bedroom and 8 three-bedroom units. Site plan approval was received in July. The site plan and renderings are attached to this report.

Barriers include ongoing NIMBYism, but because the parcel is zoned correctly, we were able to stave off objections from the community.

Use of evidence

Evidence based interventions and/or program evaluations have not been incorporated up to this point in the project.

Programmatic Data

Data from the Housing Alliance Delaware's 2022 report on Housing and Homelessness was used as well as the National Low Income Housing Coalition's Out of Reach 2023: The High Cost of Housing/Delaware.

Delaware's rental market is such that there are only 28 homes available/affordable for every 100 extremely low-income renters (30% of AMI) and only 61 homes available for every 100 very low-income renters (50% of AMI). Rents have increased 103.2% since 2000 while incomes increased by only 65.4%. 76% of the renters are rent burdened. These significant housing deficits result in poultry workers living

in grossly substandard or overcrowded conditions. Some workers rent beds or rooms for eight hours, sleeping in shifts just like they work. Virtually no housing affordable to poultry workers has been built in the last decade. Knowing of these conditions, and of a possible solution through a layered financing process, NGP is pursuing the construction of 36 units of farmworker housing in Laurel with the project name of Laurel Glen.

Rental housing remains out of reach for thousands of people and families in Delaware. For many renter households, the affordable housing problem has only gotten worse. From 2020 – 2022 property owners increased rent prices so dramatically and so quickly that the federally calculated Fair Market Rents (FMRs) and housing data have not been able to keep up. Nonetheless, the data that we do have makes it clear that household incomes are not keeping up with rental costs. In 2022, a worker needs to earn $22.76/hour to be able to afford a modest 2-bedroom apartment It is estimated by state labor officials that 55,000 people in Delaware earn minimum wage, or lower. Minimum wage in Delaware is currently $11.75 per hour. A full-time minimum wage worker in Delaware can afford $546 per month in rent. This is less than half of what is required to rent a two-bedroom unit at fair market value. To be able to afford a one-bedroom home, a worker at minimum wage would have to work 73 hours each week, or 1.8 full-time jobs. Extremely low-income (ELI) renter households, those with incomes below 30% of the area median income (AMI), are most likely to be housing cost burdened. Cost burdened households spend more than 30% of their monthly gross income on housing costs. Severely cost burdened households spend more than 50% of their monthly income on housing costs

Currently, there is a shortage of 18,148 affordable and available rental homes for extremely low-income (ELI) renters in Delaware. There are 26,430 ELI renter households in Delaware, but only 8,282 affordable and available rental homes that meet the affordability needs of this population. In other words, for every 3.2 ELI households, there is only 1 affordable and available unit.

Client Impact, Interviews, and Success Stories

The project is in the initial development stage, so no such data exists at this point.

Community Engagement

A complete market survey was undertaken before the project commenced.

No community outreach has been conducted to date.

OGOV NCALL LAND BANK

Project Identification Number: 19739

Funding amount (Budget): $4,000,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $4,000,000.00

Project Overview

Funding was awarded to purchase parcels of land in Kent and Sussex Counties to landbank for future, or immediate, development of multi-and single-family affordable housing.

The site plan continues to be refined. We are in discussion with DelDOT and the Town of Laurel about maintenance of the roads. To that end, the town has encouraged us to consider adding commercial space along the road frontage; this scenario is being explored as maintenance of the roads will be very expensive if it needs to be assumed by the future HOA. An application for New Markets Tax Credits was submitted to Community Housing Capital for equity in the amount of $6,880,000 that they will submit in the fall FY 2026 funding round.

In December, NGP staff and a representative from McCrone Engineering met with Town of Laurel staff to present our Large Parcel Development (LPD) concept. Town staff were receptive and offered some valuable insights to improve the plan before presenting it to Planning and Zoning for preliminary approval. Since then, we have had discussions with DelDOT, and plan to meet with Sussex County to discuss maintenance of the roads.

Working with McCrone Engineering, we are developing a site plan for the 78 acre parcel purchase on Discount Land Road in March of 2024. It is a complex process for such a large parcel, and it appears that we can develop about 245 homes on the land. Laurel allows for a Large Parcel Development by Code that can incorporate up to three different types of housing styles. Our plan includes single family homes, townhomes and duplexes, and the current version – it's a work in progress – is attached for your information.

We continue to see land with to purchase with the balance of the grant.

On March 28, 2024, NeighborGood Partners closed on a 78-acre parcel in Laurel that is zoned R1 for single-family development. The contract price was $4,000,000, but the parcel appraised at $3,070,000 so the contract was renegotiated for that amount. We met with the City Manager, Planner and Building Inspector in December to discuss a possible Large Parcel Development (LPD) that would allow for three difference types of housing – townhomes, single family, condominiums, etc. – which might be an excellent use of the land. The City is very supportive but has not had an LPD project come forward for approval yet. We also confirmed that water and sewer will be available and that DelDOT will be widening Discount Road and adding a bicycle lane.



In March, we submitted an application for Congressional funds to the office of Senator Coons for $1 million to commence sitework on the project.

Our intention is to develop a mixed-income community for low to moderate income buyers. In discussion with our ARPA monitors we have learned that we cannot sell homes to households at or above 80% of AMI so will probably use ARPA funds to purchase half of the property, and other monies for the other half to allow buyers up to 120% of AMI.

There is a scarcity of parcels zoned R-3 for multi-family or R-1 for single family housing in Kent and Sussex Counties. Although the market is apparently cooling, correctly zoned parcels are hard to find. Once identified, the process to negotiate and then perform due diligence can take many months to complete. Unfortunately, NIMBYism is alive and well in Sussex County in particular.

Use of evidence

Evidence based interventions and/or program evaluations are not yet incorporated into the project.

Programmatic Data

Data from the National Low Income Housing Coalition's 2023 Out of Reach report for Delaware, and Housing Alliance Delaware's 2021 and 2022 Housing and Homelessness reports were used to support this program.

The COVID Pandemic coincided with and exacerbated the lack of affordable housing units for low-income and moderate-income households in Delaware. Nationally the demand for housing at all income levels was fueled by low-interest rates, increased household savings, and COVID-related virtual/hybrid work schedules allowing people to telecommute and move to areas with lower housing costs, such as Delaware, and particularly, Sussex County. All of these factors continue to impact housing availability in 2023. The demand was intensified in our state by large numbers of retirees moving in having sold homes in high value areas such as metropolitan New York and Washington DC with their buying power further amplified by Delaware's much lower property taxes. In 2021, Delaware had the fourth highest net moving gain in the U.S. with a 27.3% increase in residents (HireAHelper). As of June 2023, Zillow reports a median sales price of $460,580 in Sussex County, $331,557 in Kent County, and $333,044 in New Castle County.

At the same time rents continued to rise, and Delaware had the highest rental cost increase in the country between 2019 – 2021 as reported by QuoteWizard, a LendingTree subsidiary. This forces many households to pay more for housing than they can afford and to cut spending on healthy foods, healthcare, car repairs and other essentials. Alternatively, many have been forced to live in unsafe and unhealthy units because the rent is less expensive. In addition, many cannot find an affordable place to



live. Waiting lists for apartment complexes, public housing and housing vouchers are three to five years long, and homelessness saw a 35% increase in 2021, according to Housing Alliance Delaware's Point in Time Count. The lack of affordable, safe housing is a vicious cycle, often leading to poor health outcomes and homelessness.

In response to this crisis and NGP is seeking to purchase parcels of land to develop as affordable - or workforce - housing as single for-sale or multi-family rental housing with a particular focus on Dover, Kent County, and Sussex County for low- and moderate-income households before land prices escalate further.

Client Impact, Interviews, and Success Stories

The project is in the initial stages of development and there is no data at this point that reflects its positive and community and client impacts.

Community Engagement

There has been no community engagement to this point in the project.

OGOV WILMINGTON HOUSING AUTHORITY

Project Identification Number: 19783
Funding amount (Budget): $1,500,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $1,500,000.00

Project Overview

Objective: Purchase & renovation of long-term vacant homes in the city of Wilmington. Development of new affordable housing opportunities for current and future Wilmington Residents. Reducing blight and community improvement is also an objective.

Barriers: Homes were left vacant for 20-30 years, resulting in a great deal of structural damage. The renovation of these homes created escalated renovation costs, due to the price increase of building supplies as well as excessive structural damage, all of which have driven up the cost of renovation. Over 10,000 families are currently in need of affordable housing in Wilmington, creating a demand for new development.

Achievements: Acquisition of vacant properties in Wilmington; Demolition of the interior structures (removal of framing, drywall, flooring, joist, stairways, windows, roofs). Throughout each property we

have repaired Joist & framing replacement; installation of stairways, subfloors, interior & exterior doors; taping & finishing of drywall; and electrical & plumbing upgrades, etc. We are 90% completion on the renovation of 4 multifamily duplexes and 3 houses located in the Eastside and Westside of Wilmington.

Programmatic Data

https://nlihc.org/housing-needs-by-state/delaware#:~:text=Across%20Delaware%2C%20there%20is%20a,of%20their%20income%20on%20housing.

Across Delaware, there is a shortage of rental homes affordable and available to extremely low income households (ELI), whose incomes are at or below the poverty guideline or 30% of their area median income (AMI). Many of these households are severely cost burdened, spending more than half of their income on housing. Severely cost burdened poor households are more likely than other renters to sacrifice other necessities like healthy food and healthcare to pay the rent, and to experience unstable housing situations like evictions.



This data highlights the importance of our project.

Client Impact, Interviews and Success Stories

HOPE HOUSE RIBBON CUTTING

DAHG COMMUNITY PARTNERSHIP



Pictured Above: *931 Vandever Ave., Wilmington property.*

On Tuesday, April 16, 2024, the Delaware Affordable Housing Group (DAHG) collaborated with the Wilmington HOPE Commission to mark the opening of Wilmington HOPE Commission's Reentry Supportive Housing at 931 Vandever Avenue in Wilmington, DE. According to the Wilmington HOPE Commission, supportive housing plays a crucial role in supporting successful reentry and addressing issues that often lead justice-involved individuals to reoffend. Providing access to housing also enhances public safety, as studies have demonstrated a correlation between housing stability and reductions in crime and repeat offenses.

Under the partnership, Delaware Affordable Housing Group (DAHG) has leased the newly refurbished three-story property, featuring four bedrooms, two and a half baths, on-site laundry facilities, and a private backyard, to the HOPE Commission. This arrangement aims to offer stable housing to Reentry Court program participants as they progress through the initiative. Vincent White, DAHG's Vice President of Operations and 1st District City Councilman, WHA Executive Director & Wilmington Hope Commission Vice Chairperson of the Board of Directors, Ray Fitzgerald, Mayor Michael Purzycki, and Senator Darius Brown all expressed their support for this community collaboration, which aims to facilitate a successful reintegration of residents back into the community.



Pictured Above: *from left to right Director of City of Wilmington Parks and Recreation Ian Smith, DAHG Vice President of Operations and 1st District City Councilman Vincent M. White, WHA Director of Development Andrew Johnson, Terell Watson, Peer mentor of Wilmington HOPE Commission, Wilmington Hope Commission Vice Chairperson of the Board & WHA Executive Director Ray Fitzgerald, Mayor Michael Purzycki and Wilmington Hope Commission Chairperson of the Board and President & CEO of United Way of Delaware, Michelle Taylor.*

No person shall be denied the right to rent or purchase one of the Delaware Affordable Housing Group properties based on the applicant's race, color, religion, national origin, sex, age, disability, marital status, familial status, source of income, or gender. The Delaware Affordable Housing Group adheres to all Federal, State, and local Fair Housing Laws.





Pictured Above: 704 Bennett Street.

EASTSIDE TOWNHOMES

703 & 704 BENNETT RENOVATIONS COMPLETE

Generation Electrical Services completed renovations for these Delaware Affordable Housing Group's (DAHG) properties located in Wilmington's Eastside neighborhood. Families have moved into the two-story, two-bedroom homes this quarter. For more information, contact Jacinta Puckett at jpuckett@dahg.org.



RENTAL PROPERTY RENOVATIONS

NEIGHBORHOODS THROUGHOUT WILMINGTON

The renovations of the duplexes at 712 N. Jefferson Street, 622 W. 5th Street, 417 N. Madison Street, 616 W. 6th Street in Wilmington, DE are complete. A fifth duplex located at 616 W. 5th Street was demolished and set for new construction. DAHG looks forward to the eight families acquiring these completed units.

For more information on a DAHG partnership or becoming a DAHG resident, contact Jacinta Puckett, Development Specialist, at jpuckett@dahg.org.

Pictured Above: 622 W. 5th Street.

Community Engagement

The Delaware Affordable Housing Group (DAHG) requested and sought the support of various community organizations as we developed the long-term vacant units for low-income families. The community organizations had many questions about our commitment to carefully select potential tenants and shared their expectations for our management of the units. After we met these groups bought into our vision for the units and supported our zoning application for the units.

Our community engagement strategy is based on transparency and efficiency. Our goal is to have all of the previously long-term vacant units renovated and available for low-income families by the end of 2024.

Labor Practices

DAHG contracts with local businesses to perform renovation of all of the units that are subject to this agreement. We are intentional about working with women and minority owned businesses.

Although DAHG does not have official Community Benefit Agreements in place, we work closely with interested groups in the areas our units are located to keep them informed and to get their support for our planned use of our buildings. We have been successful in gaining by-in from all of the community groups we have interacted with.



DAHG requires our contractors to follow Davis Bacon wage guidelines. This requirement is in our contracts with vendors and we monitor compliance by requiring vendors to submit weekly certified payrolls.

In our effort to prioritize local hires, DAHG follows HUD's Section 3 guidelines (https://www.hudexchange.info/programs/section-3/) which requires that contractors we work with to train, hire, and contract with low- and very low-income persons, especially recipients of government assistance for housing, to help them become self-sufficient. DAHG is not required to follow these guidelines but we follow them because we believe in them. DAHG also partners with WHA's YouthBuild program to provide training and jobs for YouthBuild participants on our projects.

OGOV SOUTHBRIDGE BEAUTIFICATION

Project Identification Number: 19924
Funding amount (Budget): $1,000,000.00
Project Expenditure Category: 2.23-Strong Healthy Communities Demolition and Rehabilitation of Properties
Expenditures to date: $1,000,000.00

Project Overview

The focus of the Southbridge Community Beautification and Housing Revitalization Project is to address the negative impacts the COVID-19 pandemic has had on Southbridge homeowners of color. This project will address the following negative economic impact of COVID-19 by:

- Providing assistance to Southbridge households through home renovations to provide beautification of homeowner housing in an economically disadvantaged Neighborhood/Community, therefore, enhancing quality-of-life for residents while improving how children and youth see where they live;
- Working to improve small businesses by soliciting local, minority-owned housing developers to complete the home repairs and renovation work of Southbridge resident-homeowners;
- Positively contributing to the construction industry with job creation through local hiring which helps to mitigate the decrease or loss of construction contracts and jobs for Wilmington minority-owned contractors throughout the COVID-19 pandemic;

- Providing homeowners with educational activities relevant to housing codes, property maintenance, and financial literacy for understanding property valuation and equity through housing repairs and maintenance.



Barriers

Introducing a new program into a community that has experienced decades of neglect and false promises requires the building of trust, intensive questions and answers, and proof of true resources and outcomes. Seeing their neighbors' homes being renovated and landscaping planters blooming, we've made believers out of the community. The response and attendance at our civic meetings increased. Posting our Southbridge CDC signs on the participating homes has generated trust and belief in change. Time was needed to overcome the trust barriers before residents were willing to provide their personal information again, with the hope that the program, as presented, would happen. The eligible homeowners eagerly provided all needed documents and worked closely with the local minority construction contractors in reviewing the scope of work outlined for their homes.

Achievements

All 50 homes have had their exterior renovations and updates completed by our construction team of seven minority and female local contractors. The landscape and trash can cover project began in Spring 2025. Collaborating with Roofs From the Heart, another non-profit organization, we were able to give five of our homeowners' roofs repair.

With a small staff, we are partnering with the Neighborhood House's youth program to establish a landscaping maintenance team to care for the Façade Program's participants' curb landscaping and assist in the distribution of flyers, inviting the community to meetings to learn and be involved in decision-making and leadership roles. This follow-up, as promised, has resulted in their cooperation with the project's objectives and processes.

Use of evidence

Working with the Southbridge Civic Association in identifying participants and educating the homeowners on the impact the project will have on their lives and the community has resulted in an



increase in the attendance of residents at the monthly meetings. The recruitment of residents to participate in the association's sub-committees is growing.

The housing renovations will positively impact local government by preserving and improving the tax base in Southbridge. The housing repairs that will be carried out will help to revitalize a once vibrant and strong community. Therefore, such housing renovations will also reduce blight and eliminate significantly the need for the city government to confiscate housing that is determined as unlivable and/or not up to code.

In addition to the economic impacts, this project will contribute to the quality of life of children and adults through improved mental health and well-being. Both factors are hard felt in communities of concentrated poverty, Mental health issues and feelings of low self-esteem among children and youth have increased as a direct impact of the pandemic as noted by reports from the U.S. Dept. of Housing and Urban Development's Office of Policy Development and the American Academy of Pediatrics.

Secondarily, improving the small business and construction industry, one of the goals of the project will provide a needed boost to this struggling area of the economy. Providing viable construction repair work as contracts with local, minority-owned housing developers and contractors will open up opportunities that will also support business owners. The businesses that provide basic materials, tools, trained personnel, and machinery will benefit from increasing and added sales. According to the U.S. Dept. of Labor, minority-owned businesses in the construction industry were impacted by COVID in the following ways significantly more than in other businesses: staff retention, the need for job creation and local hiring, as well as, the loss of construction contracts and job loss, and sourcing of materials. This is why the project approach is to ensure local, minority-owned contractors and housing developers will be solicited and hired for the Southbridge home renovations.

Programmatic Data

GIS DATABASE & SURVEY DATA

SBCDC is still building capabilities within Esri's ArcGIS Online, a cloud-based mapping software, to track all Southbridge properties as well as those that are participating in the improvement program. Eventually, we will have interactive maps, creating an immersive experience that takes maps from a static view to an opportunity for us to explore various demographic maps. This GIS database will provide an extensive view of the social, economic, capital, and wealth disparities and assets. This information will not only support this improvement project but also identify the need for other resources with data to support the need. SBCDC worked with city and regional planning departments to obtain a comprehensive baseline data set with all property addresses in the subject area. The data set also



included baseline data on property type/status (vacant, occupied, etc). SBCDC is continuing to expand the dataset by adding more details such as homeownership v. rental status and occupant demographics.

CRM DATABASE

SBCDC uses a CRM as a centralized data collection and project management tool. The CRM tracks demographic data, program eligibility, communication logs, and project/process workflows from scheduling to completion to next steps. Most importantly, the CRM allows SBCDC to track outcomes. Essentially, SBCDC has established systems and SOPs that will ensure equitable resident access while preventing duplication of effort and missed opportunities. These systems/SOPs will serve as the foundation and framework for long-term community engagement, resource delivery, and neighborhood revitalization.

The CRM was used to capture beautification program results, as well as add-on services. 50 homeowners received Phase 1 beautification services, which included new windows, exterior, and storm doors. including: LED light bulbs and night lights, aerators, advanced power strips, efficient showerheads, and reusable heater filters—all at no cost to help reduce utility bills and improve home comfort immediately. Each homeowner also received their customized HEC report results, which provided detailed information outlining their home's energy use and comfort, with tailored recommendations to improve efficiency. The report detailed installed energy-saving products, estimated annual savings, and connected homeowners to additional Energize Delaware programs, rebates, and assistance resources.

According to the reports, the first 22 beautification clients had a combined 207 units of various energy-saving products installed, which will produce a combined total estimated annual energy savings of over $1400.00.

In addition, SBCDC extended additional landscaping services to 35 homeowners to beautify front exteriors. SBCDC also installed 8 planters at the 2 key neighborhood intersections of the targeted area to enhance the aesthetic of the community's main gateway corridors. Two youth residents were trained by the Delaware Nature Society and hired by the City of Wilmington Summer Youth Program to maintain the new planters. This critical mass of exterior improvements helped to transform the neighborhood's overall curb appeal, which increased positive morale, community-wide.

Client Impact, Interviews, and Success Stories

By December 2024, SBCDC successfully completed the exterior façade renovation phase of the beautification program for 50 residing homeowners. SBCDC is now entering the final landscape



beautification phase, which includes planters and flower boxes to enhance curb appeal and home values.

SBCDC has seen tremendous success in creating a value-added service model wherein residents are connected to a full suite of local and state home improvement services. Specifically, SBCDC's beautification program success has fueled the pipeline for other complementary services (including HEC, LIHEAP, WAP, and Home Performance), which help partner home resource organizations reach the community and achieve their respective programmatic goals. One partner program that the SBCDC brought in to complement the beautification program was the Roofs from the Heart program. To date, this partnership has resulted in over $90,000 in roof repairs for six homeowners, further improving safety, livability, and home values.

SBCDC is emerging as a trusted guide for residents concerning all home improvement needs. The SBCDC's work is helping to stabilize and revitalize the area, while breaking down barriers, building bridges, and generating more community trust and involvement.

The success of the beautification program has opened the door for further community engagement opportunities. This quarter, SBCDC participated in nine civic association and planning meetings with an attendance count of over 210 attendees. The meetings included:

- general meetings with residents and other community stakeholders
- Executive Subcommittee Meetings with the chairs of each of the community-based working committees that were formed to address the social determinants of health
- Southbridge Connects meetings, which convened organizational partners from the South Wilmington Planning Network

The meetings not only reactivated community participation, but they also provided opportunities to:

- Collect essential data
- continue to build neighborly relationships among residents
- disseminate vital resource information, particularly about home improvement resources
- facilitate meaningful discussions that provide insight about needs and concerns

Overall, the success of the beautification program has resulted in increased community pride and engagement, with improved mental health, public safety, and economic value. When homeowners were

asked about how the work from the beautification project has impacted the residents' family's spirit and pride in the home, the responses were as follows:

- "It's uplifting, and we are receiving compliments from friends and family."
- "The work was done very well."
- "Our spirits feel brighter. Every time I pull up to our house, I say WOW! What a difference a new fence & windows make in our home's appearance."
- "My family enjoys the updated windows and doors and new color scheme. We always take pride in our home, and this just pushes us to refresh the whole house."
- "It has sparked motivation to beautify other areas of my home."
- "It brings an upgrade to my block, and I get a lot of compliments, also it brings up the equity on my home."

Community Engagement

The Southbridge community was granted funding from Health Communities Delaware in partnership with the South Wilmington Planning Network to engage Asakura Robinson, a consulting firm, in a year-long community-driven planning process to update the 2006 South Wilmington Area Management Plan (SAMP). The result was the 2021 Southbridge Neighborhood Action Plan (SNAP). SOUTHBRIDGE NEIGHBORHOOD PLAN | SWPN The SNAP builds off the high-level recommendations found in Wilmington's 2028 Comprehensive Plan. Key recommendations were made in the areas of community engagement, economic revitalization, youth and education, affordable living, better health, improved mobility, and resilience to climate change.

The Beautification and Housing Revitalization Project addresses several of the recommendations and action items outlined in the SNAP. The SNAP is the blueprint followed by the SBCA, SBCDC, SWPN, and the many other partnering stakeholders collaborating in the revitalization of the Southbridge community.

On Saturday, March 1, 2025, 30 community members, local leaders, and stakeholders gathered for the SNAP Retreat 2025 to review the progress of the Southbridge Neighborhood Action Plan (SNAP) and outline the next steps. The retreat, which ran from 9:00 AM to 12:00 PM, was an opportunity to reflect on ongoing efforts and strategize for future improvements in flood mitigation, infrastructure, housing, economic development, and workforce opportunities.

During the retreat, we reviewed the progress made, identified areas where work is still needed, and discussed current priorities based on the community's needs. While certain projects have seen meaningful progress, others still require funding, planning, and advocacy before they can move forward. The retreat provided a critical moment to assess which initiatives are on track and which require renewed attention and resources.

The Southbridge Community Development Corporation (SBCDC) will continue to serve as the backbone organization supporting the SNAP, working to secure the necessary resources and partnerships to move these initiatives forward. The Southbridge Civic Association is leading the charge in community engagement efforts, ensuring that residents have a voice in shaping the future of their neighborhood. The work does not stop with this retreat but will require continuous efforts to secure funding, engage stakeholders, and push for real, tangible results. As such, SBCDC will continue to chair the Affordable Living Committee of SNAP, which will engage residents around housing issues that address the vital conditions of health.

SBCDC is also actively engaging and working with the 50 homeowners who participated in the beautification program to form a Homeowners' Association (HOA). The HOA will provide a formal structure to continue planning and advocacy efforts, addressing policies, funding development, and future private and public space revitalization and beautification.

Labor Practices

The SBCDC contractual staff are residents of Southbridge or from close surrounding neighborhoods. This also includes the community's local youth programs, who are hired to handle the door-to-door flyers and survey distributions. All contracted professional services, the property exterior surveyor, the Architect, the Project Manager, and the Marketing Consultant are also local. Consideration of the awarding of the project's construction contracts was given to local businesses that reside in the indicated distressed neighborhoods.

OGOV WILMINGTON LAND BANK

Project Identification Number: 19942
Funding amount (Budget): $4,500,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $4,500,000.00

Project Overview



To date, WNCLB has completed and sold 5 rehabs, at 1006 N Lombard Street, 603 E 10th Street, 838 N Pine Street, 934 N. Pine Street, and 630 E. 11th Street. These units were sold at an affordable price to homebuyers. WNCLB completed demolition at 800-820 N. Pine Street. WNCLB has a developer to build homes at this site. Engineering and architectural studies are underway. Additional targeted acquisitions are underway in the community.

Use of evidence

WNCLB tracks all evidence-based results within the City of Wilmington's system and mapping software. All specific metrics which include acquisitions (address and sales price), homeownership opportunities (number of homeownership units created using SLFRF funds), buyer demographics, and the removal of structurally unsound properties are tracked with WNCLB's internal reporting system.

Programmatic Data

WNCLB seeks to counter the negative trends as identified within the US Census Tract data. East Side US Census Tract 9 Statistics include:

Over 64% of units are rental properties.

Over 18% are vacant as compared to the City of Wilmington average of 12%.

47% of residents earn $25,000 or less per year.

Within the SLFRF project focus area, WNCLB has identified 100 vacant, deteriorating units. To date, utilizing the SLFRF funds and existing activity we have the following results:

Acquisitions

- WNCLB has acquired 24 vacant properties.

Homeownership Units

- The rehabs at 1006 Lombard Street, 603 E 10th Street, 838 N Pine Street, 934 N Pine, and 630 E. 11th Street have been completed and sold to eligible homebuyers.
- 20 units have been transferred to developers.
- Utilizing existing WNCLB inventory and leveraging the City of Wilmington ARPA funding source, a total of 110 homeownership opportunities will be created.
- WNCLB completed stabilization of 7 units.



Demolitions

- Demolition of the units at 800-820 N Pine Street was completed,. An RFP was issued and a developer selected. Engineering and architectural studies are underway.

Client Impact

WNCLB plans to engage the homeowners of the units that have been transferred to minority developers once they are completed.

Community Engagement

In addition to speaking at the East Side Neighborhood Association meetings, we have developed a series of East Side community events to keep the residents updated. The events will continue in 2025.

Our Community Objective: to accomplish our goal of sharing information about ARPA activities in the Eastside with as many residents as possible. Information we share includes:

- Rehabilitated homes coming on the market for sale
- Places you can go to get mortgage ready
- Homes being renovated for rental
- Where these properties are located
- How they will be marketed
- Other activities and updates that might help Eastside residents take advantage of the coming opportunities.

OGOV TODMORDEN FOUNDATION

Project Identification Number: 20462
Funding amount (Budget): $2,750,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $2,750,000.00

Project Overview

The project aims to revitalize Bennett Street in Wilmington, Delaware, by transforming a previously neglected area consisting of abandoned and blighted properties into a vibrant and thriving community. Through the construction of 20 new units, the project intends to provide affordable and modern housing options while uplifting the overall neighborhood.



The development plan involves careful demolition and removal of the existing derelict structures, followed by the construction of 20 new residential units. These units will feature contemporary designs and amenities, incorporating sustainable and energy-efficient elements. The project will prioritize the use of environmentally friendly materials and construction practices, contributing to a greener and more sustainable community.

The new units will be designed to accommodate diverse demographics, catering to the needs of families, professionals, and individuals seeking affordable housing options. The project aims to create a sense of community and promote social interaction among residents.

The revitalization effort on Bennett Street extends beyond the construction of new units. The project will involve enhancing the surrounding infrastructure, including roads, sidewalks, and public spaces, to improve connectivity and accessibility. The goal is to create a safe and inviting neighborhood that encourages pedestrian-friendly activities and fosters a strong sense of belonging.

The construction of 20 new units on Bennett Street represents a significant step towards transforming a once neglected area into a vibrant, inclusive, and sustainable community. By combining quality housing with improved infrastructure and amenities, the project aims to enhance the overall quality of life for both existing and future residents, while serving as a model for future urban renewal endeavors.

Additionally, 750,000 of the project is for Senior Housing for Flats V.

Use of Evidence

Tracking Progress and Impact on the Neighborhood for the 20 New Units on Bennett Street

We have to effectively monitor the progress and measure the impact of the construction of the 20 new units on Bennett Street, we implemented a comprehensive tracking system that covers various aspects of the project. Here are some key strategies to consider:

1. Construction Timeline: A detailed construction timeline that outlines major milestones and deadlines has been developed. This will help ensure that the project stays on track and any delays or bottlenecks can be identified and addressed promptly.

2. Budget Monitoring: We established a robust financial tracking system to monitor project expenses against the allocated budget. We will regularly review financial reports, identify cost-saving opportunities, and we will ensure adherence to the project's financial plan.

3. Construction Quality Assurance: We implemented a quality assurance program. The architect will conduct regular inspections and quality checks at different stages of construction to identify and rectify any potential issues promptly.



4. Community Engagement: We will establish channels for ongoing communication and engagement with the neighborhood residents, local community organizations, and stakeholders.

5. Occupancy and Tenancy: We will track the sale of the new units over time. We will monitor the speed at which the units are sold and assess the satisfaction levels of the residents through surveys or feedback mechanisms. This will help gauge the demand for the housing units and evaluate their impact on meeting the housing needs of the community.

By implementing this comprehensive tracking system that encompasses construction progress, financial management, community engagement, occupancy rates, neighborhood perception, economic and environmental impact we can effectively evaluate the progress and measure the positive changes brought about by the construction of the 20 new units on Bennett Street. This will help ensure accountability, identify areas for improvement, and inform future decision-making processes related to similar revitalization projects.

Programmatic Data

In order to comprehensively track the progress of the project, the following data elements will be utilized:

1. Demographic Data: Detailed demographic profiles of the targeted area will be recorded, including population size, age distribution, household composition, income levels, and employment statistics. This data will be instrumental in understanding the community's composition and housing needs. By overlaying this data with demand indicators for affordable housing, such as waitlist numbers or housing instability rates, we can ensure that the 20 new units address the specific requirements of the community.

2. Client Counts: Tracking the number of households or individuals currently residing in substandard or inadequate housing conditions in the targeted area will provide concrete evidence of the housing challenges faced by the community. Additionally, data from housing authorities or affordable housing programs will be utilized to demonstrate the existing demand for improved housing. These client counts will substantiate the need for the 20 new units and justify resource allocation for addressing the housing shortage.

Client Impact, Interviews and Success Stories

The following highlights reflect the positive outcomes that will be observed:

1. Improved Housing Quality: The completion of the 20 new units will provide residents in the community with high-quality, modern, and affordable housing options. Clients who were previously



living in substandard or inadequate conditions now enjoy improved living spaces that meet their needs and enhance their quality of life.

2. Increased Community Satisfaction: Through community leaders, we have received overwhelmingly positive feedback from residents in the Bennett Street neighborhood. The project has generated a sense optimism within the community.

3. Enhanced Neighborhood Safety: The project has begun to contribute to improving neighborhood safety, as evidenced by a reduction in crime rates provided by the city of Wilmington.

4. Economic Empowerment: The construction project will have a positive economic impact on the Bennett Street neighborhood resulting in increased property values.

5. Community Integration and Social Interaction: The project design incorporates shared spaces through the construction of a new park on Spruce Street and communal amenities, promoting social interaction and community integration.

6. Addressing Housing Needs: The 20 new units will make significant strides in addressing the pressing demand for affordable housing in the area. By providing housing options that cater to diverse demographics, including families, professionals, and individuals, the project has contributed to reducing housing insecurity and supporting the community's long-term stability.

Community Engagement

During the planning phases of the project, extensive community engagement efforts were undertaken to determine the need and justification for the construction of the 20 new units on Bennett Street. The following approaches were employed to actively involve the community in the decision-making process:

1. Surveys: Community leaders have conducted several studies to gather feedback and opinions from residents regarding their housing needs, preferences, and concerns. These studies were designed to ensure inclusivity and reach a diverse range of community members.

2. Proposals and Presentations: Detailed project proposals and presentations were prepared and shared with the local community leaders and legislators. These documents outlined the project's objectives, design plans, anticipated benefits, and potential impact on the neighborhood. The proposals were made available to residents for review, allowing them to provide input and express their opinions.

OGOV NHA GEORGE READ VILLAGE

Project Identification Number: 21099

Funding amount (Budget): $3,985,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $2,151,611.00

Project Overview

The Newark Housing Authority's George Read Village Redevelopment project represents a comprehensive affordable housing investment designed to combat the negative economic impacts of COVID-19 in Newark, Delaware. The primary objective involves demolishing the existing obsolete 36-unit senior public housing complex and administrative building at 313 E. Main Street, then constructing a modern 72-unit affordable housing development with 54 senior-designated units (replacing the original 36 senior units with 18 additional senior units) and adding 18 new family units. This redevelopment effort, whose planning has been underway since January 2020 but was significantly impacted by the COVID-19 emergency, aims to provide high-quality, energy-efficient housing built to Department of Energy Net Zero Ready certification standards while offering wraparound supportive services to address disparities in public health outcomes. The project directly responds to the pandemic's disproportionate impact on low-income communities and seniors by increasing the affordable housing supply.

The primary barrier has been securing adequate financing to build the project. COVID-19 significantly impacted the planning process that began in January 2020, causing delays in predevelopment activities and financing acquisition. These pandemic-related disruptions created cascading delays throughout the project timeline, making it challenging to maintain momentum and secure the necessary funding to move forward with construction.

2025 marked a breakthrough year for the project with several major milestones achieved. The project received final approvals and successfully closed on financing for construction through a combination of assistance from the City of Newark, New Castle County, ARPA Funds, and construction financing. The official notice to proceed was issued on April 1, 2025, followed by a groundbreaking ceremony on May 16, 2025. Construction is now actively underway with all core permits secured. Significant site preparation work has been completed, including utility rerouting, gas service removal, tree stump removal, site clearing, earthwork, and building pad preparation. The construction team is currently coordinating the installation of footers, steel plates, bolts, and underground sleeves while advancing concrete layout work.

As of June 30, 2025, the Project has incurred $3.4 million in expenses, though none of these costs have been funded through ARPA funds to date. All allocated ARPA funds are scheduled for expenditure by the December 31, 2026 deadline.

Use of evidence



The Newark Housing Authority Redevelopment of George Read Village, Phase 1 incorporates multiple evidence-based interventions aligned with ARPA Final Rule guidance. The project's strategic location in a federally designated Qualified Census Tract establishes presumptive eligibility for addressing COVID-19's disproportionate impacts on public health outcomes. The housing-first approach provides stable, affordable housing as the foundation for health and economic stability, supported by comprehensive on-site wraparound services including food education through the University of Delaware Cooperative Extension, legal aid, exercise programs, and mental health support.

The project specifically targets vulnerable populations by reserving 10% of units for special populations including homeless individuals, domestic violence survivors, persons with disabilities, and those exiting state institutions, with the 54 senior-designated units addressing the specific needs of Newark's fastest-growing demographic (75+ population increased from 3.3% in 1990 to 6.7% in 2020). The project addresses documented housing affordability challenges where 60% of Newark households are rent burdened and 46.43% of residents 65 and over experience rent burden.

The project addresses a critical demographic shift documented through American Community Survey (ACS) data analysis. Although Newark is recognized for its large student population, the 75+ population represents the fastest growing age cohort in Newark. ACS data shows the senior population has grown in size from 3.3% of the population in 1990 to 6.7% by 2020. This 30-year trend indicates continued growth pressure on senior housing demand that will continue to intensify.

Concurrent with this population growth, ACS housing cost burden data reveals that 46.43% of residents 65 and over are rent burdened in Newark, meaning nearly half of the senior population spends more than 30% of their income on housing costs. This rate significantly exceeds the national average and places Newark's seniors at heightened risk for housing instability, particularly given that many older adults rely on fixed Social Security income that represents one-third of total household income for adults aged 65 and older.

George Read Village will increase affordable housing options in the City of Newark by providing homes for an additional 18 seniors and 18 families compared to the existing obsolete units. While the need for affordable housing is much greater than this one project can provide, this development doubles the number of affordable housing units on the site while providing additional wraparound services specifically designed for seniors.

Programmatic Data

Extensive statistical data demonstrates the critical need for this affordable housing investment, with 60% of Newark households experiencing rent burden—the highest rate among large Delaware cities—and 42% severely rent-burdened, while 46.43% of residents 65 and older face housing cost burdens. The



COVID-19 pandemic exacerbated these challenges, causing a 3.0% decrease in median income for lower-income households and a 2.1% decrease for middle-income households between 2019 and 2020. Delaware has experienced a 35% increase in homelessness over the past two years, with the state facing a shortage of 20,000 affordable housing units for the lowest-income residents. Demographic trends show Newark's 75+ population is the fastest-growing age cohort, tripling from 3.3% in 1990 to 6.7% in 2020, creating increased demand for senior housing. Health disparity data reveals that housing-insecure individuals are six times more likely to delay medical care due to costs and twice as likely to report poor health status, poor mental health, or health limitations, directly linking housing stability to health outcomes.

Client Impact, Interviews, and Success Stories

The George Read Village Project represents a successful partnership between the Housing Authority, development partners, and local and state officials that has brought new construction to Newark, Delaware. This collaborative effort has improved housing conditions for existing residents while expanding affordable housing options for the broader community. The following interviews and success stories highlight the initial progress toward securing construction financing, the commencement of construction, and future plans for George Read Village.

Ellen Pollack – Resident Representative on the NHA board: “I’m looking forward to it. It will be more modern. It will have central air, a dishwasher, and a washer and dryer in the apartment. Pollack said the area is a good place for seniors to live, especially those who don’t have cars, because they are in walking distance to Newark Shopping Center, The Grove at Newark, the Newark Transit Hub and all the businesses on Main Street. She is hoping the retail space in the new NHA building is filled by a tenant that caters to the residents there. It’s very convenient.”

Delaware Governor Matt Meyer: “The George Read Village redevelopment is a shining example of what we can achieve when we invest in our communities and prioritize the needs of working families. These 18 new affordable homes in downtown Newark are more than housing — they represent opportunity, stability, and a stronger Delaware. This project aligns with our statewide commitment to expand affordable housing, streamline development processes, and ensure every Delawarean has a place to call home. As we celebrate this milestone, we must continue to push forward with zoning reforms, reduced construction costs, and creating innovative financing tools to meet the growing demand for affordable housing across our state.”

Marene Jordan, executive director of the Newark Housing Authority called the groundbreaking a major milestone in the mission of the Newark Housing Authority in providing more affordable housing for those in need in the City of Newark. “It is my hope that this is just the beginning of a new era of

commitment to this great need. It shows what can be accomplished when dedicated visionaries work hard and long toward a common goal for the good of a community and its deserving people. The Newark Housing Authority is greatly appreciative to all those who contributed their time, efforts, talents and funds in bringing this to a reality. It is my belief that this will not be the last project and groundbreaking event for a deserving group in our community and the Newark Housing Authority will always be steadfast in its goal of greater achievements."

Nikki Lane, Chair, Board of Commissioners, Newark Housing Authority: "This project will not only improve the need for affordable housing, it will enhance the diversity of the City of Newark, which is a unique college town with a strong emphasis on student housing. Developing for individuals and families is refreshing."

Delaware State Housing Authority (DSHA) Director Matthew Heckles: "This redevelopment of George Read Village shows what can happen with collaboration, investments and vision. Bringing 18 new units to this area of Newark will have a meaningful impact on the community and address our critical housing supply issues."

New Castle County Executive Marcus Henry: "The groundbreaking of this housing project is about more than just shelter, it's about commitment to the people we serve. This project reflects our shared belief that everyone deserves a safe, dignified place to live, and I'm proud that New Castle County is part of making that vision a reality."

David Holden, Development Principal at Ingerman: "After much success with The Willows at Alder Creek, Ingerman is thrilled to partner once again with the Newark Housing Authority to bring additional high-quality affordable housing to the people of Newark. We could not have reached this important milestone without the community's support and our collaboration with the DSHA, city leadership and staff who share our vision to expand and improve the City's affordable housing offerings."

Community Engagement

The Newark Housing Authority (NHA) engaged extensively with the community throughout the planning process to establish need for the George Read Village redevelopment project. This engagement included regular meetings between NHA leadership and existing senior residents to discuss planned development, ensuring current residents had direct input into the project design and implementation. These sessions provided a forum for residents to express concerns, preferences, and priorities for their community's future.

NHA also conducted extensive outreach to elected officials and community leaders to build support and gather broader community feedback on the proposed expansion from 36 senior units to 72 total units.



State Representative Cyndie Romer (District 25) participated in the groundbreaking ceremony, highlighting the project's significance in creating new affordable housing options in downtown Newark, supported by over $26 million in public investment from local, state, and federal sources, including DSHA.

The engagement process established lasting community support that continues throughout the construction phase. This sustained engagement has been crucial as the phased construction project, which began with the demolition of 5 residential buildings and the administration building, is expected to take up to 2 years to complete.

The overwhelming community support received demonstrates that the engagement process successfully identified and validated the critical need for additional affordable housing in Newark. Community input directly influenced the project's design to ensure no permanent displacement of current residents through a comprehensive temporary relocation plan and priority placement system for existing seniors in the expanded housing.

Equity Goals and Community Engagement Strategies

The engagement strategies specifically supported equity goals by prioritizing the voices of existing senior residents—a historically vulnerable population facing housing insecurity. Ellen Pollack, a four-year resident who serves as a resident representative on the NHA board, exemplifies this approach. Pollack expressed enthusiasm for the modern amenities the new units will provide, including central air, dishwashers, and in-unit washers and dryers, while highlighting the location's accessibility advantages for seniors without cars, emphasizing the walking distance to Newark Shopping Center, The Grove at Newark, the Newark Transit Hub, and Main Street businesses.

By eliminating blighted, HUD-designated obsolete housing and replacing it with expanded, quality affordable units, the project addresses systemic housing inequities while maintaining affordability for residents who have traditionally faced barriers to quality housing options. The inclusion of retail space in the new NHA building demonstrates responsiveness to community needs for convenient services that serve residents' daily needs.

The engagement process aligned with Newark's Comprehensive Plan goals for creating a sustainable and inclusive community, ensuring that community input supported broader equity objectives in housing access and neighborhood revitalization. As Executive Director Marene Jordan emphasized, "the Newark Housing Authority will always be steadfast in its goal of greater achievements," demonstrating the organization's ongoing commitment to community-driven development that serves historically underserved populations.

Labor Practices

The George Read Village redevelopment project demonstrates a strong commitment to promoting effective and efficient delivery of high-quality capital projects while supporting economic recovery through robust employment opportunities for workers. The project implements comprehensive workforce practices that align with federal requirements and best practices for publicly funded construction projects. Prevailing wage requirements under the Davis-Bacon Act are strictly enforced, with the Newark Housing Authority providing oversight to ensure compliance with all applicable schedule of wage rates approved by the U.S. Secretary of Labor. This ensures that all construction workers receive fair compensation that reflects regional labor market standards, supporting both worker welfare and construction quality.

Local hiring initiatives are prioritized through the HUD Section 3 program, which mandates that to the greatest extent possible, training, employment, contracting and other economic opportunities be provided to low- and very low-income persons. This requirement directly channels employment benefits to the communities most impacted by COVID-19, creating a direct pathway for economic recovery among Newark's most vulnerable residents. The Newark Housing Authority maintains oversight of these workforce requirements, tracking compliance metrics and ensuring that contractors meet their obligations for local workforce participation.

These strong labor standards not only ensure high-quality construction delivery through skilled, fairly compensated workers but also create meaningful economic opportunities that contribute to the broader recovery effort. The combination of prevailing wages and local hiring requirements establishes a framework that supports both effective project execution and community economic development, maximizing the public benefit of ARPA investment.

OGOV NEWARK SENIOR CENTER

Project Identification Number: 21100
Funding amount (Budget): $250,000.00
Project Expenditure Category: 222-Strong Healthy Communities Neighborhood Features that Promote Health and Safety
Expenditures to date: $250,000.00

Project Overview

The COVID pandemic has had considerable impact on the Center and forced us to reimagine some daily operations. Previously, the Newark Senior Center used different rooms for various programming

throughout the day. A full-time staff person was continually rearranging rooms to meet the different needs. Over the past 2 years, we have tried to minimize transitions, maintain standard room setups, and allow appropriate spacing for the safety of our members. This has restricted the attendance in various classes and limited the variety of programming we have been able to offer our members.

Funding is being utilized to strategically expand the facility, providing more dedicated and appropriate spacing allowing us to resume a wider variety of programming. Space is also being added to the Meeting of Minds program allowing us to serve 40% more participants each day.

After extensive planning, the expansion project began on May 1, 2023. Funding was received from multiple sources, detailed in the Budget Management section of the ARPA SLFRF Questionnaire The project was completed in December 2023 and opened for use in January 2024.

Use of evidence

The Newark Senior Center tracks service units, units of participation (attendance) for all Center programming. The goal for the expansion is to return to 70% of pre-Covid enrichment numbers, including our congregate meal program. The goal for the expansion of the Meeting of Minds program, an early memory loss program, is to serve up to 40% more participants each day.

Although our goal was to reach 70% of preCOVID numbers, since the expansion both enrichment activities and fitness activities have increased more than 130%.

The Early Memory Loss Program, Meeting of Minds, now has the capacity to serve a maximum of 45 individuals per day. The average attendance for FY 24-25 is 28 individuals per day. The program currently serves 70 families and has served 350 families since inception in 2016.

Programmatic Data

The NSC maintains historical data for nearly 20 years. The key to this project is to allow the Center to continue to recover from the pandemic, to safely serve members of our community, and to expand programs and services. For many years, the facility has been fully utilized during peak hours.

Outcomes:

- Increase participation by NSC members in enrichment activities, including the congregate meal program to 70% of pre-Covid levels.
- Increase participation in Meeting of Minds program by 40% each day.

Although our goal was to reach 70% of pre-COVID numbers, since the expansion enrichment activities are 127% of pre-COVID participation levels and instructed fitness programming is 140% of pre-COVID levels.

The Early Memory Loss Program, Meeting of Minds, now has the capacity to serve a maximum of 45 individuals per day. The current average enrollment for FY 24-25 is 28 individuals per day. This attendance is 140% of pre-COVID levels.

Client Impact, Interviews, and Success Stories

The Newark Senior Center is the first and only nationally accredited senior center in the State of Delaware. The NSC offers a wide array of programs and services serving the 50+ community. The Center also serves as a community hub, providing space to other not for profits, organizations and civic groups.

This expansion project allows us to expand programs and services provided.

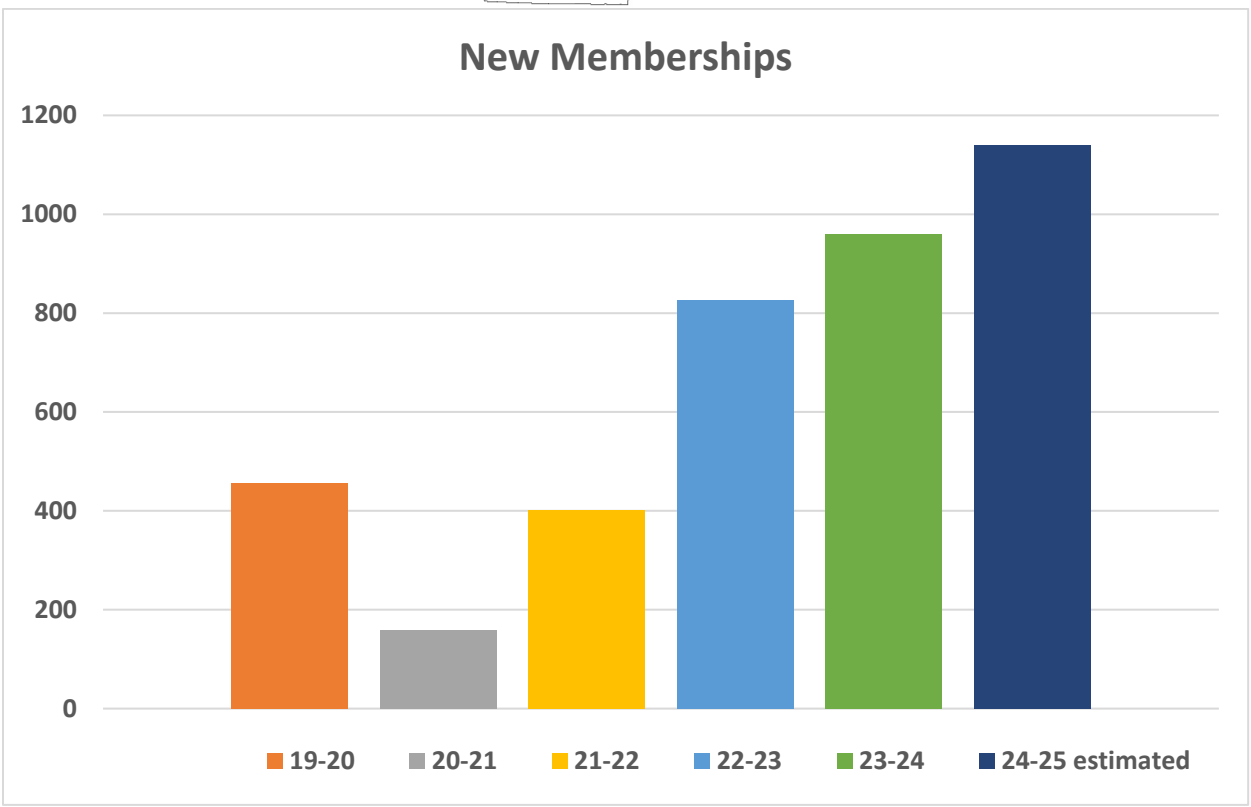
The current level of service for fitness activites is over 50,000 per year or a 40% increase.

The current level of service for social and enrichment activities is over 21, 000 or a 27% increase.

Current annual participation in Meeting of Minds is over 7,000 per year or a 40% increase.

Community Engagement

The NSC utilized the guidance of Board members, volunteers, members and staff in the development of plans for this expansion project. The NSC has made great progress, as noted below in serving a more diverse community. Providing a welcoming facility, by staff, volunteers and other members, has had a positive impact on new member participation.



Labor Practices

This is feedback provided by our General Contractor: Nowland Associates.

1) Nowland Associates wages meet or exceed the wage rates applicable in our area.
2) Although no labor unions or labor agreements are in effect, our workforce benefits include health insurance, disability insurance, life insurance, employer funded 401-K, holidays and personal time off. These exceed industry standards for our area.
3) All workers and subcontracted vendors are legally documented and local to our area.
4) Our company participates in, and donates to, many local charities and events.
5) We support local businesses and suppliers.



OGOV Milford Housing

Project [Identification Number]: 21590
Funding amount (Budget): $1,900,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $650,000.00

Project Overview

During the pandemic, the participants in our home ownership program were and continue to be negatively economically impacted due to Coronavirus (Covid 19). Current participants who are building their own Energy Star rated home via our homeownership programs have experienced massive increases in the costs of materials and subcontractor increases. So much so that the loans that they received to build those homes are not covering the entire cost of the home anymore putting these families in jeopardy of not completing their homeownership goals.

Furthermore, the rising costs have jeopardized many clients' ability to enter our homeownership programs and/or to complete their home construction. In many cases, the loan proceeds received are inadequate to complete the project.

The objective is to bridge the gap between those rising costs and what current and future participants can responsibly afford to achieve their goal of home ownership.

Barriers:

Participants in the program are having a difficult time securing affordable land on which to build in the State of Delaware. The cost of land has increased, and the availability of land has decreased.

Additionally, federal funding cuts have led to a shortage of funds available to fund 502 Direct Loans. This causes a hardship for our clients as they are not able to afford a market rate mortgage despite having grant funds available with which to assist them. To make owning a home affordable, our clients often require the assistance of the federally funded loan and the ARPA grant.

We currently have no shortage of eligible clients who are qualified for 502 Direct Loans and assistance from the ARPA grant. To date, MHDC has eleven qualified applicants waiting on approval from USDA, some having been submitted as long ago as July 2023. The information that we are being given by USDA is that the funding of loans will not begin again until approximately October. We continue to submit new clients monthly.

Use of evidence

Success will be tracked by the numbers of clients served with the assistance of the ARPA grant.

Programmatic Data

MHDC will track the number of clients served with the SLFRF funds. The demographic data of each client will also be tracked.

As of June 30, 2024, seven clients have been served using the SLFRF. All seven clients have achieved the dream of owning their own homes.

Client Impact, Interviews, and Success Stories

With the assistance of the SLRF grant funds, MHDC has had the pleasure of assisting seven clients with achieving safe, affordable homeownership. These clients are a mix of low-income and very low-income single, head of household minority families, who would have otherwise not been able to secure an affordable home to own.

Community Engagement

MHDC continually engages in outreach programs to reach our target population of low-and moderate-income clients. Membership and attendance in events such as the Workforce Housing Conference, The Affordable Housing Taskforce, and MHDC sponsored workshops, has taught us that housing is foundational and that there is a lack of affordable housing in our State.

Additionally, we use data sources such as DSHA's Housing Needs Assessment which indicates there is an inadequate number of affordable units in our community.

OGOV CENTRAL BAPTIST CDC

Project [Identification Number]: 22091
Funding amount (Budget): $625,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $625,000.00

Project Overview

The overall objective of the project is to overcome disproportionate negative economic impact on BIPOC residents of Wilmington (specifically, Eastside) by expanding Workforce Development programs in the ECDC (Eastside Career Development Center) Division of Central Baptist CDC. We will do this by



purchasing and renovating the abandoned building at 703 East 7th Street, Wilmington, DE to serve as the site for ECDC workforce development programming.

Achievements – We have purchased the building, have architectural renderings for planned renovations, and have a preliminary estimate of costs for renovation. We have also begun piloting a new curriculum for workforce development program that targets in demand jobs in Skilled Trades and focuses on preparing our clients for career advancement beyond landing their first job.

Use of evidence

Our Workforce Development program has been designed in accordance with evidence-based practices:

We focus on high job quality, not just any job – jobs that pay $40,000 - $60,000 annually and have opportunities for career growth, jobs with stable predictable hours, and paid time off and other benefits. We design our courses to fit the needs of those who have difficulty learning in traditional "school" settings and use trauma informed practices to support learners preparing for the workforce.

We are just piloting our new curriculum so don't yet have data to report.

Programmatic Data

We have demographic data on the Eastside Neighborhood that includes:

• 92% of residents are Black and 12% identify as Hispanic

• 49% of adult residents are employed

• 45% of adult residents are not in the Labor Force (many haven given up on getting a job, often because of prior

involvement with the justice system)

• 42% of individuals are living in poverty

• Most households earn only 30% of the Area Median Income

• 18% of homes are vacant and blighted

• Social vulnerability Index rating of .83

• Deprivation Index of 10 (most vulnerable)

Client Impact, Interviews, and Success Stories

During 2023, we undertook a complete revamping of ECDC, our workforce development arm, gathering data on in-demand jobs and other opportunities. We asked community members to weigh in, as well as a broad range of businesses and government organizations. In January 2024 we launched our first pilot of the new curriculum program with 32 students. We do not yet have client impact data to report, but are implementing continuous feedback and data to gauge client and community impacts.

ARPA funds have been utilized to purchase a vacant building in the Eastside that will be renovated and serve as the home for ECDC and where residents can readily access training and development programs.

Community Engagement

Central Baptist CDC has worked continuously with the Eastside neighborhood residents in identifying neighborhood revitalization plans and objectives, including identifying the need for workforce development and access to jobs. Our Workforce Development program (ECDC) grew out of the Eastside Blueprint Neighborhood Plan (2013). Since July 1, 2023, we have collaborated with Habitat for Humanity in leading a resident-driven Eastside Neighborhood Revitalization Plan process. Those efforts include, but are not limited to:

1. Community meetings – We facilitate a monthly Eastside Resident Civic Association meeting which includes gathering input on needs and aspirations of residents. We share information about our programs and receive feedback on a consistent basis.
2. We have initiated a Civic Engagement process related to the overall needs of the Eastside, as well as gathering input specifically related to Workforce Development. That has included surveys – both general and specific to jobs and workforce development – focus groups, and community meetings.
3. The Eastside Neighborhood Revitalization Plan process includes a Steering Committee made up of Residents and other stakeholders. Jobs, workforce development, and related topics are being considered during the planning process and that feedback guides our work.

Labor Practices

To date, no labor has been hired for this project. We will Prioritize Local Hires, and will comply with required Labor Practices.

OGOV WILMINGTON HOUSING AUTHORITY EXTENSION

Project Identification Number: 22208
Funding amount (Budget): $660,000.00

Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $660,000.00

Project Overview

WHA is seeking to continue the renovation of long-term vacant homes in the city of Wilmington. This funding will allow WHA to cover additional cost related to supply chain issues and inflation in the cost of materials. In addition, WHA expect our efforts will reduce blight and improve the community.

This is an extension of the Wilmington Housing Authority Project (19783).

OGOV EZION FAIR SENIOR LIVING

Project [Identification Number]: 22267
Funding amount (Budget): $1,000,000.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $1,000,000.00

Project Overview

Our goal was to address the poverty and trauma that have taken a toll on the Southbridge community. From the abandonment of homes & businesses that was once a part of this vibrant area; the vacant lots with junk cars, to the DNREC polluted soil, Southbridge residents and seniors deserve more. Ezion Fair has a 103-years' history with Southbridge, and is determined to restore, resurrect and redeem what poverty & neglect have dismantled.

Just fewer than 400,000 residents of Delaware are 50 and older, which equates to almost 40 percent of the state's population. That's the sixth-highest percentage of seniors among all states, and Delaware's median age of 41.1 is almost three years higher than the overall U.S. median age. Yet, there is a growing crisis of affordable housing across the state, especially in the most populated city of Wilmington. Crime and poverty have become the landmark for many communities that our senior citizens are forced to live in. With this project, we will begin to bridge and turn the trajectory for decent and affordable senior citizens living accommodations.

We are 90% completed with building our 10 apartments goal for this year. This project will not only address affordable housing for our senior citizens, but a greater quality of emotional, physical and mental wellness as well. We also believe that this project will become a model for true quality affordable living accommodations.



Programmatic Data

Currently in Southbridge there are 1,589 residents:

- These 1, 589 residents occupy approximately 279 of the properties; which average six (6) residents per property (some research says 4), with 99% of the properties being "RowHomes" dwellings.
- Approximately 64% of the properties are rentals while 36% are owned by the resident.
- Approximately 31% of the 1,589 residents are 45-years old and older, which speaks to the aging of this community.
- Approximately 31% of the 1,589 residents are children in PreK-12 living in heavily populated homes which is a disturbing finding.
- Within this community – there is daycare for infants & toddlers; recreation facilities and parks for the youth; civic and social clubs and services for the young adults. However, we could not find services specifically designed to serve seniors.

Our review indicates the aging of the Southbridge residents as well as a lack of services specifically designed to serve seniors. Our next step in the process included a review of the research around the elderly.

According to (Culhane et al., 2019), The population of individuals who are homeless and elderly is expected to nearly triple over the next decade, according to a new study released by researchers at the University of Pennsylvania, University of California Los Angeles, New York University, and Boston University.

Experts say the projected upturn of the aging homeless population, concentrated among those born between 1945 and 1966, will also lead to a surge of cost increases associated with health care and shelter needs. The multi-site study includes Boston, New York City, and Los Angeles County, but is likely indicative of growth that is expected to take place across the country, according to homelessness expert Dennis Culhane, The Dana and Andrew Stone Professor of Social Policy at the School of Social Policy & Practice. More specifically, the national population of people 65 or older experiencing homelessness is estimated to grow from 40,000 to 106,000 by 2030. The predicted spike is based on 30 years of existing census data.

The shifting age demographic is an unavoidable hurdle in nearly every aspect of urban life and demands new ideas; from health system pressures and an increasing need for services and supports, to combat the disproportionate impact of climate change on older populations and the economic impact of gentrification on neighborhood stability. A one-size-fits-all solution is not the answer. Older adults are as



equally diverse as the younger population and are a major, although complex, driver of economic expansion.

Adults over age 60 are expected to account for about half of urban consumption growth by 2030, but that figure excludes those experiencing economic stress. By age 65, approximately 40 percent of middle-class Americans will fall into poverty or near poverty. Consequently, older adults are working later in life than earlier generations and seeking employment beyond traditional retirement age. They often face ageist bias and high unemployment rates in inner cities like Wilmington Delaware.

Ware and Peuquet (2003) in their analysis report, The Delaware Analysis of Impediments to Fair Housing Choice, examined discrimination and segregation in Delaware's housing market, as a required by The U.S. Department of Housing and Urban Development (HUD). The analysis identified obstacles to fair housing choice through a comprehensive review and analysis of policies, procedures and practices, that directly or indirectly impinge on equal housing opportunities in both the public and private sectors of the locality. They found that Seniors are more often overlooked and left behind, especially when they do not have love ones who can provide direction and attention to their daily living needs. These obstacles create a culture of discrimination which will negatively impact the aging community. A component of our facility proposal includes a resource that will help to build a community of support and provide mental, physical, social, and spiritual support to all residents. Ezion Fair proposes to hire a Social Service/Program Director for the facility, whose responsibility is to plan and prepare events, experiences and activities to address the mental, physical, social and spiritual needs of the residents.

Delaware State Fair Housing Consortium authors lists the following key points in their Statewide Analysis of Impediments to Fair Housing Choice (2020) report:

- There is a need for more affordable housing in high opportunity areas to meet the needs of low and moderate-income residents, especially low-income people of color and persons with disabilities.
- Statewide, racial or ethnic minority groups are likely to experience higher rates of housing problems (lack of complete kitchen facilities, lack of adequate plumbing, overcrowding or cost burden).
- Delaware has made progress in addressing the needs of persons with disabilities, but there is still a need for more affordable, accessible and evenly distributed housing.

While these findings may be true and accurate, they are not complete if our community of seniors are missing from this analysis. Our senior population is excluded and prevented from accessing services provided to the larger group of seniors because they are often left behind, often marginalized, and often



mixed-in with other groups. The situation is further exacerbated when seniors are lumped with the disabled when (by definition) they are not a part of that classified group.

The research review supports the data that adults over 60 will almost double by 2030, and that approximately 40% of the middle class will fall into poverty. Thus, we can predict an increase of low-income people of color and persons with disabilities who will be absent from affordable housing services in the city of Wilmington and who will not have access to senior programs. Subsequently, we surveyed the types of housing available to seniors in Wilmington, Delaware to identify available resources and or alternatives to meeting the needs of the elderly.

There are 45-low Income Housing Apartment complexes in Wilmington Delaware.

1. HUD apartments
2. Section 8 apartments
3. Wilmington, DE Housing Authority
4. Public Housing apartments
5. Nonprofit senior and family low income apartments 6. Low income tax credit apartments (LIHTC)

Our survey focused on “Available Senior Housing” within the Wilmington area and we found the following:

Sacred Heart Village	
Question Asked	Response
How many apartments are in your facility?	77 (1) Bed Units
How many are assigned for low-income senior ?	ALL
How many of the senior spaces are unoccupied and available?	(
How many seniors are on your waiting list?	102
What is the medium rent?	$0-$1,500



Do you accept subsidies from State/Governme ıt?	Yes, HUD

Finding: Waiting list exceeds availability!!

Quaker Hill Place	
Question Asked	Response
How many apartments are in your facility?	150 Units
How many are assigned for low-income seniors?	All (62 & Older) + (18 are for the Disable(
How many of the senior spaces are unoccupied and available?	(
How many seniors are on your waiting list?	107
What is the medium rent?	30% of Their Income
Do you accept subsidies from State/Government?	Yes, HUD & Section 8

Finding: Waiting list exceeds availability!!

Bethel Villa	
Question Asked	Response
How many apartments are in your facility?	150 Units
How many are assigned for low-income senior ?	No (Everything is based on low-income)
How many of the senior spaces are unoccupied	N/A

and available?	
How many seniors are on your waiting list?	112 families
What is the medium rent?	30% of Income
Do you accept subsidies from State/Governme ıt?	Yes, HUD

Finding: Not prioritized for Seniors and there already a waiting list!!

Parkview Apartments	
Question Asked	Response
How many apartments are in your facility?	200 Units
How many are assigned for low-income seniors?	200
How many of the senior spaces are unoccupied and available?	(
How many seniors are on your waiting list?	At Least 1-year waiting list
What is the medium rent?	Income based
Do you accept subsidies from State/Government?	Yes

Finding: Waiting list time is for a minimum of one year.

Luther Towers 1	
Question Asked	Response
How many apartments are in your facility?	226



How many are assigned for low-income seniors?	All
How many of the senior spaces are unoccupied and available?	0
How many seniors are on your waiting list?	8-months waiting List
What is the medium rent?	30% of Income; but cannot receive more-than $36,900.00 a year
Do you accept subsidies from State/Government?	WHA & HUD

Finding: Waiting list is about 8 months and the rent seems prohibitive.

Luther Towers 2	
Question Asked	Response
How many apartments are in your facility?	136
How many are assigned for low-income seniors?	All
How many of the senior spaces are unoccupied and available?	0
How many seniors are on your waiting list?	4-6 months waiting list
What is the medium rent?	30% of Income; but cannot receive more-than $36,900.00 a year
Do you accept subsidies from State/Government?	WHA & HUD

Finding: Waiting list is about 4-6 months in duration.

Based on our review of the housing situation in Southbridge, City of Wilmington, review of the research, and a survey of available low-income housing for seniors, we conclude that there is a need for additional affordable housing facilities for the senior residents of Southbridge and surrounding area. This problem, lack of senior affordable housing, will worsen as the population continues to age and fall below the poverty level. Hence our suggested solution of a senior housing project in the Southbridge community. Additionally, Ezion Fair CDC's project is critical for the residence of Southbridge and the Wilmington

Community at Large for the following reasons: □ Seniors are in desperate need of housing □ Southbridge is a reflection of the strength and wisdom that seniors bring to a community

Additionally, Ezion Fair CDC's project is critical for the residence of Southbridge and the Wilmington Community at Large for the following reasons:

- Seniors are in desperate need of housing
- Southbridge is a reflection of the strength and wisdom that seniors bring to a community
- This facility will add employment opportunities in Southbridge
- This facility will be a positive safe-haven for seniors
- This facility will assist in addressing be affordable housing for a community whose median income is below $36K.
- The proposed property for the facility is already owned by Ezion Fair Baptist Church.

In conclusion, finding solutions to the urban challenges of an aging population is a complex issue, because older adults can include the healthy, active, highly-productive members of communities as well as those needing assistance with daily living, being homebound, or living with life-limiting illnesses like dementia. Ezion Fair CDC seeks to provide not only a quality affordable living facility but also a community of support to assist in helping our senior citizens to build and live a healthy lifestyle. Ezion Fair CDC has been good neighbors to the Southbridge community. We have community letters of support and from our 4th District City Councilwoman Michelle Harlee. Ezion Fair Baptist Church & CDC has successfully built a 20,000sq,ft. Church facility, and a 25,000sq., ft. Wholeness Center without any assistance from the City or State Governments. This Senior Housing project is proposing to cost $4-million and we have already raised over $1-million. We are committed to the community and our only wish and desire is for you to assist use with the resources that are available through your organization; which will assist us to do well by our seniors.

References

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triple by 2030 | Penn Today (upenn.edu)

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Richard Dobbs et al., "Urban World: The Global Consumers to Watch, Executive Summary," McKinsey Global Institute,

(April 2016), https://www.mckinsey.com/global-themes/urbanization/urban-world-the-global-consumers-towatch/~/media/57c6ad7f7f1b44a6bd2e24f0777b4cd6.ashx

2020 DELAWARE STATEWIDE ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE

Wilmington, DE Low Income Housing

https://www.niche.com/places-to-live/n/southbridge-wilmington-de/

https://www.niche.com/places-to-live/n/southbridge-wilmington-de/residents/

See handout pictures and video
https://www.youtube.com/playlist?list=PLBkQAzQ1LjgtQCV1YSfr8iCAA0KUoOg6w

Community Engagement

Ezion Fair currently offers our community:

2-State of the Art facilities:

- A 20,000sq., ft. Worship Center that houses: a sanctuary, classrooms, conference room, multipurpose-room, commercial kitchen, offices, stage & dressing rooms
- A 30,000sq., ft. Wholeness Center that houses: a full multipurpose gymnasium (3-lane indoor track, basketball courts, volleyball and soccer), weight & conditioning room, locker & shower rooms, dance room, and adult & children's classrooms).

We have successfully been able to offer our community, in conjunction with community partner:

- Affordable 5-Star Early foundation learning
- Hand-to-Heart meal & materials on wheels
- Free basketball, Track, Cheerleading, Dance (male & female) fine arts (musical & instrumentals); Year Round
- Overcomers drug & alcohol addiction sessions, Monthly
- Free access to facility equipment; Year Round
- Food-give-away (in partnership with Delaware Foodbank)

- Health screenings (in partnership with Christiana Care and Henrietta Medical Center)
- Aftercare tutorial (in partnership with Southbridge Neighborhood House)
- GED program (in partnership with James Grove)
- Prom-Dress Give-away (in partnership with Alpha Kappa Alpha Sorority) Daily free internet, coffee and workspace

OGOV MILFORD HOUSING SUSSEX PORTFOLIO

Project [Identification Number]: 22479
Funding amount (Budget): $8,000,000.00
Project Expenditure Category: 2.34-Assistance to Impacted Nonprofit Organizations Impacted or Disproportionately Impacted
Expenditures to date: $8,000,000.00

Project Overview

The objective is to secure properties and prepare for the redevelopment of affordable housing in Eastern Sussex County. MHDC has provided rental stabilization, secured the rental units, and provided financial relief from the debt related to the acquisition and preservation of 410 units of affordable housing in coastal Delaware through utilization of the State ARPA funds. MHDC has provided needed capital improvements to provide a safe and decent living conditions for low income residents of our properties.

Programmatic Data

This project covers 410 units of affordable housing.

Client Impact, Interviews, and Success Stories

On 4/23/25 a deposit made of $1919.00 to 3PM, LLC for Lingo Creek Fence Repair; on 5/27/25 Deposit of $16,620.00 to 3PM, LLC for Savannah East HVAC unit 3306, 3108, 3609 & 3403; 5/27/25 TRG in the amount of $5,073.52 for Unit 9 Remediation at Lingo Creek

The expenses have resulted in rental stabilization to this vulnerable population.

OGOV ASBURY GARDENS DAHG

Project [Identification Number]: 22492
Funding amount (Budget): $3,200,000.00



Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $2,200,000.00

Project Overview

Objectives: The purpose of this project is to demolish and renovate Asbury Gardens apartment building consisting of 24 two- and three-bedroom apartments. These units will be used in partnership with local school districts so they can provide and control housing to support their constituents.

Barriers: The main barrier to date has been receiving HUD approval on the project. We recently received approval.

Achievements: We had faith that we would receive HUD approval, so we initiated our work on this project earlier in 2024. So far we have purchased all flooring, cabinets, HVAC for all units. We also performed plumbing and electrical work. To date we have 5 families remaining pending relocation with Section 8 vouchers. Of the total units on site, 66% (16 of 24 units) have been completed demoed. We have begun renovating the vacant units, including new plumbing and HVAC duct work installation, from the ground floor to the roof. 6 of 24 units have completed plumbing work. As residents are relocated, rehabilitation of the vacant units will continue to occur.

Community Engagement

The current residents living in Asbury Gardens apartments will all be relocated. We met with them to explain the process and what was being done with the building. They will all be provided with vouchers that will allow them to move anywhere they choose. We explained that we will provide resources to assist them with their move.

Currently, these families live in public housing units at Asbury. Providing them with vouchers gives them more control and options for housing that public housing units don't offer so this process will be a win-win for all involved.

OGOV WILMINGTON NEIGHBORHOOD CONSERVANCY LAND BANK SUPPLEMENT

Project [Identification Number]: 22493
Funding amount (Budget): $5,000,000.00
Project Expenditure Category: 2.15-Long-Term Housing Security Affordable Housing
Expenditures to date: $5,000,000.00

Project Overview



This project includes three major initiatives that are essential to transform dilapidated neighborhoods in the City of Wilmington. First, the property at 800 N. Lombard Street is a large eyesore that sits adjacent to the new Bancroft School in the Eastside neighborhood. The building is large, mixed-use, and vacant. Squatters and illicit activities have overtaken the property and the surrounding green space. A well-qualified minority developer has been identified to complete a gut-rehabilitation of the project. This grant will provide for acquisition of the property and partial subsidy of the rehabilitation work. Second, the Lower Hilltop initiative is a significant project in the Lower Hilltop community in the City of Wilmington. With the state ARPA funds, an additional $1,250,000 will be used for strategic acquisitions of vacant homes. Third, the Elbert Palmer project includes the demolition of the deteriorated school building, site preparation, and development subsidy for construction of 20 new homes.

To date, WNCLB has acquired the property at 800 N. Lombard Street and engaged a structural engineer, and hired a well-qualified minority contractor who has completed three phases of stabilization work.

Second, through the Lower Hilltop initiative, WNCLB has acquired eight dilapidated properties.

Third, WNCLB has acquired the Elbert Palmer building and has completed asbestos remediation. An RFP is being prepared to select a contractor for demolition.

Use of Evidence

WNCLB tracks all evidence-based results within the City of Wilmington's system and mapping software. All specific metrics which include acquisitions (address and sales price), homeownership opportunities (number of homeownership units created using SLFRF funds), buyer demographics, etc. are tracked within WNCLB's internal tracking system.

Programmatic Data

WNCLB seeks to counter the negative trends as identified within the US Census Tract data. Pertinent data includes:

- Over 18% of Eastside properties and 22% of Lower Hilltop properties are vacant as compared to the City of Wilmington average of 12%.
- The median household income in Census Tract 9 is $25,302 and Census Tract 22 is $39,768. These are significantly lower than the City of Wilmington AMI of $54,731 and the New Castle County median income of $85,309.

Within the SLFRF project focus areas, WNCLB has identified 8 vacant, deteriorating units. To date, utilizing the SLFRF funds and existing activity we have the following results:

- WNCLB has acquired 8 vacant properties.
- One unit, at 800 N. Lombard Street, will be developed as a mixed-use property with commercial and affordable housing units. Stabilization work is nearly complete.
- The units at 105 N. Harrison Street, 217 N. Harrison Street, 109 N. Harrison Street, 1201 Pleasant Street, 1207 W, 2nd Street, 217 N. Franklin Street, 205 N. Franklin Street, and 1213 Pleasant Street will be rehabilitated and sold to eligible homebuyers.
- The Elbert Palmer property has been acquired and asbestos remediation completed. An RFP is being prepared to select a contractor for demolition.

Community Engagement

In addition to speaking at the East Side Neighborhood Association meetings, we have developed a series of East Side community events to keep the residents updated.

Our Community Objective: to accomplish our goal of sharing information about ARPA activities in the Eastside with as many residents as possible. Information we share includes:

- Rehabilitated homes coming on the market for sale
- Places you can go to get mortgage ready
- Homes being renovated for rental
- Where these properties are located
- How they will be marketed
- Other activities and updates that might help Eastside residents take advantage of the coming opportunities

COMMUNITY-BASED MENTAL HEALTH SERVICES

OGOV MH DELAWARE NURSES ASSOCIATION

Project Identification Number: 19161
Funding amount (Budget): $250,000.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $250,000.00

Project Overview

DNA seeks to establish the Healthy Nurse Healthy Delaware (HNHDE) platform to support the Delaware nursing community by integrating numerous evidence-based behavioral health promoting strategies into a single, comprehensive application. The overall objective is to improve the mental health, resiliency, and overall professional wellbeing of Delaware's nursing workforce, including current and future nurses.

It will be a virtual program with asynchronous and synchronous support for Delaware nurse mental health and well-being. It is a free program available to Delaware's 25,000+ licensed professional nurses. A web-based and mobile application will be developed that integrates health and health risk assessments, crisis resources, peer and support groups, 1:1 peer support, online educational resources, Grand Challenges and an online community event calendar.

Barriers experienced include the complexities of the ARPA grant guidelines and continued hesitation/uncertainty in spending down funds, ensuring alignment with stringent and extensive state and federal guidelines. Another barrier has been staff commitment/prioritization of time for this grant-funded project versus other non-grant-funded duties that are required of staff in the management and growth of the DNA (a 501(c)(6) nonprofit organization). Another barrier centers on the inclusion of nurse and other healthcare experts due to their own competing demands and priorities. DNA seeks the support and inclusion of these professionals in the refinement and oversight capacity of this program, yet the individuals have multiple schedule challenges and/or emergency duties that call them away from planned meetings immediately prior to their start.

Achievements this year have included:

- Extensive research from state, regional, and national sources that have provided an overarching framework for the development of this program, including aspects of mental health (i.e., stigma) and professional wellbeing (i.e., financial wellness, vocational wellness, etc.). Guidance has been reviewed and incorporated into the program from the National Academy of Medicine, U.S. Surgeon General's Office, American Nurses Association, World Health Organization, and more.
- Securement and development of marketing and brand development agency to facility baseline market research, brand identity, logos, marketing materials, and an initial marketing plan.
- Planning and execution of a small launch event on November 2, 2023 that included a provided lunch with keynote presentation and panel discussion on nurse resiliency and the power of nurses to change our state and world. This was an engaging and resiliency-building event with 30 nurses in attendance from across the state. Sarah DiGregorio, author of "Taking Care: The

History of Nursing and Its Power to Change our Worlds." was the keynote and we included panelists, Katie Boston-Leary, Sarah Bucic, and Michelle Drew, all Delaware nurses that are transforming our state and nation through their leadership, power, and resiliency. Participants received copies of DiGregorio's book and expressed significant satisfaction because of their attendance.

- Further refinement, development, and planning for the launch of the HNHDE Advisory Board in January 2024.
- 07/26/2024 UPDATES
- Signed agreement and made payment to vendor, MentorLead, for the licensing of a platform that Delaware nurses can sign up to receive 1:1 peer mentoring on various aspects of mental health and overall well-being. Completed review of all RFPs and selected vendor who will develop and help market the HNHDE digital application (TAPP Network). Completed initial meetings, signed the master service agreement, and provided down payment to begin designing and building HNHDE application.

Use of evidence

Building the Healthy Nurse Healthy Delaware nurse mental health and overall well-being program upon evidence-based interventions is a top priority and overarching framework for the entire program. The mental health of the nation's nurses, including substance use disorder and suicide, has been researched for decades, resulting in multiple evidence-based frameworks for generalized and specialized aspects. Due to workforce shortages, public health emergencies, and the evolution of health care practices, the need for researching and developing evidence-based frameworks to support the overall professional and personal well-being of nurses, and other health care professionals, has been apparent for decades. Compassion fatigue, burnout, moral distress, disengagement, and turnover have been described in the literature for decades.

To support the development of Healthy Nurse Healthy Delaware, the following evidence-based interventions are being incorporated:

- National Alliance on Mental Illness (NAMI) Health Care Professionals
- Sigma Worldviews on Evidence-Based Nursing, Trends in mental health indicators among nurses participating in healthy nurse, healthy nation from 2017 to 2021.
- Johnson & Johnson, Center for Health Worker Innovation, The Resilience Collaborative



- Journal of the American Medical Association, Suicide Risks of Health Care Workers in the US
- Institute for Healthcare Improvement, A Guide to Promoting Health Care Workforce Well-Being During and After the COVID-19 Pandemic
- National Academy of Medicine, Action Collaborative on Clinician Well-Being and Resilience
- U.S. Surgeon General, Health Worker Burnout, Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce
- American Academy of Nursing, Consensus Recommendations to Advance System Level Change for Nurse Well-Being
- The Online Journal of Issues in Nursing, Using a Trauma-Informed Approach to Address Burnout in Nursing: What an Organization Can Accomplish
- American Nurses Association, Healthy Nurse Healthy Nation

OGOV MH PAWS FOR PEOPLE

Project Identification Number: 19314
Funding amount (Budget): $9,750.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $9,750.00

Project Overview

COMMUNITY-BASED MENTAL HEALTH SERVICES PROPOSED PROJECT:

PAWS Pet Therapy Program to Improve Mental Health in Delaware Communities – Grant Period January 2024 – June 2025. This project is an extension of our program goals funded by the 2022-2023 ARPA SLFRF grant.

For 20 years, PAWS for People pet therapy has consistently helped to improve the lives of countless

Delawareans of all ages experiencing a wide range of challenges negatively impacting their quality of life and well-being in many ways. Abundant scientific studies prove the unique healing power of the human-animal bond and support the value of utilizing pet therapy to provide numerous therapeutic benefits, physiological & psycho- logical to people. PAWS pet therapy programs and team visits prove their value and effectiveness every day.



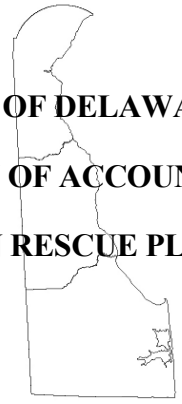
Requests were steadily increasing pre-Covid for PAWS to help people of all ages struggling with wellbeing and mental wellness concerns due to the rising number of traumatic incidents, suicides, anxiety, and depression. Additional pandemic-created trauma continues creating new serious issues while compounding and intensifying existing issues. This accelerates the immediate need to address the wide-spread mental health issues being experienced by Delawareans, particularly the youth and elder populations.

PAWS for People requested 2024-2025 ARPA SLFRF funding with the goal of extending and intensifying efforts to continue the successful momentum of our initial 2022-23 ARPA project. Our goal was to extend outreach and demonstrate the impact of utilizing PAWS pet therapy to address Delaware's ongoing high level of mental health challenges and needs. As anticipated, this project was completed in 18 months - January 2024 to June 30, 2025. Your $20,375 grant funding support for PAWS' community mental health services project enabled us to expand our program resources and presence statewide to help more Delawareans with pet therapy. We achieved our goal through the following grant objectives with no barriers to impede our progress. We are grateful for ARPA SLFRF support and are honored to submit PAWS for People's 2024-2025 Annual Report highlighting our project's three objectives plus a final summation of our projects' achievements and the impact of your financial support.

OBJECTIVE 1: PAWS PET THERAPY TEAMS & TRAINING $11,875 *ACHIEVED*

PAWS' ability to help people requires having a sufficient number of PAWS volunteer pet therapy teams properly trained and available to provide pet therapy visits and programs. This two-part objective requires increasing the number of PAWS pet therapy teams by offering Basic Training for new teams, plus PAWS University's Specialized Course training to prepare teams to better understand the special mental health needs of those we visit.

- A total of 145 New Delaware teams were trained during the grant period of January 2024 through June 2025. We are grateful for your grant funding of the Basic Training Classes to produce a total of 25 New Delaware PAWS pet therapy teams to help provide Mental Wellness Programs in DE. The grant funded teams reside as follows: 11 New Castle, 3 Kent, 11 Sussex counties. We met our Obj. 1 goal to train 25 new teams & applied the budgeted $9,375 funds for new teams.
- A total of 50 Delaware teams were trained in PAWS' Specialized Mental Wellness programs: Trauma (10), PTSD (6), Social Emotional Learning (11), Engaging Elders (18), and PAWS to Comfort (5). We achieved Obj. 1 of 50 specialized trained teams and applied the budgeted $2,500 funds.



Team training, essential for our success, was an immediate action in 2024 to help increase PAWS teams that are essential for our success. Fortunately, no issues or barriers affected our training. We would like to increase the new team numbers in Kent County and plan to create a recruitment plan.

We project that these 25 trained PAWS pet therapy teams will reach 4,000 people per year with their visits.

OBJECTIVE 2: INCREASE PUBLIC AWARENESS OF PET THERAPY BENEFITS FOR MENTAL WELLNESS
$2,500 *ACHIEVED*

Our goal of amplifying public awareness of PAWS pet therapy's effectiveness in improving Delawareans' mental wellness and increasing PAWS' opportunities to help people was accomplished. Through planned community outreach by staff and volunteers, we provided information about PAWS pet therapy's proven benefits to a wide variety of contacts, developed relationships & collaborative opportunities, and incorporated pet therapy to enhance other existing mental wellness support programs. With this Extension Project, we want to amplify outreach and offer new opportunities to reach more people.

We attended a total of 520 community events plus additional PAWS to DeStress visits during the 18-month grant period.

Many of these visits/events provided initial mental health education/support opportunities, plus staff follow-up opportunities to further educate & develop ongoing mental health support programs for sites that choose to become PAWS partners. The two focus populations with high mental health program needs, youth & elders, are well represented on the list. We have numerous potential youth education contacts - School District Counselor Conferences, School Nurses Conference and PTA Convention, plus state/county agencies and sites working with the elderly and underserved populations. We have strengthened our relationship with Volunteer DE 50+ and this provides us with more opportunities for outreach, volunteer recruitment, and mental wellness support for elders. We are working to overcome barriers that hinder the new site process, such as obtaining official authorization and funding.

Thanks to your $2,500 funding support, we successfully met our goal to provide 100 hours of dedicated program staff time required for all phases of our mental wellness awareness outreach and programs. This includes all the specifics required to arrange and implement individualized PAWS mental wellness programs in many new Delaware sites. Participating in these programs and offering successful and impactful initial experiences with PAWS pet therapy frequently motivates further interest.

We attended 49 community outreach events, reached at least 7,385 people, and had wonderful educational and volunteer recruitment opportunities. Staff follow- up with potential new sites has



produced 4 new site partners to date, with several strong potential sites for later in 2025, and identified a site scholarship recipient. These are funds definitely well-spent with immediate and long-term impact.

OBJECTIVE 3: FUNDING TO INCREASE PAWS MENTAL HEALTH SUPPORT AT MORE COMMUNITY SITES -- SITE SCHOLARSHIPS $6,000 (non-salary expense) *ACHIEVED*

Our project requests financial support to fund PAWS programs for sites needing our mental wellness support programs but lack funding. We use grant funding to provide "site scholarships" to cover the implementation expenses to develop PAWS partnerships and tailor our mental wellness programs to benefit the sites' specific needs. Working with sites regarding their needs for PAWS' mental wellness support programs, we evaluate their financial assistance needs based on 3 factors: degree of need & urgency for PAWS mental health programs, how well sites enable PAWS to deliver our programs & help their population, and the availability of sites' economic resources. The specific details and cost estimates depend on each site's program plan. Potential sites include schools, eldercare facilities, treatment/counseling centers, veteran organizations, and more. We identified 4 unique qualified sites to received your grant-funded scholarship, and 2 of these sites received scholarship renewals based on their high needs and number of people reached. We successfully achieved this objective by applying your $6,000 grant funds for a total of 6 scholarships that delivered immediate and lasting positive impact on people's lives and the overall mental health of our communities.

Investing grant funds for 6 scholarships produced immediate mental health program opportunities to help more Delawareans, and we are confident these sites will continue and increase their impact numbers. Staff outreach to increase collaborative opportunities continues.
During the 18- month grant period, PAWS reached an estimated 6,900 people.

Use of evidence

Our SLFRF ARPA program, *PAWS Pet Therapy Program to Improve Mental Health in Delaware*

Communities, involves what PAWS does every day and how we can improve our mental health impact and reach more people with pet therapy. Our program is scientifically based, with numerous studies and evidencebased evaluations supporting our program's two key components: pet therapy's numerous benefits and positive impact on people's physical and mental wellbeing, and the serious mental health crisis that continues for Delawareans of all ages.

Measuring the success of PAWS for People's pet therapy programs is challenging and our standard practice evaluation process utilizes three measurement techniques. We also look at immediate & long-term impact. *Quantitatively* – we tracked numbers, some of which were cited in the Chapter 1 Project Overview and Objective Achievement Summaries. Our tracking includes teams recruited, trainings,



teams, visits and hours volunteered, visitation sites, and people touched with our services. Ongoing staff monitoring measures progress towards meeting our goals and outcomes and identify areas needing attention.

Qualitatively - obtaining feedback from teams, trainers, visitation sites, and visit recipients through observation, onsite visits, and surveys. This feedback drives the performance goals of our organization as a whole – ensuring that all levels of PAWS operations are meeting standards and producing positive impact. *Measuring Emotional Impact* – providing social and wellbeing support, as we regularly do, requires using unconventional methods, rather than data-driven, to measure the 'intangible' benefits of our impact. However, measuring the success of pet therapy's emotional impact is difficult –it's hard to assign numbers to comfort, joy, and inner peace. This is the truest measure of PAWS pet therapy visits' impact and success. Leaving 99% of those we visit feeling better -- happier, brighter, comforted, and calmer clearly indicates success.

Over the span of this grant, we have reported information and results that we believe strongly support the effective use of APRA funding to produce successful results.

Programmatic Data

ARPA SLFRF funding to support PAWS' Delaware mental health project enabled PAWS to make significant programmatic progress in the 18-month grant period to improve mental health in DE. We increased program delivery resources and conducted training and outreach that increased the number of programs delivered, partnering sites, and people impacted by PAWS. Supportive data is included with each objective summary.

The Impact of Team Training: A total of 145 New Delaware teams were trained during the grant period of January 2024 through June 2025. Your grant funded Basic Training of 25 of these PAWS pet therapy teams, which reside statewide. Your support increased the number of pet therapy teams available to visit and provide PAWS Mental Wellness Programs and helped more Delawareans.

We estimate that a 1- hour team visit with 1 person typically produces interactions with 10 people, depending on the type of visit. Our teams average logging 5 hours visit time /month. 5 hours of visiting 10 people/hour impacts 50 people. Your grant funded 25 new teams – who we estimate impact 1,250 people per month by providing PAWS pet therapy benefits to help improve their mental wellness and quality of life.

Your funding Specialized Mental Wellness Training for 50 PAWS pet therapy teams substantially boosted the quality of our program delivery resources. Teams' post-training feedback supported

that taking mental wellness courses made them feel more informed, prepared, and comfortable visiting with people experiencing the effects of trauma, anxiety, and mental wellness challenges – leading to more impactful visits!

In 2024, PAWS pet therapy teams logged 32,000 hours to impact 320,000 people. We're on pace to exceed this in 2025.

Client Impact, Interviews, and Success Stories

This is a glimpse of the many ways that your grant funding for PAWS for People is impacting Delawareans… Team Training:



From January 1 to September 30, 2024, ARPA SLFRF funded the training of 25 new PAWS pet therapy teams. This is the graduation photo of 5 of the new teams with their PAWS volunteer training

Specialized Training in Mental Wellness Courses for PAWS Teams: Our teams' feedback about their PAWS training experiences is important and helps us identify if changes are needed to meet our goals. This is a comment that we often hear, "It's good to know more about what to expect from the people I'll be visiting. Knowing the possible reasons for their behaviors is important. I feel better prepared and know how to make our visits even better." PAWS events and visits often offer unexpected opportunities to make a much needed impact!

"I have to share a story about how PAWS for People changed my life personally.

> "I've been hospitalized and it's been super tough to be away from my husband and dogs. On Monday, I was having a really hard time mentally - panic attacks and a very, very strong desire to leave the hospital, even against medical advice. During a particular episode, I was crying uncontrollably and my husband, while away on a work trip, called my friend to come talk me down in person, since he couldn't be there himself. Upon her arrival, my friend walked into my

hospital room and said, “I have a surprise for you!” Behind her, in walked Jenny, the golden retriever, and her handler who my friend found coming off the elevator. I immediately wept, the kind of chest-heaving sobs that you can’t control. Seeing a pup filled my heart in a way I’ll never forget. Jenny sat with me while I cried and hugged her with everything in me. I thought understood the profound effect a therapy dog can have, but I’ve never understood it like this.

“Jenny and her pet mom gave me a gift I’ll never be able to repay - hope & encouragement during such a dark moment.

“I’m so proud to be a PAWS team with my dear Emma. This program is saving lives.”

~Rachel, New Delaware PAWS Member as of April 2025

April 2025 - School Nurses Association Event: At this event, a PAWS team was present when a nurse suffered a sudden asthma attack. The therapy dog immediately responded to this nurse, snuggling and helping to significantly calm her, which helped her start to control her breathing. The nurse said to our team, “This is what my dog does with me at home to help me. Thank you so much being here.”

Scholarship Site Highlight: Dover Air Force Base programs continue PAWS pet therapy: PAWS for People has supported veterans & active military in a variety of ways throughout the past 20 years. PAWS pet therapy teams first visited the Wilmington Veterans Home in 2010 and began regular visits at the Wilmington VA Hospital in 2014. Recently, PAWS began visits at the DE Veteran's Home in Milford. PAWS teams continue veteran visits at all sites, bringing furry love and gentle, healing magic.

PAWS teams also support our active-duty service members. In 2015, PAWS teams attended their first Yellow Ribbon Pre-Deployment and in 2018, PAWS began our collaboration with the National Guard Children & Youth Programs. Currently, PAWS teams provide regular DeStress support to personnel in the Dover AFB personnel, and sometimes family members, in the DE National Guard and in the Medical Examiner's Unit. These visits will continue thanks to the ARPA SLFRF grant.

Armed Forces Medical Examiner DAFB continues to praise the impact of PAWS pet therapy visits and shared that he sees more smiles and hears sounds of joy on PAWS DeStress days.





Meko provided pet therapy at ChristianaCare for Health Workforce Wellbeing Day celebrating the vital role of healthcare professionals by promoting their physical, mental, and emotional well-being.





"We were working in the lobby area the last time we were at Wilmington Manor School and were between visiting kids. We heard a child screaming and a teacher called for help over intercom and two staff members hustled by. Child continued screaming but slowly settled a bit and soon staff member came by with the still gulping and sniffing little guy. He looked at Kira and she asked if he wanted to see her. Yes. He started petting Kira and I tossed her a treat which she caught in mid-air and he started to



giggle. The staff member mouthed “wow” to me as he continued to giggle and interact with Kira. Puppy power is real!" -Kira’s mom 2025



Delaware Legislative Hall was filled with smiles and a warm welcome for PAWS pet therapy teams on June 26, 2025. Receiving a PAWS to DeStress visit during the highly stressful end of session was the perfect mental wellness break! PAWS teams of Lani, Holly, Mari & Macey, with their pet parents, are joined by Debbie Christian, PAWS Community Events Manager, and Representative Jeffrey Spiegelman.

Thank you from PAWS for People Staff

PAWS is tremendously grateful for dedicated ARPA grant funding that enables us to focus on Delaware mental health needs and have the funding to do what is needed. This includes increasing our numbers of much needed trained volunteer pet therapy teams – a critical program resources, expanding outreach to respond to Delawareans’ rising mental wellness challenges, and providing effective help through PAWS pet therapy.

We are very pleased with all our ARPA SLFRF project’s successful achievements. PAWS, in our 20th year of service to Delawareans, remains committed to continuing the progress we made by doing what we do best – providing pet therapy. Many lives are depending on us!

Community Engagement



A tremendous amount of information justifies PAWS' project, including numerous published scientific studies and research report. We provide what people need – pet therapy. PAWS is an informal care resource that is affordable and effective in helping people on its own and in combination with formal treatment to enhance results.

- In planning our project, PAWS for People considered 2 major factors that clearly demonstrated the need for PAWS pet therapy programs statewide: the high level and intensity of Delaware's current mental wellness challenges which are well documented by state government, and the continually rising requests for PAWS pet therapy visits to help with mental wellness for people of all ages, but particularly youth and elderly. All information justified that PAWS' project would provide exactly what people needed – pet therapy. PAWS is an informal care resource that is inexpensive and effectively helps people on its own and in combination with formal treatment.

- Due to the confidentially and HIPPA restrictions that exist in the sites and populations that PAWS visits, we do not have access to statistical data. As stated in our Quarterly Questionnaires, providing PAWS pet therapy programs/services to the general public results in our making outreach to numerous impacted populations which are always not identified. Some sites are easier than others to identify specific populations. We can say for certain that almost every one of our outreaches includes populations experiencing low-moderate income, unemployment, housing & food insecurities, educational challenges, and a wide range of trauma and mental wellness challenges. For this project, PAWS made efforts to direct grant-funded scholarship visits to sites serving diverse people and underserved groups.

OGOV MH DRA MENTAL HEALTH

Project Identification Number: 19315
Funding amount (Budget): $300,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $300,000.00

Project Overview

1. Expanding Access to Healthcare Through Telemedicine for Restaurant Workers

As part of our commitment to supporting the well-being of Delaware's restaurant workforce, we've launched an ambitious telehealth initiative: enrolling 500 frontline industry professionals in a one-year



subscription to HealthiestYou by Teladoc®. We're proud to report that enrollment is on track to meet this target.

To boost awareness and participation, we've actively promoted the program at DRA events—offering on-the-spot enrollment using iPads, laptops, and tech-savvy solutions like QR code auto-enrollment. Our team continues to optimize the sign-up process and seek innovative outreach methods to ensure this invaluable healthcare benefit reaches as many industry workers as possible.

2. 'Life Unfiltered': Addressing Mental Health & Substance Use in the Restaurant Industry

'Life Unfiltered' is a custom-designed mental health and substance use awareness course tailored specifically for those entering or currently working in the restaurant industry. Developed in collaboration with substance abuse experts, counselors, and mental health professionals, this course addresses the unique challenges of high-stress hospitality environments.

Following a comprehensive research phase completed in 2023, the course development moved forward in partnership with the Train321.com online learning platform. By December 2024, a pilot group of ProStart students and frontline employees completed the first two modules. After incorporating participant feedback, the full course officially launched in May 2025. As we continue to gather responses via post-course surveys, the insights will drive enhancements for broader rollout across the industry.

3. Promoting Mental Wellness: A Statewide Awareness Campaign

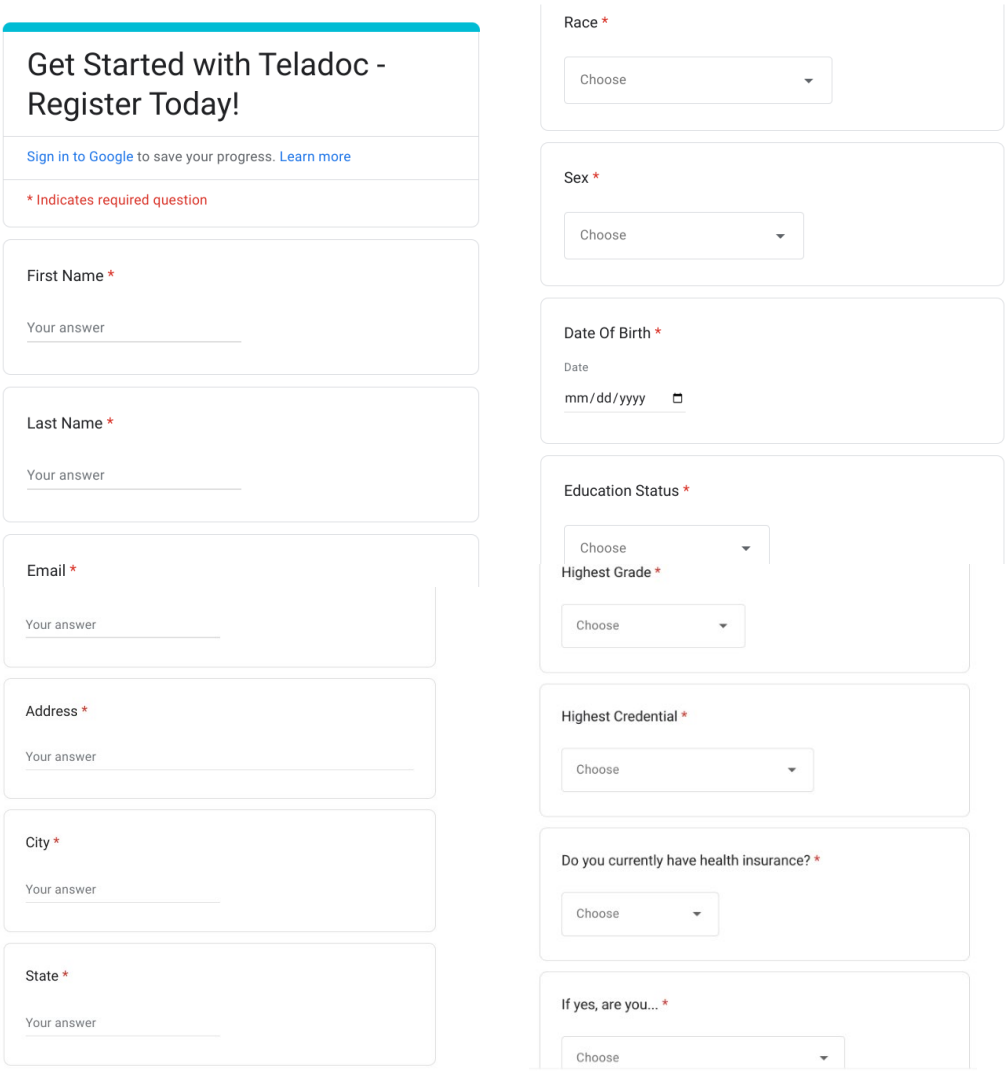
Our Mental Health Awareness Campaign is a powerful, ongoing effort to promote mental well-being across Delaware's restaurant community. Leveraging a multi-channel strategy—radio, print, digital, social media, and earned media coverage—we're spreading the message that mental health matters.

At the heart of this campaign are educational toolkits and resource highlights, including the Teladoc® telemedicine platform and the "Life Unfiltered" course. Since late 2022, these services have been actively featured at key events like the DRA Fast Forward Educational Symposium in 2023, 2024, and 2025.

To maximize reach and impact, DRA regularly collaborates with local marketing professionals to craft compelling graphics, refine messaging, and enhance user experience through social media content and web design. These outreach efforts, made possible by ARPA grant funding, ensure Delaware's restaurant workforce is connected to the tools and support they need.

Use of evidence

This project utilizes ARPA funding to provide telemedicine and other support services for Delaware's restaurant industry. For participants to utilize our programs, they are required to register and create an account on our site delawarestaurant.org/teladoc This is also where we collect demographic information and evaluate whether participants live or work within Delaware (this is a grant-funded program requirement). The data from registrations is then collected and analyzed by the DRA on a quarterly basis for reporting and program sustainability purposes.



Client Impact, Interviews, and Success Stories

Building a Resilient Workforce: Mental Health & Substance Use Awareness Training for the Restaurant Industry

The DRA's new online training initiative is a groundbreaking effort to prepare ProStart students and frontline restaurant workers to navigate the complex mental health and substance use challenges prevalent in the hospitality sector. Developed in close collaboration with substance abuse experts, licensed counselors, and addiction specialists, the course is tailored to the unique stressors and environments faced by those entering the industry.

Student Voice at the Center: Groundwork Through Advisory Sessions

In late 2023, the DRA conducted student advisory sessions at two Delaware ProStart schools to better understand the mental health landscape directly from the students themselves. These sessions featured candid discussions and live polling that offered a real-time snapshot of current awareness, access, and barriers within school-based mental health systems.

Key insights from the polling include:

- Limited Access to School-Based Support: While students acknowledged that mental health resources exist—primarily through guidance counselors and school therapists—they also reported difficulty accessing those services due to long waitlists or lack of responsiveness.
- Heavy Reliance on Trusted Educators: Many students indicated that they turn to a trusted culinary educator when in need of emotional support, underscoring the unique bonds formed in hands-on learning environments like the kitchen classroom.
- Lack of Awareness of Existing Resources: Despite promotional materials posted around the school, few students recognized or engaged with available QR-coded resources—highlighting a gap in communication and outreach.
- Time & Stress Management as Core Concerns: Students expressed the need for guidance on managing school, jobs, sports, and personal life—especially during peak stress periods like exams. Those without parental support in developing coping strategies or time management skills may be disproportionately impacted.

These insights have not only informed the course content but also shaped the broader conversation around equity and accessibility in mental health education.

Engaging Educators: Training and Implementation Support

In September 2024, the DRA previewed the first two modules of the course at the ProStart Educator Professional Development Retreat. Educators were introduced to the content alongside planned companion materials, including a forthcoming Educator Implementation Guide designed to spark classroom discussion and support integration of the modules into daily instruction. This guide is scheduled for completion by February 2025, ensuring schools have access ahead of the full rollout by June.

Feedback from the educator pilot was overwhelmingly positive:

Teachers praised the online delivery and subject relevance, noting how seamlessly the course aligns with Delaware's career and technical education (CTE) goals. CTE Directors from the Delaware Department of Education, who attended the session, emphasized how well the course fits with the state's priorities around social and emotional learning and overall student development.

Pilot Phase: Multi-School Testing & Course Refinement

In Q4 of 2024, the course underwent a multi-school pilot, testing two core modules across five high schools—Laurel, Dover, Smyrna, Odessa, and Appoquinimink. Educators were briefed via Zoom to ensure consistent delivery and alignment. The modules were presented using diverse formats—classrooms, smartboards, auditoriums, and iPads—demonstrating the curriculum's flexibility and adaptability.

Post-module anonymous surveys captured valuable feedback:

Students and teachers praised the course's relatability and clarity, and its relevance to real-life challenges.Based on this input, refinements are now underway to improve interactivity, content clarity, and usability.

Community Engagement

Community Engagement & Workforce Support:

The Delaware Restaurant Association (DRA) remains deeply embedded in Delaware's hospitality landscape, actively responding to evolving workforce needs and fostering a more resilient, inclusive restaurant industry. Through a robust lineup of industry-wide events, targeted workforce development programming, and new equity-focused initiatives, the DRA continues to provide critical support and leadership across all sectors of the hospitality community.

Ongoing Industry Engagement & Events



Throughout the first half of 2025, the DRA has continued to lead meaningful industry engagement through a diverse series of events:

- Member Town Halls (both virtual and in-person)
- Educational Symposiums (including the annual *Fast Forward* event each February)
- Board of Directors Meetings (held semi-annually)
- Social & Networking Events, such as the *Cornerstone Awards* and the *Annual Bocce Tournament*

Each event continues to serve as a platform to spotlight existing DRA programs—such as free industry training—and to listen to operators, owners, and workers directly in order to identify needs and craft innovative solutions.

Equity-Centered Outreach & New Engagement Forums

In alignment with our mission to advance equity in the hospitality sector, the DRA has developed engagement groups:

Hospitality HR Roundtable Group
Now meeting quarterly, this forum brings together HR professionals, restaurant operators, and business owners to share best practices and build capacity around:

  - Workforce retention strategies
  - Employee training and advancement
  - Regulatory updates (e.g., Paid Family Leave, EARNS)
  - Health and wellness programs

Participation continues to grow, and the feedback has been overwhelmingly positive as members exchange resources and strategies in real time.

To further support language equity, the DRA has also rolled out **Spanish-language outreach** across flyers, social media, and in-person materials—ensuring dual-language accessibility for all major industry programs and regulatory updates.

Community Partnerships for Inclusive Workforce Development

The Delaware Restaurant Foundation continues to build strong partnerships with community-based organizations such as:



- Boys & Girls Club of Delaware
- Project New Start
- Wilmington Job Corps
- Food Bank of Delaware

These collaborations are crucial to expanding our *Restaurant Ready* training and job placement programs, which serve:

- Low-income individuals
- English language learners
- Justice-involved individuals
- People facing housing and food insecurity

Together, we are helping participants build essential workforce skills, navigate barriers, and pursue lasting employment opportunities in the hospitality industry.

Q1–Q2 2025: Rural Outreach & Public Health Integration

In the first half of 2025, the DRA also launched a new series of small community meetings in rural and underserved areas across Delaware. These gatherings are designed to:

- Deepen engagement with restaurant workers and small business owners
- Promote free training programs and mental health resources
- Provide access to HR tools and workplace wellness strategies
- Highlight our online course on managing substance use disorder in hospitality settings

In collaboration with the Delaware Department of Health and Social Services (DHSS), these meetings are also promoting the Restaurant Accolade Program, which includes Narcan training for overdose prevention—an essential step in building safer and more supportive workplace environments.

Looking Ahead

As we move into the second half of 2025, the DRA remains focused on scaling these efforts, deepening community ties, and equipping Delaware's hospitality workforce with the tools, training, and resources

needed to thrive. The foundation laid in Q1 and Q2 positions us for continued progress in health, equity, workforce readiness, and sustainable industry growth.

OGOV MH Advanced Family Care

Project Identification Number: 19323
Funding amount (Budget): $183,400.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $183,400.00

Project Overview

Our project goal is to increase mental health awareness through continued community outreach efforts in the cities of Middletown, Odessa and Townsend and beyond. Even prior to the COVID-19 pandemic, the prevalence of mental illness among adults was increasing. Currently, over 50 million American are impacted with mental health illness. Unfortunately, there are still unmet needs for mental health treatment among adults and youths.

Our project, Healthy Minds, Healthy Lives, included an expansion of our current services by providing mental health awareness workshops to be conducted via face-to-face, virtually and through mobile efforts. Our goal is to educate our community on mental health awareness and provide resources for treatment in-house and within the community. In addition to the community-based workshops, we will welcome individuals to partake in voluntary screenings to assess for mental health disorders and be given the opportunity to begin treatment through various resources including within our practice. This project is an initiative that will be incorporated into the objectives of Advanced Family Care with documented metrics recorded and regularly reviewed.

Challenges included community members' hesitancy in completing the screenings along with addressing the stigma associated with mental health conditions within the community. However, through education, we were able to focus on breaking the stigma and allowing patients to recognize mental health as a medical condition. For individuals who have screened positive, we were able to provide early intervention through in-house treatment and/or community referrals to specialists and/or behavioral health clinics.

Use of Evidence

During our project, we implemented the SBIRT (systems level implementation of screening, brief intervention, and referral to treatment) program. Research has demonstrated that that SBIRT is effective in reducing substance use in individuals whose use places them at higher risk for negative health and

social consequences. When seeing patients in-house and through outreach efforts we found this tool to be very useful in identifying the needs of each individual.

Programmatic Data

During our project, we are proud to have hosted 57 mental education sessions, screened 152 individuals for anxiety and depression, treated 34 individuals with medication management and referred 62 individuals to behavioral health therapists.

Studies in 2021 estimate that only 39 percent of Black or African American adults, 25 percent of Asian adults, and 36 percent of Hispanic/Latino adults with a mental illness were treated, compared to 52 percent of non-Hispanic white adults. Given this data, we were very pleased with our outcomes in the ability to reach an underserved population.

Client Impact, Interviews and Success Stories

We had several testimonials from individuals throughout the program. Many individuals have expressed gratitude for providing mental health education and breaking the stigma of seeking medical help in the African-American community. It was meaningful to help connect at-risk individuals with medical treatment and/or behavioral health therapists.

Community Engagement

During our planning phase, we spoke to community partners about our program and our objectives. We collaborated with organization leads via phone and in-person to discuss how best our program can benefit their organization's population. This was beneficial, as this allowed us to have guidance when implementing our evidence-based tools, and how to be most impactful in each setting.

Most of the areas we served consisted of African-Americans. Compared to White Americans, African-Americans are historically less likely to seek medical care. Being able to serve this population was extremely rewarding. In addition, during our outreach efforts, individuals informed us that access to medical care was a challenge. Our goal throughout the program was to support underserved communities through identifying at-risk individuals, providing access to care, prescribing medical treatment and/or referring to behavioral health services.

OGOV MH BRANDYWINE COUNSELING

Project Identification Number: 19316
Funding amount (Budget): $32,697.50

Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $32,697.50

Project Overview

This specific project's have helped to increase the access to harm reduction services to reduce the transmission of HIV and other blood-borne infections associated with those who inject drugs in hard-to-reach rural areas in Kent and Sussex counties through mobile delivery services of harm reduction materials. Medical supplies and other harm reduction tools have been able to be distributed via SSP services and delivery vehicles and can include sterile syringes, xylazine testing strips, first-aid/wound care kits/supplies, and HIV testing kits.

During this funding period (7/17/23- 12/30/24), BCCS has made a total of 44 deliveries in Kent and Sussex counties. We enrolled 18 new participants to the program with 18 HIV tests performed, all with a negative result. We distributed 2,231 syringes, 48 first aid kits, 2 wound care kits, 4 xylazine strips, 4 fentanyl strips, and 1 opioid rescue kit. Once an individual has been enrolled, we find that they are likely to utilize other Syringe service site locations. The program has allowed for an increase in awareness and utilization of the program.

DIVISION OF ACCOUNTING

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN



Use of evidence

Brandywine Counseling is the only Syringe Service Program in the state of Delaware. SSP's are linked to a reduction in HIV and HCV transmission by 50%. Paired with medication and treatment, the reduction is increased to two-thirds. By offering delivery of these items to individuals that otherwise could not get to a stationary SSP, BCCS provides sterile syringes to individuals who may otherwise share and spread HCV or HIV.

https://www.cdc.gov/hiv/effective-interventions/prevent/syringe-services-programs/index.html

Programmatic Data

Brandywine Counseling provided 2,231 sterile syringes, 48 first aid kits, and treatment information to 44 patients. 7 clients were referred to detox, 4 to MAT, and 4 to another SUD treatment option. The program is anonymous, and we only collect demographic data at intake. Of the client's that were enrolled into CCMT, ages range from 30-57 years old with 5 females and 13 males. 12 clients reside in Kent County and 6 reside in Sussex county. We had 7 African American individuals, 11 Caucasian with one 1 identifying as Latino ethnicity.

Client Impact, Interviews, and Success Stories

We had a client call that is unable to reach our standing locations as the town was not open to harm reduction services. This individual has used the service since inception and is now able to access harm reduction materials as needed limiting the risk of infection and the spread of infectious diseases.

OGOV MH CHILDREN & FAMILIES FIRST

Project Identification Number: 19320
Funding amount (Budget): $276,625.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $276,625.00

Project Overview

Children & Families First seeks ARPA funding to support behavioral health supports for children served in a variety of settings. The COVID-19 pandemic has had a significant negative effect on child behavioral health. In 2015, 50% of Delaware children had experienced at least 1 adverse childhood experience (ACE), we now know, 100% of Delaware children have experienced 1 ACE with the pandemic. According to FAIR Health (2021), there was a 99% increase from 2019-2020 in claims for intentional self-harm in

the 13-18 age group, over 100% increase in claims for overdoses, and over 80% increase in claims for anxiety and major depressive disorder. Children from communities of color or rural areas experienced significant hardships including difficulty paying bills, not enough food, families behind on rental payments, and no live contact with teachers (Save the Children, 2021). We seek one-time funding to support training and supplies informing behavioral health and education initiatives.

The pandemic turned endemic continues to perpetuate lasting impact, such as, inflation. Inflation further stresses our ability to retain and recruit staff; specifically, programmatic staff. In addition, inflation has permeated through the pricing of programmatic supplies (i.e., Office Supplies, Program Supplies, Food for clients, etc.).

Children and Families First's (CFF) fixed and fee for services funders have not increased funding to offset the raise in price effect of Covid-19. CFF has been and plans to utilize ARPA funds to bridge funding gaps, ensuring continuity and a continuum of care.

Since receiving funding to support staff training/retention and program supplies:

- 9 out of 13 Head Start Centers have purchased Calming Corner supplies to support regulation and sensory processing concerns for children with disabilities.
- 4 Oasis Spaces were created at CFF offices to prevent compassion fatigue and increase workforce resilience.
- 7 Behavioral Health Consultants completed AHA Heartsaver First Aid and CPR AED Training to provide first aid as necessary to summer camp groups with middle school students.
- 51 middle school students received summer services through the BHC Program in summer camps based on increased coping skills and life skills.
- 13 clinical professionals in a variety of settings either registered for Fall 2023 training or completed SMART training.
- 1 foster care and adoption professional at CFF registered for SMART moves training in October 2024.
- Expressive art, sensory, and music supplies were purchased to support children at our Seaford House Therapeutic Residence. Supplies were purchased to support trauma-informed expressive art frameworks for youth.

- 5 Functional Family Therapists, 13 Behavioral Health Consultants, and 5 School-Based Therapeutic professionals, the Director of Operations and Risk Management, and Chief Program Officer of School-Based Initiatives signed up for Suicide Prevention Training for youth.
- 10 licensed and licensed eligible clinicians registered for Neurosequential Model Training and began training in February 2024.
- Seven clinicians completed Neurosequential Model of Therapeutics (NMT) training in 2025, and two clinicians are confirmed to begin Phase 2 training, which will enable them to train internal staff moving forward.
- Regular healthy snacks have been delivered to all offices to support wellness and retention.
- Monthly wellness activities have been occurring at each office to support engagement and reduce burnout.
- Décor and office supplies were purchased to create a welcoming and trauma-informed space for our Family Resource Center at Chandler Heights in Seaford.

Use of evidence

Research overwhelmingly states therapists, nurses, teachers, and others in helping professions are at more risk for compassion fatigue and burnout leading to increased turnover rates and workforce capabilities. This impacts the ability to provide high quality care to clients and students and access to care due to retention difficulties. Head Start states, “staff who are happier, healthier, less stressed, and experience less depression are able to engage in higher quality interactions with children. Research indicates Head Start staff who experience frequent stress or symptoms of depression are more likely to perceive children in their care in a less positive light. This could, in turn, relate to lower quality interactions and care.”

Please see the link to the Head Start policy on Supporting the Wellness of All Staff in the Head Start Workforce, which specifically points out that “programs are encouraged to use one-time ARP and other sources of COVID-19 relief funding to provide incentives to staff to support retention” and “programs are encouraged to consider ways to improve work spaces and incorporate more physical activity, safety practices, and healthy options into daily work routines.” Policy link: Supporting the Wellness of All Staff in the Head Start Workforce | ECLKC (hhs.gov)

Our funding to support workforce resilience including oasis spaces, wellness workbooks, and healthy snacks directly relates to these Head Start policies.

Head Start policy 1302.45 (1302.45 Child mental health and social and emotional well-being. | ECLKC (hhs.gov)) reports the need for wellness promotion and child mental health and social emotional well-being. It states the program must: "provide supports for effective classroom management and positive learning environments; supportive teacher practices; and strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns." The funding for calming corners directly relates to creating a positive learning environment; creating a trauma-informed classroom, and providing a strategy to support children with behaviors and mental health concerns.

Funding also supported training for clinical staff in SMART (Sensory Motor Arousal Regulation Treatment), an innovate therapeutic approach designed to "widen the child's window of tolerance for both positive and negative emotional states and for interpersonal connection so that healthy development can proceed." SMART is listed on the Evidence Based Practice with the Clearinghouse for Military Family Readiness and in the National Registry of Evidence-based Programs and Practices (NREPP)/SAMSHA as a Promising Practice meeting the SAMSHA guidelines for selecting child trauma treatments. See link here: Continuum of Evidence | Clearinghouse for Military Family Readiness | A Penn State Applied Research Center (psu.edu)

According a recent study in 2021 that completed a systematic review of evidence on creative arts-based interventions for treating children and adolescents exposed to traumatic events, arts-based interventions significantly reduced PTSD symptom scores and negative mood (Morison, 2021). Aligned with current research and evidence on healing PTSD, funding supported the purchasing of expressive arts and music supplies for youth at the Seaford House Therapeutic Residence. Full article: Effectiveness of creative arts-based interventions for treating children and adolescents exposed to traumatic events: a systematic review of the quantitative evidence and meta-analysis (tandfonline.com)

The Neurosequential Model of Therapeutics (NMT) is an evidence-informed, developmentally sensitive approach to understanding and addressing the impact of trauma on children, youth, and adults. Developed by Dr. Bruce D. Perry and the Neurosequential Network, NMT helps practitioners assess how trauma affects brain development and functioning, guiding more effective treatment planning and interventions. At Children & Families First, NMT ensures that clients receive interventions that are developmentally appropriate rather than solely age-based, recognizing that trauma can disrupt typical developmental patterns. The model provides a functional brain map that helps determine which interventions and activities will be most helpful for each client's unique needs.

Research and practice using the NMT framework have shown improvements in emotional regulation, behavioral functioning, and relational stability for individuals who have experienced complex trauma (Perry & Hambrick, 2008). By aligning interventions with brain development and relational supports, NMT remains a widely recognized standard for effective trauma-informed care. **Citation:** Perry, B. D., &



Hambrick, E. P. (2008). *The Neurosequential Model of Therapeutics.* Reclaiming Children and Youth, 17(3), 38–43.

Programmatic Data

Head Start Calming Corners

At the time of data collection (SY 22-23), there were 384 enrolled Head Start students. This period aligns with when the program received its largest ARPA-funded investment in classroom calming corners to support students' social-emotional development.

Students are regularly assessed on their kindergarten readiness throughout the year in terms of social-emotional, mathematics, and language and literacy. In Fall 2022, 34% of students were on target for social-emotional learning compared to Winter (36%) and Spring (38%). There was a steady increase in the percentage of children meeting the social-emotional target throughout the year. In Spring 2023, 84% of four-year-old students met the target for the self-regulation-limits objective, compared to 76% in Fall 2022. In the self-regulates-feeling objective, 52% of four-year-old students met the target in Fall 2022 compared to 63% in Spring 2023. More specifically, 100% of three- to five-year-old children with Spanish as their primary language met the social-emotional target compared to 50% English speaking students, and 33% French and Creole.

Head Start was not available for the 7/1/23-9/30/23 quarter as services are not provided in the Summer.

Workforce Resilience

In 2024, Children & Families First (CFF) employed 416 active staff members, with 111 separations, resulting in a retention rate of 73.3%. The CFF workforce identifies as 45.8% Black, 30.7% White, 11.8% Hispanic, 6.9% Not Defined, 2.6% Two or More Races, and 2.3% Other. Reported legal gender is 88.7% female and 11% male.

Since the launch of ARPA-funded initiatives in 2022 — including Oasis Spaces, healthy snacks, wellness supplies, and resilience-building activities — CFF has seen a steady decline in staff separations. Annual separations have decreased from 125 in 2022 to 121 in 2023, and down to 111 in 2024, reflecting positive momentum in staff retention.

CFF has been recognized as a Top Workplace in Delaware for over 14 consecutive years, including the most recent award in 2025. Staff frequently highlight CFF's commitment to their well-being as a key reason they choose to stay:



- *"Children & Families First is an engaging workplace and they prioritize staff wellbeing."*
- *"The commitment to the staff wellbeing."*
- *"Good environment."*
- *"Care for the wellbeing of the staff."*

Through sustained ARPA funding, these intentional wellness efforts — from calming spaces to nutritious snacks — continue to strengthen workforce stability, morale, and long-term resilience.

Client Impact, Interviews, and Success Stories

Please see several comments from staff on the use of the oasis spaces in office buildings.

"The wellness space has created a comfortable environment for colleagues to take breaks and bond over refreshing activities. This helps our staff create and build relationships with each other that they may not have had the opportunity to do so before!"

"I enjoy the self-paced activities like taking time to read an inspirational excerpt from one of our books, leaving a positive quote on our chalkboard wall, or practicing mindfulness in the oasis room."

"Wow, what an awesome space to get away even for a few minutes! A little relaxation, prayer or meditation doesn't hurt anyone, and that's exactly what I did in the Oasis Space here at 555. I enjoyed the relaxation resources and the natural scent of essential oils diffused throughout the Oasis Space. I gave thanks for the day, reminded myself to live present, enjoying each moment. I decompressed for a few minutes, regained focus, and even enjoyed an all-natural fruit strip. The entire Oasis Space is a whole vibe!"

"The space has been helpful by encouraging teamwork between staff from different departments coming together. The planned activities during the day give staff a break from the daily work routine gives staff time to enjoy interactions and fun activities. The room is equipped with relaxing and healthy activities such as Chakra crystals, coloring books, puzzles, journals, healthy snacks…It is a quiet room for reflection and to de-stress for optimal performance."

"The purpose of the wellness room is to improve employee's mental health and promote rest and relaxation. Lower levels of stress and anxiety, staff feel more valued, and happier at work, boosting their confidence and performance."

"I like the wellness supplies. They are helpful because we work in a residential center. We work in the kid's house. The supplies give staff a chance to have things for their comfort and relaxation. Especially since this job can be stressful."

Please see two comments from Early Childhood Behavioral Health Consultants on the use of Calming Corners:

This past year when a kiddo was becoming dysregulated and exhibiting intense emotions of frustration. She was starting to grunt at her friends, ball her fists, and getting loud. We normalized her frustrations and directed her to feel them in the cozy corner. We walked over with her, showed her the materials available to her, and encouraged her to take some deep breaths and reminded her when she was ready and her body felt calm, she could join her friends again. She stayed there for a few minutes, played with the weighted stuffy, and then used her words to express that she was calm and ready to play. When she resumed her play with the kids, she was able to use her words clearly and play at a calm baseline. Sometimes kids, much like adults, just need time to process the events or experiences and feel what they need to feel in a safe space. The cozy corner offers a safe space for kiddos to feel."

"A child at the Dunbar Center was consistently encouraged to use the cozy cube by all classroom staff. After some time, the child began to use the cozy cube without prompting and would verbalize being frustrated or angry. In the cozy cube, there was a laminated sheet of calm down choices that helped with regulation. This also enhanced the child/teacher relationship because the teachers were able to identify the child's triggers and provide support and co-regulation."

Please see comments from middle school students receiving services through the Behavioral Health Consultant Program.

- *A student shared that he enjoyed the food and the mindfulness deep breathing exercises he learned.*
- *A student shared that they enjoy meeting new people and make new friends.*
- *A student shared she enjoys camp and likes the crafts.*

Please see a comment from a client at Seaford House about the expressive art supplies:

"I think it is really cool. I like the things that we go try in Yoga."

Community Engagement

Our project did not specifically involve community engagement to determine need and justification for the supplies and training to support staff and programming. However, CFF has a history of engaging the community through focus groups, parent advisory committees, and surveys to assess needs and strengths to identify projects and activities to support the community. For example, all new Head Start policies are voted on by the parent advisory board within Head Start. In addition, our Seaford Community of Hope program has completed two needs/strengths assessments with community



members to identify projects and activities to support the community and has a parent advisory committee which has identified projects like a garden committee and learning pods for students.

OGOV MH JEWISH FAMILY SERVICES

Project Identification Number: 19324
Funding amount (Budget): $1,000,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $1,000,000.00

Project Overview

Objective

Jewish Family Services (JFS) of Delaware aimed to expand access to mental health care, crisis support, and essential resources with a focus on underserved communities. Key efforts included growing our Fellowship program to train new therapists, opening a new office in Newark, and expanding our North Wilmington location to better meet rising demand.

Barriers

1. Staffing Shortages: Recruiting licensed professionals remains difficult amid a national shortage.
2. Financial Pressure: Rising service demand and expansion costs outpaced available funding.
3. Fellowship Timing: Staggered start dates required extended support for later cohorts.

Achievements

1. Fellowship Success: Funding supported a second year of training on route to licensure for five (5) therapist. Of these therapist, three (3) are licensed and the remaining two (2) are licensed ready.
2. Office Expansion:
    a) Newark Office: Successfully opened and moved into a new, transit-accessible location equipped with dedicated therapy rooms to enhance service accessibility.
    b) Facility Upgrades: The office was enhanced with a new refrigerator, equipped with office supplies and equipment software, upgraded Wi-Fi infrastructure, keys, and an updated security system to ensure a safe and efficient environment for clients and staff.



c) Operational Support: Rental obligations have been consistently met, ensuring uninterrupted service delivery; office support for privacy and security of documents.

3. Waitlist Eliminated: Reduced the waitlist from 125 to zero, ensuring timely access to care.
4. Crisis Assistance funding was completed and spent as of March 2024

Conclusion

Despite staffing, operational, and financial challenges, JFS Delaware made meaningful progress in expanding mental health and crisis services. We remain committed to building on this momentum in the year ahead.

Use of Evidence

At JFS Delaware, evidence-based practices are central to our therapeutic approach and program delivery. Our therapists are trained in and utilize a range of proven, research-supported interventions tailored to meet the diverse needs of our clients. These modalities are selected based on their demonstrated effectiveness in addressing mental health challenges across populations and are aligned with our commitment to measurable outcomes and continuous improvement. The following list outlines the primary evidence-based interventions currently in use at JFS Delaware.:

· Cognitive Behavioral Therapy (CBT): Rather than being its own distinct therapeutic technique, CBT is a very general term for a classification of therapies that emphasize the important role of thinking in how we feel and what we do. JFS chose CBT because of its close alignment with our treatment philosophy: JFS counselors and therapists help clients focus on creating behavioral changes utilizing the clients' own strengths. CBT is considered among the most rapid in terms of results obtained.

· Trauma-Focused Cognitive Behavioral Therapy (TF-CBT): JFS employs therapists certified in TF-CBT, which is designed to reduce negative emotional and behavioral responses following child sexual abuse and other traumatic events. The modality enables clients to address distorted beliefs and attributions related to the abuse and provides a supportive environment in which clients can talk about their trauma. Additionally, TF-CBT helps mitigate the impact of adverse childhood experiences (ACEs) and build resilience in children, adults, and communities.

· Narrative Therapy: Narrative therapy focuses on the stories of people's lives and is based on the idea that problems are manufactured in social, cultural, and political contexts. JFS clinicians encourage clients to share their untold stories while listening and looking for clues in their client's stories that might allow them to create behavior changes based on their own goals and objectives.



· Solution-Focused Brief Treatment (SFBT): This group treatment is based on solution-building rather than problem-solving. JFS counselors/ therapists minimize emphasis on past failings and problems and instead focus on clients' strengths and previous successes. This competency-based model helps develop their own vision of the future and allows the client to define their own programmatic solutions from within existing behaviors.

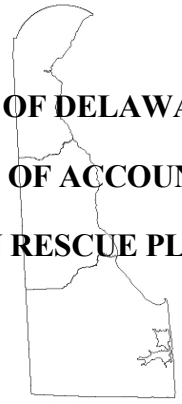
Challenges: Community-based therapy serves a high-risk, adolescent population with frequent crises.

- Acceptance Commitment Therapy: Acceptance and Commitment Therapy (ACT): type of psychotherapy that helps individuals increase psychological flexibility by accepting thoughts and feelings rather than fighting them, and committing to actions that align with their values
- Gottman Method: Interventions are designed to help couples strengthen their relationships in three primary areas: friendship, conflict management, and creation of shared meaning. Couples learn to replace negative conflict patterns with positive interactions and to repair past hurts. Interventions designed to increase closeness and intimacy are used to improve friendship, deepen emotional connection, and create changes which enhance the couples shared goals. Relapse prevention is also addressed.
- Attachment Based Family Therapy: Attachment-Based Family Therapy (ABFT) is a mental health program designed to treat depression in adolescents and young adults. ABFT aims to repair trust between adolescents and their parent(s) and re-establish parents as a source of support for the adolescent. By promoting secure relationships (i.e., attachment) between an adolescent and their parents, ABFT aims to help adolescents regulate emotional distress and promote autonomy.

Programmatic Data

Statistical Data:

1. Reduction in Waitlist:
    - The JFS mental health waitlist has been reduced to zero. This significant reduction illustrates our ability to respond to the demand for mental health services and improve access for all clients seeking help.
2. Client Outcomes:
    - 90% of clients state that therapy is helping them choose healthy coping skills to reduce stress, anxiety, and/or depression



- 91% of clients state that as a result of therapy, they are successfully managing mental health or well-being

3. Client Count (Counseling):
    - JFS has served approximately 1800 counseling clients year-to-date (YTD), showing the continued demand for mental health services and the capacity of our expanded staff and Fellowship program to meet this need.

Comparative and Demographic Data

1. Statewide Mental Health Needs: Delaware continues to face a critical shortage of licensed mental health professionals. As of late 2024, the state meets only 12% of its mental health care needs, with over 289,000 residents living in designated Mental Health Professional Shortage Areas [1]. To remove this designation, Delaware would need at least 25 additional licensed practitioners [1]. JFS Delaware's Fellowship Program directly addresses this gap by training and retaining new mental health professionals, expanding the state's capacity to deliver timely care.
2. Waitlist Comparison: While many providers in Delaware report wait times of up to six months [1], JFS Delaware has reduced its waitlist from 125 clients to zero. This achievement reflects the effectiveness of our expanded staffing model and commitment to immediate access, especially in high-need areas.

Client Demographics

- Age: JFS serves clients across the lifespan, with a focus on families with children and older adults.
- Geographic Reach: JFS serves clients statewide. However, services are mainly in New Castle County, northern Kent County, and Lewes, DE.
- Income Level: A significant portion of clients are from low- to moderate-income households, many of whom face housing and financial insecurity.
- Ethnic and Cultural Diversity: JFS serves a racially and culturally diverse population, offering bilingual and culturally competent services to ensure equitable access.

Mental Health Outcomes



Data from the Delaware Department of Health and Social Services confirms high rates of anxiety and depression statewide. JFS Delaware tracks improvements using standardized tools like GAD-7 and PHQ-9, with client scores showing measurable progress in mental health and well-being.

[1] https://www.delawarepublic.org/science-health-tech/2025-01-21/delaware-does-not-meet-mental-health-care-needs-but-state-programs-are-trying-to-address-shortcomings.

Client Impact, Interviews and Success Stories

Expanded Access and Impact

The expansion of JFS Delaware's offices in Wilmington and Newark, combined with enhanced crisis assistance and continued support for our mental health therapy program, has significantly improved access to mental health care, particularly in underserved areas. The Newark office, located near public transit, now serves clients from southern New Castle and northern Kent Counties. Additional space in Wilmington has allowed for more therapy sessions, group programs, and support services.

These expansions also support workforce development. Five Fellows have completed their clinical hours; three are now licensed, and two are license ready. This effort is helping to address Delaware's shortage of licensed mental health professionals.

Client Testimonial

The best showing of the impact is from our clients:

"When I reached out to JFS, I was overwhelmed and unsure where to turn. Within a week, I was connected with a therapist who truly understood me. The support I received helped me manage my anxiety and feel in control again. I'm so grateful for the care and compassion I found here."

-Danielle M., Middletown, DE

"Joining group therapy was one of the most intimidating decisions I've ever made, but it turned out to be one of the most healing. Sitting with others who truly understood what I was going through made me feel less isolated. We shared stories, supported each other, and grew together. The group became a safe space where I could be honest without fear of judgment. Over time, I found strength not just in myself, but in the connections we built. I'm walking away with tools, confidence, and a sense of community I never expected to find."

-Kyasia B., Wilmington, DE

Community Engagement



Engagement with the Community in the Planning Phases:

During the planning phases of the project, Jewish Family Services (JFS) of Delaware actively engaged with the community to assess the need for expanded services and ensure the project was responsive to local demands. JFS collaborated with over 30 community social service agencies and schools to gather input and identify areas where mental health services were lacking or in high demand. These partnerships provided valuable insight into the gaps in care and the urgency of addressing mental health and crisis support needs. Additionally, continuous referrals from medical providers and health agencies underscored the critical need for expanded services. In response, we engaged in conversations with local stakeholders and surveyed and interviewed both clients and professionals to understand specific barriers to access, particularly in underserved communities. The need for expansion was further confirmed by a growing waitlist of 125 clients prior to launching the Fellowship Program, alongside increasing requests for crisis assistance following the COVID-19 pandemic.

2024 Community Engagement Partners:

YWCA, Jewish Community Center JCamp, Branches to Chances, Project New Start, Transitions DE, Amanceer, Ferris Group, Albert Einstein Academy, Child Inc.

Supporting Equity Goals Through Community Engagement:

Our community engagement strategies are closely aligned with JFS's commitment to equity, ensuring that historically underserved populations receive the support they need. Through the Fellowship Program, we made a concerted effort to recruit more than half of the Fellows from persons of color, reflecting our dedication to increasing representation and providing culturally competent care. Additionally, JFS is a place where all members of the community, regardless of race, socio-economic status, sexual orientation, gender identity, ability, or special need, can access support. JFS has focused on reaching communities that face significant barriers to services, including people of color, people with low incomes, and limited English proficient populations, by offering services that are inclusive and accessible. JFS also developed 35 community-based support groups and maintained 5 community placements to ensure we were meeting the needs of those in all corners of the community. These initiatives helped JFS to create a more equitable service model, ensuring that no one was left behind due to systemic barriers or limited access to care.

Labor Practices



For the capital project involving office appliances, security systems, and Wi-Fi upgrades, JFS partnered with a local third-party vendor to complete the work. This decision supported Delaware's economic recovery by creating local job opportunities and ensuring the project followed strong labor standards.

OGOV MH CANCER SUPPORT COMMUNITY

Project Identification Number: 19459
Funding amount (Budget): $15,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $15,000.00

Project Overview

Background:

Coaches worked with cancer survivors in small group settings (approximately 2-6 survivors per group) in the areas of stress management, physical activity, healthy eating, sleep, promoting quality of life and other healthy lifestyle changes to incorporate after a cancer diagnosis. Our hope is to reach 15 individuals in 8 months.

Preparation:

The University of Delaware originally began collaboration for the group health coaching program in the summer of 2021. Institutional Review for that program was completed December 22, 2021, by the University of Delaware. The REDCap project database was finalized March 7, 2022, in collaboration with the University of Delaware College of Health Sciences Biostatistics Core. New coaches were added to the program shortly before the program started and initial program training was conducted on February 24, 2022.

Health Coaching:

Health Coaches (individuals who received training and certification through the University of Delaware) provided health coaching to people diagnosed with cancer anywhere along the cancer continuum, from early diagnosis to long-term cancer survivorship. All sessions were conducted virtually through the videoconferencing platform Zoom; allowing participants from anywhere in Delaware attend. The group health coaching program provided up to 6.5 hours of Health Coaching as follows:

- 90-minute initial session
- 5- 60-minute follow-up sessions



Coaching is including the following topics: health coaching and goal setting, stress management, physical activity, sleep, diet, and a wrap-up and reflections session. Each coaching session starts with an educational component, raising awareness about the given topic. Participants are then coached around the topic they were most interested in setting a goal around and provided resources to aid them. Of note, in working with Cancer Survivors through the group health coaching program we found that the group health coaching program participants were introduced or reintroduced to resources available through CSCDE.

Outcomes:

Two cohort of the Group Health Coaching concluded in early May.

All registrants were sent a questionnaire prior to the start of the program and after the conclusion of the program about their current health behaviors. Four responded to the pre-questionnaire and three responded to the postquestionnaire. The results are as follows:

Physical Activity & Physical Health:

To assess physical activity, participants were asked the following questions:

1) “At this moment, how satisfied are you with your physical activity levels (answer options: Not Satisfied, Somewhat Satisfied, Satisfied, Very Satisfied).

2) “On a scale from 1 to 10, with 1 being not at all physically active and 10 being very physically active, how would you rate your current physical activity level?”

To assess physical health, participants were asked:

1) “For how many days during the past 30 days was your physical health not good?”

Before the program began, all participants stated being either not satisfied or only somewhat satisfied with their physical activity levels. Overall, they scaled their physical activity level at an average of 4.75 out of 10 and stated their physical health was not good on average 15 of the last 30 days. At the conclusion of the program, 100% of participants now stated they were somewhat satisfied with their physical activity levels, and their physical activity score increased to an average of 5.67. Additionally, the number of days they said their physical health was not good decreased to 7 of the last 30 days. This suggests that while participants were not yet fully satisfied with their physical activity levels, their satisfaction was increasing, as was the amount of physical activity they were performing each week while physical function also increased.

Diet:



To assess diet, participants were asked the following questions:

1) “At this moment, how satisfied are you with your diet (answer options: Not Satisfied, Somewhat Satisfied, Satisfied, Very Satisfied).

2) “On a scale from 1 to 10, with 1 being very unhealthy and 10 being very healthy, how would you rate the quality of your diet?”

Prior to the start of the program, 25% of participants stated being satisfied with their current diet, while 75% stated being not satisfied or only somewhat satisfied and the average score on the scale was 6.5. At the conclusion of the program, 33% stated being satisfied with their diet, while 67% stated being somewhat satisfied and the average score increased to an 8, showing both a slight improvement in satisfaction along with an improvement in diet score.

Sleep:

To assess sleep, participants were asked three questions:

1) “At this moment, how satisfied are you with your sleep (answer options: Not Satisfied, Somewhat Satisfied, Satisfied, Very Satisfied)”

2) “On average, how many hours of sleep do you get per night?”

3) “On a scale from 1 to 10, with 1 being poor and 10 being excellent, how would you currently rate your quality of sleep?”

Before the program began, 25% of participants stated being satisfied with their current sleep, while 75% stated being not satisfied or only somewhat satisfied. They were getting on average, 6.5 hours of sleep per night and rated their quality of sleep at a 7. After the program ended, they were still getting the same amount of sleep each night, but now 33% stated being satisfied with their sleep, while 67% stated being somewhat satisfied and the average score increased to an 8, suggesting participants were getting more quality sleep and being more satisfied with it.

Stress & Anxiety:

To assess stress and anxiety, participants were the following questions:

1) “At this moment, how satisfied are you with your stress levels (answer options: Not Satisfied, Somewhat Satisfied, Satisfied, Very Satisfied)”

2) “On a scale from 1 to 10, with 1 being not at all stressed and 10 being very stressed, how stressed have you felt over the last two weeks?”



3) “On a scale from 1 to 10, with 1 being not at all anxious and 10 being very anxious, how anxious have you felt over the last two weeks?”

4) “For how many days during the past 30 days was your mental health not good?”

Prior to the start of the program, 25% of participants stated being satisfied with their stress levels while 75% stated they were only somewhat satisfied. On average, they rated their stress at a 7 and anxiety a 5 out of 10. Additionally, they stated their mental health was not good an average of 11-12 days out of the 30 days. After the conclusion of the program, 100% of participants now stated they were satisfied with their levels of stress. Strikingly, they now rated both their stress and anxiety at a 2 out of 10 and decreased the number of days their mental health was not good down to 2 out of 30 days, showing a significant improvement in mental health over baseline.

Use of evidence

Participant Feedback – As part of the data collection in the original Health Coaching program development, post-program focus groups were conducted with both the participants and health coaches to understand their experiences with group health coaching. Participants primarily reported positive experiences with the program. Overall, they were satisfied with their experience, rating the quality of service as either “good” or “excellent” and when asked, “Have the services you received helped you deal more effectively with your problems?” all participants selected “Yes, they helped somewhat” or “Yes, they helped a great deal”. They appreciated the variety of topics covered and thought the program was a needed resource for cancer care as several participants stated they received very little information about the included topics from their physicians. In particular, the group nature of the program was seen as particularly valuable. Participants liked the social nature of the program and being able to hear other’s experiences. They enjoyed having the group for support and accountability, often finding they were able to get as much support from other participants as they were from the coach.

As one participant stated:

“...we started the group and having a wonderful bunch of ladies that were in different phases, different parts of their journey, um, different cancers share their experience and just show, um, no judgment but help and support was really beneficial to me.”

In addition, participants provided valuable feedback for program improvement that have been incorporated into the current iteration of the program.

Feedback from the current cohorts of Group Health Coaching will be used to inform the next iteration of our program.



Programmatic Data

Currently there are more than 18 million cancer survivors living in the United States with estimates that there will be 22 million by 2030. Cancer Support Community Delaware (CSCDE) recognizes the need to assist cancer survivors in navigating the transition from active treatment to post-treatment survivorship that includes healthy lifestyle habits. In this capacity, CSCDE worked in collaboration with the University of Delaware (Ms. Nicole Berzins and Dr. Michael Mackenzie) and Stockton University New Jersey (Dr. Mary Lou Galantino) to develop "Group Health Coaching for Cancer Survivors." Our health coaches provided health coaching to people diagnosed with cancer anywhere along the cancer continuum, from early diagnosis to long-term cancer survivorship.

Client Impact, Interviews, and Success Stories

General Participant Feedback:

At the end of the survey, participants were given the opportunity to share their experience with the program and provide feedback. Participants initially joined because they were looking for help losing weight and improving health overall, while one person was looking for motivation to do the exercises another health professional had prescribed for them. Participants particularly liked interacting with others in the program and enjoyed the coaches, saying they were friendly and accommodating. While one participant mentioned making changes to several parts of their life, such as incorporating more vegetables, going for daily walks, and spending more time meditating, another stated that being in active treatment, including surgeries and radiation while in coaching, impacted their ability to be as proactive as they wanted. As we continue the program, this is important to keep in mind as the coaches may have to change tactics or approach topics differently based on where participants are in their cancer journey. However, when asked if they would recommend the program to others, all respondents said yes, they would.

Future Directions:

In the Summer of 2024, CSCDE has implemented a one-on-one coaching program to bridge the time between the spring and fall group coaching sessions to draw in those who aren't interested in working in a group or for those who want a little extra attention. Currently 4 individuals have been connected with a coach.

Plans are currently underway to continue the group health coaching program in the Fall of 2024. Additional recruitment efforts are being made to recruit more caregivers, with plans being made to conduct one group for caregivers as well as two more groups for cancer patients and survivors. Furthermore, additional measures are being taken to encourage the enrollment of a more diverse



population in future sessions as well as encourage higher participation in the pre- and post-program surveys from registered participants.

As evidenced by the feedback from participants, parameters of the Group Health Coaching for Cancer Survivors program are timely and needed. Concentrating on stress, physical activity, sleep, and diet, by providing cancer survivors with education around those topics and a health coach and other cancer survivors to meet with, develop healthy goals, and continue being supported, many participants were able to meet the goals they set for themselves. Preliminary data indicate real behavior change for physical activity and functional wellbeing scores. When asked whether participants would recommend the program and whether a program like this was a good fit with the other programs provided by CSC Delaware, the participants responded positively.

To continue best serving cancer survivors, we will continue make group health an integral part of CSCDE's programming. This can be accomplished in many ways by utilizing the expertise of existing health coaches through the University of Delaware, Stockton University, or other professional coaching organizations. A part time health coaching project/program coordinator will work at the three CSCDE locations to coordinate the program. This program and strategic direction require funding to provide theses increased services and research.

Community Engagement

Dating back to 2017, CSCDE worked in collaboration with the University of Delaware (Ms. Nicole Berzins and Dr. Michael Mackenzie) and Stockton University New Jersey (Dr. Mary Lou Galantino) to develop a health coaching program. Offered initially as individual coaching, the program developed into the currently utilized "Group Health Coaching for Cancer Survivors" program. Participant and health coach feedback was carefully considered through each iteration as the program has developed.

In the weeks leading up to the start of the Group Health Coaching program, Cancer Support Community Delaware distributed flyers, had social media posts, sent weekly email blasts, and emailed information to our participants and community partners throughout the state of Delaware about the program. Our website had a page with information about the program. Our weekly E-blasts reach approximately 6,000 contacts, our social media platforms Facebook, Instagram, and Twitter have a combined following of over 10,000, and our website reached over 100,000 visitors in 2023.

Health Equity Statement: CSCDE's health equity efforts center on three values: access, affordability, and inclusivity, offered at no-cost. Access to and inclusivity of programming and patient education around the importance of screenings, prevention, and healthy lifestyles, especially for those communities who have been historically underrepresented and under-resourced, is accomplished via in-person, hybrid, and virtual offerings. We also ensure access to and affordability of quality health care, to include the

prevention and mitigation of financial toxicity; we address health-related social needs so that each patient, caregiver, and loved one impacted by cancer can engage with programs and services that meet their unique needs. We are intentional and thoughtful in our approach to serving each person throughout the state of Delaware innovatively and collaboratively throughout their cancer journey, as reflected by our internal team, board composition, CSCDE Health Equity Advisory Board, and longstanding partnerships with Delaware's four major cancer centers.

OGOV MH DELAWARE COALITION AGAINST DOMESTIC VIOLENCE

Project Identification Number: 19460
Funding amount (Budget): $125,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $125,000.00

Project Overview

DCADV Training

Objectives:

1. Research Materials
2. Develop slides for training content
3. Identify Mental Health and Behavioral Health providers

Barriers: None at this time

Achievements:

DCADV continues to meet regularly with the internal team to monitor the project timeline with clearly delineated tasks, responsible parties, and deadlines. Additionally, DCADV reviewed and revised internal documents and training content in order to ensure evidence-based best practices were included to meet the needs of mental and behavioral health providers and community members.

During this grant period, we presented the following trainings to increase the use of trauma-informed interventions by professionals working with individuals facing mental health, substance abuse, and/or domestic violence. Audiences included:



- A workshop on making the connection to domestic violence resources to an audience of substance use disorder professionals, healthcare workers, and mental health support at the Impact Life Conference;
- A session on coercive control specific to folks experiencing domestic violence compounded by mental health and substance use disorders during DCADV's semi-annual Domestic Violence 101 training;
- the Faith Forward Collaborative, a group of faith-based leaders working with DSAMH on community outreach and education about substance abuse;
- law enforcement officers participating in the statewide advanced crisis intervention (CIT) training;
- a multidisciplinary audience of housing providers, corrections personnel, social services, therapists, and educators who participated in our publicly available "Complex Connections" training;
- and emergency department personnel at St. Francis Hospital.

174 people were reached through these trainings. We were pleased to reach such a wide variety of providers across the state.

DCADV's Training Team developed an online, asynchronous training module covering material similar to *Complex Connections* so the training is accessible to more allied professionals. The training, titled "Making the Connection: Responding and Referring to Domestic Violence Services" provides an overview of the dynamics and prevalence of domestic violence, and teaches effective advocacy skills that support safety and empowerment with their service recipients. Additionally, the training identifies local community resources where individuals can receive additional services. The target audience for this training is health care providers, community health workers, social workers, and allied professionals. It has been approved for 2.5 CEUs from the National Association of Social Workers- Delaware Chapter.

DCADV is working with subject matter experts from the National Center on Domestic Violence, Trauma, and Mental Health (NCDVMTH), to bring more advanced-level training for practitioners. We will host their trainers for a 2 day in-person training in August 2025. This training will cover harm reduction strategies for survivors who use substances, as well as emotional support strategies for survivors experiencing mental health crises. In May 2025, our Training Team met with the trainers from NCDVTMH to begin planning. We have also surveyed DCADV member programs (specifically shelter/hotline programs) to identify the most pressing needs related to substance abuse/mental health. We shared these needs with the trainers to incorporate into the training.

We continue to meet internally to discuss further training and outreach opportunities. We also have held meetings with mental health service and advocacy groups like the Behavioral Health Consortium and NAMI to coordinate and assess needs.

Finally, we have been participating in community outreach events where information about the impact of DV on mental health has been shared.

DCADV Resource Development

Objectives:

1. Creation of public-facing resource materials focused on mental health and behavioral health.
2. Develop a trauma-informed screening tool for providers

Barriers: None at this time.

Achievements:

We ran a radio campaign in both English and Spanish and added a new downstate radio partner. We translated and printed the mental health brochure in Spanish and Haitian Creole (pictures of covers below). We re-ordered resource cards in English and Spanish for the DV-Community Health Worker project and we had Spanish bus shelters in each county.





Delaware State University MSW Practicum Stipend



Objectives:

This project will provide paid stipends for Master of Social Work students to complete their practicum placements with domestic violence agencies. DCADV provided oversight and support to the DSU MSW Intern placement contract and worked with them as they structured the student field placements program with domestic violence providers.

Barriers: None at this time.

Achievements:

Currently, DSU has one student in her advanced MSW placement at People's Place II.

Use of evidence

DCADV Training

DCADV's Complex Connections training incorporates the CUES approach, an evidence-based and trauma-informed intervention for addressing domestic violence in healthcare settings. The CUES approach is a three-step process that addresses confidentiality, universal education, and support for all patients. This approach allows providers to communicate resources and supports to all patients, regardless of disclosure, to help themselves or their loved ones. Providers are also trained in making warm referrals to community-based domestic violence programs, which increases the likelihood of coordinated care and follow-through by patients.

A more detailed description of the approach and the evidence behind it can be found here: https://ipvhealth.org/wp-content/uploads/2021/08/Evidence-for-CUES_1.28.21.pdf.

DCADV Resource Development

The resource material developed incorporates evidence based and trauma informed approaches adapted from the Futures without Violence CUES intervention. For additional information, please see below.

Delaware State University MSW Practicum Stipend

The history of social work practice is based on over a century of academic study and evaluation. A core value of social work education is to ensure the curricula includes the most advanced evidence to inform practice, while also integrating practitioners' clinical expertise with patients' values and preferences. Working within this scientific framework helps social workers determine what works, in what circumstances and for whom—a process that allows social workers to serve their clients effectively. To that end, the DESU MSW practicum placement program aligns with the Council on Social Work

Education criteria for accreditation. Based on the nine areas of competency, students are supervised by a credentialed mental health professional and a Practicum Professor. Evaluation follows a standard review of proficiency in these nine areas.

Programmatic Data

DCADV Training

For this grant period, we reached 176 people through 6 training events. The online module "Making the Connection" launched at the end of June, so there is no participant data available yet.

DCADV Resource Development

The Delaware Public radio spots continued through 6/30/2025. Their weekly reach: 18+ 21,700, 25-54 8,900, 35+ 14,700

The Voice Radio Network spots continued with an average reach of 95,000 people daily, 52% of which are women. (English & Spanish)

Live 97.5 spots continued through June with a reach of approximately 3,200 listeners in Sussex County.

The six bus shelters located across Delaware reached over 576, 299 riders.





Delaware State University MSW Practicum Stipend

DSU has one student in her advanced MSW placement at People's Place II. She started her Field III placement in January 2025, and her final Field IV in May 2025 to conclude in August. She is an excellent student and is enjoying her experience and able to demonstrate her academics at this important age

Client Impact, Interviews, and Success Stories

DCADV Training

As part of the development of the online module, we collaborated with the Mid-Atlantic Association of Community Health Centers. They plan on promoting the training to their membership across Delaware and the eastern shore of Maryland. We are excited to engage in this collaboration and to reach a broad spectrum of healthcare providers!

For this grant period, a success story would have to be training the Emergency and Social Work Department at St. Francis Hospital. For a while, we had been trying to engage with that Hospital specifically because they serve a large uninsured population. Participants from our training with St. Francis' Emergency Department reported feeling "very comfortable" screening for domestic violence after attending the training, as well as the majority reporting feeling "very comfortable" responding to disclosures. When asked, "How will you use what you learned today in your work"? Some participants responded saying, "Throughout all levels of care" and "Not only with patients, but colleagues as well".

DCADV Resource Development

We distributed over 100 Futures Without Violence mental health safety cards to both participants of trainings and to community members requested through our website and mailed out Spanish resources to 13 community partners. At every training, resources were given to attendees to share with their client population.

Through boosted social media posts, we engaged with people who were looking for mental health resources. The reach was 8,112 with 24 conversations with social media users.

Delaware State University MSW Practicum Stipend

A statement from the current student when asked how the internship was going:

"Fabulous! I love it! So many different sections to learn from. They have advocates, counselors, group facilitators, and even outreach for the schools. It is a wonderful place and I'm so excited to be able to intern there."

Community Engagement



DCADV Training

We have been participating in community outreach events where information about the impact of DV on mental health has been shared.

Comment from training participant at Domestic Violence 101: "I was able to expand my knowledge of trauma informed care and will be able to service victims of DV and SA with more sensitivity."

Comment from training participant at the Advanced Crisis Intervention Team (CIT) training: "Information was great, and the handouts/resources are going to great resources to give out to victims."

DCADV's Training Team has been working diligently to develop an asynchronous, online training module in this subject area. In parallel, the Mid-Atlantic Association of Community Health Centers (MACHC) approached us to access resources and explore opportunities for collaboration in training community health workers across Delaware and Maryland on the intersections of domestic violence and health. Over the past several months, we have been providing training and technical assistance to MACHC, and in turn, they have shared valuable insights to support the development of our training module. Their input has helped identify key training needs for community health providers- many of which align closely with the objectives of our current project. This partnership, along with the findings from MACHC's needs assessment, has been instrumental in guiding our priorities and ensuring the training is delivered to the field as effectively and efficiently as possible.

DCADV Resource Development

The Delaware Coalition Against Domestic Violence is, as our name notes, a Coalition of member programs who are providing direct services to domestic violence victims. All our work as a Coalition incorporates the needs of DV survivors and the insights of service providers. The radio spots continued running in both English and Spanish and there were Spanish bus shelter graphics in each county.

OGOV MH DE PEDIATRICS

Project Identification Number: 19461
Funding amount (Budget): $350,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $350,000.00

Project Overview



Our Keys to Wellness program addresses children and adolescents with mental health disease and obesity in a population of patients with trauma exposures. The program supports obesity prevention and treatment with the support of behavioral health coaching, remote patient monitoring and treatment of mental health conditions. The program tracks measures of wellness and health and well-being to determine patient outcomes.

Use of Evidence

The COVID-19 pandemic has created a mental health crisis which has prompted the United States Surgeon General to declare a pediatric mental health emergency. This recognition acknowledges the rapidly rising number of mental health disorders in children, and the barriers which challenge these children's access to care. The already-recognized mental health crisis amongst children in recent years has been exacerbated by the COVID-19 pandemic. Even prior to the pandemic, the incidence of childhood mental health disease has been increasing significantly for several years. From 2009 to 2019 the number of high school students who reported feeling hopelessness and sadness rose by 40% and there was a 36% increase in the number of students who contemplated suicide. Suicide has become the second leading cause of death for those ages 10 – 24. The number of youth reporting symptoms of anxiety and depression through the COVID 19 pandemic has doubled. Treatment resources for this age group remain scarce. The American Academy of Pediatrics, the American Academy of Child and Adolescent Psychiatry, and the Children's Hospital Association have jointly declared a national emergency in child and adolescent mental health. Countless children have been impacted by adverse childhood events during the COVID-19 pandemic, including social isolation, food and/or housing insecurity, and the death of a primary caregiver. Over 140,000 children in the United States suffered the death of a primary or secondary caregiver, with children of color disproportionately affected. Trauma-informed care needs to be a mainstay of treatment for children and adolescents. More than 1 in 10 adolescents experienced anxiety or depression prior to the pandemic. In 2020, Delaware had 288.8 mental health providers per 200,000 people (DE Epidemiological survey). 15.5% of adolescents in Delaware reported having a Major Depressive Episode. The Substance Abuse and Mental Health Services Administration (SAMHSA) reported that 22.2% of adolescents had severe mental health impairment, but few received any mental health services. Of those who did, only 3.7% received those services in a Primary Care setting. The COVID-19 pandemic has driven an increase in the frequency of mental health disorders in children, as well as an increase in the severity of these conditions. In 2020, the number of suicide attempts for females ages 12 to 17 years rose by 51%. In 2021, emergency room visits for mental health concerns increased by 24% for 5 - 11-year-olds, and increased even more dramatically, by 31%, for children ages 12 to 17 years old. The rise in childhood mental health illnesses and the barriers to mental health treatment for them were intensified by the pandemic, with school closures limiting access to school-based services, increasing social isolation for pediatric patients and their caregivers.



There is a clear and interconnected relationship between mental health and obesity. Mental health disorders often lead to reduced physical activity, poor sleep habits, disordered eating, and low self-esteem. These factors have been proven to increase the risk for obesity. In a similar fashion, obesity carries with it an increased risk for depression, poor sleep, reduced self-esteem and disordered eating. Since depression, anxiety and obesity share common underlying mechanisms, effective treatment plans need to reflect a combined treatment model. The COVID 19 pandemic has been accompanied by an alarming increase in childhood obesity. Obesity affects 42 million children in the United States. Childhood obesity rates during the pandemic increased to 45.7% of children ages 5 - 11. Older children have been affected as well, with the obesity rate increasing by 5.2% among 12 - 15 year-olds, and by 3.1% for 16 -19 year-olds. Childhood obesity impacts both physical and emotional health. Children with obesity are more likely to experience depression, low self-esteem, and a reduced quality of life when compared to their non-obese peers. (12) Depressed mood during an office visit has been demonstrated to consistently predict obesity at a follow-up visit a year later. (13) The strategy of counseling patients and their caregivers on nutrition and exercise which is routinely incorporated by pediatric providers to address obesity in children has been ineffective. Delaware recently joined 7 other states which have a general population with 35% obesity. Obesity in children is estimated to cost $14 billion annually in the U.S.

The Delaware Survey of Children's Health, conducted by Nemours Health and Prevention Services, found that 36% of Delaware children ages 2-17 years were obese.

This study also determined that:

- Delaware has one of the highest childhood obesity prevalence in the United States, ranking 12th in the nation.
- Eighty percent of obese children will remain obese as adults.
- The increased comorbidities associated with obesity cost the state of Delaware $207 million in health care dollars.
- Among the co-morbidities for children and adolescents who are obese are an increased rate of depression, ahedonia, negative self-esteem, and social isolation when compared to their peers with normal body weight. Obesity management and prevention strategies focused on diet and exercise alone lead to poor relationships with food and increased adolescent perseveration with weight. In Delaware 40% of female high school students described themselves as overweight, while only 14% were actually overweight. We are using a bidirectional treatment paradigm designed to address both childhood mental health disorders and obesity. Our model will incorporate innovative behavioral health treatment modalities which include, in relation to the



COVID-10 pandemic, trauma-informed care. The goal is to effect positive outcomes in the treatment and prevention of mental health disorders and obesity.

Strategies utilized:

- A combination of in-person and telehealth visits in the context of a primary care setting
- Focused behavioral health coaching
- An app-based platform to provide clinical support, peer interaction /support, and resources.
- Remote patient monitoring (which is confidential) with wireless-enabled wearable technology physical fitness devices (fitness trackers).

Delaware was declared a mental health care profession shortage area in September 2012 as Delaware mental health care providers only met 10% of our populations mental health needs compared to the national average of 28.1%. (21) Over the past 2 years, our practice has created a psychiatric collaborative care model based in the pediatric primary care setting, built to address the mental health needs of our patients and the shortage of mental health care providers. Our current model allows for the screening, diagnosis, and treatment of mental health disorders in the environment of a child's "medical home". Families in crisis cannot be left to languish on a psychiatric intake waiting list for months, while their situation continues to deteriorate. We have been able to track our patients' status with validated screening tools and institute a registry which has facilitated the establishment of care teams designed to address, individually, the mental health needs of our patients. Our registry is reviewed weekly by our mental health director with a child psychiatrist, to assess outcomes, address barriers to care, and determine the "real-time" status of our patients' mental health.

Programmatic Data

To date they have successfully piloted the program content anc curriculum over the ages of 12 to 18 years of age. Although are data points are limited with a small sample size (n= 12) that we have seen successes with improved PHQ9 and GAD scores, improved overall patient assessed health and well-being, reduced crisis intervention and self-injury as well as some reduction in weight for 60% of the sample size. The challenges that we have faced have been recruitment of patients to participate in this study. We have actively recruited patients in our practice over several age groups, offering content in various platforms such as in person classes and zoom classes. We feel that data supports that no only do we need to change how we approach obesity prevention and management by using evidence based tools that incorporate behavioral health coaching, we need to change the delivery systems as well. We have attempted to recruit over 478 patients with direct messaging, letters, phone calls, text messaging, web site and portal alerts as well as in office counseling and the addition of incentives for patients who



would participate. From the 478 patients recruited, only 12 have participated so far, All 12 patients have had at least one ACE. We have spent the last month and will continue through the next quarter with the development of the app for mobile use as our delivery method for our evidence-based treatment and prevention of obesity for our patients with mental health disease.

Client Impact, Interviews and Success Stories

Tracking metrics include: Activity levels (minutes active and steps per day), using remote patient fitness trackers. Patient's "perceived" activity level, as to compared to activity level recorded by the remote fitness tracker. Patient's hours of sleep per night, using remote patient fitness trackers. Frequency of patient account self "log-ins" to assess their own fitness levels/progress Number of patients referred for counseling. Patient compliance with attendance for scheduled sessions for in-office/in-person, telemedicine, and Zoom peer groups and Zoom peer support groups. Patient and parent satisfaction regarding preference of model of care delivery (in-office/in-person, telemedicine, and Zoom peer groups and Zoom peer support groups), discerned by surveys. Pre and post assessment using the Self Perception Profile for Children to assess body image, readiness for change, and self-esteem. Pre and post assessment using the Adolescent Resiliency Questionnaire (ARQ). Pre and post assessment using a "whole wellness tool" (to be developed). Post session patient / parent satisfaction surveys to assess content, delivery models, and effectiveness of tools provided. Assessment of staff comfort level in delivering trauma informed care and how they feel that the training sessions impacted their ability and comfort level with providing care based in the trauma framework. This assessment would be provided to staff at the start of this phase and then repeated at the completion of this phase.

These added metrics will enable us to "fine-tune" our curriculum to meet the needs of those patients most at risk for adverse childhood events, mental health disease and obesity. The app development will use the metrics measured to assess effectiveness of the curriculum content. In addition, we will provide monthly training sessions on trauma-informed care for all Delaware Pediatric Staff, with the intention of increasing trauma awareness and sensitivity within our offices. We will video-record these training sessions and make them available to our already-established community collaborative partners.

Once the app is launched, we will continue to assess all of the measures outlined in Phase One and Phase Two with the following additional metrics: Patient's frequency of app use (general) Patient's frequency of app use for peer support group. Number of staff contacts with patient in-person, via telemedicine, via Zoom group or individual coaching sessions. Patient and parent satisfaction with how our office delivers its trauma-focused care.

OGOV MH GAUDENZIA

Project Identification Number: 19462



Funding amount (Budget): $3,000,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $3,000,000.00

Project Overview

During this quarter, Gaudenzia continued utilizing SLFRF funds to cover year two operational costs for ASAM 3.5 and ASAM 3.1 at the agency's Claymont Center for Pregnant and Parenting Women. The agency finalized a contracts with DSAMH to offer these services beginning July 1, 2024, and continued to work with Delaware's various managed care organizations (MCOs) in preparation for transitioning to a fee-for-service model. Unfortunately, current rates of reimbursement do not cover the full operating costs of the program as DSAMH cannot use not fund for the staffing complement responsible for serving children and families at the Claymont Center. Gaudenzia, Inc. continues to research alternative sources of funding for positions essential to the campus's family-centered model of care (e.g. behavior specialist, prevention specialist supervisor, and childcare specialists).

Use of evidence

In designing our model for the Claymont Center for Pregnant and Parenting Women, Gaudenzia, Inc. consulted literature from SAMHSA and HHS ACF's National Center on Substance Abuse and Child Welfare, as well as representatives for HHS, DSAMH, and Medicaid, in an effort to design an evidence-based, trauma-informed, and gender-responsive model that meets the needs of this priority population. Gaudenzia, Inc. maintains a formal quality improvement plan which is reflective of both the agency's mission and strategic plan. In alignment with CARF, Gaudenzia, Inc.'s quality improvement plan is subdivided into specific performance indicators related to effectiveness, efficiency, accessibility, and client and stakeholder experience. Both quantitative and qualitative data are collected on an ongoing basis and reviewed during the agency's monthly CQI meetings. Please see below for program performance data collected at the Claymont Center this fiscal year:

ASAM 3.5 Level of Care						
Domain	Performance Target	Q1 (7/1-9/30/2023)	Q2 (10/1-12/31/2023)	Q3 (1/1-3/31/2024)	Q4 (4/1-6/30/2024)	FY Total
Effectiveness	60% will successfully complete program	61%	10% (two women were taken out of program for	67%	42.9%	41%

			active warrants, and two women were discharged for medical/ psychiatric needs thereby impacting completion total this quarter)			
	15% or fewer will leave against staff advice	38.5%	31%	33%	42.1%	40%
Efficiency	Program will maintain 85% occupancy	76%	77%	90.9%	89.1%	84%

ASAM 3.1 Level of Care						
Domain	Performance Target	Q1 (7/1/2023-9/30/2023)	Q2 (10/1/2023-12/31/2023)	Q3 (1/1-3/31/2024)	Q4 (4/1-6/30/2024)	FY Total
Effectiveness	60% will successfully complete program	80%	100%	100%	100%	92%
	15% or fewer will leave against staff advice	20%	0%	0%	0%	7.7%
Efficiency	Program will maintain 85% occupancy	57%	79%	79%	70.1%	68.9%



According to semiannual client satisfaction surveys completed by women at the Claymont Campus:

- 80% would recommend the Claymont Campus to a family or friend.
- 90% reported feeling safe in the program.
- 100% reported they agreed with the goals in their plan.
- 100% reported the benefited from individual and group counseling services

The agency also analyzed a matched sample of pre-/post- Brief Addiction Monitor (BAM) responses for women engaged in treatment at the Claymont Center for Pregnant and Parenting Women. The Brief Addiction Monitor (BAM) is a tool used to assess the severity of substance use and the effectiveness of treatment in individuals with addiction, focusing on various aspects of recovery and relapse prevention. We are pleased to report based on this sample, women participating in Claymont's 3.5 and 3.1 levels of care experienced a significant reduction in drug use (-100%) and reduction in risk factors (-4%).

Programmatic Data

Consistent with our Q1, Q2, and Q3 reports, Gaudenzia recognized the startling gap in care for PPW with SUD when designing the Claymont Center. Prior to the opening of the Claymont Center, Delaware was one of two states nationally that had no residential treatment where children could reside with their mothers in treatment. Arguably the most stigmatized subpopulation of substance users, PPW face unique social, structural, and economic barriers to treatment that policymakers and providers must consider in designing and developing effective programs and interventions. Lack of childcare and fear of losing custody of their children remain among the top reasons PPW do not access traditional SUD treatment services. The Claymont Center seeks to eliminate this barrier for PPW in Delaware. Gaudenzia considered the following data to support the development of its family-centered treatment programs:

- In 2019, more than 700 substance-exposed infants (SEI) were born to Delawarean women—a 148% increase since 2015.
- In 2019, 1,022 Delawarean children were placed in out-of-home care due to their parents' drug or alcohol use.
- In 2019, 20% of pregnant Delaware Medicaid recipients had an SUD.

Gaudenzia viewed Claymont as an appropriate site for its PPW campus based on state data indicating New Castle County has the highest needs for these services. According to Delaware's 2021 State Epidemiological Report, New Castle County accounts for the majority of the state's overdose deaths



(57%) and substance-exposed infant (SEI) births (48%). It is also the state's most densely populated county, and much of it has been identified as a Medically Underserved Area (MUA) under HRSA's criteria.

Client Impact, Interviews, and Success Stories

Between July 1, 2022, and June 30, 2024, the Claymont Center's high-intensity 3.5 level of care admitted 67 unique women, including 31 pregnant individuals and 45 children under 12 years old. Among the children in the program, twelve (12) infants were born during their mothers' treatment, and eleven (11) children involved with child welfare were successfully reunited with their mothers within the program. Additionally, 21 families successfully transitioned to the Center's low-intensity 3.1 level of care. The Claymont Center's 3.1 level of care had the highest successful completion rate of all Gaudenzia, Inc.'s residential programs this fiscal year, with 92% successfully completing the program. Of women completing the program, 50% were employed or in school at time of discharge.

In October and December, Gaudenzia, Inc. received two grants to launch a supportive housing pilot for housing insecure, child welfare-involved families exiting the Claymont Center's 3.1 level of care. This pilot seeks to reduce family homelessness and improve child permanency for up to seven (7) families over the next two years. To date, three (3) families successfully completing the 3.1 level of care transitioned into supportive housing, and the agency is working to identify additional families eligible for participation in the pilot.

Community Engagement

As shared in past reports, during the program's design phase, Gaudenzia collaborated closely with DHHS, DSAMH, and Medicaid to assess the state's specific needs and ensure programming conformed with licensing requirements. Drawing on its 40+ years of experience as a provider of services to women with children, Gaudenzia utilized its existing model as a foundation and engaged with program leadership, staff, and reviewed client feedback to elevate its services for women and children.

Gaudenzia's commitment to equity was paramount throughout this process. Gaudenzia has always aimed to provide affordable, accessible, and high-quality treatment to all individuals, regardless of their ability to pay. As a critical lifeline for uninsured and Medicaid recipients, Gaudenzia continues to uphold its goal of offering compassionate care and assistance to those in need. By way of example, 100% of women served during year one were Medicaid recipients. Further, Gaudenzia's Claymont Center extends its support to pregnant justice-involved women referred through the Delaware Department of Corrections New Choices contract, further broadening its impact on the community.

During the start of the 2025 fiscal year, Gaudenzia will continue to work with its state and local partners to devise a strategy for sustainable braided funding to cover costs associated with non-Medicaid compensable elements of the campus's novel family-centered treatment model.

OGOV MH PERINATAL PRANA

Project Identification Number: 19463
Funding amount (Budget): $200,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $200,000.00

Project Overview

OBJECTIVE:

Josie's Grace postpartum stress program is a community behavioral health location and program established in the fall of 2022. We continue to offer this robust resource of maternal child and behavioral health-trained nurses, staff, and Psychiatric NP year-round in Newark, DE. We have served 193 mothers and babies in the 4th trimester. We have served 10 additional cohorts averaging between 9-10 per group this past year. Recruitment challenges have eased with our established reputation in the community and many are hearing via social media, community maternal / child health events, word of mouth, and formal referrals of preferred referring provider base. We continue to grow our community volunteer infant cuddlers and are beginning the process of recruiting child companions for future state programming. Our clinical objectives of reducing stress, stigma, isolation, and fears are continually observed and reported by our fourth trimester mothers. We keep our community strong of JG alumna with social gatherings outside our traditional program and in our private facebook group. Moms beyond the 4th trimester continue to reach out after graduation and some now up to three years postpartum. The resource is always free of judgment and cost to our alumna and can include a full perinatal psychiatric evaluation with gap care (counseling and medication initiation/management). Our ongoing goal is to continue to serve the maternal/child dyad with behavioral health care, food, and infant care, all while addressing health disparities of our maternal community by promoting improved health outcomes. This program works by addressing at-risk populations of women and infants individually and as a collective. Highest goal is to decrease the rising rates of maternal and infant mortality in Delaware, most often dying of suicide and overdose in the postpartum period.

BARRIERS:



Maternal Barriers: late to referral to our 4th trimester program, lack of paid maternity leave or leave less than 12 weeks, medicaid medical ride complexities persisting/lack of personal transportation, mental and physical illness, lack of sibling care (cost of daycare/lack of available daycare), lack of partner (single parent), unsupportive partners or those who themselves had to return to work within days of birth of baby (lack of paternity leave), living outside of New Castle County, and isolation of local family/friends supporting new mother allowing her to attend this 4th trimester stress support program.

ACHIEVEMENTS:

Capacity maintained at 9 to 10 per cohort; thereby servicing more women per quarter without increasing staffing or budget beyond the cost per mother for food and supplies. We have served 193 mothers and babies in the 4th trimester.

Social media continues to share our maternal stories, positive healthy lifestyle recommendations, creative outlets of art and sound, movement to decrease stress, testimonials, encouraging self-compassion practices, and most importantly resources locally beyond our program and ongoing psychoeducation on Perinatal Mood and Anxiety (& Trauma) Disorders affecting 1:5 women on average in the US and 1:3 women of the black community.

Instagram: July 2024 - July 2025

Views: over 100,000 views

Accounts Reached: 38,272 accounts

Followers: 465 followers

Posts: 327 posts

Facebook: July 2024 - July 2025

Likes: 223 likes

Followers: 471 followers

From the information reported above, we are happy to say that our views are up for both social media platforms. The accounts reached have increased by close to 3,000 accounts and the interactions have nearly tripled in just the last quarter alone. By consistently increasing the amount of profile views, interactions, accounts engaged and new/current followers, we are able to provide information regarding the program and resources that some women may not have otherwise had access to. Our hope is to continue to increase our presence on social media and provide women with informative and helpful resources.



Clinical outcomes being tracked are our Postpartum Stressor Scale (week 1 and repeated week 4), Barkin Index of Maternal Functioning (the past 11 + months), Feedback form with quantitative and qualitative data collected, and monitoring of demographics (including types of insurance and/or uninsured status). In all our clinical data, we see improvements in areas of maternal stress and function. Some women are further improved by starting into therapy, psychiatry, lactation, postpartum doula care, and other resources statewide of 211 help me grow. Detailed EMRs are maintained on each person who attends the program and this includes a brief perinatal BH intake interview before they attend our program.

Use of evidence

This program was developed, coordinated and led by a perinatal mental health-certified nurse practitioner. Services and strategies implemented are founded in evidenced based treatment for perinatal distress and mental illness for recovery of a perinatal mood and anxiety disorder. Specific elements of therapeutic rapport, psychoeducation, collaborative reflection journaling, birth story processing with art, mindfulness, mindful movement, Emotional Freedom Technique (EFT), peer support, trauma-aware location, nutrition, and adjustment strategies for new parents. On hand was the provider to have private discussions of safety, risk factors for developing mental illness, active symptoms of perinatal mental distress and illness, treatment options, provider to provider communication and 'gap care' including prescribing as needed to bridge into traditional outpatient behavioral health in the community.

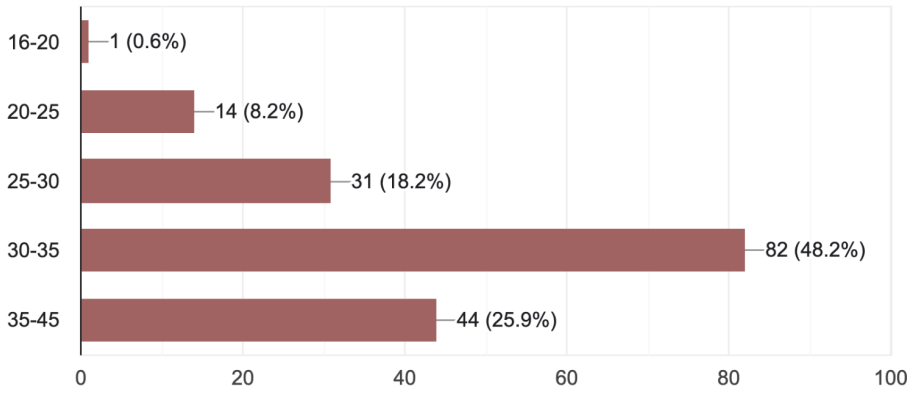
Programmatic Data

From 7/17 to 6/25, we worked with 110 women in total who inquired or were referred. Of those 110, we onboarded/served 89 women with the 4 week program.

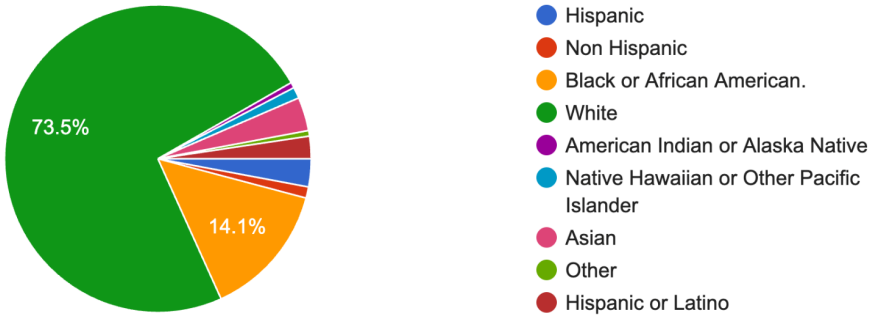
The total number of women who have attended the JG Program to date is 193 with 10 more starting July 16th.

Demographics: We are reporting on those who filled out this form (170 of 193 served)

Age
170 responses



Ethnicity / Race
170 responses

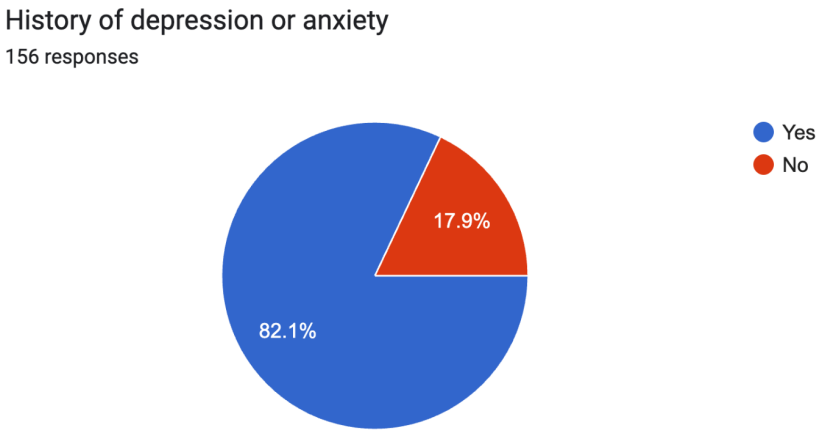


Women of the BIPOC community (highest being Black community) are at highest risk for morbidity and mortality effects (1:3 black women; 1:4 Hispanic women (birthing persons) Our demographics are reflective of the Newark Community when compared. Collectively, about 27% of our attendees are of a minority race/ethnicity and specifically 14.1% are Black (of those who responded to the survey).

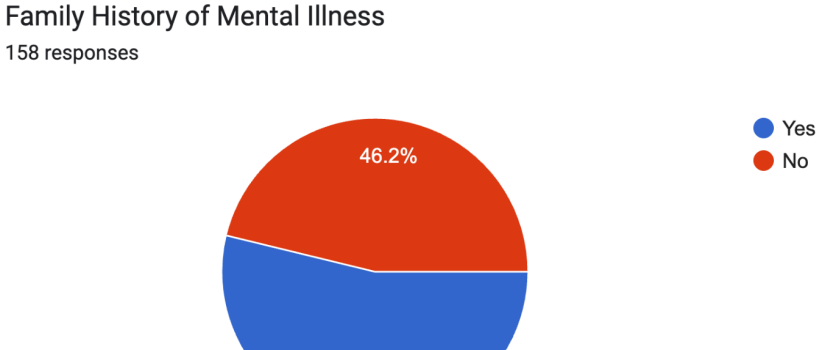
We are seeing stable rates of babies born in DE, states moms live in, and the highest level of education. Statistically, higher rates of education are known to be a protective factor for developing Perinatal Mood and Anxiety Disorder(s). We have an impressive spread on levels of education attending our program and this affords us more insight into this particular factor of education, the highest risk being women with 'some college' or less represented by about 20% of our attendees (who responded to the survey).

Marital / partnered status is a factor that is protective for new mothers (if that partner is supportive of her adjustment to motherhood). Women who are unpartnered are at highest risk for developing mental illness and high stress effects; Josie's Grace respondents who are unpartnered represent 11%. This is relatively unchanged from our prior report.

Risk Factors for Developing a Perinatal Mood Anxiety (Trauma) Disorder (collected week 2 as part of the psychoeducation and self assessment portion of week 2

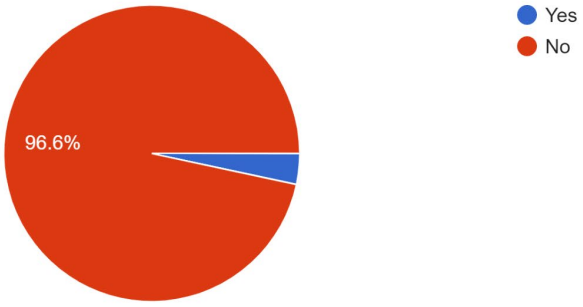


WE SHOULD BE CONCERNED ABOUT THIS STATISTIC. The most likely cause of a PMAD is a history of depression or anxiety disorder. That would mean 82% of my moms are at higher risk (regardless of any other risk factor) for developing a PMAD before we start to account for any other risks. Public Health Crisis.



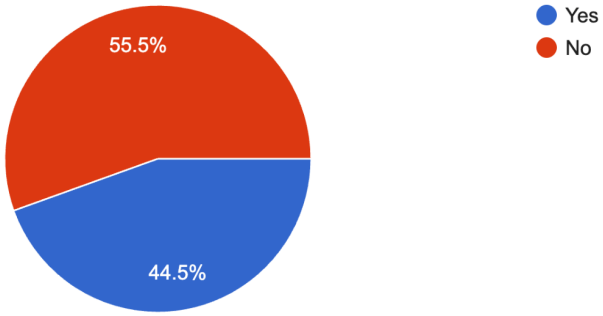
History of psychosis

89 responses



Traumatic Pregnancy Or Delivery

155 responses



Challenges With Breastfeeding

158 responses





To summarize the above statistical outcomes : Of the other key symptoms we saw little statistical changes from this report to the last annual report with all increasing by less than 2%. That said, I wanted to highlight these very important symptoms or stressors reported. Over half are reporting a family history of mental illness which is another STRONG predictor of developing mental illness in your lifetime and increasingly so with perinatal hormonal and stressors (1:5 on average). Over half report challenges with breastfeeding. Literature shows this as a number one stressor for all new mothers. It is still not yet the standard of care to receive ongoing lactation support in the community if the mother doesn't seek it out for herself and use insurance (if she has it) for coverage. Lastly, we are showing 44% reporting a traumatic pregnancy or delivery. That is as close to half as I hope these statistics get and growing, but given the current state of shortages in women's healthcare, trends are showing worsening trends in terms of morbidity and mortality in the perinatal population.

Client Impact, Interviews, and Success Stories

Three words to describe the culture, environment, and service:

loving, compassionate, intentional
Peaceful, supportive, validating
Relaxing, encouraging, and educative
Nurturing, safe, healing



Did you learn new skills for coping?

Yes, it was a good reminder of all of the anti- anxiety toolkit but fit into a baby-centric world. (Meditaiton, affirmations, tapping, journaling)
Yes. I already knew a lot, but the community aspect normalized the experiences I am having. I felt I was not siloed or judged, I was accepted
Yes! I'm on a mission.
I received great reminders of the skills I needed to dust off!

Did you feel safe and heard?

YES!
Yes, 1000%
SO MUCH!
Extremely

Looking back, how would you have rated your stress level when starting at Josie's Grace?

9
7
10
8



What is your stress level on last day of group, week 4?

2
4
5
2

Rate your nurse led group support sessions (1 to 10 with 10 being highest possible rating)

10
10
9
10

How would you rate the support you received with Josie's Grace?

10
10
10
9



Additional participant comments:

1. "Thank you so much Jen and Anne for providing such a heartwarming and safe space for us. I always felt so cared for and loved at Josie's Grace. Your kind words and non-judgmental attitudes made it easier for me to self-reflect and share my thoughts. I cannot thank you both enough for your guidance and kindness during this challenging postpartum period. The only thing I wish is that this could be a longer program as I will miss these sessions together"!
2. "I had a great time while attending! It was nice to meet other moms who felt similar to me when I felt isolated at times. I really really like Mindful Mamas and use it almost daily as a part of my bedtime routine for myself. The food that was taken home was yummy and I loved talking to the other nurses as well! They always had something encouraging to say!"
3. "I loved the class and looked forward to coming each week! I feel so grateful to have met all of the women in the class and share experiences. I also enjoyed learning about tapping and radial acceptance. I only wish it could have been longer! Possibly having it be 5 weeks and each week is designated for a letter of the GRACE acronym. Additional services I was given included: numbers for the center for women's wellness, JFS, center for nasal and airways for my son and the PSI network. I also use the Mindful Mama's app we were given access to daily!"
4. "Wonderful program that I will be sharing with all new moms! It was really helpful, even just to talk to the other moms, Anne, Jackie, and Jenn. I was so stressed when I first started, and I really gained some tools to help cope with the stress of being a mom of a toddler and a newborn. I got helpful feedback on my journal and felt like if I was suffering from PPD or PPA, the team at Josie's Grace would have stepped in with resources and support. I'm so thankful for my time in the program."

Community Engagement

We held a spring reunion with 6 mothers and babies of recently graduated programs who attended. We did spring art and fed our clients while they continue to expand their social networking and support for one another.

Last fall we held 2 "in person" EFT sessions with Lauren Fonville serving 13 moms, nurses, volunteers and staff, an infant massage session with 4 in attendance, a Kintsugi healing art workshop, and a holiday art workshop with 8 alumna families attending.

We were fortunate to be able to hold a second reunion of 3 women who attended Josie's Grace over the past years who were referred by the CranioFacial Surgical Team at Nemours. These three babies were at various stages of repair for cleft lip, cleft palate, or both. These mothers were introduced and provided food and space to meet privately for over 2 hours. The unique stress these women share was

the thing that allowed them to share wisdom and vulnerabilities with each other, even having just met with most babies having had their facial surgeries. This is also important as it shows that we are not only working with the women as they are referred by their healthcare providers/therapists, but it is an example of how we follow up with the moms in the program and give them resources/a safe place to come and share their experiences with other mothers going through similar times.

While not only holding events for our mothers this quarter, we were lucky to be able to train a couple of providers doing various degrees in the field. Nancy Mwenga who is getting her MSN at the University of Delaware, completed a clinical with us on Thursdays by observing the groups, while Karly Mertz RN, provided Holistic Coaching sessions every Monday throughout the whole month of April. Karly will be graduating this summer from Florida Atlantic University with her MSN. We were blessed to not only have these women there to learn from, but we were also able to learn from them and gain insight from their lessons and experiences.

Community outreach is also a large component of the organization. From hosting a table at many conferences, some of which were the DHMIC Conference and the Women's Health Fair at Christiana Hospital, to speaking at an inservice for WIC's community health workers, numerous prospective mothers and health care providers were given important information of what it is that Josie's Grace does and the resources we have to help those in need.

Mother's Day this year was a big day for Josie's Grace. Not only were we the beneficiary of the I LOVE Mom 5K, a local 5K in the area, which is attended by many mothers and raises awareness for the nonprofit, but we proudly opened the Josie's Grace Respite and Bright Space. This space is planned and dedicated to extend support to alumna of the program and also provides a place of play for siblings, while mom and baby receive more support beyond the 4th trimester. The scholarship from the Bright Horizon's Foundation came of a volunteer in the community, Peggy Gerety, who has been a leader of the Bright Horizon's Corporation for decades. Newark Post Coverage: CLICK HERE! (Photos included below)

In the planning phases, this program was developed of a well established dearth of behavioral health providers in general and specifically for the high risk dyad of perinatal mental health providers in Delaware after COVID in 2022.


BE
MIND





As a member of the Postpartum Support International DE chapter non profit whose purpose to to decrease stigma and increase resources for new parents since 2018, the author of this grant has been immersed in this community. The increasing severity and quantity of women affected by perinatal mood and anxiety disorders of COVID was widely published of PSI nationally. Current estimates are 1:5 women and specifically further marginalized 1:3 black women with very poor statistics on the number who get screened, referred and treated to remission. Only 15% are given that level of care needed to fully recover. The US is failing to adequately support Maternal Mental Health. Nationally, the State of Delaware scored a D+, in a review completed by the national organization Policy Center for Maternal

Mental Health. This author/provider having attended annually the April Delaware Healthy Mother and Infant Consortium (DHMIC) and the 1/23/25 American College of Obstetrics and Gynecology (ACOG) event, statistics show deficits of the statewide need and interest in improving maternal mental health. The NP/Grant author and manager has attended the DHMIC conference and spoken on panels, participated in workgroups, and attended community events that spin off this crucial work statewide throughout the year.

This program being 'in person' allowed for an approximate 30 mile radius of service and covers the communities of Newark ,Wilmington, and as far south as Middletown Delaware. Being located in a more urban area, medicaid medical rides and ubers helped our mothers with transportation barriers. Additionally, we had a large medicaid provider send staff of the maternal health pod (nurse navigators) come observe and discuss ways to collaborate and refer. This program being free to the mothers it served, also reduced barriers often found in specialized healthcare. Having engaged and trained up local birth center, hospital affiliated practices, and organizations that are categorized as FQHC and serve the underserved, this program has directly accessed and provided care for a diverse group of new mothers and babies of New Castle County, DE.

OGOV MH MENTAL HEALTH ASSOCIATION

Project Identification Number: 19798
Funding amount (Budget): $48,878.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $48,878.00

Project Overview

MHA in DE requested ARPA funds with the objective to increase wellness group offerings to include groups specific to support around the stressors of the COVID 19 Pandemic, including support for those grieving the loss of loved ones to the virus, dealing with long term health effects of the virus, loss of

income, and depression and anxiety exacerbated by the isolation and stress of the pandemic. We also hoped to expand offerings of Master Your Stress workshops that teach stress management techniques, and the biology of stress, and other presentations including online webinars (including a Facebook live series that directly address resources to alleviate stress related to COVID), evidenced based trainings (such as Question, Persuade, Refer: A Suicide Prevention Program and Mental Health First Aid training), and customized mental health education for schools, businesses, nonprofits, healthcare agencies, first responders, military, and others.

We know that COVID19 has had an especially intense impact on those with mental illness, who require connection, treatment and stress management to maintain their health. We provide specific stress-management training, resource information, and support groups that directly target those with mental illness and discuss these topics in-depth in order to support them and ensure that they have access to treatment and support.

We were able to achieve expansion of our support groups, adding COVID-specific groups and increasing our group attendance overall. We are proud to have provided support to 267 individuals during the grant period through our support groups, compared with 222 the prior year.

We were also able to create and disseminate educational information specific to stressors of COVID, including targeted strategies for stress management and resources to mitigate COVID-related stress. We provided this particular information to 618 individuals during the grant period and incorporated the most important COVID-related information into all of our training, reaching an additional 1877 individuals, for a total of 2495 individuals trained.

Use of Evidence

The efficacy of peer support has been evaluated through over 50 published studies, which show that they increase the use of primary care services over emergency services, lower hospitalization and re-hospitalizations, help patients to be more active in their treatment, and improve the quality of life for many patients. Our groups provide this effective peer support to increase resiliency. A listing of research showing the value of peer support can be found here.

All of our training is research-based, and much of it is also evidence-based. Curriculums we use include Question, Persuade, Refer: A Suicide Prevention Program; Mental Health First Aid; and Applied Suicide Intervention Skills Training. These can all be found on the National Registry of Evidence-Based Programs and Practices, and links to studies are included above.

Programmatic Data



MHA in DE evaluates all of our groups and training carefully for quality assurance and improvement. For support groups, we track group registration and attendance, and we gather evaluation information annually that tells us if participants are finding the groups helpful. We ask about participants' ability to challenge and change negative thinking patterns, their ability to connect in social situations, their ability to engage in treatment and a healthy lifestyle, and more. We find that the groups are very effective in boosting these positive outcomes among participants.

Of those who filled out evaluations during the grant period, 65% reported feeling less isolated since joining the group. 70% felt they were able to better express their feelings since joining group. 65% reported being better able to cope with their symptoms. 73% reported seeing improvements in their mental and/or physical health since joining. 60% reported improvement in their ability to recognize and challenge negative thinking. 63% reported that they use things they learned from group on a weekly basis.

During the grant period, X people participated in support groups, compared to 222 in 2021 and 159 at this time last year. We were able to collect evaluation information from those who chose to fill out an evaluation, which also includes demographic information. We found that 55% were women, 40% were men, and 5% were nonbinary or non-gender conforming. 5% reported identifying as Black/African American, 8% as Asian, 3% as Hispanic, 73% as Caucasian and 11% as multi-racial. 5% were age 21 to 25, 8% were age 26-31, 13% were age 32-44, 40% were age 45 to 64 and 34% were 65 or over.

For training, we collect the number of trainings and participants, and we collect evaluation information from attendees at the time of the training, and also through a follow up survey collected 3 months later. The data we receive shows that our training is effective in helping participants manage stress, understand mental illness, understand how to access treatment, and assist others who need mental health help. About a quarter of our participants even report that they have actually used the training within 3 months to identify someone thinking about suicide and assist them in getting the help that they need.

Over the grant period, evaluation data shows that 91% reported increased knowledge, and 95% expected to use what they learned. About one quarter of those who took our suicide prevention training report using that training in the first 3 months to directly assist someone having thoughts of suicide to keep them safe. Demographic information for training is also included on evaluations. Of those who filled out an evaluation, 5% were age 21 to 25, 16% were age 26-31, 29% were age 32-44, 43% were age 45 to 64 and 7% were 65 or over. 24% were male and 76% female. 54% lived in New Castle County, while 17% lived in Kent and 21% lived in Sussex. The remaining 8% reported that they lived elsewhere. Finally, 47% reported identifying as African American, 2% as Asian, 4% as Hispanic, 42% as Caucasian and 5% as multi-racial.



Client Impact, Interviews and Success Stories

We collected positive comments from our evaluations, which show the value of our programs that were supported by ARPA funds. Some of the comments are listed below.

Wellness Groups:

"You guys have helped me in so many ways, I can't thank you enough. From these groups to the free trainings, I can now take care of myself better and help others like me! I feel I have a real purpose now in my life. "

"I hope the organization is able to continue to help others like myself."

"Such a valuable resource. I'm glad I found these groups! Thanks with utmost appreciation!!!"

"I appreciate the commitment, dedication and sincere passion the group leadership has for the participants. Particularly, for those individuals in our various groups who being challenged by extraordinary difficulties. They always go the extra mile."

Training:

"I thought talking about suicide directly was helpful."

"The training was easy to understand; opened my eyes to signs I never thought of."

"Everything was great, the group discussion; slides, presenter, hand-outs; everything."

"The training was detailed and inclusive."

"It was to the point, interactive, Q & A was good, scenarios were great."

"I love the poise the trainers maintained when responding to challenging questions."

"I learned that you really need to listen and don't assume the person is okay."

"I am now able to identify mental health problems and give help confidently."

"It was informative and interactive."

"I enjoyed how knowledgeable the trainers were and the amount of engaging there was."

"It gave me a better understanding on how to deal with a person in need."

"It was easy to understand, and it allows me to comfortably help someone with the information I received."



"I was given ideas on how to assist someone in supports to get better."

"The training taught me that there are all types of scenarios and how to address them."

"The conversations were open without feeling judged or questioned about responses given."

"I feel like [the trainers] did a great job teaching, as I know how to proceed with helping someone at risk of suicide more than before I came in."

Community Engagement

MHA serves individuals diagnosed with mental illness, and we solicit as much direct feedback from this audience as possible. One important way we do this is through regular meetings with patients in partial hospitalization programs throughout the state. We visit psychiatric hospitals in each county monthly, both to provide education, and provide a discussion-based forum to better understand and meet the needs of the individuals experiencing the illnesses.

Many individuals who struggle with their mental health also have low incomes, oftentimes due in part to their illness. We hold regular meetings with those receiving state assistance in order to better understand this subpopulation and help meet their needs.

Finally, we have a large peer network that we interact with regularly through training, help with Peer certification, and Facebook groups. The majority of our staff also identify as peers – people with lived experience with a mental health disorder, including substance use disorders. We survey our network regularly to understand how to best benefit this community through support and education.

OGOV MH NAMI

Project Identification Number: 19851
Funding amount (Budget): $208,110.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $208,110.00

Project Overview

In Q2 of 2025, NAMI Delaware continued implementation of the Peer Engagement Initiative with newly structured staffing and expanded outreach efforts. Following the transition of the former Director of Outreach and Community Engagement in May 2025, the position is now filled by a University of Delaware Fellow reporting to the Director of Development and Communications. This Fellow has supported volunteer coordination, public-facing outreach, and tabling events across Delaware.

Internally, NAMI Delaware filled key leadership roles, including a new Director of Programs (June 2025), Director of
Development and Communications (January 2025), and financial leadership with both a Chief Financial Officer and a
Senior Accountant. The restructuring of the Senior Director of Housing role as Director of Housing and Director of Facilities—with support from a Housing Manager—has improved operational efficiency. Two maintenance roles remain open and are actively being recruited.

Throughout this quarter, peer support programming, community presentations, and outreach events continued at a strong pace. Staff and volunteers delivered evidence-based mental health education, increased visibility at statewide events, and engaged individuals and families affected by mental illness.

Our Fellow and Director of Development and Communications have worked with community partners, faith groups, peer organizations, and others to provide opportunities for tabling events, presentations, trainings of new volunteers and more.

Program Objectives:

Promoting NAMI Delaware's programs to individuals with mental illness, their families and the community-atlarge, including opportunities to volunteer with NAMI Delaware.

- Arranging community events that bring members of the community together around NAMI Delaware's mission of education, support and advocacy.
- Managing and coordinating NAMI Delaware's volunteer training program.
- Working in partnership with the Director of Programs to assign Peer Co-Facilitators.
- Ensuring retention of NAMI Delaware volunteers through on-going support and recognition.
- Distributing information on NAMI through various social media outlets.

Barriers:

- Data Collection: The optional nature of post-program surveys continues to limit our ability to gather consistent feedback and demographic data.
  - Methods: paper and online offered
- Volunteer Recruitment and Retention: Ongoing challenges include finding volunteers with lived experience who meet program criteria and have weekday availability.
- Staffing Transition: While most vacancies have been filled, onboarding and role transitions temporarily impacted the program delivery pace and internal communication.



Achievements

- Expanded outreach through special event tabling and presentations in all three counties.
- Provided new training for volunteers of a signature program allowing for the introduction of them speaking their story to peer groups.
- New peers attending current groups, allowing for variety of thought and resources
- Through onboarding new volunteers, we enable the possibility of retention of current volunteers who may be experiencing burn out.
- New partnerships established with organizations across education, faith, healthcare, and civic sectors.
- Onboarded a new volunteer CRM to ensure unified application and onboarding of all volunteers with baseline information, before being sorted to their appropriate and desired roles.
- Additional volunteers onboarded and several transitioned into support group facilitator roles.
- With the new Director of Development and Communications, our social media and outreach have doubled. We are reaching over 10,000 individuals via social media, over 3,000 via SMS texts, and over 6,000 through email newsletters.
- Over 170 attendees to NAMIWalk Delaware in May, with 40% of the attendees as new participants.
- The new location of the NAMIWalk Delaware also provided opportunities to partner with peer organizations in an area not often engaged.
- Strong engagement with SUN Behavioral Health and the Delaware Psychiatric Center continued.
- NAMI DE launched new initiatives such as interfaith and art-focused community programming, thereby expanding the outreach to faith groups, community leaders, and their constituents.
- As part of the outreach and peer engagement of our community, several NAMI Delaware staff members were also able to provide services under the agreement's terms. This staff includes:
    - Wes Ingram, our Programs Manager, facilitates programming and exhibiting.
    - Jim Trojan, our Programs Facilitator, utilizes his lived experience to offer NAMI signature programming and shares his experiences to help train law enforcement and correctional officers.
    - Jacqueline Saldana, our Southern Delaware Coordinator, is a peer family member delivering peer services programing in Southern Delaware.
    - Samantha Epperson, our former New Castle County Fellow, was a peer who worked in coordination with Wesley on outreach in New Castle County.
    - Maia Olsen, our current New Castle and Kent County Fellow, works in coordination with Jacqueline on outreach in Kent County.



Use of Evidence

A NAMI program or presentation is designated as an Evidence-Based Practice (EBP) when it has been studied by an external researcher and the results of the study are published in a peer-reviewed journal. Six of NAMI's programs are currently designated as EBPs.

NAMI Basics, our education program for parents and other caregivers of children and adolescents with mental health conditions, was shown to support improvement in self-care, empowerment and family communication in an evaluation of the program. An additional study, a randomized clinical effectiveness trial led by researchers at the University of Texas at Austin, demonstrated that NAMI Basics improved parent and caregiver activation and engagement, in addition to decreasing their children's symptoms.

NAMI Ending the Silence, our presentation for middle and high school students, was shown to improve student knowledge and attitudes about mental health conditions in a study conducted by Dr. Otto Wahl of the University of Hartford in 2018. A further study by Joseph DeLuca at CUNY showed significant improvement in student knowledge and a reduction in negative stereotypes, as well as an increased willingness to seek help for mental health concerns.

NAMI Family-to-Family is a class for families, significant others and friends of people with mental health conditions. A control group study led by the University of Maryland's Dr. Lisa Dixon and Dr. Alicia Lucksted found that family members who completed the program demonstrated improvements in coping skills, problem-solving skills and feelings of empowerment.

NAMI In Our Own Voice, a presentation for any audience, uses stories of lived experience to promote awareness of mental illness and the possibility of recovery. A study published in 2019 led by Dr. Otto Wahl concluded that NAMI's In Our Own Voice presentation demonstrably improved participants' understanding of mental health conditions.

NAMI Peer-to-Peer is a free, eight-session educational program for adults with mental health conditions who are looking to better understand themselves and their recovery; this program is taught by trained leaders with lived experience. A study led by Dr. Kristin Kosyluk showed that NAMI's Peer-to-Peer program decreased stigma regarding mental health conditions and improved recovery outcomes for participants. The related research article is currently in press with the American Journal of Psychiatric Rehabilitation.

Research In Progress

NAMI Provider is a class for health care professionals and students designed to expand participants' compassion for people with mental health conditions and their families and promote a collaborative model of care. In 2020, Dr. Jeritt Tucker published results of a study on the pilot offering of NAMI Provider for third-year medical students showing significant improvement in attitudes toward the field of psychiatry and intention to deliver compassionate treatment during acute psychiatric emergencies.



Additional research by Dr. Julia Van Liew and colleagues assessed the impact of NAMI Provider on third-year medical students, with one cohort receiving "passive" traditional learning delivery and a second cohort receiving "active" online learning. Both cohorts showed improved attitudes about mental illness, lower anxiety treating patients with mental illness, and increased confidence integrating psychiatry into routine care, notably with stronger effects among students receiving the online learning format. (source: https://www.nami.org/about-mental-illness/research/research-on-nami-programs)

Programmatic Data

Q2 ARPA-Funded Activity Summary

- Total ARPA-Funded Events: 28
- Total Participants Reached: 1,923
- Total Hours of Service Delivered: 61.75 hours
- Unique Program Types: 4

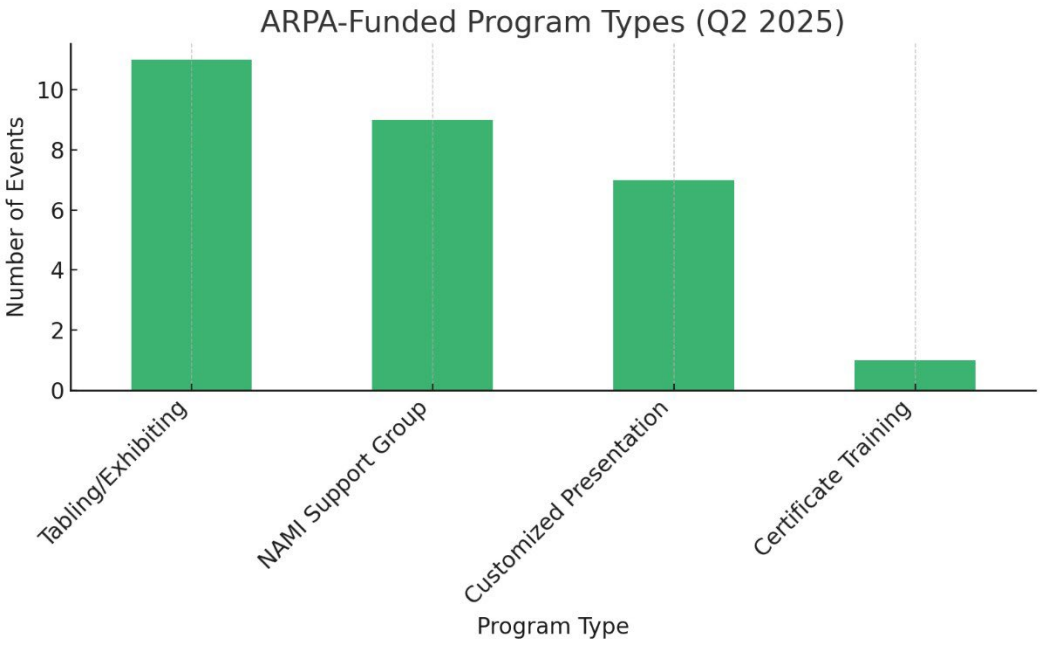
Program Types by Frequency

1. Tabling/Exhibiting – 11 events
2. NAMI Support Groups – 9 sessions
3. Customized Presentations – 7 sessions
4. Certificate Training – 1 session

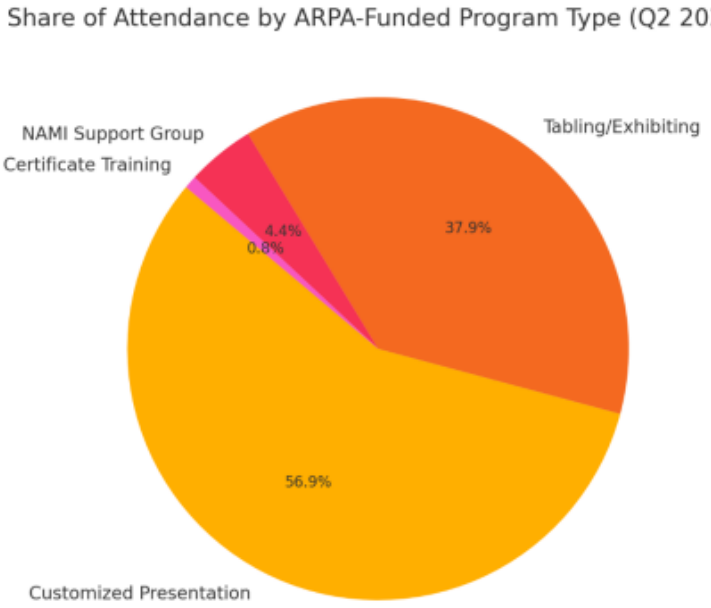
STATE OF DELAWARE

DIVISION OF ACCOUNTING

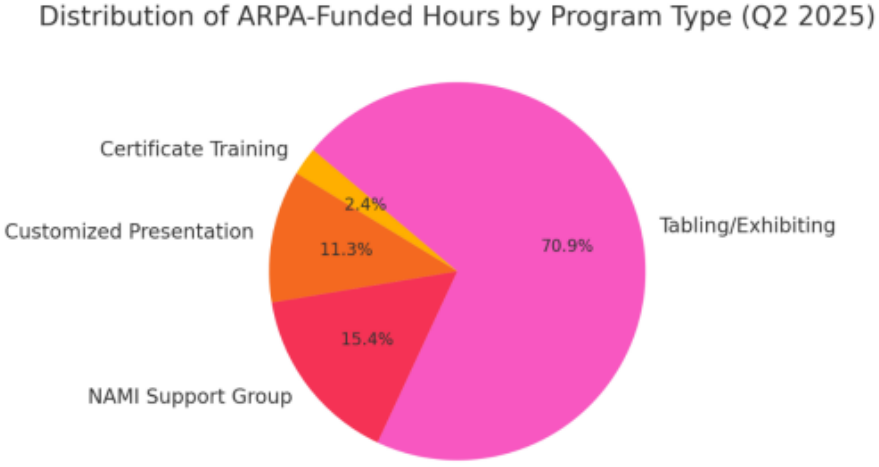
AMERICAN RESCUE PLAN ACT



Total Participants Reached: 1,923

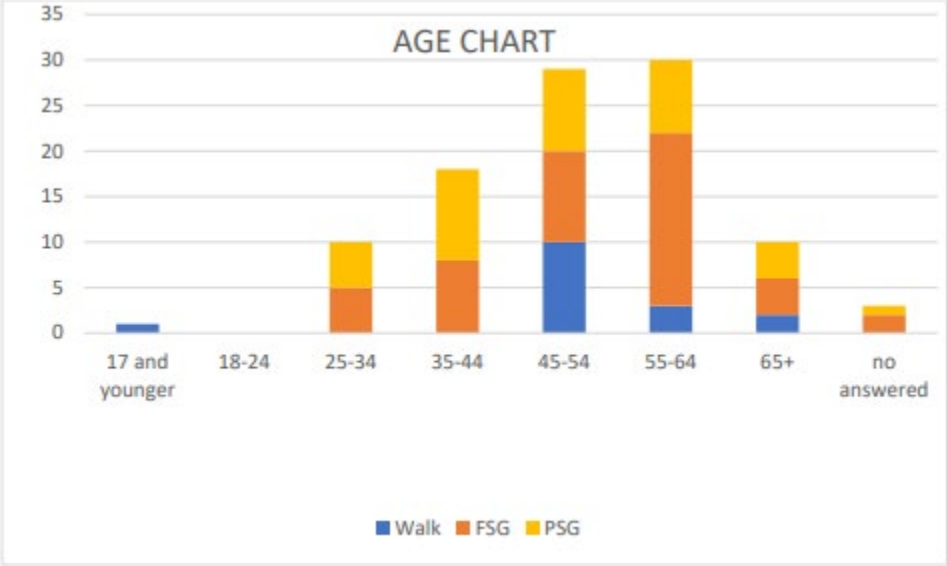


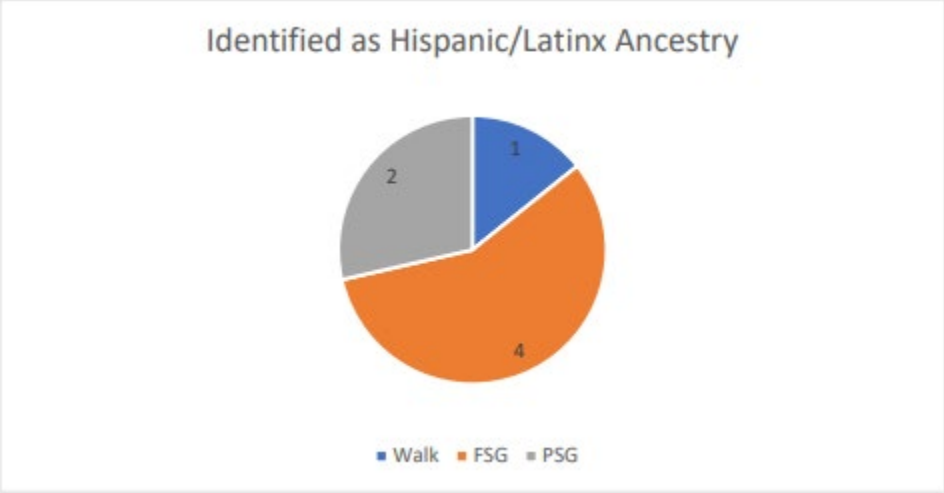
Total Hours of Service Delivered: 61.75 hours

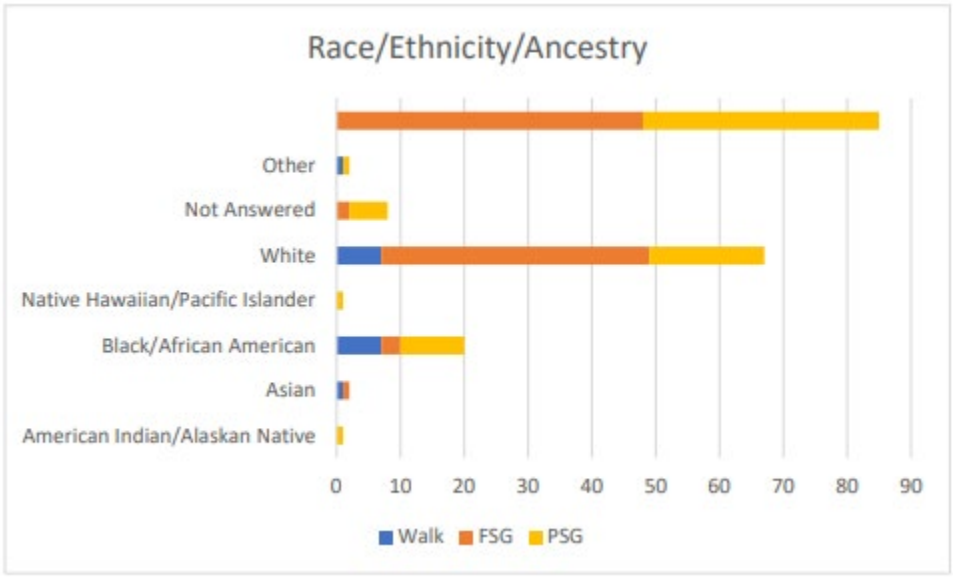


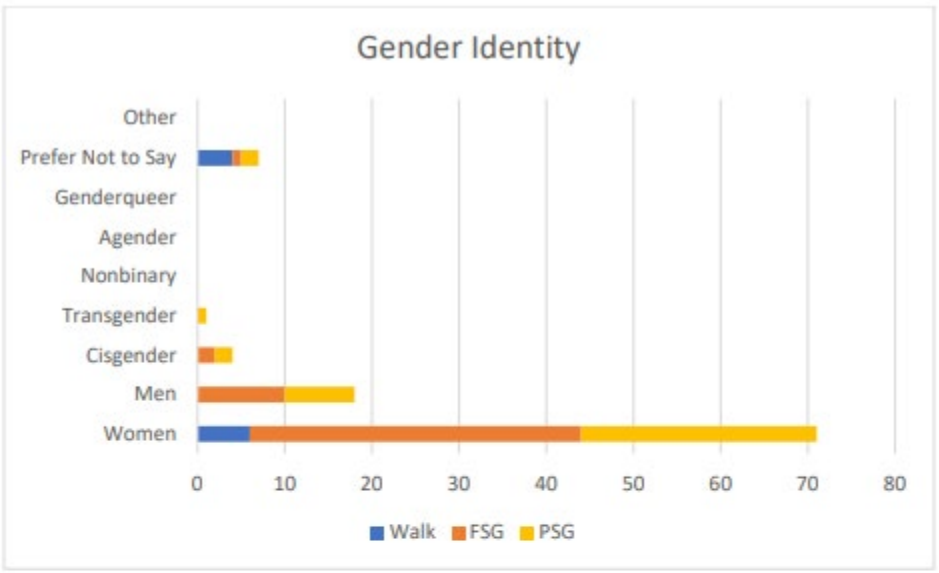
Additionally, over the course of multiple outreach events, NAMI Delaware has actively invited community members to get involved through volunteerism. As a result of these efforts, we have received 25 volunteer applications from individuals expressing interest in supporting our mission. These

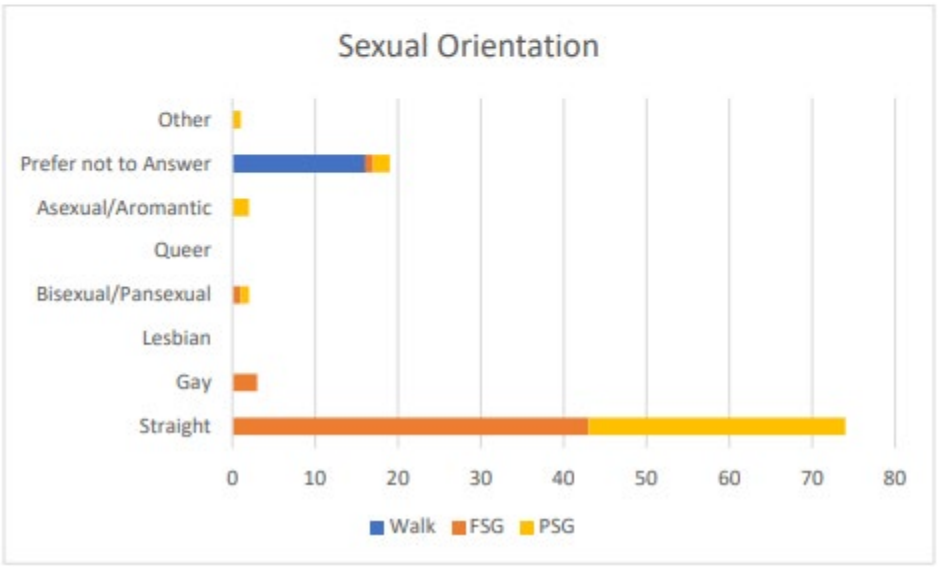
applicants represent a diverse mix of lived experience, professional backgrounds, and geographic locations across the state. Many will go on to support NAMI Delaware programs through event assistance, tabling, support group facilitation, and advocacy work.

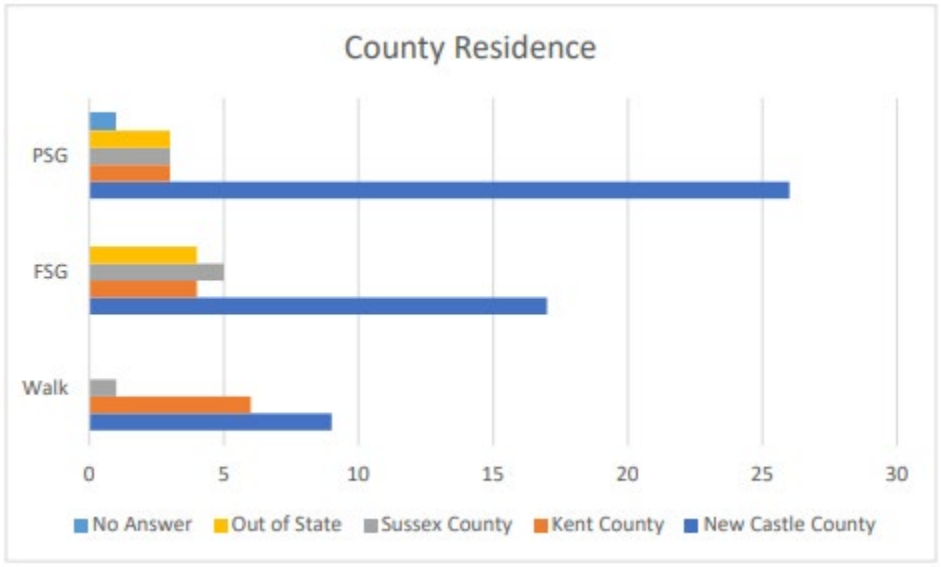





Race/Ethnicity/Ancestry
Other
Not Answered
White
Native Hawaiian/Pacific Islander
Black/African American
Asian
American Indian/Alaskan Native
0
10
20
30
40
50
60
70
80
90
Walk
FSG
PSG


Gender Identity
Other
Prefer Not to Say
Genderqueer
Agender
Nonbinary
Transgender
Cisgender
Men
Women
0
10
20
30
40
50
60
70
80
Walk
FSG
PSG


Sexual Orientation
Other
Prefer not to Answer
Asexual/Aromantic
Queer
Bisexual/Pansexual
Lesbian
Gay
Straight
0
10
20
30
40
50
60
70
80
Walk
FSG
PSG



Client Impact, Interviews and Success Stories

Participants this quarter continued to provide heartfelt feedback expressing appreciation for NAMI Delaware's personal, engaging, and stigma-reducing presentations. Several noted how the facilitators' lived experience helped them feel less alone and more hopeful about their own mental health journeys. Programs delivered in educational settings, community health fairs, and behavioral health facilities were particularly well received.

Peer-led presentations provided space for open dialogue, and participants commented on the relatability and authenticity of the speakers. The "In Our Own Voice" sessions remained especially impactful, with attendees citing greater empathy and understanding after hearing personal recovery stories.

Volunteer onboarding feedback also remained positive. New volunteers praised the flexibility, clarity, and welcoming nature of the process.

A sample of the NAMI Smarts – Telling Your Story workshop:

What did you learn that was most helpful to you today?

- I learned how to focus my story so that it blended with the ask well.
- Structuring my story. My story has value and can make an impact for change.
- How to nail the ask



What comments, if any, do you have about this training?

- The training was FABULOUS. So well organized. Lots of interaction.
- The training was valuable and also broke down the barriers to doing advocacy work, more confident that this is something I can do with practice.
- I found this really helpful as I've been working stepping into advocacy

Where do you plan to use your story?

- School Board Meetings; Lobbying
- recovery cafe
- Legislative hall, social media, with peers

A sample of NAMIWalks Delaware event's outreach:

What motivated you to participate in this year's NAMIWalks event?

- To support mental health awareness
- I like to participate in walks/community events
- I work in the mental health field
- I have been impacted by mental illness (myself or afriend/family member is living with a mental healthcondition)

A sample of IOOV, Family to Family, and Ending the Silence feedback: (pending feedback from Mariann from surveys)

- I appreciated the balance of professional insight and lived experience. It made the material feel more real and applicable.
- This session helped me recognize signs I hadn't considered before. I feel more confident reaching out to others who may be struggling.



- Hearing from people who have walked this path themselves was incredibly powerful. It gave me hope and a better understanding of how to support my loved ones.
- The presenters were so genuine and compassionate. It made a big difference in how I received the information.
- This was eye-opening. I learned that what we often dismiss as moodiness or stress might actually be signs someone needs help.
- The resources shared were fantastic. I had no idea there was this much support available in Delaware.
- I loved how interactive the presentation was…it didn't feel like a lecture, it felt like a conversation.
- The examples were so relatable and helped me connect the material to real-life situations I've witnessed.
- I especially liked how inclusive and respectful the discussion was — no one felt judged, and all questions were welcomed.
- The stories shared reminded me that recovery is possible. It made me rethink some of the stereotypes I've held onto.
- I left this program feeling empowered, not just informed. That's rare.
- So well done! Clear, honest, and incredibly helpful.
- The facilitators were engaging and knowledgeable. You could tell they really cared about the people in the room.
- This gave me the tools to speak more openly with my family about mental health — something we've avoided for a long time.
- I would highly recommend this to anyone — not just professionals or those with lived experience. Everyone can benefit from learning this.

Volunteer Recruitment Feedback:

- The process was welcoming from the start.
- I appreciated how well-organized everything was. It made me feel confident stepping into my volunteer role.

- It was great to see how passionate the team is. It made me even more excited to get involved and give back.
- I really liked that the orientation not only explained what NAMI does, but also gave me space to share why we wanted to be part of this work.

Community Engagement

During Q2 of 2025, NAMI Delaware deepened its commitment to community engagement through extensive tabling at public events, partnerships with cultural and educational institutions, and participation in advocacy and coalition efforts. This included outreach to underserved and rural communities in all three counties, as well as consistent presence at events hosted by faith-based and Latinx-serving organizations. We have added an interfaith conference as well to reach a new audience of our own, through partnerships with religious organizations and faith leaders.

Engagement strategies emphasize inclusivity, cultural responsiveness, and partnerships with groups historically underserved by mental health systems. The team continued building relationships with SUN Behavioral Health, the Delaware Psychiatric Center, and community partners statewide. Volunteers, staff, and peer presenters worked together to ensure information was accessible and relevant to each audience.

New audiences were reached after onboarding new communication strategies. We expanded our outreach through social media channels – expanded to over 10,000 followers; SMS/Text – (NEW) to over 3,000 subscribers; E-newsletters – expanded from 600 to over 6000 subscribers; and with the new Fellow, we will be creating new video content to add to our growing YouTube channel for downloadable content.

During the NAMIWalk Delaware we moved to a new and more centralized location, to Dover, DE. There we were able to engage with a new audience of attendees. We had over 400 registered and over 170 attendees, 40% of which were new to NAMI DE. At the event, In Our Own Voice volunteer: Jim Trojan shared his personal experience, we had other speakers and artists to help draw more to the event. We also engaged an AM Radio faith-based station as well as an FM Radio Rock station to help advertise. The FM station offered radio ads for 2 wks and broadcast live from the walk venue. The messaging was one of hope, healing, and resilience.

OGOV MH BOYS & GIRLS CLUB

Project Identification Number: 19865
Funding amount (Budget): $650,000.00

Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $650,000.00

Project Overview

Introduction: Boys & Girls Clubs of Delaware seeks to build staff capacity in the area of trauma informed care and support our ongoing paradigm shift into becoming a trauma-informed organization at all 40 locations across Delaware's three counties. This program will allow us to support our high-need youth in dealing with the many Adverse Childhood Experiences (ACES) they face by providing extensive staff training, offering new mental health-related services directly to our youth, and supporting our staff in using trauma informed approaches while working in all aspects with youth and their families. It will add three Master's-level Social Workers/Mental health professionals (MSWs, MSS or LCSWs, or LPCMH), with the job title of "Youth Support Services Directors" (YSSD), one in each county. This project aligns with Governor Carney's Executive Order 24, which was signed in October 2018 and made Delaware a "trauma informed state."

The goals of the project are:

1) To build staff capacity in the area of trauma informed care and support our ongoing paradigm shift into becoming a trauma-informed organization to align with the Delaware Developmental Framework for Trauma-Informed Care Training (TICT).

And

2) To provide youth support services to our high-needs youth in dealing with the many Adverse Childhood Experiences (ACES) they face that has exasperated because of Covid-19. We will offer new mental health-related services directly to our youth, and support for our staff in using trauma informed approaches while working in all aspects with youth and their families.

Objectives:

1.1 Form an active internal Youth Support Services Steering Committee (YSSSC) by spring of 2022 to begin program planning and implementation. *Completed. Met every month initially. From second quarter of this year meeting scheduled once a quarter.*

1.2 YSSSC begins planning in small working groups to re-examine and roll out Trauma Informed Care staff training by second quarter of FY 2023. *Completed. TICT began on time.*



1.3 Trauma Informed care staff training (aligned with the Delaware Developmental Framework for Trauma-Informed Care) level one & two refresher begins in each county at two locations at a time by the fourth quarter of FY 2023. Has commenced. *Completed trainings for 169 staff members.*

1.4 Trauma Informed care staff training levels 1& 2 complete at all locations by begins in each county at two locations at a time by the third quarter of FY 2024. *Making progress towards this goal.*

1.5 Trauma Informed care staff training levels three& four begins in each county at two locations at a time by the fourth quarter of FY 2024. *Planning for next year.*

1.6 Trauma Informed care staff training levels 3& 4 begins in each county completed by the fourth quarter of FY 2025 to become trauma informed organization. To be planned.

2.1 Hire 3 masters level mental health professionals/social workers and complete orientation by start of FY 2023. All hiring completed. *Hired one in May 2022, one in June 2022 and one in September 2022.*

2.2 Youth Support Services sets up offices at one location in all three counties to begin Trauma Informed Care staff training; individual and group counseling sessions for youth referred to the program in third quarter of FY 23 and continue to FY 25 *Done.*

2.3 Youth Support Services begin individual; family and group counseling at all three counties at two locations per county by fourth quarter of FY 23 and continue to FY 25. *Began services in all three counties. Summer of 2022 in NCC and SC. Winter of 2022 in Smyrna.*

2.4 Recruit student interns from counseling, social work and behavioral health/mental health areas to expand services and provide experience in trauma informed care; working with high needs youth who have experienced ACES by first quarter of FY 24 and into FY 25. *Recruited one from Widener University MSW program. Working with Widener University to offer internships. Developing relationships with DelTech and Wilmington University . Currently one student intern from Deltech, Georgetown serves t the Western Sussex Club in Seaford.*

2.5 Program management, fiscal monitoring/tracking and evaluation process from first quarter of FY 23 to FY 25. *Progressing.*

Barriers:

During the school year we find that the duration of youth in the program is shorter as the caregivers pick them up before within an hour or less of them being at the Club. This is difficult to provide the much



needed individual and group sessions consistently. We are exploring partnering with schools to provide individual session in case of need at the school during the school hours

Achievements:

Staff training was robust this quarter. We had 132 staff members attending Trauma Informed Care Training. As a result we are experiencing staff using the techniques with youth interactions and being self-aware They are also now able to understand the referral process for tier 2 services. Staff consultations have increase and coming from other than home sites within each County. This shows a culture shift-taking place towards using TIC approaches to service delivery and the increasing need for youth support services.

Use of evidence

Trauma Informed Care Training:

This project is in line with the Delaware Developmental Framework for Trauma-Informed Care. Our organization is trauma aware (level 1) in that we understand how trauma impacts our clientele and staff, and leadership recognizes that understanding and responding to this trauma is essential to fulfilling our mission of inspiring and enabling all young people, especially those who need us the most, to reach their full potential as productive, caring, and responsible citizens. Our organization is also trauma sensitive (level 2) in that we have been able to begin applying the concepts and values of trauma-informed care to our environment and daily work. We are currently working on becoming trauma-responsive (level 3) and trauma-informed (level 4) by re-examining our routines and infrastructure, introducing trauma-informed models of supervision, and making trauma-responsive practices the organizational norm. By hiring countywide social workers/mental health professionals, we will be able to ensure that we can introduce trauma-informed models of supervision, incorporate measures of trauma and recovery into data systems and record keeping, and incorporate self-care and peer advocacy in a more consistent, localized way that does not require staff to leave their sites for entire days at a time. This project aligns with Governor Carney's Executive Order 24, which was signed in October 2018 and made Delaware a "trauma-informed state."

We are utilizing the developmental framework for Trauma Informed Care for Delaware as:

https://governor.delaware.gov/wp-content/uploads/sites/24/2019/02/Delaware-Developmental-Framework-FSCC.pdf

Cope2Thrive - Group sessions for youth:



The youth support services directors use an evidence-based program called “Cope2Thrive” for group sessions. Cognitive Behavioral Therapy-based (CBT) programs are evidence-based and designed to help children, teens, young adults and adults cope with anxiety, stress and depression by teaching them how to develop the skills needed to stop negative or unhelpful thoughts and start thinking, feeling and behaving in more positive ways. Learning that you cannot always control what happens, but you can control the way you respond to what happens, is very empowering. Over 20 studies during a 30-year time span support that COPE reduces anxiety, depression and stress as well as improves self-esteem, healthy behaviors and academic performance.

https://www.cope2thrive.com/home-1

Programmatic Data

Program Data:

	New Castle County	Kent County	Sussex County	Totals
Number of youth receiving Individual sessions	12	9	12	33
Number of individual sessions held	30	16	29	75
Number of youth receiving group sessions	48	73	15	136
Number of group sessions held	13	7	15	35
Parental Contacts	5	1	0	6
Consultations	14	7	4	25
Number of Staff Trained in Trauma Informed Care Practices	48		84 staff trained statewide	134

Demographic Data of youth served:

	NCC	KC	SC



Number of girls	38	38	22
Number of boys	22	44	5
Number of differently identifying		0	0

Age Group Served: 5-7 years olds	14		0
Age Group Served: 8-9 years olds	21	16	5
Age Group Served: 10-12 year olds	24	77	15
Age Group Served: 13-18 year olds	1	1	7

Ethnicity %: White/Caucasian	4%	0	20%
Ethnicity %: Black/African American	36%	6%	62%
Ethnicity %: Hispanic/Latino	7%	15%	0%
Ethnicity %: Asian/	1%	6%	0%
Ethnicity %: Native American	0	38%	0%
Ethnicity %: More than one	0	23%	14%
Ethnicity %: Other	11%	0%	0%

Client Impact, Interviews, and Success Stories

The program continues to be successful and impactful at all the participating locations.

The innovative approaches and non-traditional setting of a Club-based mental health services program has been an answer to the request from the parents and staff for youth support services with a focus on mental health needs.

Anecdotal data:



New Castle County:

Since the beginning of the year, this YSSD has been requested to provide services (individual &/or groups) to 5 additional sites. (New Castle, Fraims, Brandywine Springs, Richardson Park and Highlands.

Kent County:

Letter from our School site Staff to our youth services director, Lauren Hicks:

Good evening, earlier this year, I reached out to a local youth support service for help with Milan, and that's when we were introduced to Ms. Lauren. She began conducting weekly sessions with Milan, and the positive impact of these sessions became evident quite rapidly. During the summer months, Milan was facing considerable challenges in managing her emotions, often resulting in frequent and intense outbursts. These moments were tough for her and those around her.

As the school year progressed, however, there was a noticeable and remarkable transformation in Milan's behavior. The episodes of emotional outbursts began to diminish significantly. It became increasingly clear that she was learning to regulate her emotions more effectively, a skill that has greatly improved her interactions with her peers. Where once there were moments of frustration and anger, there are now instances of calm and understanding.

One of the most striking developments has been in how Milan now handles situations that used to trigger her. Instead of giving in to explosive reactions, she has started to adopt a more communicative approach. When issues arise with other children, Milan is now more inclined to express her concerns verbally, often reporting them to adults. This shift from reactive behavior to proactive communication is a clear indication of her growing emotional intelligence and maturity.

Her ability to articulate her feelings and concerns, rather than acting on impulse, is a skill that will serve her well in many aspects of life. The guidance and support provided by Ms. Lauren, coupled with the structure of the youth support program, have been instrumental in facilitating this positive change in Milan. As she continues on this path of emotional growth and better social interaction, it's heartening to see how far she has come since the beginning of the year.

In Kent County, we wer3e able to partner with DYC Mental Health and Network Connect to create video shorts which included teens and school age children from Kent County unboxing mental health items and explaining the benefits of each item within the mystery boxes. Network Connect was generous enough to donate these important toolkits to be able to distribute to our members that participated in the unboxing. This event was a success.



Sussex County:

This quarter I had the opportunity to work with the teens from teen night who specifically showed interest in starting a group to discuss mental health and other life skills. Teens shared interest in topics such as: coping skills, healthy relationships, self-care, goal setting and positive self- image.

Community Engagement

Community engagement is key to our program design.

We seek input from our key stake holders: Parents/caregivers, youth, staff members, board members, and committees.

We conduct an annual survey through our national affiliate, Boys & Girls Clubs of America (BGCA) using the National Youth Outcomes Survey. The instrument is provided to us by BGCA. This is an online survey that the youth and parents take. Data is then analyzed by BGCA and we receive the reports. We look at the results to learn what is working and what areas we need to improve. This also helps us to measure the impact our Clubs are making.

Our Kent County Youth Support Services Director has joined the Dover Youth Committee's mental health sub-committee. The purpose of the Dover Youth Committee is to bring together youth and adults to understand and prioritize health-related issues in the Dover community and work together to identify community-driven solutions and provide resources to address the needs,

Youth Support Services Steering Committee:

We formed an internal steering committee to guide the process and develop program components that meet the needs of our youth and families. The committee is comprised of seventeen staff members. They represent senior leadership, mid-management and program staff that have experience and knowledge in the subject matter as well as experience on the ground. We began meeting once a month initially for about a year and now that we have achieved the basic framework, policies and procedures, we are now meeting quarterly. The meetings are guided by agenda and the discussion is intentional towards achieving the goals.

Corporate Board and Program Committee:

The corporate board of directors and our Program Committee are informed of the program and regular updates are provided. The board is informed of the need for the program and expansion in the future. The key role of the corporate board is to help identify funding sources and partnership opportunities to grow and sustain the program.

OGOV MH SAINT FRANCIS

Project Identification Number: 19878
Funding amount (Budget): $2,500,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $2,500,000.00

Project Overview

Merakey

The Wellness Recovery Team is committed to developing individualized recovery-oriented services. The services adapt available resources to meet the needs of the person wherever they are in their process of recovery rather than requiring the person to adapt to a pre-set method of service delivery. This approach includes a person-directed planning process, that is a focus on understanding the person and their response to health within their culture. The team works to educate and activate self-management strategies within everyone in the program and in the significant people in their lives. This service recognizes that people recover and lead healthy lives within the context of communities and so works with people to identify natural supports in the community that can contribute to their overall wellness as well as ways they can contribute to their communities.

Goals for participants in the project include:

1. Improved health literacy
2. Improved understanding of their physical and mental health diagnoses
3. Improved understanding of medication
4. Improved self-management and wellness strategies, including (but not limited to) stress management, diet/nutrition, exercise, use of preventative care, etc.
5. Development of improved relationship skills
6. Increased confidence relating to physicians of all types, understanding of how to negotiate and communicate with health care providers
7. Increased coordination of care
8. Increased advocacy for one's own health



Barriers:

By the end of year-2, Merakey aimed to have 3 teams at capacity (serving 90 clients); however, several barriers were encountered.

Merakey encountered numbers of clients who were homeless.

Finally, target referrals from the ED have been running lower than anticipated, driving the budget adjustment that is now enabling the provision of mobile services in the community.

The decision was made to remain on the 5th floor and expand the space to accommodate two teams. This requires a change of use and minor renovations which are in process. There were also slight delays with the mobile unit which did not have a security camera or WIFI access, which is resolved. In addition, the mobile RV was campaigned for Trinity Health and not Merakey behavioral health. Staffing of the Licensed Nurse Practitioner has also proved challenging, and there had been a vacancy in the program which is now filled. Finally, Merakey had been told initially that behavioral health data, including crisis and inpatient services, were available through DHIN. This has limited our ability to demonstrate a decrease in these two metrics.

Achievements:

- Developing a Resource Guide to connect clients to care
- Enrolled 56 clients the past year
    - Participated in several community events including WRT Mobile RV, attended Sun behavioral health for presentation about the Wellness Recovery Team, clinical supervisor and program director also attended the Wilmington covid-19 community mobilization meetings monthly.

<u>Safety and Security</u>

Objective: To update safety and security systems in the hospital to ensure Public Safety Officers and other First Responders (Police, Fire, EMS) can communicate throughout the facility.

Barriers: Some supply chain backlogs on electronics

Achievements: Equipment related to the Bi-Directional Antenna (BDA) project has been installed. This includes purchase and installation of ancillary systems required for its operation, such as stand-alone emergency power outlets and direct fiber optic links between devices. Accessories for Public Safety Radios (radio microphones, cases, batteries) were purchased and received. New radio dispatch software was purchased and installed. Additional funds from the year-1 budget approval ($45,000) was used for



upgraded high security locks. New camera servers provided upgrades that support the project's objectives, and access control keypads now allow for both high and low frequency badges (high frequency badges offer data encryption and additional security).

Based on Merakey's departure, proposed renovations to the 5th floor space were suspended and a related budget change was requested by Saint Francis and approved by DE Audit and Compliance to shift funding in the grant budget from Renovations to Safety and Security for the installation of garage cameras to enhance both safety and security for Hospital colleagues, patients and visitors.

Renovations

Suspended based on Merakey's departure.

Use of evidence

Merakey

Merakey uses the WHO-QOL, Health Screener, and FindHelp. All data is entered into Merakey's Electronic Health Record, Avatar. The following interventions make up the core services to be provided to members:

1. Outreach and Engagement: Outreach and engagement of individuals identified for services includes nontraditional outreach to members by staff members as needed. Beyond traditional or typical outreach, clients are engaged in not just the hospital setting or wellness center, but also in their home and the community. The program is explained and if agreed upon, the individual signs a consent form giving permission for the sharing of behavioral health and physical health/personal health information between all healthcare providers. Each clinician performs a discipline-specific complete evaluation of PH/BH needs and collects information regarding the individual's health concerns and initial wellness goals.
2. A "Member Profile" is completed: A request is sent to the PH and BH providers for them to evaluate claims data for recent psychiatric, drug and alcohol, and physical health utilization information. Merakey integrates this health information into a document known as the "Member Profile." This Member Profile includes PCP contact information for BH and provides BH contact information for the PCP. Member Profiles are updated monthly.
3. Primary Care Contact and BH Provider Contact: The Member Profile identifies contacts with BH and PH providers. Lack of PH contact is noted under care gaps (Adult Access to Care). The team reaches out to PH providers for updated PCP visit information and initiates care coordination by introducing them to the program and providing a medication reconciliation form. The



medication reconciliation form includes the prescribed medications (dosage and frequency) and whether prescriptions have been filled and how often. This provides an initial screen for whether the prescribed medication is being used and whether medications that are contraindicated are being prescribed.

4. Provision of interventions specific to the program and target population: These include, but are not limited to, motivational interviewing, conducting health and wellness programming, health advocacy, and the application of new knowledge into practice and translating information across BH/PH communities.

5. Care Coordination/Integrated Care/Wellness Plan created: The team ensures that each person has a complete PH and BH evaluation and that this and any gaps in care are identified and resolved. The member and staff develop a Wellness Plan together based on identified health care goals. Wellness goals are written in the member's own words as much as possible and include any follow up activities that are required/needed. The Wellness Plan shows evidence of goals that include behavioral and physical health integration. Self-management strategies to be taught and used are also be included.

6. Recommendation for referral as appropriate: PH staff clinically reviews the physical health aspects of the Member Profile and consults MD (PCP or psychiatrist if needed) for further discussion. Evaluation for additional physical health supports is done by PH Navigator and discussed with member. Referrals can include medical specialists, self-help support groups, educational information, and wellness activities. If the member agrees that these referrals are helpful, they become part of the action steps in the Wellness Plan.

   BH staff clinically reviews behavioral health aspects of the Member Profile and consults the psychiatrist if needed for further discussion. Behavioral health needs are evaluated and discussed with the member. Referral for additional psychosocial and behavioral supports may include, but are not limited to, D&A intervention or supports, peer supports, community resources, rehabilitation services, self-help groups, and natural supports (family/allied supports). If the member agrees that these referrals are helpful, they become part of the action steps in the Wellness Plan. While each member of the navigation team has a distinct role, the expectation is that they collaborate via a team-based approach with the person to develop a Wellness Plan that eliminates any potential problems associated with fractured or siloed care.

7. Notification of BH and PH Hospitalizations: Timely notification of any PH or BH hospitalization, psychiatric crisis, or emergency room use is vital to the successful functioning of the team. The PH and BH providers are responsible for the notifications regarding physical health admissions



to such units; correspondingly, the BH provider is responsible for notifications regarding behavioral health admissions. Further, the Merakey team works with the providers involved or payors to set up protocols for timely access to this information. Navigators outreach to crisis/hospital staff, if possible while the person is still admitted, to obtain relevant information; to communicate changes in health status and medication regimens to other members of the person's healthcare team; and to advocate for the person's healthcare needs if necessary. The team requests admission and discharge information to follow-up on relevant information and recommendations. The team actively works with the family/support network of the member to enlist help in notifying the team of hospitalizations in the cases where there may be a delay in accessing that information from the healthcare plans. The team also works to understand any changes in medical and/or behavioral health status that have precipitated the need for inpatient or crisis treatment and adjusts the intervention approach appropriately.

8. Pharmacy Management: The PH Navigator communicates directly with Medical Doctor (MD) (psychiatrist or PCP) and pharmacy services as appropriate to alert of possible issues with medications, and requests follow up. The team will request access to pharmacy management reports that will initially focus on any refill gaps for consumers on anti-psychotics.

9. Access and Collaboration with plan-based case coordinators: Physical health and behavioral health plan-based case coordinators are available for discussion, coordination, consultation, and resource information.

10. Access to BH and PH educational materials: The team members provide education to individuals and to necessary providers to assist with physical/behavioral health management.

11. Identification of need for expert consultation in complex situations: Identification of complicated individual needs/situations by the team or plan-based case coordinators is the catalyst for discussion, collaborative learning, shared problem solving, and clinical consultation. These discussions include case coordinators at the other providers or payors, medical directors, the team members, and other provider staff as appropriate, and other care managers from the providers/payors involved. The team follows up with recommendations, development of level action and coordination plans, and other interventions based on the clinical needs and available resources of the member.

Safety and Security

Evidence-based interventions include the acceptance that as a healthcare system increases its volume, especially with behavior health programs, there are an increase in calls for security related services, both preventative and reactionary related to potential disruptive behavior.

Programmatic Data

Merakey

Merakey tracks number of clients, gender, gender identity, sexual orientation, employment status, language, length of stay, military status, financial class, ethnicity, race, religion, location, age, and diagnosis. Merakey also collects all information from the WHO-QOL, Health Screener, and FindHelp Connections.

Age	
18-25	11% (3)
26-35	11% (3)
36-45	19% (5)
46-55	22% (6)
56-65	26% (7)
65+	11% 93)

Sexual Orientation	
Straight	89% (24)
Choose not to disclose	4% (1)
Lesbian	4% (1)
Unknown	4% (1)

Race	
Black/African American	83% (17)
White/Caucasian	26% (7)
Other	11% (3)

Gender	
Female	74% (20)
Male	26% (7)

Diagnosis	
Depression	41% (11)
Anxiety disorder	19% (5)
Post-traumatic stress disorder	11% (3)
Bipolar disorder	7% (2)
Major depressive disorder	7% (2)
H/O ETOH abuse	4% (1)
Schizoaffective disorder	4% (1)
Unspecified neurodevelopmental disorder	4% (1)
Unknown	4% (1)

Employment Status	
Unemployed - Looking For Work	30% (8)
Full Time (32+ Hours a Week Not Including Armed Forces)	19% (5)
Part Time (16-32 Hours a Week Not Including Armed Forces)	19% (5)
Not In Labor Market	11% (3)
Disabled	15% (4)
Retired	4% (1)
Unknown	4% (1)

Safety and Security

Data related to these metrics coincide with FBI crime statistics for inner city hospitals. (2022 CRIMECAST® INDUSTRY BENCHMARK ANALYSIS and 2022 St. Francis Hospital CRIMECAST® PREMIUM REPORT are provided as supplementals to this report)

Client Impact, Interviews, and Success Stories

Merakey

Based on average duration of services (6-month follow-ups), Merakey will provide year-end client impact data in our 6/15 report.

SUCCESS STORY

After learning that the Wellness Recovery Team will not longer be operating after June 30th, 2025, the team has worked to provide clients with other behavioral health services in the Wilmington area.

SM (23) Female came to wellness recovery program a time when was living in her car, her health was deteriorating along with her mental health was not being managed. Client is now having her own apartment “a place to call home”. She is currently employed with a job she takes pride in. In addition,



can manage her anxiety which allowed her to return to work. She also has a psychiatrist for medication management.

OC (35) Female was a constant repeat for hospitalization on almost on a weekly basis. Her hospital had started to decrease and now she has remained out of the hospital for several months. She learned how to manage her health care with healthy eating as well as managing her care through regular doctor appointments.

Safety and Security

Increased safety allows both those seeking treatment and those providing care to have a safe, healing environment, producing a positive impact on healthcare outcomes.

Community Engagement

Merakey

Merakey's project partner, Saint Francis Hospital, completed a comprehensive Community Needs Assessment involving significant community engagement.

The Merakey Wellness Recovery Team is also engaged outside the walls of the Hospital and making an impact by meeting the needs of people who have historically faced significant barriers to services within the community. Merakey offers many resources to help the community access food, shelter, finances, mental health therapy (therapist, psychiatrist, counseling), physical wellness (insurance, doctors' appointments, dentistry) and substance abuse facilities (rehabs, outpatient, and inpatient). Merakey and St. Francis have meetings with other community liaisons, board members and other forms of community programs, such as food pantries and shelters to help meet the needs of the community. Verbal feedback from clients helps us develop a clear understanding of how we can best meet their needs.

Our Wilmington community, like many others, has been ravaged by homelessness, addiction, lack of jobs, transportation, and overall resources. Information that we gather from community networking events in addition to our collective knowledge as a team, has allowed many of our clients to become success stories within the program. Clients have been able to obtain stable jobs with the help of our Resume and Job Application Prep. We have clients that have been able to get their health on track by educating them on how to properly take their medication and providing transportation for them to doctors' appointments. Other clients in need were able to engage with proper psychiatrists and counselors through our community relationships and network meetings. These represent just a few examples of how the project is accessing available resources and networking to help clients achieve success.

Safety and Security

While there was no direct community engagement for planning the security upgrades associated with this project, our threat and risk assessments indicated a clear need for overall safety and security enhancements.

OGOV MH TRAUMA SPECIALISTS DE

Project Identification Number: 19881
Funding amount (Budget): $75,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $75,000.00

Project Overview

Note: we completed our project in Q125 and this report is a culmination of all work completed since the beginning of the project period.

When Trauma Specialists of Maryland set out to secure ARPA funding, we knew we were uniquely qualified and positioned to help Delaware recover from the fallout of the COVID-19 pandemic. The world had suffered collective, community and individual trauma, and we had the tools and expertise to assist the state in addressing that trauma and learning how to move forward in a post-pandemic world.

Our goals for this project included: helping healthcare workers address their own trauma, training more Delaware mental health clinicians in EMDR therapy, and spreading knowledge and awareness of how to heal from trauma and coping mechanisms for post-traumatic stress. With the funding awarded to us by ARPA, we have accomplished all these goals beyond our expectations, and we are thrilled to have been a part of Delaware's recovery and mission to become a trauma-informed state.

Using this funding, we hosted a retreat called ReTreat Yourself, a workshop focused on the trauma of healthcare workers themselves, and the secondary trauma they experienced during COVID. Attendees were thoroughly impressed and their feedback was wonderful. We also hosted a trauma-informed yoga workshop aimed at training clinicians in how the body stores trauma and how to release some of it via yoga.

We utilized most of the funding to offer training scholarships to Delaware-based mental health clinicians so they could complete our EMDR Basic Training. Eye Movement Desensitization and Reprocessing (EMDR) therapy is an evidence-based modality that can be highly effective in treating trauma. Using a series of stimuli that alternates from side to side as the client follows the therapist's guidance to process



the traumatic event internally, the client's brain learns to process the trauma in a different way, and over time, helps lessen the physiological symptoms of trauma. Using the ARPA funding, we were able to offer EMDR Basic Training scholarships to 29 Delaware-based clinicians, all of whom completed their training, and 6 of whom went on to receive scholarships to our EMDR Circle, which provides advanced trauma training and EMDR consultations, as well as an available certification track so they could become certified in EMDR via EMDRIA, the international governing body for EMDR.

We were also able to cover EMDR treatment for a healthcare worker who experienced trauma on the front lines of COVID. The client is exceedingly grateful for the opportunity to use EMDR to address their trauma, and reports their symptoms are much improved after EMDR.

Use of evidence

EMDR is an evidence-based modality in the treatment of trauma. Thus, our training mechanism and our treatment interventions are evidence-based. Our Basic Training is approved through EMDRIA, the national governing body for EMDR training. Additionally, our training programs have been registered to provide CE's for both Social Workers through the NASW and Licensed Counselors through the NBCC. All clinicians who have completed Basic Training evaluate the program as well as the trainers at the end of the course to provide feedback to our training organization, Trauma Specialists Training Institute (TSTI), and to EMDRIA.

To measure the effectiveness of our EMDR treatment with our clients and the effectiveness of our training with clinicians, we utilize a satisfaction survey using the Likert scale. A Likert scale is a psychometric rating scale used to measure opinions, attitudes, or behaviors. It typically consists of a statement followed by a series of response options, usually ranging from "Strongly Disagree" to "Strongly Agree," allowing respondents to express their level of agreement or preference. Likert scales are commonly used in surveys and questionnaires across various fields, including psychology and social sciences, to quantify subjective data. They can feature five to seven points, providing a structured way to assess attitudes and perceptions.

Programmatic Data

As a result of the EMDR Basic Training Scholarships we awarded with ARPA funding, approximately 1000 clients in Delaware will have been supported with EMDR since March 2023 by clinicians that received our scholarships

and additional peer consultation through the EMDR Circle Scholarship. The clinicians we chose to receive these scholarships treat diverse and underserved populations, so we believe this project has increased access to EMDR therapy as a trauma treatment modality in these communities in Delaware.



Based on feedback we received, the training was highly valuable to these clinicians and their client base will benefit from the training significantly.

Over the course of the project, we offered about 40 trainings with scholarships, resulting in up to 1000 Delaware clients being served.

A recent study showed that Delaware is the state with the 7th highest number of annual web searches for therapy, and the same study found that EMDR is the most commonly sought-after modality. This tells us that the work we've done over the past two years with ARPA funding has been on-target with not only the needs of the population, but also supporting the mental health community in its effort to accommodate those needs.

Mental Health America's Mental Health Dashboard reports that Delaware's Black, Asian and Pacific Islander, Hispanic, and Native populations are at significantly higher risk of depression than White individuals. We have attempted to address the need for wider access to mental health care in these communities via the ARPA grant by offering EMDR Basic Training scholarships to clinicians who treat underserved populations.

Client Impact, Interviews, and Success Stories

While we do not ask our clients for written testimonials after treatment, we do ask clinicians who complete our trainings to provide feedback about their experience. Here are some of the testimonials from clinicians who completed our EMDR training earlier this year (2025):

"This training has hands down been one of the top quality and influential trainings in my career as a social worker. I am so grateful for the guidance and support and immediate warmth from everyone involved in this training experience." - Clinician RH

"Thank you so much for a wonderful experience! I feel lucky I stumbled across the Trauma Specialists when I was looking for EMDR Basic Training." - Clinician MC

"This was an incredible opportunity that allowed me to grow so much, both personally and professionally. I am looking forward to more training opportunities with Trauma Specialists!" - Clinician RZ

"I felt that this helped me a great deal with moving forward [in my career]." - Clinician KL

"I really enjoyed this training and have been wanting to do EMDR training for a couple years now. I am grateful that I had the opportunity to do my basic training through Trauma Specialists Training Institute. I would highly recommend to others!" - Clinician KS



Some testimonials from attendees of our ReTreat Yourself event (helping healthcare workers navigate trauma they experienced during COVID-19 and prioritizing their self-care):

Question: How was your experience?

Answers Received:

It was wonderful

Wonderful time

Wonderful

Beautiful and balanced, safe and open/vulnerable, fun and relaxing

Enjoyed the therapeutic learning space

Lovely

Excellent

This exceeded my expectations Amazing and relaxing Beautiful!!

Question: What did you gain?

Answers Received:

Some peace, if only for today it will have been worth the time

100%

The realization to do better self care and the knowledge to that “I count too”

New connections and validation

Calm and connection

That I am important and need more self time

Tips on self care

Re-energized to prioritize me

Connection

Insight into my approach and that it belongs

Reinforcement on the importance of care of ourselves

Community Engagement

Through the duration of the project, we have hosted various workshops, retreats and trainings centered around trauma and mental health care that have impacted the Delaware community in many ways.

Frontline healthcare workers were invited to retreats that discussed secondary trauma they experienced during the COVID-19 pandemic, compassion fatigue, burnout, and self-care tips.

We hosted workshops that taught trauma-informed yoga to therapists, so they could take that knowledge and utilize it in their practices and to address their own self-care and compassion fatigue.

Our EMDR Basic Training scholarships were awarded to clinicians who serve underprivileged communities, so these communities now have greater access to EMDR therapy. We estimate about 1000 individuals in Delaware are currently benefiting from the training the clinicians have received under the ARPA grant.

Our retreats and workshops also benefited Delaware charitable organizations, as we required a donation to a designated charity with each signup. This was a change we implemented after several months when we realized we were having a hard time getting people to commit to showing up to a free training without any personal buy-in. We found that after we made the donation a requirement, people were more likely to attend on the day of the training/retreat. In this way, we were able to make the grant money work for charities, as well.

OGOV MH TRAUMA MATTERS DE

Project Identification Number: 19939
Funding amount (Budget): $250,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $250,000.00

Project Overview

Objectives: Continuing to increase visibility of TMD within the larger community by facilitating and partnering with other agencies to complete workshops and trainings to the Delaware community. Construct and implement a curriculum and training evaluation that can be used to increase consistency of training and curriculum across Delaware and among Delaware non-profits.



Barriers: The landscape of non-profit work continues to change and evolve in Delaware, and many non-profits and Delaware agencies do have an evaluation process that is used when vetting a trainer. TMD had many discussions and continues to have conversations about the best use of the evaluation tool; specifically, TMD wrestles with the target audience, evaluation process, and how best to market and incentivize the use of this tool for existing trainers and agencies.

Achievements: TMD was able to complete and approve the evaluation tool (this will be included with the packet). Given our barriers, the TMD workgroup continues to meet and pivot to ensure that this tool can be useful for existing non-profit organizations who claim to have trauma-informed practices/training/curriculum. To that end, TMD has begun reaching out to several agencies with existing evaluation protocols to form partnerships and to see if parts of TMD's tool can be incorporated into existing measures. Additionally, TMD has begun work to re-vamp our webpage and social media platforms in order to better launch the evaluation tool and to compile a list of vetted training and curriculum. Having this website addition will allow TMD to create QR codes and other marketing materials that can be used to increase TMD's visibility and to create ways to bring in income through paid use of the evaluation tool.

Use of evidence

While TMD regularly asks participants to provide feedback after each webinar and training conducted, TMD began to assess current internal and policy documents during the last quarter of 2024. After a review and drafting period which took place in December of 2024, TMD has reviewed and approved of a standardized survey that will be used for each training, webinar, and event that TMD hosts (this standardized survey has been included in the current packet).

The completed TMD evaluation tool uses evidence-based information both in the reference of research cited in the tool itself and also in the call for updated academic research within the training and curriculum itself as part of the evaluation as can be seen in the attached tool.

Programmatic Data

TMD volunteer workgroups continue to be amazing resources and for board governance structures, especially a working board such as TMD's, active and engaged workgroups are a major asset for TMD. While ARPA funding is not used for these webinars, our workgroup training, external events and activities have increased TMD's visibility and have allowed us to learn the landscape in Delaware which helps us move towards our overall ARPA goals.

Below, please find a table that includes the webinar and training that occurred within the grant period, along with the facilitators and attendees. While ARPA funding was not used for these webinars in any

capacity, it remains important to look at and outline both so that TMD can continue to monitor the number of individuals that we reached with our solicitations, and it is an opportunity to grow our social media platform and email audiences as we continue to prepare to launch the curriculum evaluation. All below training included 1 CEU credit for participation.

Webinar Title	Presenter	Date	Actual Attendees
Intimate Partner Violence (IPV) and Mental Health	Krystle Tinsley, LICSW, LCSW-C - Intentional Living, LLC	2/12/2025	33
Getting Back In My Body & My Community: Healing with Trauma & The Dissociative Experiences in LGBTQ+ Community	Dr. Karla Fleshman, LCSW, MD	5/21/2025	5
Working with Those Who Have Engaged in Problem Sexual Behaviors/Sexual Offenses	Dr. Allison Dovi & Dr. Laura Cooney-Koss	6/25/2025	69

Client Impact, Interviews, and Success Stories

In looking at the webinar data outlined above, TMD used the new standardized tool to gather as much feedback from the webinars as possible. Feedback remains positive, and the number of registrants continues to increase which indicates TMD's increasing visibility in Delaware. Our email listserve recently



reached over 1000 subscribers, and the few additions to our website has also allowed more members of the community to engage with TMD webinars and events. It is the hope that the ARPA funding will continue to improve TMD's web-based access as we look towards launching the curriculum and towards marketing it to key members of the community.

Of the positive feedback we receive on our surveys, most of the comments appreciate the topics of the conversations and webinars, and outline that they find the 'real world' examples discussed very important takeaways. Some comments noted: "I plan to look into the resources provided [for my practice]."; "[I plan to] assess deeper on what unique clinical strategies can be more helpful for the client."

Community Engagement

May is a busy month with regards to increasing TMD's visibility and as part of this project, TMD worked to host several webinars and TMD also engaged in a social media and web-based campaign that included videos from prominent members of the Delaware community. It is the hope that our volunteer work will help us meet our ARPA objective in a meaningful way in that the curriculum is launched to an existing audience and community that will find use in both the curriculum evaluation and in the TMD vetted list/repository on our website as they search for trauma-informed professional development.

One critical success for TMD is the creation of our live calendar, which houses all events.

OGOV MH TELEHELP 24/7

Project Identification Number: 19949
Funding amount (Budget): $400,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $400,000.00

Project Overview
TeleHelp 24/7 will secure Technical Hardware such as Laptops, iPads, etc. for Admin Team. The TeleHelp 24/7 will also use funds for capital expenditures, platform upgrade that will increase client data security, the opportunity to provide multiple services, and the opportunity to provide a mental health resource bank for clients and clinicians. TeleHelp 24/7 will also use funding to obtain support prevention, early intervention, and awareness materials.

TeleHelp 24/7's Tele Health platform is powered by Axiom-HIMS. You can learn more about Axiom-HIMS at www. https://hmsfirst.com/ Axiom-HIMS is committed to maintaining continuous high standards of reliability, availability, and security for its host systems. This is ensured through a combination of advanced technological solutions, strict adherence to industry standards and regulations, and the

implementation of robust contingency plans. Here are some the tasks of upgrades completed thus far: Prescription workflow mapping, Labs workflow mapping, Patient Enrollment mapping, Training video setup, Training video production, Software Development - Patient Enrollment/registration, Software Development - Authentication setup, Software Development - Access, Software Development - Telemed Updates, Dashboard development, Patient Portal User Experience Design, MicroSoft and Google enhancements and market materials purchases.

Use of Evidence
TeleHelp 24/7 developed and implemented criteria for prioritizing clients to be served where program resources are insufficient to meet the demand for services.

Programmatic Data

• Electronic Prescription: TeleHelp 24/7 is required to comply with the prescription mandates in Delaware, which necessitates the implementation of electronic prescribing. This will enable our providers to send prescriptions directly to the client's preferred pharmacy, thereby facilitating pharmacy prescription retrieval and medication dispensation and ensuring timely refills.
• Crisis 911 Integration: TeleHelp 24/7 offers culturally competent mental health care. Our goal is to provide prompt emergency attention while ensuring safety for the therapist and the client. During virtual sessions, if a client is in crisis, integrating 911 into our system allows therapists to engage with clients while simultaneously contacting emergency services.

• Video Remote Interpreting (VRI): TeleHelp 24/7 aims to provide high-quality mental health services to people with disabilities, including hearing-impaired individuals. Achieving this goal involves implementing a Tele-Mental health platform incorporating Video Remote Interpreting (VRI), a form of telemedicine that enables real-time video interpreting between medical professionals and hearing-impaired patients.

Project Accomplishments – Phase 1
- TeleHelp 24/7 to build the needed Tele-Mental Health Platform
- Consulting Services: workflow development, meetings, and clinical outcomes
- Tele-Med Setup and Configuration
- Graphic design, layout, and user experience workflow
- Patient Portal setup, configuration, and user experience workflow
- Software development and updates

Phase 2
- Lab Company setup and Integration
- Health Information Exchange Integration
- Clearing house Integration

- Radiology Integration
- Training Videos
- Software Testing
- Dashboard Setup

Client Impact, Interviews and Success Stories

Current Data Stats:

Demographics and Diagnosis for the 4th Quarter of 2022:

Men	Women	County	Anxiety	Depression	Bi-Polar	Grief	Trauma	T # of Diagnosed clients
7	33	Kent	16	10	3	9	2	40
26	53	New Castle	28	17	11	15	8	79
1	12	Sussex	3	3	1	4	2	13
34	98	# of clients	47	30	15	28	12	132

Demographics and Diagnosis for the 1st Quarter of 2023:

Men	Women	County	Anxiety	Depression	Bi-Polar	Grief	Trauma	T # of Diagnosed clients
5	40	Kent	11	17	5	7	5	45
18	56	New Castle	19	22	9	10	14	74
1	24	Sussex	7	6	2	6	4	25
24	120	# of clients	37	45	16	23	23	144

OGOV MH TABITHA MEDICAL CARE

Project Identification Number: 19950
Funding amount (Budget): $250,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $250,000.00

Project Overview



The Integrated Community Mental Health Initiative that is a program for preparation and implementation of a community mental and primary health care integrated program in the migrant communities in Delaware. The funds will primarily be used to fund infrastructure including equipment, staff training and supplies.

This quarter, Dorcas Salvation Foundation continued to work with the Case Manager to facilitate the needs of clients. We have been able to train people how to use Naloxone and distribute kits as well. In May, 14 people were trained and 14 naloxone kits were distributed. We did not distribute any kits in April or June. This quarter, we screened 263 people for depression and 28 people screened positive for depression. We screened 37 people for anxiety and 28 people screened positive results. The challenge that we continue to encounter is that depression is something that is taboo in African-American, Haitian, and Hispanic cultures. We continue to educate and see more Haitian patients giving therapy / counseling.

Use of evidence

We currently do not have a formal evidence-based intervention that is used for program evaluation. Our evidence-based portions include how our screening processes for depression and anxiety are formal screening tests that have been studied and proven to be useful for detecting depression (PHQ-9) and anxiety (GAD-7). We are currently working on a patient and client satisfaction survey for evaluation of services.

Programmatic Data

During the past quarter, this table provides a breakdown of the services that clients came to ask for at DORCAS Salvation Foundation. Ten clients were seen in April, 16 clients were seen in May, and 45 clients were seen in June. So, in total, 71 clients were seen by the case manager this quarter.



Month & Year	Medical Assistance	Behavior Health Screening	Chronic Illness Education	Emergency Assistance (food,shelter,housing,clothing etc)	Interpretation Services	School Enrollment Assistance	Youth Mentoring Program	Medical Transportation
2025	#clients	#clients	#clients	#clients	#clients	#clients	#clients	#clients
April	2	3	1	0	4	0	0	0
May	1	2	1	8	2	0	2	0
June	1	5	0	0	3	0	36	0

Client Impact, Interviews, and Success Stories

May is Mental Health Awareness Month, and DORCAS Salvation Foundation (DSF) hosted the Break the Silence: Mental Health and Wellness Fair and the 3 Annual Blessings Community Baby Shower. The event brought various mental health and pregnancy related vendors to share resources that are available in our local community. Activities included educational workshops, and panel discussions with lived-experience speakers, this event strengthened community connections and empowered attendees to seek support and advocate for mental wellness. We are grateful for the grant support that made this impactful gathering possible.

Educational sessions discussed:

- Panel on mental health and culture
- Caar seat safety training
- Infant care
- Self-Care

Other Data Include:



- 6 Patients referred out to Psychiatric care
- 25 patients were linked to community resources.
- 20 New Patients were referred to Tabitha Medical Care LCSW brief intervention and Behavioral Health.

Community Engagement

Mental Health & SUD/OUD Educational outreach: Dorcas Salvation Foundation Break the Silence Mental Health and Wellness Fair: May 10, 2025

Topic: Panel discussion ON Addressing Mental Health Illness silence and Stigma in Haitian and Hispanic Community. Location: Blades Fire Department

Information Distributed

1. Depression and Anxiety 101
2. Nutrition and Your Mental Health
3. Mindfulness
4. Emotional Health tips
5. Opioid and MAT
6. How Substance use affects Your body
7. Substance Use disorder S Information Distributed
8. Opioid and MAT
9. How substance Use Affect the Body
10. Substance Use disorder Stigma
11. Naloxone use

About 100-150 People attended the event

10 Narcan Kits distributed



OGOV MH GAMMA THETA LAMBDA

Project Identification Number: 19951
Funding amount (Budget): $5,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $5,000.00

Project Overview

Service providers will begin community engagement seminars in July 2024 (completed and ongoing)

As documented, our service providers have done engagements with the community in line with our plan to engage minority and underrepresented communities with mental health programs and resources. Attendance has been good and the location of Unity Church , for one example, allows attendees to feel comfortable and secure when expressing vulnerable feelings and experiences within the faith based and minority communities.

Currently, there is misalignment between the ARPA team and the Foundation where there is an empass. There has been some dialogue and documents exchanged, but at the time of this report, there is still unresolved issues. This report only shows spending for the 3Q2024 and total spending is captured until November 27, 2024. The Foundation will reserve all other receipts for programming after this date until the conflict is resolved.

AS we move into 2025 the Foundation will work to ramp up service delivery based on initial feedback and programming in the minority communities that have been used as cases for larger service engagement. For the remaining service funds over the remaining 2 years of the term the Foundation anticipates utilization in the following manner:

2025 Delaware Community Mental Health Fair--$25,000

2026 Delaware Community Mental Health Fair--$25,000

Mental Health Matters II--$10,000

Minority LGBTq Teens and High Incidence Populations--$10,000

*all numbers for future programming are estimates for planning purposes only

We continue to partner with Delta Sigma Theta Sorority to launch the 2024 Mental Health Awareness program on November 23, 2024 led by Ms. Sarah Harrison. As an update, this event was held on the Wilmington east side with great success.Reimbursements to subcontracted group, Delta Sigma Theta are pending final receipts from the program.

Moreover, we are working with a corsortium of African American psychologists to head a Mental Health Community Forum in 2025 for Delaware that will leverage the work we have done in the faith based community and with community/social organizations and advocates to take this micro-work and community input and then scale for a macro program on mental health for the greater community. This larger program is captured above in the estimated spending for the remaining contract term to December 2026. This aligns with the work that we are doing also to celebrate the 25th anniversary of the GTL Education Foundation, Inc through continuing programming alignment with our mission and vision.

In the 1Q2025 we are working with our counsel and board to envision how to move forward with the work and this grant. To date there has been no mutual communication between the Foundation and the ARPA team.

Use of evidence

The Foundation will partner with Mr. Coleman to deliver 6 workshops to students and families in underrepresented and underserved communities that will examine topics in resource identification, understanding trauma, coping mechanisms, and other germane topics to supporting families. The workshops will take place over a 6 month period. The contract and invoice for this work will be included in the 2Q4Q2024 reporting periods. And as an update to this work, the Mental Health Matters workshops for 2024 were successfully completed by the consultant; the success of these workshops and the feedback obtained from participants will be used to improve on similar workshops for the remaining contract term.

Additionally, the Foundation leadership has reached out to NAMI Delaware and Amazon to align on synergies and additional partnership opportunities to impact this targeted community.

As updates since the last quarterly report, the Foundation has entered into partnerships with Alpha Phi Alpha Fraternity, Inc. and Delta Sigma Theta Sorority, Inc. to target at risk young men and women infants and children, respectively. The organizations have an extensive and successful track record with these demographic audiences and are well equipped to partner with the Foundation for service execution according to the timing and grant requirements. Moreover, the Foundation has partnered with Eclectic Design, LLC, a marketing and media company in Delawrae, that will do grass roots marketing and social media for our various audiences.

Programmatic Data

U.S. Census (2020) stated that the median income level for African Americans in Wilmington was $35,000 vs. $48,000 for Caucasians in the same area. There is a disparity in economic vitality.



Additionally, 1 in every 3 African American households is a single parent home for African Americans. Lastly, the data illuminate that African Americans carry 3 times as much debt as Caucasians and are 4 times as likely to suffer from mental health challenges in Delaware.

Community Engagement

The Foundation and board of directors have engaged with communities and mental health service organizations over the past few years. Specifically, the board has offered programming to Title I students and families (those who live at or below the poverty level). We have employed focus groups, random verbal surveys and solicited feedback from students and parents. Additionally, we have engaged mental health organization such as Life Health Center of Delaware to understand specific needs and gaps in services that we may be able to facilitate. Additionally, the Foundation has supported mentoring programs sponsored by Alpha Phi Alpha Fraternity and Delta Sigma Theta Sorority that target specific demographics where insights are obtained and used to inform programs and services that are needed by the community. All data is used to inform the larger community need that has spawned the Onward and Upward Project. We continue to understand that the need is vast and growing not only in Wilmington, but in the New Castle County community with underrepresented and underserved communities.

OGOV MH BEEBE MOBILE HEALTH

Project Identification Number: 19952
Funding amount (Budget): $3,500,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $2,414,431.00

Project Overview

Project Description

With support from the DE ARPA SLRF, Beebe Healthcare is building out a new, multi-faceted behavioral health service to address specific needs of rural Sussex County Delaware residents. There are three major components to the Beebe Behavioral Health project: Mobile Health Services, Outpatient Office Based Services (consultative line), and Peer Recovery Services. All of these services are being planned and delivered within the framework of trauma informed care. In addition, we are working to integrate these services to ensure services are coordinated across various care settings and patient touch points.

Behavioral health services, inclusive of substance use treatment, are critically under resourced in Delaware, particularly in Sussex County. The DE ARPA SLRF grant, along with funding from the DSAMH

State Opioid Response Program and a Congressionally Directed Funding Grant, has provided the resources to launch and expand services in outpatient, emergency department/inpatient, and community settings. Over the past three years, we have expanded outpatient and peer recovery services and have launched a new mobile outreach service. Through this process, we have developed a deeper understanding of the needs of our Sussex community, the challenges associated with launching these services, and the opportunities to continue to expand, deepen and refine our approach in order to have a greater impact. We are grateful to have this opportunity to reflect on and share our accomplishments and challenges from FY25, as well as our plans for the future.

Accomplishments

Mobile Outreach services during FY25 have continued to grow in frequency and impact. Over the course of the year, the team has continually refined the schedule to ensure we are reaching those who need services the most. Under resourced, vulnerable, and high-risk populations are the focus of the mobile unit services, i.e., unhoused individuals, individuals lacking transportation and access to healthcare, individuals with language and literacy barriers, etc. While we serve all of Sussex County, we are focusing the majority of our efforts in central and western Sussex County which have fewer SUD/Harm reduction services and residents have greater challenges in terms of income, transportation, and access to services.

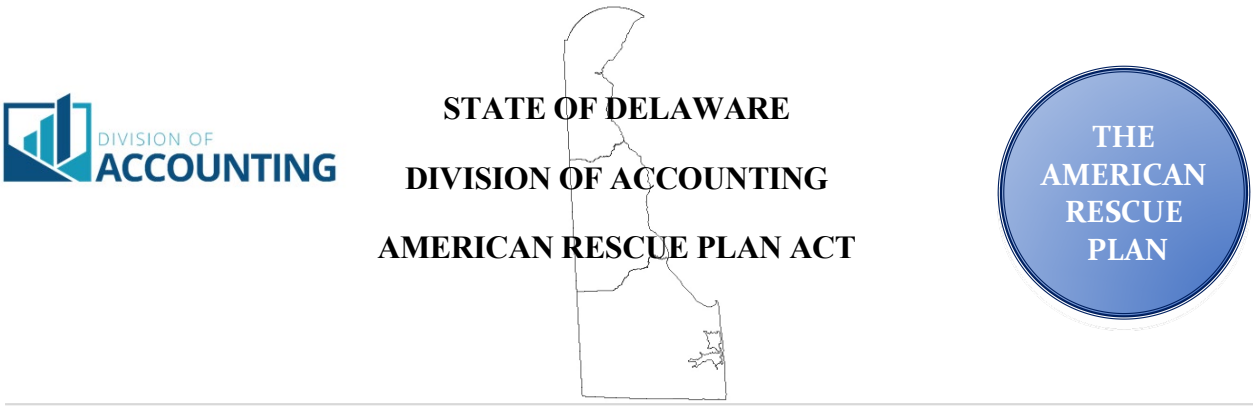
Services at new sites, such as the Habitat for Humanity ReStore, have been initiated, further expanding the unduplicated numbers of individuals provided care, resources, and support by the team. In addition, our long-established relationships in the county generate a steady flow of invitations. At these events, we can provide care, services, and harm reduction resources while also making new connections to community members from areas we have yet to reach. A multidisciplinary team is critical to this program as social needs significantly impact behavioral health outcomes and harm reduction initiatives. Team members include a Nurse Practitioner, Behavioral Health RN, Peer Recovery Specialist and Community Health Worker. Additional nurses or other team members join the team for larger events.

In FY25, the team completed 247 mobile outreach events where behavioral health, primary care, health screenings and other services were provided. Nearly 6,000 individuals were provided with services at these events. The mobile unit is a key source of medical care for individuals who have wounds from xylazine use or other causes. In February, we started tracking the number of identified wounds documented and treated which totaled nearly 100 in just five months. Patients who have wounds are also provided with wound care kits so that they can keep their wounds clear and dressed between visits to the mobile unit.



The ability for the mobile clinic to perform urine toxicology screens was added in February 2025. Previously, the clinician did not have access to point-of-care testing for substances that patients may have used. With this capability, the nurse practitioner is able to more accurately and effectively provide care, including prescribing medications for opioid use disorder. Also in February, the mobile clinic added phlebotomy services in order to draw patient's blood and send for testing when seen on the mobile unit. Previously, the nurse practitioner would give a patient a lab order and request that they go to a lab to have their blood drawn, but this was often difficult for the patient due to transportation barriers and as a result, they did not complete the blood work. During the last quarter of the FY, a staff member from Camp Rehoboth was able to join selected mobile outreach events to offer expanded screening that includes syphilis antibody point of care testing, allowing further optimization during the windows of engagement with patients.

After a concerning spike in overdoses in Sussex County in late April/early May 2024, numbers have returned to previous levels. Perhaps more importantly, after multiple years of increases, Delaware is seeing a notable decrease in overdose deaths as depicted in the graph below (Source: myhealthycommunity.org). While this result could be attributed to multiple factors, we believe in Sussex County, Beebe's efforts funded under this grant have been one factor leading to the decline in overdose deaths. Of note, the mobile outreach team distributed nearly 800 Naloxone kits in FY25.



Our Peer Recovery Support program has continued to demonstrate important impact this past year. During FY25, 1,363 patients were referred to the program. Peers were able to make contact with 1,029 and of those, 44% accepted peer support. The team arranged nearly 300 services for these individuals including inpatient treatment, intensive outpatient treatment, sober living, etc. In just the past six months, 23 individuals have been connected with a 30-day treatment program; this includes identifying the best treatment facility for the individual, contacting the facility to confirm insurance coverage and arrange for admission, arranging transportation to the facility and remaining connected while the person is in treatment and beyond. In addition, since the program's inception, the team has been able to secure 15 full scholarships for 30-day treatment programs for individuals without insurance coverage – a value of at least $750,000.

The Outpatient Behavioral Health Clinic is now operating at capacity and is fully staffed with 3.5 psychiatrists, 1 psychiatric nurse practitioner and three social workers. In total, this team completed over 13,000 patient visits and saw an average of 888 unique patients per month. Nearly 1200 unique patients received counseling services from one of the social workers. As planned, funding for the outpatient behavioral health practice was phased out and ended on June 30, 2025. Based on the strategic plan developed with HMA, we are now evaluating recommended strategies to expand the reach of our behavioral health services, while ensuring the services are sustainable without grant funding.

During CY24, quarter 4, we completed our strategic planning process with HMA and received their final report. (We would be happy to share a copy with the Governor's Office if so desired.) We are now working on prioritization of the recommended initiatives, which will include creating an operational plan.

Challenges and Learnings

Mobile Outreach. Recruiting a second nurse practitioner for the mobile unit remains our most significant challenge. Two qualified candidates were interviewed and ultimately offered the position, but both declined. High demand for psychiatric nurse practitioners, combined with the challenge of practicing in the mobile outreach setting make this position particularly difficult to fill. We are fortunate to have an exceptional nurse practitioner who works half-time on the mobile unit at present, and we will continue our efforts to fill the second part-time position.

Deepening our communications and collaborations with case managers from Managed Care Organizations is essential for sustainability of patient support measures and avoidance of duplicative efforts. Several patients have had at least one, if not two, case managers who have been working on similar issues with the patients we are serving through our mobile outreach. However, our onsite presence provides improved engagement with the patients and tends toward completed connections to services. Our Community Health Worker is now focused on investigating each patient's coverage to ascertain if a case manager is already assigned and working closely with them to optimize collaboration and successful outcomes.

Peer Recovery Services. The Peer Recovery Program tries to see every patient who comes to Beebe's Emergency Department or is admitted inpatient who has a substance use disorder. Many patients arrive in the ED after an overdose, and it is challenging to keep up with knowledge of what is being used on the streets in order to most effectively serve our patients.

In addition, there is a lack of high-quality Intensive Outpatient treatment programs in Sussex County to which we can refer patients. These programs are particularly important when individuals are



transitioning from a 30-day inpatient treatment program or in lieu of inpatient treatment when it is not feasible.

Outpatient Behavioral Health Clinic. As outpatient behavioral health services have grown due to increasing demand, clinic space has become an increasingly important barrier to delivering a full range of behavioral health services. For example, Beebe is evaluating the feasibility of starting an Intensive Outpatient Program. Due to necessity of sharing clinical staff, it would need to be co-located with outpatient services. The current space is not adequate for the IOP and other suitable spaces would require capital investment for renovations.

Use of evidence

Each of the core strategies offered through the DE ARPA SLFRF grant hinges on evidence-based interventions.

Outpatient services are being built out, led by a board-certified Addiction Medicine Specialist, that offer medication assisted treatment (MAT) in concert with counseling services as indicated. "MAT has proved to be clinically effective and to significantly reduce the need for inpatient detoxification services." https://www.samhsa.gov/medication-assisted-treatment/treatment#medications-used-in-mat.

The *Mobile Clinic* currently provides harm reduction, screening, referrals to treatment and connection to resources to address social needs. According to the Substance Abuse and Mental Health Services Administration (SAMHSA), harm reduction is an evidence-based approach that is critical to engaging people who use drugs and equipping them with life-saving tools and information to create positive change in their lives and potentially save their lives. Harm reduction is a key pillar in the U.S. Department of Health and Human Services' Overdose Prevention Strategy. Harm reduction offers an opportunity to reach people who aren't otherwise accessing healthcare services — and offer them naloxone to reverse an overdose and help connect them to other needed services. On the mobile unit, Beebe is offering naloxone, wound care and connections (appointments and warm handoffs) to health and social care services.

Peer Recovery Services are offered in the Emergency Department, and inpatient units, and are now available on the mobile unit. According to a June 2023 Treatment Improvement Protocol released by SAMHSA, Peer Recovery Services (PRS) help individuals with problematic substance use start and stay in recovery- long term. This is true whether delivery of PRS occurs in SUD treatment facilities or in other community-based settings. The evidence base for SUD-focused PRS shows there are many possible benefits, some of which include:

- Reduced recurrence rates.



- Increased treatment motivation.
- Increased treatment engagement.
- Increased treatment retention.
- Improved relationships with treatment providers, family members, and social supports.
- Increased satisfaction with the overall treatment experience.
- Increased general self-efficacy.

Source: Substance Abuse and Mental Health Services Administration. Incorporating Peer Support into Substance Use Disorder Treatment Services. Treatment Improvement Protocol (TIP) Series 64. Publication No. PEP23-02-01-001. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2023.

Programmatic Data

Our mobile unit deployment strategy – selection of partners, site and locations is based on data. We look at publicly available data including Suspected Delaware Drug Overdose Deaths, Sussex County Emergency Services data, which includes "heat maps" that indicate levels of overdose activity. We are also part of the Sussex Community Response Team. For example, data from an EMS Geospatial Analysis shows Georgetown, Millsboro and Seaford are the top three areas in Sussex County with high occurrence for overdose activity – our harm reduction efforts are targeted accordingly.

Another example of use of data comes from the CDC 2022 Annual Report on Overdose Deaths. The report identified the construction and restaurant industries as the highest occupation for overdoses in Delaware. Beebe partnered with TKO Hospitality Management, representing multiple hotels and restaurants in Sussex County, to offer harm reduction services to its employees, including Narcan training and kits.

Internally, we collect and analyze data from our electronic medical records including patterns of use, volumes, patient demographics, and other information.

In addition, data from our 2022 Community Health Needs Assessment supported the need for this project as described below.

FY25 (July 1, 2024 – June 30, 2025 Performance Data

Behavioral Health Outpatient Performance Metrics: (Data reflect total program results)



BH BMG Outpatient Performance Metrics	Total/Average
BH Consults - Total Visits per Month	13,168
BH Consults - Unique Pt Visits per Month (Average)	888
MOUD Focused Education Sessions completed	357
BH Individual Counseling Session-Total Sessions per Month # of counseling sessions*	1,737
BH Individual Counseling Session-Distinct Pts per Month-# of clients participating*	1,181
Number of Naloxone Training and Kits dispensed	1
SUD Consults - Total Visits per Month	776
SUD Consults - Unique Pt Visits per Month (Average)	57

Mobile BH and Harm Reduction Outreach Data Metrics: (Data reflect total program results)

Mobile BH and Harm Reduction Outreach Data Metrics	Total
Total number of completed events	**229**
Total # of Adults in attendance at outreach event:	**9,311**
Total # of Teens in attendance at outreach event:	**2,431**
Total # of Children in attendance at outreach event:	**1,175**
Total # of individuals engaged:	**5,429**
Nurse Practitioner Patient Contacts (medical, MH, SUD and/or wound care):	**699**
Number of identified wounds	**94**
Peer Recovery Support Services (number of individuals who said they would like to be connected with a Peer and who provided contact information)	**280**
Wound Care Items/ Kit:	**3,384**
Total connections made/assistance with social needs	**296**
Number of Naloxone Training and Kits dispensed	**798**

Peer Recovery Services Performance Metrics

Peer Recovery Services Performance Metrics	Total
Number of Patients Referred to Peer Services with BH Contact during admission	**1363**
Number of Patients successfully contacted by a Peer to offer support	**1028**
Number of Patients accepting Peer Support	**449**
Number not appropriate for Peer Support (complex medical status, law enforcement custody, etc.)	**98**
Number unable to contact after discharge	**192**
Number of Patients Pending - currently attempting to contact	**143**
Number of Services Arranged/Warm Handoffs	**274**

Client Impact, Interviews, and Success Stories

Our mobile outreach services continue to positively impact individuals and the communities being served.

Here are some stories shared by the mobile outreach team from this past fiscal year.

- A patient experiencing psychosis presented to MHC for crisis assistance. The patient recognized the unit and requested staff members by name. It was quickly identified that the patient needed a higher level of care, and local police services were utilized to safely transport the patient to the nearest psychiatric hospital for stabilization.
- Another patient with whom the team has been serving for an extended time and has supported throughout his recovery journey happily reports that he has been sober for four months and often discusses how integral our team has been in supporting him and "never giving up on him."
- A patient presented to the team who has a history of a mental health diagnosis. She lost her income and housing, becoming disconnected from care. She came to the MHC for assistance, was able to be evaluated by the provider and prescribed the appropriate medication. The Community Health Worker (CHW) connected her to temporary shelter and provided transportation to the shelter. The CHW is helping with finalizing a Medicaid application for the patient and also submitted an application for emergency housing.
- At one of our follow-up locations, the team was able to connect with a previous patient who received services. The patient ultimately was diagnosed with cancer after obtaining the chest radiograph ordered by our APC. The patient relayed his gratitude to our team and shared that he would not have gotten medical care if we were not at that location, resulting in his first care

encounter with the team. He is currently engaged in his cancer treatment while also receiving ongoing peer support for substance use disorder from our team.

- A patient that had been engaging with the team was referred to primary care by our NP and was able to receive necessary health screenings, such as a mammogram. Unfortunately, the patient was diagnosed with breast cancer. Currently, her prognosis is positive. This highlights the need for mobile health outreach to connect with individuals and link them to appropriate care for improved health outcomes.

Patients and their families who have been helped by the Peer Recovery Program have shared the following testimonials:

#1: Letter from Patient Family to Behavioral Health Nurse Manager

Nicole H. has only been in my life for 4 days but has made a lifetime impact.

My little brother, Bryan, has always been a drinker, but maybe in the last 12 months has taken a very large leap into "full blown alcoholism". I noticed his tremors last summer. October, he has his first alcohol withdrawal seizure in Reading PA. This eventually led to a detox (no rehab) at Sun in December. We went again (no rehab again) in Feb. Saturday night he had a second alcohol withdrawal seizure and Sunday morning is when we met Nicole.

Nicole and Bryan spoke and had some similarities. So, I was very grateful for that connection. Nicole, however, did something that no one could do before (Reading, Sun, me, etc.) and managed to get Bryan that next step into rehab. Not only that, but Nicole also personally called facilities to ensure they could take my brother's insurance.

I said to Bryan "detox is like the opening credits to a movie; rehab is the ACTUAL movie".

This morning, my brother was changing his mind about rehab. Nicole got a panicky 6am text from me, and she then proceeded to straight up, do amazing things. As I write this at 10am, my brother is on his way to Avenues in PA, somehow…ahead of schedule.

None of this happens without Nicole. Sunday was my birthday, and I spent it in the hospital with my brother. Nicole gave me the greatest birthday present I could ask for, a chance for my brother to live.

Jenn, thank you for having people like Nicole on staff. The world is better for it.

Kindest regards, Tim C.

#2



I am a 22 year past employee of Beebe hospital. Over a period of at least 8 years, my son struggled with a severe drug problem eventually leading to IV heroin or whatever was being sold as heroin.

He was hospitalized on multiple occasions and was seen by your Peer counselors. I had the privilege to work with several over this time but on frequent occasions Kathy G. was present in our time of sadness and despair.

I found that the Peer Counselors were my best hope during each hospitalization, supporting not only my son but me as well. I spent many hours crying with Kathy in the cafeteria when my hope was diminished. Kathy and the others were always able to show me a spark to hold to when my own flame was spent.

I will always be grateful for this program and the compassion bestowed on me and my son by these women.

I am happy to report that my son will be clean for 3 years at the end of August. Our healing journey was initiated by your team of Peer Counselors, and I will be eternally thankful.

I.B.

#3

For over 20 years my husband and I watched our only child descend into the void of alcohol addiction. Without the help of the Beebe Healthcare Peer Recovery Program, it is likely that he would have died from a DUI, suicide or any number of situations while under the daily influence of alcohol. He had been in and out of dozens of rehabs and nothing worked. On his last drunken visit to Beebe (of which there were many), Kathy G. convinced him that his only remaining option was to enter a long-term recovery program out of state. She did all of the work, contacted the right people and kept us in the loop. My husband and I were mentally exhausted, and she instinctively knew our feelings because she is a peer on both sides of the coin.

Our son is now committed to the mission of the rehab that she so compassionately and professionally steered him toward. The Peer Recovery Program has given our family peace, purpose and respite.

Kind regards, L. W

A community partner, Hudson Behavioral Health, recently shared the following:

Beebe has been an important partner of Hudson Behavioral Health since I started in this position nearly 5 years ago.

We partner with Beebe to find appropriate treatment options for their patients. What sets Beebe Healthcare apart from other hospitals we work with is their relationship that their peers have built with



every patient that they serve. They work tirelessly to find the best possible options for everyone that walks through their doors. Kathy and her team are involved in every step of the recovery process, from finding them residential programs, to keeping in touch with them consistently throughout their residential stays to make sure they have an aftercare plan.

With Hudson being in existence for 45 years, we work with nearly every hospital in Maryland and Delaware, and we can certainly say that the peers at Beebe go above and beyond like no other hospital we have worked with. The fact that patients feel comfortable enough with them that they will reach out to them for help even before they enter the hospital is truly remarkable given how little individuals suffering from SUD reach out for help. They are very deeply rooted in the recovery community and have helped me out on multiple occasions when I did not know where to turn to help individuals. The peers are an absolute asset to the Delmarva peninsula, and this area could benefit from more services and people that care the way they do. If I ever have a difficult situation or am having trouble finding resources in Delaware, I know I can always count on the peer team to guide me in the right direction.

Alex Pullen, Director of Marketing and Community Outreach, Hudson Behavioral Health

Community Engagement

Beebe has and will continue to rely on community input to learn about the services needed in our community and how and where to deliver these services. In 2022 and again in 2024-25, we conducted a Community Health Needs Assessment which included gathering input from stakeholders across Sussex County through surveys, interviews and focus groups. A consulting firm, Tripp Umbach, was engaged to provide an independent review of existing data, interviews, and survey results. A significant number of community leaders representing government, educators, health care professionals, and health and human services leaders in Beebe Healthcare's service area participated in the study. Data collected from a variety of sources was included as part of the assessment. County demographics, health outcomes, and chronic disease prevalence were gathered from local, state, and federal databases and were part of a robust secondary data compilation. Information related to high-risk behaviors, societal issues, and barriers were key themes that resonated within the collection process. Information from focus groups with vulnerable populations was also included in the collection phase.

Primary data in the form of an online community survey was made available in English, Spanish, and Haitian Creole to gain participation from community residents. Beebe Healthcare collected community surveys at health fairs/events and promoted the community survey through social media efforts and email communications. Community stakeholder interviews were employed to collect information from leaders who have a deep understanding of the region's health and social factors impacting residents' health and well-being.



Behavioral health services (inclusive of substance use disorder services) emerged as a top priority in 2022 and remains so in 2025. The frequency and consistency of behavioral health services as a key need was prominent as depicted in the tables below.

Beebe continues to gather community input from trusted community partners including community action agencies, faith-based organizations, providers, and community groups.

Community Stakeholder Interviews	Community Surveys
What are the biggest health/social concerns? • Behavioral Health **Largest Barriers for People not Receiving Care or Services** • Lack of services • Mental illness **What are the persistent high-risk behaviors?** • Substance Abuse • Tobacco Use **What would improve the quality of life for residents?** • Access to behavioral health services • Mental health services • Substance abuse support • Health care access **Vulnerable Populations** • Homeless • Mentally ill	**Health Problems with Greatest Impact on Overall Community Health** • Lack of health care providers • Mental health • Drug Use/Abuse **What does your community need to do/have to improve the quality of life and health?** • More health care providers/specialty physicians • Affordable health care services • Access to drug/alcohol and mental health services **Type of Information Needed in Community** • Substance abuse prevention **Health Challenges Currently Faced** • Mental Health Issues • Alcohol overuse **Statements that Apply** • I smoke cigarettes • I have more than four alcoholic drinks a day

DIVISION OF ACCOUNTING

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



THE AMERICAN RESCUE PLAN



Focus Groups

Health issues and concerns according to key informants and low-income participants.

- Lack of physicians (e.g., specialists, etc.)
- Lack of access to mental health/behavioral health services

Health Related Problems in the Community/Barriers

- Access to mental health services is lacking especially for low-income residents. People who are low-income do not have the same levels of access to mental health services as those who can afford it. Residents are aware their income status prohibits them from seeking specialty care and access.
- Residents encounter a lot of drug use in this area. Support services for this type of behavioral health issue such as counseling or rehabilitation services are not adequate for those who face addiction. There is a lack of supply and demand is significantly high.
- Health care access

Vulnerable Populations

- Homeless
- Mentally ill

How do we improve health and quality of life?

- Creating recreational space such as parks and green space for better health promotion and improved mental health.

What is being Done to Address Issues in the Community?

- Need to execute mental health and behavioral health screenings in collaboration with the school districts to get children screened and diagnosed who are in need of assistance.

Emerging Issues or Barriers in the Community

- Culturally competent care is good as it positively impacts one's physical and mental health. Mental health issues are already high due in part to COVID-19 and the stigma has persisted.
- Not enough providers to treat this growing population.
- Mental Health Issues
- Alcohol overuse

Statements that Apply

- I smoke cigarettes
- I have more than four alcoholic drinks a day

OGOV MH DE PSYCHOLOGICAL

Project Identification Number: 19953
Funding amount (Budget): $350,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $350,000.00

Project Overview

2022 Quarter 1: On October 5th, 2022, we submitted the most recent financial tax filings from 2019 and 2020 for official approval of this ARPA funding. Our goal before December 2022 was to hire a Project Manager to start January 1, 2023 to support our efforts with this project.

2022 Quarter 2: Accomplishments: 1. We hired a Project Manager, Dr. Dani Parsell, who started on January 1, 2023. 2. We received a commitment from four individuals who agreed to join the Mental Health Advisory Board (MHAB). At this point, the Advisory Board was composed of: Dr. Laura Epstein, a psychologist in private practice and the Chair of the Delaware Psychological Association's (DPA) Disaster Response Network; Dr. Hannah Jones is a pediatric psychologist and serves as the DPA's Continuing Education Chair; Dr. Gwendolyn Scott-Jones is the Dean of the Psychology Department at Delaware State University; Emily Vera is a Licensed Clinical Social Worker who serves as the Executive Director for the Mental Health Association (MHA) of Delaware. We worked to fill the remaining two seats for the MHAB. We had our first Board meeting in January 2023. Challenges: Filling the remaining Board positions and ensuring that our Board was diverse and representative of race, gender, employment, and health status.

2023 Quarter 3: We created, distributed, collected, and reviewed results of a membership survey asking what topics would best serve mental health clinicians and their practices. We created a landing page on Delaware Psychological Association's website to share COVID resources: (https://lp.constantcontactpages.com/cu/WzovI6L/DPAARPAGrant). We created a landing page to provide potential presenters with information about the ARPA grant and to provide and receive materials necessary to meet continuing education standards for psychologists: (https://lp.constantcontactpages.com/cu/fl7Z2RY/DPAARPAGrantPresenter).

In addition, Dr. Doug Tynan wrote an article, "The Class of 2024," which we distributed through our mailing list and posted on the DPA ARPA landing page. In April, we hosted a presentation by Dr. Ben Abramoff, "An Introduction to Long COVID for Mental Health Professionals." With guidance from the Advisory Board, we generated applicable topics for professional and public education and contacted speakers to invite them to participate in our project. With these presenters, we planned and scheduled professional education programming to be held in Quarter 4.

2023 Quarter 4: We held two more professional education workshops. We accomplished our goal of developing a series of three continuing education workshops pertaining to long COVID: 1. Intro to Long COVID (April); 2. Long COVID: Research, Treatments, and Recommendations; 3. Neuropsychological Manifestations of Long COVID. Our target audience was mental health clinicians, educators, school counselors, and healthcare professionals. Furthermore, we accomplished our goal of providing public education resources to parents, caretakers, school employees, and those individuals who had been impacted by COVID.

2023 Quarter 1: We presented and did outreach for public education on the following dates and on the following topics:On July 21, Dr. Doug Tynan presented at Delaware State University's psychology faculty about Long COVID. On September 21, Dr. Dani Parsell and Dr. Doug Tynan did public outreach about DPA ARPA Programming at the DREAM Integrated Primary Care Conference in Wilmington. The following Professional Education workshops were presented during this quarter: On August 30, Dr. Doug Tynan presented COVID in Mental Health Practice. On September 18, Dr. Julia Centrella presented on Long COVID Group Therapy. We also engaged Teleduction to produce a documentary on resilience in adolescence, including overcoming some of the challenges of the pandemic. The target audience is parents, teachers, caregivers, and other adults who work with adolescents. On behalf of DPA, Dr. Monica Bocanegra, a psychologist, completed an interview with the producers of the documentary on adolescent mental health, with a focus on Latinx and bilingual youth. The completed project should be available for viewing in early 2024.

2023 Quarter 2: This quarter, Dr. Doug Tynan, Dr. Danika Perry (a clinical psychologist and DPA member), and Ms. Kelly Wetzel attended the Meet the New Castle County Superintendents event to share about the ARPA grant. As we plan to focus on public and professional education to serve children, adolescents, and their families, it was beneficial to understand the needs of the public schools in the most populated county in Delaware. Dr. Tynan, Dr. Perry, and Ms. Wetzel shared the work DPA ARPA has done and plans to do and how it can benefit the community. We also engaged a Social Media Coordinator who began creating social media accounts for DPA ARPA to further promote our work and expand our reach to those who may benefit. We'll be able to share about upcoming public and professional education events we're hosting and the latest research related to the pandemic and its impacts. Dr. Dani Parsell wrote and published update on the DPA ARPA project in the DPA newsletter to promote our work and expand our reach.

On October 13, we hosted Dr. Jennifer West who presented to psychologists and other mental health professionals on firearm harm prevention with clients and others. Firearm death and injury increased significantly during the pandemic and has not yet returned to pre-pandemic levels.

2024 Quarter 3: This quarter, we had multiple public education events and one professional education workshop. We partnered with the Mental Health Assocation of Delaware to co-host a free public education workshop titled: Master Your Stress. Emily Vera (former ARPA Advisory Board Member) presented ways to handle stress post-covid. The presentations were held on 1/22, 1/29, and 2/6 in each county. The 1/22 was held at the Lewes Library, the 1/29 was held at DE State University, and the 2/6 was held at the Community Service Building in Wilmington.

Additionally, our new 2024 Advisory Board was introduced to the DPA community via the monthly electronic bulletin. Each member shared a brief bio. The newsletter is distributed to over 350 mental health clinicians within the DPA membership.

On 2/5, we met with our Advisory Board and Dr. Doug Tynan, our clinical supervisor, presented on the impact of Long COVID.

On March 8th, we held a professional education workshop titled, COVID-19 Pandemic Impacts on Youth: Pathways, Opportunities, and Interventions. We used this workshop as an opportunity to share information about the ARPA grant and upcoming events to the attendees. This was our first in-person ARPA workshop, held at the University of Delaware's Audion STAR Campus. 25 people attended. The workshop was also recorded and will be available for future CE use.

Finally, 2 of our Advisory Board Members attended a public outreach event in Chester, PA called Let us Breathe on March 23rd. We had a table and distributed ARPA grant information to over 50 attendees.

2024 Quarter 4: This quarter we had multiple public education events and developed succinct plans to host three professional education workshops in the next quarter.

On April 16th DPA sponsored the Delaware Black Chamber of Commerce Inaugural Minority Health Summit. This event featured presentations from local and national leaders on current health issues in the Delaware population and resources to address them to improve health and well-being for individuals, their families, and businesses. The day included educational presentations, discussions, and health screenings from leading providers in Delaware. We at DPA were extremely grateful for the opportunity to attend and advocate for mental health services. Mental health is a critical component of overall wellness, and we are committed to ensuring that individuals have access to the resources they need to achieve optimal mental health. We believe that everyone deserves to live a happy and fulfilling life, and we are dedicated to working towards a future where mental health services are readily available and accessible to all.

On April 17th, we hosted a screening of "What About Our Kids?" at Mount Pleasant High School. What About Our Kids? (USA/2024) is a 55-minute video program created to provide parents and caretakers with insight and information for helping their teens to more safely navigate adolescence, a challenging time of life. The program employs first person testimony from mental health practitioners and educators, along with a diverse sampling of teen voices. The narrative offers a holistic look at what's behind the lingering spike in adolescent anxiety and depression, with an emphasis on how caring adults can help young people to become more resilient. The DPA invited ARPA Advisory Board members, Dr. Monica Bocanegra, Dr. Teri Lawler and Dr. Julius Mullen to join the screening as panelists to share their

wisdom and insights (all three were participants in this film). The event was a resounding success, drawing over 60 attendees, including parents, counselors and students!

On May 4th the DPA's ARPA team walked for NAMI Walks 2024 at Bellevue State Park to show support of those suffering from mental illness or who have family members or loved ones struggling with mental illness. Additionally, the team hosted a vendor table in order to share educational resources and upcoming ARPA funded events with the public. Individuals who stopped by included parents, children, caregivers, therapists, and other mental health care providers.

On June 15th ARPA Advisory Board Member, Kim Graham, performed at the Juneteenth Freedom Day at Winterthur Estate in Delaware. Dr. Doug Tynan, our clinical director attended and shared information about our resources and upcoming ARPA funded events.

Finally in this fourth quarter of our second year, our social media coordinator continued to create social media content for our LinkedIn, Instagram, Facebook and YouTube accounts. DPA's ARPA team continues to promote our work on these accounts in order to expand the reach of those who might benefit from our resources and/or participate in our educational events. Over 500 views, likes and follows have been captured and we hope to increase growth on these platforms.

In Year 3, Quarter 1 of our grant, the Delaware Psychological Association (DPA) proudly delivered three professional education workshops, providing a remarkable total of 47 free continuing education credits to enrich the skills of mental health professionals. In addition, we hosted four engaging public education events that fostered community awareness and understanding of mental health issues.

Our dedicated ARPA team is actively collaborating with an audio/visual producer to create an inspiring commercial aimed at raising awareness of DPA's impactful initiatives among students and early-career mental health professionals.
This proactive approach seeks to enhance our workforce and cultivate a thriving community of mental health advocates.
We are excited to see this project come to fruition by November 2024, and we invite you to join us in this vital mission. Together, we can shape the future of mental health in Delaware and ensure a brighter tomorrow for our communities.

On August 6th and 7th, the Delaware Psychological Association proudly demonstrated its unwavering commitment to advancing psychology and supporting school personnel by participating as a sponsor at the 2024 Social, Emotional, and Behavioral Wellbeing Conference in Dover, DE. Our Executive Director, Kelly Wetzel, and Past-President Dr. Doug Tynan were not just attendees, they were thought leaders contributing to the rich dialogue on vital topics that resonate across Multi-Tiered Systems of Support (MTSS). This conference, featuring both national and local presenters, served as an

invaluable platform for school personnel to enhance their professional skills and deepen their understanding of mental well-being strategies post COVID. The DPA's presence at this well-attended event allowed us to promote our latest public and professional education workshops funded by ARPA, reinforcing the significance of collaboration in fostering mental well-being within educational settings.

On August 12th, Laura Epstein, PsyD, and Celeste Peart, MA, presented a "Psychological First Aid" training for mental health professionals in Delaware. This training offered 3 free continuing education credits. This interactive workshop covered trauma responses and effective support after a crisis or disaster. The focus was to help mental health providers connect with, assess and support survivors through the provision of psychological first aid. Additional focus was on special considerations for cultural and age groups and the ways that they may experience and express trauma and/or engage in psychological support services. Time was given to practice skills, recognize survivors that need referral for professional services, and to discuss the importance of self-care. Participation in this workshop helped mental health providers learn to provide appropriate evidence-informed, non-therapeutic support immediately after a crisis or disaster event has been experienced.

On August 26th, Julius Mullen Sr., Ed.D., NCC, LPCMH, M.Ed. provided a free two-hour virtual training session designed for mental health professionals who were seeking to deepen their understanding of collective trauma and its impact on individuals and communities in the context of various stressors such as COVID-19, racism, inflation, and other psychological adversities. Participants explored the intersection of these stressors, their effects on mental health, and clinical strategies for supporting individuals and communities through these challenging times.

In September, we were honored to have Dr. Doug Tynan, the Clinical Supervisor of our ARPA grant, lead a series of impactful workshops aimed at enhancing the mental well-being of Delaware residents. The public education workshop specifically targeted teachers, school counselors, and nurses, addressing the pressing issue of truancy in the wake of the COVID pandemic. This event provided invaluable strategies for educators to effectively manage truant behaviors and reduce absenteeism, thereby fostering a healthier school environment. Additionally, Dr. Tynan's professional education workshop, titled "Practice Perspectives: Post COVID," catered to members of the Montana Psychological Association, further exemplifying our commitment to equipping mental health professionals with the tools necessary to navigate these challenging times.

DPA's ARPA team sponsored the Beau Biden Foundation Child Protection Classic in September. The Beau Biden Foundation for the Protection of Children has been working tirelessly to protect children and confront abuse. Their abuse prevention training and programming for schools and youth-serving organizations is the gold standard in child protection. The BBF continues to provide training to



frontline youth-serving professionals – educators, school counselors, and mentors – and protect children from abuse and neglect.

Kelly Gordon, LCSW, a dedicated member of ARPA's Mental Health Advisory Board, took significant proactive steps by organizing a wellness retreat aimed at supporting mental health providers across Delaware. This initiative is particularly vital as professionals in the field confront the heightened challenges that have emerged in the wake of the COVID-19 pandemic. By creating a space for reflection, rejuvenation, and connection, the retreat not only addresses the immediate stressors faced by mental health providers but also fosters a sense of community and collaboration among practitioners. Such efforts underscore the importance of prioritizing mental well-being, not just for clients, but for those who serve them as well. This retreat was held on September 21st.

A participant from the retreat noted:

"The retreat that Kelly Gordon hosted was terrific!! The presenters led us through unique emotional and physical exercises aimed at grounding, relaxing, and letting go! It was much needed and well organized. We had a great time and felt lighter and transformed! I especially enjoyed Athena's imagery exercise. In addition to receiving a lot from this retreat, there are elements I can integrate in my work as well. This was well worth the trip, in my opinion! Thank you for making this available!"

2024 Quarter 2 (Oct., Nov., Dec.)

In the second quarter of the third year, the Delaware Psychological Association's Mental Health Advisory Board met three times on the first Monday of each month. The focus throughout these meetings was to provide a summary of the two public education projects and resources developed this quarter and to brainstorm ideas for 2025 resources and products.

On November 7th and 8th, the Delaware Psychological Association's ARPA Mental Health Advisory Board sponsored the DPA's 22nd Annual Conference, a remarkable opportunity to share invaluable resources and highlight our latest public and professional education workshops funded by ARPA. With over 100 mental health pioneers from Delaware and surrounding states in attendance, this well-received event underscored the essential role of collaboration in nurturing mental health well-being among professionals and their clients. The conference featured an esteemed national presenter who provided profound insights into the treatment of anxiety and OCD, reflecting DPA's unwavering commitment to equipping our members with cutting-edge educational resources, especially during this post-COVID world.

The urgency to address the critical shortage of mental health clinicians in the aftermath of COVID-19 cannot be overstated, particularly as the demand for providers who accept insurance continues to rise. In a commendable effort to inspire the next generation of mental health professionals, the DPA's ARPA team has taken proactive steps by creating an engaging commercial aimed at students and early-career psychologists. At the DPA Convention on November 7th, this commercial was unveiled during the vibrant Student Poster Presentation event, which featured over 20 enthusiastic students from esteemed institutions such as the University of Delaware, Delaware State University, Immaculata University, and Widener University. These aspiring professionals showcased their current research topics and findings, embodying the spirit of innovation and dedication that is essential for cultivating a new generation of mental health advocates. The enthusiasm and potential displayed by these emerging scholars serve as a testament to the supportive and nurturing community fostered by the DPA. As we celebrate their contributions, we invite all students and earlycareer psychologists to engage with DPA's resources and initiatives that are designed to promote their professional growth and advocacy efforts, ensuring a brighter future for mental health services in our communities.

Following the airing at the Student Poster Presentation event, the commercial was published in the DPA's monthly newsletter encouraging members to share with their constituents and students (if applicable). The commercial also lives on the DPA's YouTube channel.

As our Advisory Board looks to the future of mental health services in a post-COVID world, we are filled with optimism for the continuous learning and professional development that awaits all attendees. We encourage our members and potential members to engage in future workshops and initiatives that promote mental well-being within our community, fostering an environment where knowledge and collaboration thrive for the benefit of all.

On November 23rd, Dr. Doug Tynan, DPA's ARPA Clinical Coordinator, presented at the Mental Health Summit hosted by the Wilmington Alumnae Chapter Delta Sigma Theta Sorority. There were approximately 200 attendees. Dr. Tynan presented on the following topics: Mental Health Across the Lifespan and the Impact of School Absenteeism on Children and Adolescents. Other Topics at the Summit included mental health and religion, suicide awareness and prevention, mental health and African American men, cultural competence in mental health, mental health post-covid, Narcan training, mindfulness, and self-care.

2025 Quarter 3 (Jan., Feb., Mar.)

In this third quarter, we successfully hosted a professional education event and diligently developed community resources, while also refreshing our monthly bulletin and landing page to better serve our audience. We are excited to announce the finalization of plans for our upcoming professional education

workshop in May, a testament to our commitment to continuous learning and growth. Although we faced the bittersweet moment of bidding farewell to many of our advisory board members due to the depletion of our ARPA grant funds, we remain steadfast in our mission.

On March 4, 2025, Dr. Doug Tynan, DPA's ARPA Clinical Coordinator, delivered a presentation titled "Impact of Long COVID on Children and Adolescents" to an audience of 94 dedicated mental health clinicians in Delaware, further enriching our community's knowledge and resources. One of our advisory board members, Crystal Mann Boyd, developed public education printable resources that were distributed to all of the workshop's attendees. We also included these printable materials in our monthly bulletin which reaches over 360 mental health clinicians in Delaware.

Our social media coordinator has been tirelessly crafting engaging content across LinkedIn, Instagram, Facebook, and YouTube, allowing us to amplify our message and connect with a broader audience. With over 1000 views, likes, and follows, we are inspired by this growth and are committed to further expanding our reach, ensuring that more individuals can benefit from our valuable resources and participate in our educational endeavors.

2025 Quarter 4 (April, May, June)

In this last quarter we had one more professional education workshop with Dr. Jordan Weisman, "Untangling the Web:
Navigating Insurance and Third Party Reimbursement." Jordan Weisman, PsyD, is the Chief Medical Officer for AmeriHealth Caritas- Delaware. We held this workshop on May 20th from 11am to 1pm. This workshop provided information regarding various forms of reimbursement avenues for behavioral health clinicians with detailed descriptions of the managed care payment process, to include initial credentialing and contracting, alternate value based contracting models, and treatment approval programming. In addition, participants were given the opportunity to discuss ethical concerns and perceptions of managed care processes with the intention of dispelling inaccurate information. The intention of this seminar was to provide education that facilitated new and established behavioral health clinicians to accept insurance and expand needed behavioral health treatment accessibility to all income levels.

We continued to share our public education resources in our monthly bulletin which reaches over 360 mental health clinicians in Delaware.

Our social media coordinator continued to share our resources across LinkedIn, Instagram, Facebook, and YouTube, allowing us to amplify our message and connect with a broader audience. With over 1000 views, likes, and follows, we are inspired by this growth and are committed to further expanding our

reach, ensuring that more individuals can benefit from our valuable resources and participate in our educational endeavors.

We successfully depleted our grant funding in May 2025. We achieved our goal to produce and promote public and professional education resources in order to foster a healthier Delaware. Our last ARPA project was with Dr. Weisman as we did not have any funds left in June to continue our work. We are grateful to have had this opportunity and hope to be considered for future ARPA related projects.

Use of evidence

In the fifth year of the COVID 19 pandemic, the challenge to the population has been overwhelming and has adversely affected mental health at all ages. We know from past disasters and pandemics that this trauma results in the worsening of anxiety and insomnia. A significant number of people continue to develop posttraumatic stress symptoms as well as depression. Mental Health America, which maintains the largest online screening platform in the US, indicated that there was a 93% increase in people taking the anxiety screen and 68% increase in people taking the depression screen. The number of people screening high for both disorders tended to increase through 2021. Those in the health care professions were/ are at especially high risk of high rates of mental health symptoms due to their exposures to COVID 19 at work-- not only to the virus but also to the trauma of disease and death.

Initial data from the National Institute of Mental Health, one year into the pandemic indicated that those most affected by the pandemic are the most vulnerable, both nationally and in Delaware. Those with severe and persistent mental illness were more likely to contract COVID and had higher death rates than the general population. We also know that the opioid crisis worsened and death rates from opioids have increased. Clearly there is a need for efficient screening and access to effective treatment for anxiety, post-traumatic stress, and depression. Identifying individuals who need help and linking them to services is critical. Access to effective, evidence supported treatment for PTSD, anxiety, and depression is essential. Those treatments must be accessible to people, in an acceptable format and they must utilize a proven effective approach. Accessible, acceptable and effective are the goals.

All our professional education workshops qualify for psychology continuing education credits. Continuing education for psychologists is overseen by the American Psychological Association (APA). In order to be a certified continuing education provider by APA, we require all of our presenters to provide peer-reviewed citations from where they compiled their materials. We



invite published and many peer-reviewed presenters on topics related to training clinicians in understanding Long COVID and working with individuals who live with Long COVID. Our professional training attendees complete an evaluation at the end of each event to provide us with feedback.

Programmatic Data

Professional Education: April 14 - Dr. Ben Abramoff, Title & Dr. Doug Tynan, Psychologist presented "Intro to Long COVID" to a professional audience via Zoom. 1.5 continuing education credit hours. 71 people registered.

Public Education: April - Barbara Ward, MPH, DPA ARPA Advisory Board Member presented "Long COVID-19 Resources and Provider Shortages Solutions" to the Advisory Board added to DPA's ARPA Landing Page.

Professional Education: May 31 - Hannah Davis, MPS & Dr. Zach Radcliff, psychologist, presented "Long COVID: Research, Treatments, and Recommendations" via Zoom. 2 continuing education credit hours. 26 people registered.

Public Education: May - Dr. Christina Zampitella (Disenfranchised Grief)- Shared podcast on grief and stigma/disenfranchisement and created a handout that applied COVID 19 to these concepts to be distributed together. Distributed to contacts. Uploaded to website in May.

Public Education: May 24- Dr. Doug Tynan, DPA ARPA COVID Outreach at Behavioral and Criminal Justice Integration Summit - 100+ Flyers Distributed to Attendees. Here is a copy of the flyer.

Professional Education: June 23 - Dr. Michelle Haddad, psychologist, presented on, "Neuropsychological Manifestations of Long COVID, Part 3 of the Long COVID Series for Mental Health Professionals." 39 people registered. 2 CE credits.

Public Education: June 12- Dr. Doug Tynan, DPA ARPA COVID Outreach at Behavioral Health Consortium Forum. 100+ Attendees. ARPA Landing Page – 573 Visits, 100% engagement rate, 222 contact visits, 351 visitor visits.DPA Monthly Bulletins. Sent to over 350 DPA Members each month with information about upcoming ARPA CEs, and public education resources. Read rates are over 80%. We are nearing engagement/touch points of 3,000 people to date.

Public Education: July 21 – Dr. Doug Tynan presented at Delaware State University's psychology faculty about Long COVID. Over 30 faculty joined this presentation. Delaware State would like to share the presentation with a broader audience in the future.

Public Education: September 21 - Dr. Dani Parsell and Dr. Doug Tynan did public outreach about DPA ARPA Programming at the DREAM Integrated Primary Care Conference in Wilmington. Over 500 people were in attendance.

Professional Education: August 30 - Dr. Doug Tynan, psychologist, presented "How COVID Impacts People and Your Practice." 55 people registered. 1 CE credit.

Professional Education: September 18 - Dr. Julia Centrella presented on "Group Therapy with Patients with Long COVID." 48 people registered. 1 CE credit.

Public Education: We also engaged Teleduction to produce a documentary on resilience in adolescence, including overcoming some of the challenges of the pandemic. The target audience is parents, teachers, caregivers, and other adults who work with adolescents. On behalf of DPA, Dr. Monica Bocanegra, a psychologist, completed an interview with the producers of the documentary on adolescent mental health, with a focus on Latinx and bilingual youth. The completed project should be available for viewing in early 2024

Public Education: Dr. Doug Tynan, Dr. Danika Perry, and Ms. Kelly Wetzel attended Meet the New Castle County Superintendents event to share about grant work and provide public outreach. Over 200 people were in attendance.

Public Education: Dr. Dani Parsell wrote and published update on the DPA ARPA project in the DPA newsletter to promote our work and expand its reach. Over 300 people read Dr. Dani Parsell's article.

Professional Education: October 13- Dr. Jennifer West presented "Firearm Injury Prevention for Behavioral Health Professionals." 2 CE credits. 46 people attended this workshop.

Public and Professional Education: We engaged a Social Media Coordinator who began creating social media accounts for DPA ARPA to promote work and expand the reach of those who might participate. We will provide more data regarding our social media presence next quarter.

Public and Professional Education: We updated the DPA ARPA landing page so it is cleaner and more navigable: https://www.depsych.org/news/13043421

Public Education: MHA partners with ARPA to present 3 workshops titled "Master Your Stress". These workshops were held on January 22, 29, and Feb. 6. Over 50 people attended the workshops, which were held in all 3 DE counties.

Public Education: Dr. Doug Tynan presented to our Advisory Board on the impact of Long COVID on the community on Feb. 5th

Public Education: Our new 2024 Advisory Board was introduced to the DPA community via the monthly electronic bulletin. Each member shared a brief bio. The newsletter is distributed to over 350 mental health clinicians within the DPA membership.

Professional and Public Education: On March 8th, we hosted a professional education workshop titled, "COVID-19 Pandemic Impacts on Youth: Pathways, Opportunities, and Interventions." We used this workshop as an opportunity to share information about the ARPA grant and upcoming events to the attendees. This was our first in-person ARPA workshop, held at the University of Delaware's Audion STAR Campus. 25 people attended. The workshop was also recorded and will be available for future CE use.

Public Education: Two of our Advisory Board Members attended a public outreach event in Chester, PA called Let us Breathe on March 23rd. We had a table and distributed ARPA grant information to over 50 attendees.

Public Education: On April 16th DPA sponsored the Delaware Black Chamber of Commerce Inaugural Minority Health Summit. This event featured presentations from local and national leaders on current health issues in the Delaware population and resources to address them to improve health and well-being for individuals, their families, and businesses. The day included educational presentations, discussions, and health screenings from leading providers in Delaware. We at DPA were extremely grateful for the opportunity to attend and advocate for mental health services. Mental health is a critical component of overall wellness, and we are committed to ensuring that individuals have access to the resources they need to achieve optimal mental health. We believe that everyone deserves to live a happy and fulfilling life, and we are dedicated to working towards a future where mental health services are readily available and accessible to all. We distributed and shared direct marketing materials to guests, informing them about our services, resources and the upcoming screening of "What About Our Kids?" The event was attended by over 250 guests.

April 17th What About Our Kids? Screening at Mount Pleasant High School

What About Our Kids? (USA/2024) is a 55-minute video program created to provide parents and caretakers with insight and information for helping their teens to more safely navigate adolescence, a challenging time of life. The program employs first person testimony from mental health practitioners and educators, along with a diverse sampling of teen voices. The narrative offers a holistic look at what's behind the lingering spike in adolescent anxiety and depression, with an emphasis on how caring adults can help young people to become more resilient. We had approximately 60 people, composed of students, teachers, psychologists and mental health clinicians, and parents and caretakers.

May 4th NAMI Walks: DPA's ARPA Team Walked on May 4th

DPA's Executive Director, Kelly Wetzel, LMSW and Dr. Mandell Much supported NAMI by sponsoring the walk. They hosted a table with ARPA materials and shared information about the resources we have available and upcoming events. We had over 100 guests stop by the table for more information. Attendees were comprised of parents and caregivers, youth, clinicians, and families.

June 15th ARPA Advisory Board Member, Kim Graham, Performing at Juneteenth Freedom Day at Winterthur

Kim Graham, an ARPA Advisory Board member, performed at Winterthur at the Juneteenth Freedom Day. Dr. Doug Tynan attended and shared information about our resources and upcoming ARPA funded events. Over 100 people attended the event.

Social Media

Our social media coordinator, Annalise VerBeek, has worked to create APRA social media pages for Instagram, Facebook (Meta), Twitter (X), LinkedIn, and Linktree as a resource hub. Our presence among these platforms continues to grow and we have a solid following, reaching hundreds of mental health professionals through widespread psychoeducation. On these platforms, we continue to share ARPA public and professional educational events and resources of clinical utility. We have highlighted our Advisory Board members and are in the process of curating a master document featuring outsourced webinars, workshops, and training relevant to COVID-19-related mental health care. Over 1,000 views, likes, comments, and follows have been captured and we hope to increase our growth, visibility, and audience on these platforms to solidify a more concrete presence and interactive following.

Here are our current platforms. Please view and follow!

- https://www.facebook.com/dpa.arpa?mibextid=LQQJ4d
- https://x.com/DPA_ARPA
- https://www.instagram.com/dpa_arpa/
- https://www.linkedin.com/in/delaware-psychological-association-dpa-134a091b9/
- https://www.youtube.com/channel/UCoxEETwZYfgTlth1wtZkbAQ/featured

Below are the numbers of followers on each account:
As of July 2025

- Instagram – over 300 followers
- Facebook (Meta) - over 75 followers
- Twitter (X) - over 20 followers



- LinkedIn - 700+ connections
- Linktree – over 50 clicks

Client Impact, Interviews, and Success Stories

Commentary from our Continuing Education Workshops from Program Evaluations

(Example Evaluation:
https://lp.constantcontactpages.com/sv/Mfqq0Wp/LongCOVIDPart3?mode=preview)

Intro to Long COVID: https://1drv.ms/b/s!ApV7f03bmzGAh2rNVVy5rKot1A9p?e=r7pPRD

- I thought it was great - incredibly informative and presented in a sensitive, interesting way. I really appreciated the presenter addressing the diversity factors that impact this disorder!
- Very informative and provided information for me to consider when working with my clients. I would like to have more time to process the information and engage in discussion.
- I really appreciated the speaker's efforts to reach mental health professionals and provide information that acknowledged the overlap between medical, psychological, and socio-determinants of health that are relevant to all chronic illnesses but applied to the issue of long COVID.
- Fantastic presentation! It was the most comprehensive review of the data I have seen over the past few years.

Long COVID Research, Treatments, and Recommendations: https://1drv.ms/b/s!ApV7f03bmzGAj3RoIx-zCkpc1K_K?e=QX5JIL

- Well presented, detailed information presented on long term effects of long Covid on cognitive and affective functioning that I plan to review further.
- Covid cognitive and neuropsychiatric symptoms can show up weeks and months later and the virus remains in the system. CBT and graded exercise are not effective treatments.
- I learned a lot about psych measures and treatments that may or may not work for patients with long COVID.

Neuropsychological Manifestations of Long COVID:
https://1drv.ms/b/s!ApV7f03bmzGAkEl3FN930PD04Qlz?e=JdcDln

- This was an excellent overview of neuropsychological symptoms and recommendations for treatment. I particularly liked her approach managing the complexity between validating symptoms with the expectation of supported recovery which I find to be a particular challenge with a subset of the patients I have seen for neuropsychological evaluation.



- Very interesting about the difference/overlap between attentional deficits and perceived memory loss. I would like to know more about this topic, even to do with other disorders or normal aging.
- Dr. Haddad did a thorough job of outlining current literature regarding possible mechanisms contributing to persisting cognitive and affective symptoms.

How COVID Impacts People and Your Practice:
https://1drv.ms/b/s!ApV7f03bmzGAkhoSftbyvWH2tBWU?e=Lygp4N

- Thorough review of pandemic (including systemic and public health components) and acknowledgment of the disruption it created was important to hear. I appreciate the encouragement to explore its influence with patients as I agree this will take some time to transition out of the climate of fear and uncertainty it cultivated.
- A population not included was parents who had a child during early years of pandemic. Especially for first kids but for any new babies in 2020, that was certainly a challenge.
- I'm encouraged to help patients recognize the real ways they have been influenced by the pandemic. I am more likely to make it a part of history taking from now on.

Group Therapy with Clients with Long COVID:
https://1drv.ms/b/s!ApV7f03bmzGAnT_2wM5AdP1AmQo3?e=QhihxR

- This presentation provided information on the most recent studies of Long-COVID and a variety of ways it could present to clients. It helped build empathy for this chronic condition. I am most likely to use this information to refer clients to Christiana Care's program for additional support if they have an existing diagnosis.
- Impact of treatment on this direct population - there has not been a lot of data yet, so seeing success helps to see what treatments can be implemented with success.
- Very good presentation. The presenter was knowledgeable, enthusiastic, and responsive. Excellent visual aids. I would have welcomed more information on the challenges in running such a group (Comorbid conditions; individuals in need of individual psychological support; Axis II personality issues).

What About Our Kids?

We engaged Teleduction to produce a documentary on resilience in adolescence, including overcoming some of the challenges of the pandemic. The target audience is parents, teachers, caregivers, and other adults who work with adolescents. On behalf of DPA, Dr. Monica Bocanegra, a psychologist, completed an interview with the producers of the documentary on adolescent mental health, with a focus on Latinx and bilingual youth. The completed project should be available for viewing in early 2024. Here is a clip:
https://vimeo.com/829163202?share=copy

Firearm Injury Prevention for Behavioral Health Providers: https://conta.cc/3PS135p

- This was a very comprehensive webinar, and it increased my comfort level with the subject matter. I was not convinced that it could cover two hours, but there was a lot of information, and it held my interest.
- Reinforced my practice of asking the question, got some good ideas of ways to encourage gun safety in the home.
- I always like to learn new things and learning about guns was an eye-opener and probably necessary in our current state of affairs.

Dr. Dani Parsell authored an article sharing information regarding the ARPA grant and the goals in year 2. The article was published in DPA's monthly October bulletin, which is sent to all members of the association. The bulletin was read by over 300 members in October. Here is the link to the bulletin which includes Dr. Parsell's article: https://conta.cc/3Qu8oZe

COVID-19 Impacts on Youth: Pathways, Opportunities, and Interventions: https://conta.cc/4bNf4tP

- Dr. Shapiro was an excellent presenter who is obviously well-versed in the subject matter and she really parsed out the relevant research and discussed how to identify "true" experimental design for quality research versus "fly by night" published, pseudo-scientific publications. I wish more people attended. I was disappointed that so many people responded in the affirmative regarding the social yet so few attended.
- The presenter was organized and engaging. Real life examples enhanced her presentation. She responded beautifully to questions from the audience. There were some abbreviations or acronyms which I would have liked clarified as soon as they were introduced.

Psychological First Aid

- PFA helps one to focus in the here-and-now in order to provide some sense of boundary given the traumatic event, i.e., flood, weather issue, fire, etc. Most people find comfort in having someone to share their frustrations, fears, anger, etc. and importance of getting help putting the pieces back to gather over time.
- A lot of perspectives were addressed. I appreciate the various scenarios. One major fact I appreciated was that we are not providing a therapy session at the time of a crisis, but checking on a person's wellbeing, giving them hope, and doing what we can in the moment to make them comfortable or ease their fears.

Understanding and Addressing Collective Trauma in 2024: Treating Stressors from COVID-19, Racism, Inflation, and Other Psychological Adversities



- It was informative to see the contributing factors of ACEs diagrams and to have discussions about working with at- risk individuals and families. The brain imaging pictures showing organic problems on the brain structures and function, resulting from toxic stress, were meaningful.
- Cultural responsiveness strategies were very helpful. For me, it is a project to gain as much information as possible about how to integrate the strategies during evaluations and therapy.
- The diagrams showing the contributing factors of ACEs were the best ways to present the information. The diagrams are great reminders of what most clinicians need to be mindful of when we are trying to help our clients.

September 21th - Advisory Board Member, Kelly Gordon, facilitated a Wellness Retreat for Mental Health Providers at the Virden Center in Lewes, DE.

- "The retreat that Kelly Gordon hosted was terrific!! The presenters led us through unique emotional and physical exercises aimed at grounding, relaxing, and letting go! It was much needed and well organized. We had a great time and felt lighter and transformed! I especially enjoyed Athena's imagery exercise. In addition to receiving a lot from this retreat, there are elements I can integrate in my work as well. This was well worth the trip, in my opinion! Thank you for making this available!"

Impact of Long COVID on Children and Adolescents

- The psych impact of Covid on teens. Especially related to anxiety and missing school.
- Enhanced my understanding of how COVID continues to impact children and families, and questions/considerations I should be incorporating into my conversations with families.
- How to promote the importance of returning to routines and encourage children and support systems to be reassuring and validating.
- To get a good history of pre-covid functioning, COVID experience and treatment as well as current symptoms and presentation.
- Very relevant considering the difficulty children are having emotionally and academically.
- Dr. Tynan is very knowledgeable about the subject and shared his experience in a way that is helpful in clinical practice. The presentation was also useful not just for clinical practice but for recognizing difficulties with disease and long term effects on mental health.
- Very informative and well presented. Covered a variety of issues related to COVID and got me thinking about things I should be asking families, especially for kids of certain age ranges.

Untangling the Web: Navigating Insurance and Third Party Reimbursement

- I really appreciated this webinar. I am just starting to accept insurance in my private practice, this was a very useful, nuanced overview that enhanced my understanding and gave me direction.
- Everything about billing and coding was new to me and extremely helpful.
- went well - the level of the training was perfect for me, as I am thinking about expanding from my hospital job into private practice. I would have liked to learn more about the process of hiring someone to do credentialing.
- As a psychologist in private practice who is just now learning some of the ins and outs of accepting insurance, this was tremendously useful and relevant for me right now. The speaker was excellent and thorough.
- Very helpful overview of insurance practices and reimbursement.

Presenter was knowledgeable and presented clearly. Also demonstrated understanding of how burdensome it is for private practitioners to use insurance (don't get reimbursed well, cumbersome to enter claims).

Community Engagement

We assessed the therapeutic needs of the professional community of mental health clinicians in Delaware by sending a survey to gauge what topics related to the pandemic were most relevant to them. The survey was sent to the membership of the Delaware Psychological Association (DPA). The majority of DPA's membership is psychologists and includes mental health clinicians from other professional backgrounds (Licensed Practicing Counselors, Licensed Clinical Social Workers, etc.) These clinicians serve clients of all income levels, diverse races, and languages. Our membership serves diverse clients in settings from hospitals, non-profit agencies, group practices, etc.

To assess the needs of the public community, we invited an Advisory Board to guide us. In the last three months of 2023, we invited a new Advisory Board to begin in January, 2024. Advisory Board members are diverse in profession, background, and identity.

We record our professional and public education training events to allow access to them at times outside of work hours or childcare hours so more people can access them.

The Advisory Board for the years 2023-2025 has been a beacon of dedication and insight, convening monthly to diligently pursue our professional and public education objectives. As we approached December 2024, we bid a heartfelt farewell to our esteemed members, who had been instrumental in our journey, due to the unfortunate constraint of funding that curtailed our monthly meetings.



However, their unwavering commitment shone brightly as they collaborated with us throughout 2024, laying the groundwork for an array of workshops and resources we saw come to fruition in 2025.

OGOV MH LATIN AMERICAN COMMUNITY CENTER

Project Identification Number: 19954
Funding amount (Budget): $171,949.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $85,974.50

Project Overview

The general program objective of the Latin American Community Center's (LACC) Youth Prevention (YP) programming is the implementation of the evidence based Too Good for Drugs and Violence curriculum while also providing supportive services.

During Q2, program objectives centered around increasing understanding of what leads to engaging in drug and violence-related behaviors, changing behaviors related to these topics, and youth demonstrating appropriate avoidance and coping strategies.

The main barrier experienced during this time was the many end of school year events that students were offered or required to attend. These events impacted attendance to YP, especially in May and June.

The YP program saw multiple highlights during this time including a collaboration with A. I. Middle School that has allowed for the Too Good for Drugs and Violence curriculum to be implemented there, thus expanding programming. Additionally, YP's partnership with DAP had students complete a life map project that increased students' mindfulness, communication, problem-solving, and reflection skills.

Use of evidence

The *Too Good for Drugs and Violence* is the evidence-based curriculum used for the Latin American Community Center's (LACC's) youth programming and implemented by the Youth Prevention Specialist.

The Too Good Program is a comprehensive family of evidence-based substance use and violence prevention interventions designed to mitigate the risk factors linked to problem behaviors and build protection within the child to resist problem behaviors. Too Good develops and reinforces a



comprehensive skills framework, including managing emotions and effective communication, peer-pressure refusal, pro-social peer bonding, and peaceful conflict resolution skills. Too Good strives to build the basis for a safe, supportive, and respectful learning environment for children and adolescents in grades K-12.

Overview: https://toogoodprograms.org/

Programmatic Data

Demographic data is collected on all program participants in the YD Department, including the Youth Prevention program. Collected demographics include age range, gender, race, ethnicity, and documented disability. Program attendance and engagement are tracked and recorded for all sessions. Pre- and post-tests, along with student knowledge assessments, were administered to evaluate and support the effectiveness of the project and to measure learning outcomes.

Client Impact, Interviews, and Success Stories

Participants receive pre-and post-assessments, which gauge their understanding of materials and satisfaction
with the program. Participants have reported an increase in knowledge, as well as positive impacts, including increased comfort in discussing mental health concerns, willingness to engage in therapy, improved self-esteem and feelings of self-worth, as well as an overall general improvement in mental, and emotional well-being.

Q2 was the first time that a group reflection project was completed where students shared that they had extremely positive experiences in the YP program and expressed interest in returning for the following program cycle.

Community Engagement

The LACC's Youth Prevention program participants are at-risk urban Hispanic youth ages 5 to 18 from low- to
moderate-income immigrant households whose parents have limited English proficiency (LEP) and varying immigration
statuses. The community youth served by the LACC have high Adverse Childhood Experience (ACE) scores, indicating high rates of acute and/or chronic trauma. While mental health treatment is required to process such experiences, seeking such services successfully is stigmatized within Hispanic communities. Additionally, there is limited access due to finances, health insurance status, transportation, and fear of interactions with providers due to immigration status. The Hispanic youth demographic in this area desperately needs mental health education, resources, and services, making the LACC's Youth Prevention Program critical.

Our partnerships with Nemours, the Center for Child Development, training from Sandy Hooks Gun Violence Prevention Initiative, and the Delaware Department of Services for Children, Youth, and Their Families played a crucial role in engaging the community during this period. These collaborations helped assess the needs of the community and provided critical justification for the project development, ensuring it was aligned with local priorities and the well-being to those it serves.

OGOV MH LIMEN RECOVERY

Project Identification Number: 20145
Funding amount (Budget): $1,200,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $1,200,000.00

Project Overview

In August 2022, Limen received the federal American Rescue Plan Act (ARPA) grant. The grant funds and private donations satisfied the purchase of a new location, the Washington Street House. With the mission to provide holistic and recovery-centered programming to all Delawareans and break the cycle of addiction, Limen's expansion will enhance our clinical support, bringing new levels of care to support those throughout the recovery journey. The new house will allow Limen to grow strategically by increasing our bed count and expanding services to offer a Recovery Resource Center, Intensive Outpatient Program, and Level 3.1 ASAM (American Society for Addiction Medicine) treatment center.

Limen Recovery + Wellness provides a multidiscipline team of peer supports, addiction counselors, an in-house physician, a case manager, and a licensed therapist – under one organization and one clinical supervision team supporting clients from entry, treatment, and aftercare. Through the expansion, enhanced supports will include screening, treatment, sober living, and alums programming.

This continuum of care, the Limen Recovery Model, calls patients to cross the threshold to take the first step to transform their lives through self-awareness and action. Our holistic approach meets the varied needs of our patients and their loved ones with our outpatient and intensive outpatient and family programming. Operationally, we are uniquely positioned by the variable length of stay and the ratio of the support staff of 6:1. Our researched-based model addresses the healing and development of the seven dimensions of wellness: mental, physical, social, financial, spiritual, environmental, and vocational.



Washington Street location will host Limen's new Recovery Resource Center replicating a model established by a renowned addiction nonprofit called Faces & Voices in Recovery. Their program, the Association of Recovery Community Organizations (ARCO), sets forth best practices to support people in achieving recovery services and connection within the community. As a result, certified recovery communities become a hub of support, access to services, and the relationship that facilitates sobriety.

Due to negotiations around minor inspection issues, Limen faced a few significant challenges that caused a delay with the closing of the Washington Street house and setbacks with renovation projects. As Limen worked through this challenge, it strengthened the organization's leadership's capacity to manage and learn from large capital projects. Limen is now expected to settle at the beginning of the second quarter of 2023 on the Washington Wilmington Street House.

Use of evidence

Our program aims to develop personal responsibility in our clients to prepare them for reintegration into society as productive and contributing members. Our team at Limen Recovery + Wellness customizes recovery goals for each individual based on their specific needs, providing a holistic framework that allows clients to have ample time to reflect and never feel alone. We offer a multidisciplinary team of peer supports, addiction counselors, an in-house physician, a case manager, and a licensed therapist – all under one organization and one clinical supervision team from entry, treatment, and aftercare.

Our Recovery Community Center follows a model established by a renowned addiction nonprofit called Faces & Voices in Recovery. Certified recovery communities serve as a hub of support, access to services, and connections that facilitate sobriety.

In Fall 2024 Limen is projected to launch a Level 3.1 ASAM (American Society for Addiction Medicine) treatment center that offers variable lengths of stay with a support staff ratio of 6:1. Our clinicians are experienced in various clinical approaches and the 12-Step process. Our treatment and relapse prevention plan addresses the healing and development of the heavily researched seven dimensions of wellness: mental, physical, social, financial, spiritual, environmental, and vocational.

Limen embraces a 12-step recovery model, providing housing, individual/group counseling, life skills training, educational opportunities, financial literacy training, access to job training and placement, access to medical insurance, and help to secure a safe living environment as clients continue their recovery.

Our highly structured Intensive Outpatient program encourages progress towards treatment goals. Our clinicians focus on the underlying causes of unhealthy relationships and developing a support system to



cope with life on life's terms. The clinicians also work with IOP facilitators and other client treatment team members for the most healthful outcome.

Limen Recovery + Wellness offers affordable counseling to individuals aged 18 and above affected by addiction and mental health disorders. The Outpatient Team delivers an objective yet supportive assessment of these events and guides clients through similar ones as they arise. Counseling is offered five days a week, with daytime and evening appointments available.

We have introduced new services informed by our current operation to further integrate evidence-based practices to all levels of care in the planned expansion. These services include SBIRT (screening, brief intervention, and referral to treatment), GRPA intake, Motivational Interviewing, Cognitive Behavioral Therapy (CBT), Trauma-informed Cognitive Behavioral Therapy (CBT), Family counseling, The Matrix Model, and Twelve-Step Facilitation Therapy.

We report via DE DSAMH to the Center for Substance Abuse Treatment (CSAT) and use Government Performance Results and Modernization Act (GPRA) Client-Level data collection methods and tools. Follow-up and discharge are required for individuals receiving treatment services.

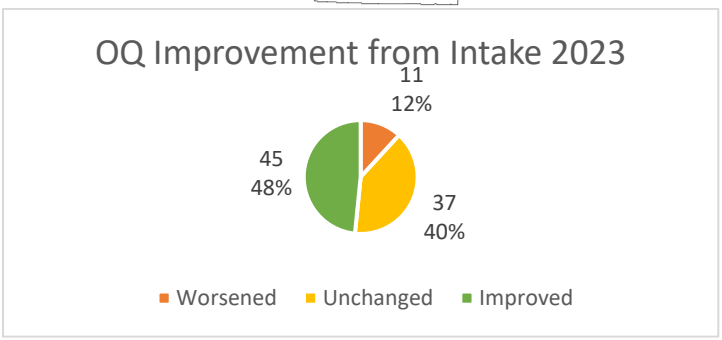
We aim to provide a comparative analysis report that shows the delta between SBIRT administered versus GRPA intake internal or referred out due to capacity. Based on our screening of 150 targets, 70% of individuals who identify as needing the SBIRT screen would have a follow-up intake GPRA.

Furthermore, we aim to develop a comparative analysis report that shows the delta between GRPA intake and counseling survey. We project that 70% of the individuals who complete a GPRA and intake will demonstrate a 10% improvement in either quality of life measured in section F at six months, twelve, or eighteen months.

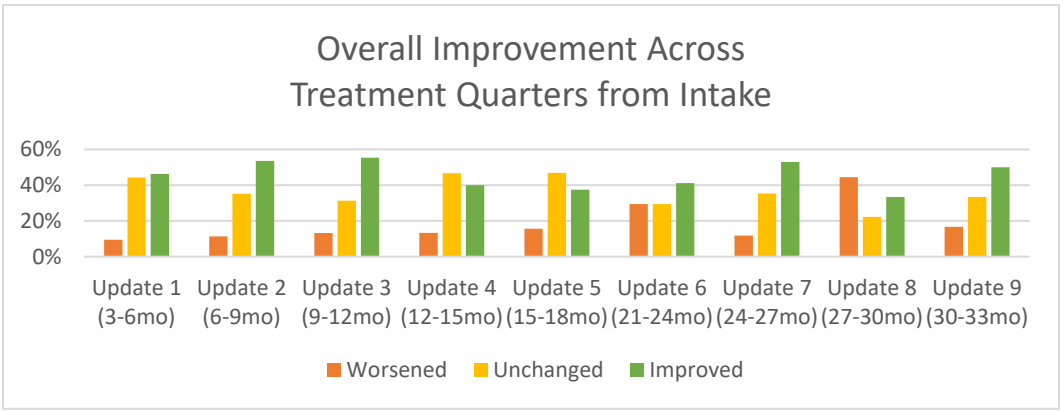
We project an incremental increase in the positive outlook of the quality of life demonstrated in Section F on the GRPA, with an overall rate of 75% of our clients maintaining a positive outlook after 12 months.

Programmatic Data

The Outcome Questionnaire (OQ-45.2) is a comprehensive questionnaire consisting of 45 questions that assess the degree of subjective discomfort, impairments in functioning at work and in various social settings, and interpersonal functioning of the clients. Clients are assessed at three-month intervals to track changes in their OQ scores monthly, providing a detailed and up-to-date picture of their symptom severity and improvements over time. The project aims to achieve substantial decreases of at least 14 points in the client's OQ score upon assessment, and the past six months' data shows that 48% of clients reported lower OQ scores, indicating significant improvement during their time in our program.



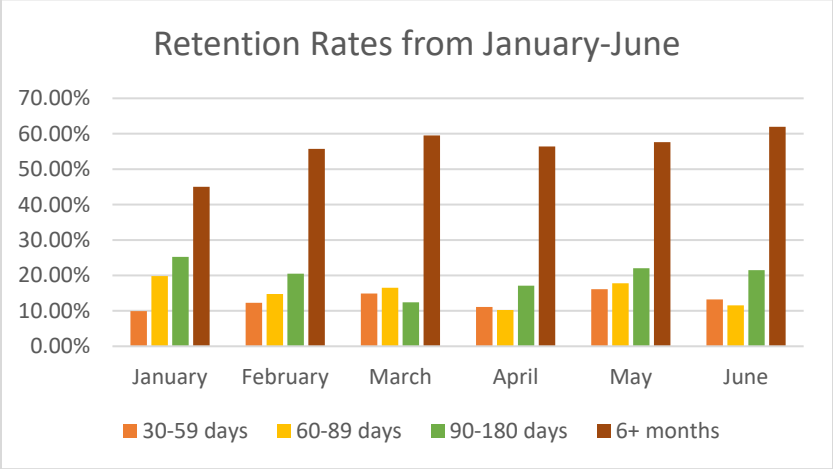
The OQ score changes show a positive trend of continual improvement over time. Short-term success confirms our ability to sustain positive effects on clients' mental health and overall functioning during long-term recovery. The observed gradual progress indicates that the interventions and support provided to clients have a long-lasting effect on their well-being and complete rehabilitation.



The positive effects of progressive improvements strongly suggest a strong relationship between clients' prolonged enrollment in Limen Recovery + Wellness services and higher success rates. Our approach is to provide individualized programs to each client's specific needs, to foster long-term recovery, and holistic well-being. We understand that recovery is a journey, and it requires a commitment to growth and healing over time.

We recognize that longevity and engagement with Limen services play a pivotal role in guiding clients towards sustainable recovery and sober living. Therefore, we prioritize building a strong rapport with each individual and fostering a sense of community and belonging within our organization to support our clients better.

To measure the effectiveness of our longevity goals and the depth of our impact, we evaluate the retention rates of our client population regularly on a monthly basis. This evaluation enables us to gain valuable insights into our clients' durability and sustained engagement with our services over time. The following graph presents the percentage of clients based on their length of stay over the past six months.



Our clients' commitment to their recovery and well-being is increasing as they extend their engagement with Limen services. This positive trend aligns with our core mission and is made possible by our dedicated team and expansion efforts. The Outcome Questionnaire administered by our Outpatient Team has provided valuable feedback on our interventions' effectiveness, allowing us to refine and enhance our services.

Client Impact, Interviews, and Success Stories

Lynn F, a former participant of the women's program, is currently pursuing a nursing career. She expresses gratitude for the transformative impact of Limen Recovery + Wellness, enabling her to become a productive citizen and a mother and obtain employment. Through the program, she learned essential life skills such as financial management, became self-sufficient, and blossomed into the person she was meant to be. Angela now plans to use her experience to help individuals struggling with alcohol and addiction as a nurse. Her support and love at Limen ignited a deep compassion for marginalized individuals. She feels blessed and at peace with her newfound life, committed to maintaining long-term sobriety. Angela believes that early intervention is crucial and suggests that alumni visit the Limen Treatment Center to hold weekly AA meetings, sharing their stories and inspiring those in the early stages of recovery. This way, they can plant a seed of hope that will nurture them throughout their journey.



Jason J, an alumnus of the men's program, shares his experience at Limen Recovery + Wellness. He says, "Limen Recovery + Wellness truly saved my life! When I arrived there, I was exhausted from living the way I had for the past 15 years. I was willing to do whatever they asked of me, even though I had no idea what to expect. The two most important things I learned were to breathe and to be available. These were completely foreign concepts to me. I had to learn how to sit with myself and be okay, while also being there for others when they needed a helping hand. The staff showed me patience, tolerance, love, and kindness. They taught me how to work a 12-step program not just by going through the steps, but by living them every day. I developed a relationship with a higher power there, one that continues to grow today. I had been searching for a higher power all my life, the one I thought I had found when I first started using substances.

I spent just over nine months at Limen Recovery + Wellness, and I was fortunate enough to move into their step-down house, where I still reside today. During my time at Limen, I have built strong friendships, found employment, and even landed a better job. I have been able to repair damaged relationships and work on making amends. I have regained some of my family's trust back, and my beautiful 19-month-old daughter is now a part of my life, whom I love like family. Today, I am a friend, a brother, a son, a father, and an employee, all thanks to Limen Recovery + Wellness and its staff. I will continue to breathe and remain available to whoever may need help. I will always be grateful for Limen Recovery + Wellness and all the people who made it possible. Thank you!"

Community Engagement

Limen was fortunate to make a once-in-a-generation expansion that allowed us to offer a Recovery Resource Center. Built into the Washington Street location is a Recovery Resource Center. This resource center is informed by seven dimensions of wellness: Intellectual, emotional, physical, social, spiritual, environmental, and occupational, and seeks to adopt the renowned model addiction nonprofit Faces & Voices in Recovery. Their program, the Association of Recovery Community Organizations (ARCO), sets forth best practices to support people in achieving recovery services and connection within the community. As a result, certified recovery communities become a hub of support, access to services, and the relationship that facilitates sobriety.

- Recovery Resource Center 6 months performance measures for attendance:
    i. Attendance (people) – 200
    ii. Alumni Attendance – 100
    iii. Screening/referrals -150

*However, Limen is establishing and revising a baseline for the first three months.



TO DATE, Limen has conducted three community events with an average attendance of 63 people. Currently, we are projected to reach our attendance and alumni attendance goals.

Limen Program Goals & Projections

	2024 Projections	2025 Projections	2026 Projections
Programming			
Sober Living	150	150	150
OP/IOP	120	204	214
Treatment center	200	340	357
Family members served	100	125	131
Family Programming sessions	20	25	26
Recovery Resource Center			
Community programming /event (events)	10	13	13
Attendance (people)	800	1000	1050
Alumni programming	16	20	21
Alumni Attendance	200	250	263
Screening/referrals	265	331	348
Naloxone distribution			
Units provided to clients	220	275	289
Units provided to the general public	200	250	263



Total people served	2031	2629	2760

- *Census rate 78% system-wide by Q1 of 2025 (mid-way point)*
- *70% of our treatment center and sober living patients achieve 12-month recovery.*
- *Our alumni report at least 10% less indifference to the quality-of-life reporting at 12mo-24mo and 30mo.-36 mo.*
- *500% increase in SBIRT screenings – increased referral to treatment can reduce the chances of overdose.*

OGOV MH SUPPORTING KIDDS

Project Identification Number: 20178
Funding amount (Budget): $150,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $150,000.00

Project Overview

The project scope includes Individual counseling and grief support groups at The Center for Grieving Children and community site locations, and training for staff. We have focused the money spent to date on individual counseling due to the demand.

January to March:

We were actively recruiting more clinicians and hired a LCSW who is responsible for our consultations while our clinical director is on maternity leave April 5-August 2023. She will then stay on to see clients for individual counseling starting in the fall. We submitted a job description on various sites January 2023 and have capacity to hire 1-2 more clinicians in 2023. Currently we have two licensed clinicians seeing clients at our Center. We also have a grief counselor and 3 graduate students who are seeing clients through August 2023. This has helped us reduce our waitlist tremendously. For the 1st quarter we have done 26 consultations, 207 individual client sessions, and served 9 new families to Supporting Kidds. We have 23 clients receiving individual counseling services during this time. We have seen a steady number of consultations each month for children who have lost a parent, sibling, grandparent or someone close in their immediate family.



April to June:

We have been actively recruiting more clinicians and the LCSW (Lauren) we hired in March did her training and took over the consultations as of April 3, 2023. Our Clinical Director (Alexa) went on maternity leave April 5, 2023, and will return mid to late August. We have been busier than normal for this time of year with consultations/inquiry responses. We submitted job descriptions on various sites for clinicians and counselors because we have 22 children on our wait list as of June 30th. We have capacity and need to hire 2-3 more counselors preferably by fall 2023. We currently see clients on Mondays and Tuesdays and will add Thursdays in the fall. Currently we have three licensed clinicians at our Center (clinical director will resume seeing clients in September upon her return from maternity leave). We also have 4 grief counselors who are seeing clients. For the 2nd quarter we have done 22 consultations (with an additional 13 pending that are in inquiry phase or are scheduled but have not been seen yet), 105 individual client sessions, and served 12 new children to Supporting Kidds. We have 28 children receiving individual counseling services currently. We have seen an increase in the number of consultations each month for children who have lost a parent, sibling, grandparent, or someone close in their immediate family. We have focused these expenditures to date on individual counseling, supervision of our counselors and supplies for counseling sessions.

We are happy we have been able to see so many children in the first half of the year. A challenge is hiring more counselors to reduce our wait list. We managed to reduce the waitlist significantly in the first quarter, but it grew again at an increasing rate in the second quarter. We are currently interviewing 5 candidates and have 2 of our graduate students staying on in the fall to provide counseling. We are confident we will hire the counselors we need to meet the demand this fall.

July – September:

We interviewed several potential counselors during this quarter to hire 2-3 new counselors in Fall 2023. We hired one licensed counselor, 2 master's level counselors working towards licensure and one graduate student intern. They have all been trained and onboarded.

We currently see clients on Mondays, Tuesdays, and Thursdays. We added Thursdays as we had planned on September 21st. Currently we have four licensed clinicians at our Center for individual counseling. We also have 4 grief counselors who are seeing clients (see list of counselors and credentials below). For the 3rd quarter we have done 19 consultations, 152 individual client sessions, and served 6 new children to Supporting Kidds. We have 24 children receiving individual counseling services currently. We have focused these expenditures to date on individual counseling, supervision of our counselors and supplies for counseling sessions.

Current Staff for Individual Counseling:



-Alexa Ujlaky: Licensed- LCSW (Licensed Clinical Social Worker)

-Lauren Weaver: Licensed-LCSW (Licensed Clinical Social Worker)

-Chanel Grundy: Licensed- LPCMH (Licensed Professional Counselor of Mental Health)

-Terrance Wingate: Has master's in clinical mental health counseling, working towards licensure (LPCMH-Licensed Professional Counselor of Mental Health)

-Leana Owens: Has master's in clinical mental health counseling, working towards licensure (LPCMH-Licensed Professional Counselor of Mental Health)

These three are trained and will start the beginning of November for counseling:

-Christine Giardina: Licensed- LPCMH (Licensed Professional Counselor of Mental Health)

-Brittany Heitmann: Has master's in clinical mental health counseling, working towards licensure (LPCMH-Licensed Professional Counselor of Mental Health)

-Arieta Kadrioski: Intern, second year in master's in social work program (MSW)

These two are trained and will start January 2024 with GP clients:

-Christina Hunter: Intern, second year in master's in social work program (MSW)

-Holli Farrow: Intern, advanced standing in a master's in social work program (MSW) (since she has a BSW, she can get her MSW in less time)

October to December

We currently see clients on Mondays, Tuesdays, and Thursdays. Currently we have four licensed clinicians at our Center for individual counseling. We also have 3 grief counselors who are seeing clients (see list of counselors and credentials are above). Brittany Heitmann resigned for family reasons, so we have 1 counselor space open for one evening a week and we listed the job in December. For the 4th quarter we have done 19 consultations, 222 individual client sessions, and served 15 new children to Supporting Kidds. We have 35 children receiving individual counseling services currently. We have focused these expenditures to date on individual counseling, supervision of our counselors and supplies for counseling sessions. Year to date we have 64 children who have received services.

Use of evidence

Many children after completing our Healing Pathways group program begin Guiding Pathways, which is our individual counseling program. In Healing Pathways, they complete surveys at the start of group and



the end of group that help us understand their level of comfort, safety, vocabulary and understanding of grief, loss, and emotions over a certain time. We also provide surveys to children and families based on grief topics, life experiences and things they want to know more about. These surveys help us assess our one night themed and specialized group themes based on interest. For example, the highest interest group request is for art and yoga/mindfulness.

In evaluating the clinical aspects, the Traumatic Grief Inventory is the assessment that is completed on the first and last sessions along with the internal "Guiding Pathways Outcome Assessment." We are currently working to revamp this assessment tool in 2024 to include more intervals of measuring specific outcome related to the 4 Task of Mourning.

Success is measured by a child's ability to cope, control their emotions, build community, as well as understand and express feelings. This is measured through our surveys of both caregivers and child. This allows us to assess what other services may be needed beyond group and offering individual counseling. One indicator of impact is when the child continues to participate regularly in the various one night and themed groups, we have and consistently attends individual sessions with meeting desired goals. We are a Center that is always here during the grief journey so success to us is not when a child finishes group or does not return or completes a cycle of individual therapy, but rather when they utilize the services repeatedly and grow in their coping and healing abilities. The results show on average 85-90% of children and their families benefit from our services.

We focus our assessments and progress plans and goals for individual clients around Dr. Worden's Four Tasks of Mourning. The outcome of evaluating these key areas help us better guide the services and next steps for our families.

Tasks of Mourning:

1. To accept the reality of the loss
    - The loss has occurred.
    - It is permanent and irreversible.
2. To identify and process all the feelings associated with grief
    - Name and claim intense and mixed feelings.
3. To adjust to an environment in which the deceased is missing
    - Understand the roles the deceased played.
    - Redefine roles of family members to fill in the gaps.



- Readjust one's world view (the assumption that the world is a good place and that things generally work out is no longer valid).
- Maintain a sense of self-efficacy despite life's unpredictability and difficulties.

4. To emotionally relocate the deceased while simultaneously moving forward in life
    - Remain connected to the deceased.
    - Form new attachments.
    - Have an eye to the future.

Programmatic Data

In 2023, through December 31st we have served a total number 64 children for 775 individual counseling sessions. We have seen 132 caregivers providing 86 consultation sessions.

The zip codes served include (but aren't limited too): 19014, 19720, 19810, 19709, 19711, 19803, 19390, 19364, 19804, 19390, 19701, 19805, 19317, 19808, 19350, 19703, 19713, 19373,19702.

We are approximately 60% female and 40% male.

We are seeing children ages 5-18 in this group of clients.

We are serving approximately 60% white, 38% black and 2% Asian clients.

Client Impact, Interviews, and Success Stories

Here are quotes from our clinicians, caregivers, and child/teen clients:

Genevieve- Supporting Kidds Counselor:

"Having the opportunity to provide grief counseling at Supporting Kidds has been such a gift. It is so special go get to be present and hold space with these kids who are sorting through some incredibly difficult challenges and watching them develop the coping skills they need to make meaning of their loss and move forward with their lives, keeping their special person in their heart."

Mother of a 5-year-old client:

"My child asks me all week when he gets to come to Supporting Kidds! He loves coming here for counseling."

12-year-old girl client:



"Talking about my grandma's death really helps me feel better."

Terrance- Supporting Kidds Counselor:

"Working with grieving children and families at Supporting Kidds is a profound privilege. In their vulnerability and pain, I witness incredible resilience and strength. To be invited into their lives during such a difficult time is an honor beyond measure. It's a reminder that the opportunity to walk alongside them on their healing journey is a sacred trust, one that humbles me and reaffirms the importance of providing compassionate support and a safe space for their grief to be heard and understood."

14-year-old male client:

"Losing my dad was like a tough level in the game of life, but at Supporting Kidds, they showed me how to level up. It's like learning from the previous game and using those lessons to make the sequel better."

Julia- Supporting Kidds Counselor:

"My experience providing counseling with the Guiding Pathways program has been incredibly rewarding because I have been able to witness clients' personal growth and resilience. The other day I was talking with a client (9 year old girl) about what things she has found helpful about our time together doing Guiding Pathways. She shared that she now feels way more comfortable talking about her feelings and that now she knows "feelings are not good or bad, they just are". This made me really happy to hear, because when we started our sessions together a while back, she had a difficult time expressing her feelings and would often conceal how she was truly feeling if she considered it to be "bad" or "negative"."

Leana- Supporting Kidds Counselor:

"Providing individual grief counseling through Guided Pathways at Supporting KIDDS has given me the opportunity to witness that when children are given coping skills, safety, and connection they have an incredible ability to heal."

Mom of a teenage female:

"Supporting Kidds was exactly what we both needed at this time. My daughter and I have both benefited from the community of support we have found here."

Community Engagement

We receive most referrals from school counselors, pediatricians, and victim services. We sent a mailer out December 2022 with a letter explaining who we are and what we do to all schools with kids ages 5-18 in New Castle County so they can refer children and teens to us. We created a new clinical director

position solely focused on schools and community engagement. This allows us to participate in various community programs to provide awareness of our services. We also started a partnership with the Boys and Girls Club of Newark to bring services there to further identify families that may need individual or group services. This wider exposure to various communities of varying incomes and racial ethnicities that are generally underserved communities provides intentional access to services they may not otherwise know about or be able to participate in.

OGOV MH HOPE COMMISSION

Project Identification Number: 20460
Funding amount (Budget): $1,000,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $918,700.00

Project Overview

Due to COVID-19, many justice-involved people lost their jobs, housing, and were unable to meet basic needs. The HOPE Commission serves as a resource for this population and helps them obtain employment, find housing, and connects them with agencies in the community. Hope for the City has developed and is implementing the Dover Hope Zone to identify the impacted individuals, population, or class; and the impacted population of justice-involved individuals living in 19901 and 19904 zip codes.

The HOPE Commission is Delaware's premier correctional reentry program. It provides comprehensive reentry support services that target crime-causing factors, shown to be predictors of recidivism, for formerly incarcerated high-risk men leaving prison and returning to distressed communities. The Hope Commission provides rehabilitative treatment services and programs designed to promote successful reentry based on research-informed solutions. Risk and needs assessments, cognitive-behavioral therapies, vocational readiness training, educational peer support, behavioral health services, and family–reunification programs are utilized to reduce recidivism and improve safety in the State of Delaware.

Use of evidence

The HOPE Commission, the Delaware Department of Correction, and Superior Court will implement a reentry court that will serve to lower the recidivism and improve safety in the State of Delaware. There is a standing contract between the HOPE Commission, the Delaware Department of Correction, and Superior Court.



The recruitment of individuals into the Re-entry Court program is vital to the success of the program. There are four ways in which a person is recruited/referred into the program. 1.) Volunteer/Self-referral, 2.) Court ordered, 3.) Probation referral, 4.) DOC referral. To ensure a smooth transition all individuals are tracked, and the initial contact depends on the type of recruitment/referral as well as if contact is made with individuals while incarcerated.

The Dover Hope Zone brings these services to the greater Dover community for individuals that have already been released from incarceration and/or justice-involved individuals in need of reentry services to support their self-suffiency. Cognitive Behavioral Intervention (CBI) is facilitated by Re-entry Navigators/Case Managers. These are groups that follow an evidence-based curriculum from the Texas Christian University Institute (TCU) of Behavioral Research designed to increase treatment engagement. They use the technique of mapping to visually represent concepts related to recovery and re-entry to society. The content of the groups focuses on improving communication, decision making, healthy relationships, anger management, preparing for change and building support.

Programmatic Data

The crime rate in Dover, DE is 108% above the national average and violent crime is 121% above the national average. The population of Dover, DE's Census Tract 414 in 2020 was 3,839. The crime rate of 19901 is approximately 50 per 1,000. Of those 50, nearly five (5) of those crimes are violent; assault, robbery, rape, and murder. Three (3) of those 50 committed per 1000 include drug crimes and kidnapping. A crime is committed every 4.5 hours in 19901. The crime rate in 19904 is similar. In 2022, 270 crimes were committed in 19901 and 181 in 19901.

Delaware has the highest recidivism rate in the United States; 64.5%. The Department of Justice reports that over 1700 individuals were released from prison in 2020 and 1,121 returned to prison. Many of those returning citizens will return to zip codes 19901 and 19904. Currently, the recidivism rate for members who graduated from the HOPE Commission in 2020 to present is 20%.

We look forward to replicating these outcomes in the greater Dover community to reduce crime and recidivism that in return promotes safer neighborhoods and stable families.

Client Impact, Interviews, and Success Stories

The HOPE Commission's reentry program assists members in obtaining stable housing, employment, and becoming a productive member of the community. Each member must be employed to successfully graduate the program. The total tax revenue generated among the 35 HOPE Commission graduating members whose salaries were recorded for 2021 was $49,009. This leads to an average tax revenue generation of $1,400 per HOPE member, and a total tax revenue generation of $67,213 if the remaining



yearly HOPE members (13) are accounted for using that average. Taking the $67,213 and $1,400 values and adding on the calculated spending per inmate on corrections per Statista's report of $96,000 indicates just how much the HOPE Commission can save the state of Delaware $97,400 per member. Even when using the 2020 estimates for prison spending per inmate of $64,382 from the Delaware DOC's annual report in place of Statista's estimates, the $65,782 HOPE Commission saves the state per successful graduate is significant. Depending on whether the Statista estimates on correction spending or the Delaware DOC prison budget estimates are used for cost per inmate, the HOPE Commission currently saves the state of Delaware in the range of $2,500,000-$3,700,000 annually.

This estimate does not include the invaluable positive effects of successfully integrating returning citizens back into their communities, fostering an effort to lower crime in the area HOPE operates.

With the benefits of the HOPE Commission laid out, the benefits of expanding the HOPE Commission across Delaware become clear. With the addition of two more facilities, the HOPE Commission would be creating $7.5 million to $11.1 million total benefit for the state of Delaware in a year. That is an additional $5,000,000-$7,400,000 benefit on top of what has already been generated by the Wilmington HOPE Commission.

Community Engagement

The Dover Hope Zone will be located in downtown Dover on the Delaware State University Downtown campus in collaboration with the Wesley College of Health & Behavioral Sciences. Community stakeholder meetings have been held with local organizations, not for profits, and civic leaders to build capacity, asset mapping and an ecosystem for referral services.

The Dover Hope Zone has met with the local Dover government in planning the service delivery. These meetings include with the Mayor, City Council members and Dover Police department. The Dover Hope Zone is also working with our reentry partners in state government Delaware Department of Correction and Delaware Superior Court to begin planning and implementing the second phase of the Hope Zone with is the Dover Reentry Court program.

Additionally the staff of The Hope Commission have attended community and summer events to engage, education and inform residents about the existing contacts we offer and upcoming direct service delivery from the Dover Hope Zone site.

OGOV MH LOVE & HOPE RESCUE MISSION

Project Identification Number: 20490

Funding amount (Budget): $314,445.72



Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $314,445.72

Project Overview

The primary objective of the Love & Hope Rescue Mission project was to enhance mental health awareness and support within the community, specifically targeting underserved groups such as the Haitian, Hispanic, and homeless populations. Initiatives like community giveaways, mental health seminars, and career training were designed to provide essential resources, education, and support to improve overall community well-being and integration.

Many barriers were encountered throughout the year. Coordinating multiple events across different locations required extensive logistical planning and resource allocation. Engaging diverse and underserved communities posed a significant challenge, especially in ensuring high turnout and participation. Language barriers also emerged as a substantial obstacle, necessitating translation services to effectively communicate mental health and career resources. Also, the need for more volunteers at some events impacted the smooth execution of activities.

Despite these challenges, the project achieved significant successes. Many events were held, including a career day at the Haitian Church of Nazarene in Seaford, DE, an educational seminar in Dover, DE led by Dr. Nadya Julien, and several food and mental health resource days in New Castle, Georgetown, and Seaford, DE. These events saw high participation and positive feedback from attendees. We successfully provided resources in multiple languages, helping bridge communication gaps. The project also addressed various mental health topics, including depression, anxiety, and the stigma surrounding mental health in the Haitian community, fostering open discussions and community engagement. The initiatives significantly benefited the target populations by providing crucial resources, education, and support.

Use of Evidence

Love & Hope Rescue Mission is committed to maximizing the impact of State and Local Fiscal Recovery Funds (SLFRF) on our community. We achieve this through the strategic integration of evidence-based interventions and a program evaluation framework. These measures make certain our programs are not only impactful but also effective in improving mental health and community well-being.

Our programs are rooted in established practices that have positive outcomes. We use interventions with a proven track record of success. For example:



Youth Mentorship Programs: These programs leverage strategies from the Positive Youth Development framework, focusing on building skills, fostering healthy relationships, and providing opportunities for positive engagement.

Career Training and ESL Sessions: We use best practices found in adult education and vocational training. This makes sure our curriculum aligns with workforce needs and that teaching methods are culturally sensitive and accessible.

To systematically assess program effectiveness, we have implemented a comprehensive monitoring and evaluation framework. This framework includes surveys and feedback forms where we gather both qualitative and quantitative data from participants and workers to gauge satisfaction, learning outcomes, and areas for improvement.

Programmatic Data

We use:

- Client Counts: The number of participants in each program.
- Surveys: Feedback from participants and workers on satisfaction and learning outcomes.
- Attendance Rates: How many people attend sessions.
- Demographics: Age, gender, etc., of program participants (depending on privacy considerations).

Supporting Statistical Data and Demographics

Client Counts and Participation Data

1. Community Health Fair (3/30/2024, Dover Library):

- Participants: 50

- Outcome: Provided information about mental health resources to the community.

2. Youth Mental Health/Mentorship (4/13/2024, Dover, DE):

- Participants: 180

- Outcome: High turnout and successful provision of mental health resources.

3. Youth Mental Health/Mentorship (4/16/2024, Milford, DE):

- Participants: 55



- Outcome: Satisfied participants received valuable information about mental health battles and support resources.

4. Youth Mental Health/Mentorship (4/18/2024, Chase Center, Wilmington, DE):

- Participants: 500

- Outcome: Successful conference on healing generational trauma.

5. Career Training/ESL and Youth Mental Health/Mentorship (4/23/2024, Milford, DE):

- Participants: 35

- Outcome: Assisted community members with job applications and mental health resources.

6. Youth Mental Health/Mentorship (5/21/2024, Milford, DE):

- Participants: 35

- Outcome: Positive feedback and appreciation for provided mental health resources.

7. Youth Mental Health/Mentorship (5/22/2024, Dover, DE):

- Participants: 22

- Outcome: Successful open discussion on mental health within the Haitian community.

8. Youth Mental Health/Mentorship (5/29/2024, Chase Center, Wilmington, DE):

- Participants: 300

- Outcome: Successful full-day conference on opioid response.

9. Youth Mental Health/Mentorship (5/30/2024, Chase Center, Wilmington, DE):

- Participants: 350

- Outcome: Successful second day of the opioid response conference.

10. Community Health Event (6/15/2024, Elsmere, DE):

- Participants: 308

- Outcome: Highly successful event with extensive health and mental health information shared.

11. Mental Health and Food Giveaway (6/23/2024, Seaford, DE):



- Participants: 350

- Outcome: Successful event benefiting the Haitian youth and broader community.

12. Career Training/ESL (6/24/2024, Milford, DE):

- Participants: 100

- Outcome: Positive feedback and over 45 individuals hired on the spot.

13. Career Training/ESL (6/27/2024, Seaford, DE):

- Participants: 45

- Outcome: Effective ESL session with personalized assistance.

Comparative and Demographic Data

1. Comparative Data:

- Comparing attendance and engagement levels across similar events from previous years showed significant increases in participation, indicating growing community trust and interest in the programs.

- For example, the Youth Mental Health/Mentorship events consistently saw high attendance, reflecting the community's recognition of the importance of mental health support.

2. Demographic Data:

- The majority of participants were from underserved communities, including Haitian, Hispanic, and low-income populations.

- Events like the Career Training/ESL sessions were specifically tailored to these groups, providing translation services and culturally relevant materials.

- Feedback from participants, particularly from the Haitian community, highlighted the need for bilingual resources and culturally sensitive mental health education, which was provided at events like the Mental Health and Food Giveaway in Seaford, DE.

3. Statistical Data:

- Surveys conducted during events collected data on participants' mental health status, resource needs, and satisfaction with the services provided.

- Data indicated high levels of satisfaction, with many participants reporting increased awareness of mental health resources and better understanding of mental health issues.

- For instance, surveys from the Community Health Fair and the Mental Health and Food Giveaway events showed that over 90% of participants felt more informed about available mental health resources.

The statistical data, client counts, comparative data, and demographic data collected throughout the project's activities strongly support the need and effectiveness of the Love & Hope Rescue Mission project. The high levels of participation, positive feedback, and improved mental health awareness among underserved populations demonstrate the project's significant impact on the community.

Client Impact, Interviews and Success Stories

1. Community Health Fair (3/30/2024, Dover Library)

- Participants: 50

- Outcome: The event successfully provided community members with information about available mental health resources in Delaware.

2. Youth Mental Health/Mentorship (4/13/2024, Dover, DE)

- Participants: 180

- Outcome: High turnout with successful provision of mental health resources through collaboration with community partners.

3. Youth Mental Health/Mentorship (4/16/2024, Milford, DE)

- Participants: 55

- Outcome: Participants were very satisfied with the presentation on mental health battles and available support resources.

4. Youth Mental Health/Mentorship (4/18/2024, Chase Center, Wilmington, DE)

- Participants: 500

- Outcome: The conference on healing generational trauma was highly successful, with panelists sharing valuable knowledge and experiences.

5. Career Training/ESL and Youth Mental Health/Mentorship (4/23/2024, Milford, DE)



- Participants: 35

- Outcome: Successfully assisted community members in job applications and provided mental health resources.

6. Youth Mental Health/Mentorship (4/25/2024, Milford, DE)

- Participants: 28

- Outcome: Effective session on mental health and substance abuse awareness for younger generations.

7. Youth Mental Health/Mentorship (5/21/2024, Milford, DE)

- Participants: 35

- Outcome: Positive feedback from the community for providing essential mental health resources.

8. Youth Mental Health/Mentorship (5/22/2024, Dover, DE)

- Participants: 22

- Outcome: Successful open discussion on mental health, leading to a better understanding within the Haitian community.

9. Youth Mental Health/Mentorship (5/29/2024, Chase Center, Wilmington, DE)

- Participants: 300

- Outcome: A successful full-day conference providing extensive information on opioid response and related mental health issues.

10. Youth Mental Health/Mentorship (5/30/2024, Chase Center, Wilmington, DE)

- Participants: 350

- Outcome: The second day of the opioid response conference, marked by successful dissemination of information and high participant engagement.

11. Youth Mental Health/Mentorship (5/28/2024, Milford, DE)

- Participants: 25

- Outcome: Provided community members with resources on how to deal with trauma, along with informational brochures.



12. Community Health Event (6/15/2024, Elsmere, DE)

- Participants: 308

- Outcome: Highly successful event with participation from multiple organizations and churches, sharing extensive mental health and general health information.

13. Mental Health and Food Giveaway (6/23/2024, Seaford, DE)

- Participants: 350

- Outcome: Successful event with mental health education, resource distribution, and food giveaway, particularly benefiting the Haitian youth.

14. Career Training/ESL (6/24/2024, Milford, DE)

- Participants: 100

- Outcome: Positive feedback on the career and application day, with over 45 individuals hired on the spot.

15. Career Training/ESL (6/27/2024, Seaford, DE)

- Participants: 45

- Outcome: A successful ESL session with effective translation services and individualized assistance.

Community Engagement

The following section is taken verbatim from a previous report, as it accurately describes the events and context before the project started and remains relevant:

In our work with Love & Hope Rescue Mission's Still Hope, we implemented a range of community engagement strategies to support our equity goals and engage with communities that have historically faced significant barriers to services. This included engagement with and service to the Haitian Creole and other ethnic minority populations within the community.

Our approach was centered on actively involving members of these communities in the design, implementation, and evaluation of our programs. We began by defining the goals, objectives, and scope of the project, and identifying the specific needs or issues that we aimed to address within the community. This included wraparound services, education/career services, ESL training, and mental health resources.



We then engaged with community members, leaders, and partners to gather insights and understand their perspectives. This information helped us tailor the project to meet the specific needs of the community. We assembled a diverse team of individuals who were passionate and knowledgeable about the project's goals and had the skills and expertise needed to contribute effectively. This included representatives from the community, local organizations, and relevant stakeholders to ensure a comprehensive approach.

Throughout the planning and implementation of the project, we involved the community in the process to ensure their active participation and support. We held conversations to gather feedback, ideas, and suggestions, and encouraged open dialogue to create a sense of ownership among community members. We also established partnerships with local organizations, churches, community leaders, businesses, educational institutions, and other stakeholders that aligned with the project's goals.

Our communication strategy was designed to keep the community informed about the project's progress, goals, and benefits, and attract potential program participants. We used various communication channels such as community meetings, newsletters, social media, and local media outlets to reach a wide audience. We were transparent and responsive to community inquiries, feedback, and concerns.

We created many opportunities for community members to actively participate in the projects through volunteering their skills, time, and resources. We held organized volunteer recruitment drives to engage community members and clearly articulated the positive impacts that the project aimed to achieve within the community.

Throughout the project, we continuously assessed its progress and impact. We sought feedback from the community and project team members to identify areas of improvement and used this feedback to adjust our approach as needed.

Our community engagement strategies were designed to support our equity goals by promoting inclusion and participation of traditionally underserved communities in our programs. By actively involving members of these communities in all stages of the project, we were able to design and implement programs that were responsive to their needs and effective in addressing the barriers they faced.

OGOV MH SUN BEHAVIORAL

Project Identification Number: 20493
Funding amount (Budget): $3,500,000.00



Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $3,500,000.00

Project Overview

Since we did not receive the funds until January of 2023, we had to go back out to market to re-bid the project because our original bids from March of 2022 had expired. It took months to find a contractor that would work with us within the timeline and anywhere close to budget. Original budget was $5M, bids came in anywhere from $9M to $13.5M. We finally found a contractor who came in at $8.3M that would take the project and honor the timeline. We just finished the permitting process in late November and broke ground in Dec 2023.

The building is complete. We had our open house on 03/19/2025 and received the Certificate of Occupancy.

Since the 1115 waiver did not pass, we are pursuing other means to get the beds paid for.

Use of evidence

Nothing to report since just broke ground at year end.

Programmatic Data

Nothing to report since just broke ground at year end.

Client Impact, Interviews, and Success Stories

Nothing to report since just broke ground at year end.

Community Engagement

We have operated in Georgetown for 5 years now in our current facility. During that time we have seen the need for transitional living to improve outcomes and continuum of care. Right now, without these transitional living beds, patients discharging from our inpatient facility have to be shipped off to homeless shelters hours away. Finding placement is difficult and it is even more difficult to transport them back daily for outpatient treatment. Since these are primarily Medicare and Medicaid patients, they are traditionally underserved and higher risk for readmissions. We wish to improve their quality of care and outcomes by providing treatment with transitional living.

OGOV MH UD MSW

Project Identification Number: 20495
Funding amount (Budget): $700,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $590,719.00

Project Overview

Objective

The objective of the project is to develop a Master of Social Work (MSW) program in the University of Delaware.

Barriers

There are no barriers to report. The proposed program continues to benefit from significant support across the university and community.

Achievements this year

- Following pre-candidacy approval by the Council on Social Work Education (CSWE) in 2024, we are getting ready for the program's official launch in Fall 2025.
- Seven new students came into the program as non-degree students in Spring 2025 semester. These and others who started as non-degree students in Fall 2024 will become matriculated students when the program launches in Fall 2025.
- The practicum education coordinator has begun the process of placing students in community organizations ahead of Fall 2025 when their internships are expected to commence.
- Two full-time faculty members have been hired and will begin their employment in August 2025.
- The program's Community Advisory Board made up of community members, members of the practice community in Delaware and other service providers, had its second meeting in February 2025.
- Several collaborative partnerships have been developed with community organizations and other departments/programs within the university.
- The social work program was an active participant in the annual conference of Delaware Chapter of the National Association of Social Workers (NASW) in March 2025.

- We hosted a workshop on April 25, 2025 that focused on treatment challenges in relation to substance use disorders.
- We will have our first major social work conference on October 3, 2025 that will address the ripple effects of mental illness and substance use disorders.
- We have received over 200 applications for admission, admitted 43 domestic students so far and 37 have confirmed that they will attend in the Fall. We have also accepted 10 international students. The attendance of nine of those students is uncertain at this time. The process of reviewing applications remains ongoing.
- We continue to build partnerships with community organizations, and this has been significant help both for our overall program development and the practicum education aspect of the program.

The Council on Social Work Education (CSWE)) conducted its first accreditation site visit of the program on April 29, 2025. The preliminary report was of significant commendation for the curriculum and overall development. The final report and official determination will be received from CSWE's Board of Accreditation in October 2025.

Use of evidence

The Council on Social Work Education (CSWE) requires social work programs to develop and maintain compliance measures that address the following competencies. This is addressed in the program's Benchmark I accreditation documents currently being reviewed.

Competency 1: Demonstrate Ethical and Professional Behavior

Competency 2: Advance Human Rights and Social, Racial, Economic, and Environmental Justice

Competency 3: Engage Anti-Racism, Diversity, Equity, and Inclusion (ADEI) in Practice

Competency 4: Engage in Practice-Informed Research and Research-Informed Practice

Competency 5: Engage in Policy Practice

Competency 6: Engage with Individuals, Families, Groups, Organizations, and Communities

Competency 7: Assess Individuals, Families, Groups, Organizations, and Communities

Competency 8: Intervene with Individuals, Families, Groups, Organizations, and Communities

Competency 9: Evaluate Practice with Individuals, Families, Groups, Organizations, and Communities

Through the CSWE accreditation process and other activities involved in establishing the CEHD MSW program, the program will be based on data-driven systems and infrastructure that will aid the evaluation process.

Programmatic Data

At this time, we have received over 200 applications for admission, admitted 43 domestic students so far and 37 have confirmed that they will attend in the Fall. We have also accepted 10 international students and one has confirmed attendance. The potential attendance of nine of the students is uncertain at this time. The process of reviewing applications remains ongoing. This number is significantly higher than prior projections.

Client Impact, Interviews, and Success Stories

We have been building partnerships with human service agencies and community organizations, and we have an active Community Advisory Board constituted to support this program in advancing its mission. The program's students will begin to work as social work interns in the Fall, supporting the workforce development of host organizations while also being trained in social work practice.

Community Engagement

We have continued to engage the following groups in the planning phase:

- University of Delaware Alumni
- Practice community

  - There are regular meetings with clinical practitioners.

  - Regular participation in bi-monthly meetings of the Delaware Licensing Task Force.

  - Quarterly meeting with Delaware Providers Forum

  - A joint social work conference with Delaware State University (DSU) occurred on April 26, 2024, and was very well attended.

- A Community Advisory Board has been established and has had its first meeting.

The groups we have met with have consisted of people from diverse racial/ethnic and cultural backgrounds and issues discussed have included the needs of historically and economically disadvantaged segments of the state's population.

Engagement with Delaware State Licensing Board has focused significantly on issues of equity racial disparities relating to the Social Work licensing authority and exams.

OGOV MH SOAR

Project Identification Number: 20753
Funding amount (Budget): $50,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $50,000.00

Project Overview

American Rescue Plan Act- Survivor Funding. This project will help SOAR provide well-trained therapists to the community by offering training and supervision of both master's and doctoral level therapists along with advanced certification in trauma related therapeutic modalities. Currently we are on track and utilizing funding as expected. We have scheduled additional specialized training for next quarter and will be utilizing fundings for those trainings.

Use of evidence

SOAR Measures treatment effectiveness, using both subjective measures (CSQ) and objective measures (SCL90; TSCC;BSI-18). Compare pre and post test results to show a reduction on severity of symptoms (indicated by the Global Severity Index for adult participants or TSCC anxiety, dissociation, and post-traumatic stress symptom indices for adolescents). Post test assessments are given at 6-month intervals.

Programmatic Data

SOAR's annual demographic survey shows the age range of the population was 18 to 64, and 80% of them identified as female, 9% as non-binary, 6% trans male, and 3% as male. In terms of race and ethnicity, 39% identified as Black/African American, 35% as White, 21% as mixed race/ethnicity, 3% as Caucasian, and 2% did not disclose their race and ethnicity. In regard to religion, Christians represent 50% of the total adult population that participated in this study, 21% as no religion, 10% identifying as Spirituals, 7% as Agnostic, 7% as Wiccan and 2% as Muslim. Furthermore, 52% of the participants classified themselves as heterosexual, 28% as bisexual, 12% as gay, 8% as pansexual, and 6% did not disclose their sexual orientation. Regarding marital status, the majority of the participants reported are single as indicated by 67%, 12% are married, 9% as divorced, 3% have a domestic partnership, 3% as polyamorous, and 3% are separated.

Client Impact, Interviews, and Success Stories

During the April-June quarter, Client Satisfaction Questionnaires (CSQs) were distributed via email. to SOAR's subsidy grant clients listed above and to group clients who ended their group sessions. SOAR collected and scored 26 total CSQs. SOAR's CSQ questions aim to explore whether clients. feel respected at SOAR, whether programs at SOAR address clients' needs, and whether clients have felt able to move forward in their trauma work.

"I wish every therapist was a SOAR Therapist. SOAR individual and group therapy has changed my life for the better. I feel like I am growing and learning and seeing growth in myself that would not be possible without SOAR's help. I love art therapy groups run by Melissa and Anah, and I love the individual therapists that I have worked with in the past (Heather) and my current individual therapist (Amber). I feel seen, heard, and supported in as well as outside in the "real world" when I ask for things to work on in my personal time between sessions.

Community Engagement

SOAR on average attends a variety of community events where we provide information to the community and network with other community organizations to partner with each other. This quarter we attended the following events:

- SOAR Hopeful steps for survivors 5K
- Wilmington Flower market
- Impacts of racial and historic trauma training at The Rockford center for clinicians and other community providers
- Governors John Carney's proclamation for Sexual assault awareness month
- Pinwheels for prevention by Buddy speaks at SOAR's headquarters

OGOV MH CANCER SUPPORT COMMUNITY EXTENSION

Project Identification Number: 21558
Funding amount (Budget): $30,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $30,000.00

Project Overview

Group Health Coaching (GHC) reports having seen a rise in the need for additional mental health support over the past 24 months for its cancer population, as they are at a higher risk for COVID-19, leading to higher levels of isolation, anxiety, and depression. The Group Health Coaching for Cancer Survivors program is offered to cancer patients and survivors across the state of Delaware. The in-person program offerings at Cancer Support Community Delaware (CSCDE), supporting participants in Group Health Coaching, will be expanded. All programs at CSCDE are offered at no cost to all participants.

This project is an extension of the previous Cancer Support Community project (19459).

OGOV MH PERINATAL PRANA EXTENSION

Project Identification Number: 21685
Funding amount (Budget): $751,367.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $415,360.00

Project Overview

Josie's Grace continues to thrive as a vital community-based support program for postpartum women (birthing parents), offering free, evidence-based perinatal behavioral health services in Newark, Delaware. Over the past 3 years quarters, we have served 193 mother-infant dyads navigating the critical fourth trimester with a comprehensive, trauma-informed model focused on reducing maternal stress, stigma, and preventable postpartum mental health complications.

Our mission centers on reducing the leading causes of maternal mortality in

Delaware—including suicide and overdose—by providing early intervention, psychosocial support, referral pathways, and a welcoming community for postpartum healing and education.

This is an extension of the previous Perinatal Prana project (19463).

OGOV MH JEWISH FAMILY SERVICES EXTENSION

Project Identification Number: 21841
Funding amount (Budget): $340,000.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $340,000.00

Project Overview



Objective

Jewish Family Services (JFS) of Delaware aimed to expand access to mental health care, crisis support, and essential resources with a focus on underserved communities. Key efforts included growing our Fellowship program to train new therapists, opening a new office in Newark, and expanding our North Wilmington location to better meet rising demand.

This is an extension of the previous Jewish Family Services project (19324).

OGOV MH UNLOCKE THE LIGHT

Project [Identification Number]: 21945
Funding amount (Budget): $100,000.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $50,000.00

Project Overview

Sean's House annual operating budget is in excess of 250,000. The 100,000 provided by the ARPA grant will go directly to programs meeting increased demand for youth mental health support. Specifically, this will allow us to increase programming to our Latinx and international populations by adding bilingual and ESLSEL programs at Sean's House - 20,000 over 2 years for facilitators, translators, program materials. Increasing on-site Clinical Support, Risk Management and Group programs essential to bolstering our support system through best practices and professional support - 40,000 over two years conduct clinical resource expansion through outreach and partnerships with local mental health facilities, schools, and community centers- 40,000 over two years. No funds will be used for capital expenditures.

OGOV MH NEMOURS

Project [Identification Number]: 22048
Funding amount (Budget): $2,325,705.39
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $2,325,705.39

Project Overview

To improve the care of children presenting with acute behavioral issues in the Emergency Department (ED), Nemours developed a new dedicated Behavioral Health Zone (BHZ) consisting of 6 new beds to improve care for patients awaiting transfer and those requiring an extended stay. The new BHZ serves the following purposes:

1. Provide evidence-based care to patients who need inpatient behavioral health treatment
2. Provide an alternative to patients who may not need inpatient behavioral health treatment, but do need additional therapy before being able to utilize outpatient services
3. Improve functioning and stability in a structured environment for patients in our care.

Specially trained staff provide emergency care to children experiencing a behavioral health crisis in a humane and dignified manner. The unit is to provides access to appropriate safe beds in a dedicated room meeting all criteria for a patient in acute behavioral crisis.

An appropriately designed Behavioral Health Zone facilitates basic treatment during the stay in the Emergency Department. In some cases, a patient who would otherwise be referred for an inpatient admission can be stabilized to a level where they can be referred to residential treatment or outpatient services. This reduces boarding times, demonstrates initiation of stabilizing treatment, and improves care, while also providing an improvement throughout the ED by reducing the impact on non-behavioral health patients and staff. The BHZ has fulfilled its goal to provide care for patients in need of behavioral crisis care in a safe and intentional way.

The Behavioral Health Zone in the ED opened and began seeing our first patients in August 2023. Our clinical team is very appreciative of a dedicated space to care for this population. We learned that we needed additional staff education and after some initial challenges, we made modifications to the space to ensure the safety of our team and our patients.

Use of evidence

In November 2021, the Behavioral Health Expansion Operations & Space Planning project at NCH, Delaware was presented by the Executive Sponsor Team from Nemour Children's Health. The analysis recommended four scenarios for space program to accomplish the operational goals using benchmarking and best practice input from the clinical team and industry guidelines. Four approaches were presented, each with defined benefits and challenges based on data analysis and clinical team interviews.

The final project was determined to most closely align with the project goals to provide the safest and most effective space for patients and their families. Design of the new space was informed by the

Nemours Family Advisory Council to assist in building the space to adequately accommodate patients and their families.

Once the BHZ opened, the project team developed a Management of the ED Behavioral Health Patient workflow document (see attached) to guide the clinical team in assessing and managing patients in the ED Behavioral Health Care Zone. This document provides step by step instructions addressing assessment, special considerations required such as religious and cultural, showering and bathroom process, ambulating and transfer procedures. In addition, the workflow assists the clinical team in prioritizing patients and their medical needs to optimize resources and provide the best possible services to patients and their families.

In addition, the ED team developed, “Caring for Your Child During a Behavioral Health Crisis”, a document for families that answers some common questions families face while their child is in the ED Behavioral Health Zone. (See attached.) The document describes the clinical team, the daily schedule, meals and diet, visitor guidelines, and next steps.

Programmatic Data

Since the BHZ opened in August 2023, Nemours has seen 20 patients, including 3 in the second quarter of 2024. Although the number of patients housed in the BHZ is significantly lower than anticipated at the time of our ARPA application in January 2022, the dedicated space continues to provide emergency care to children in a human and dignified manner and improved care for patients awaiting transfer or requiring extended stays. During 2024 and through the second quarter, we continued to see a decline of our Behavioral Health population. We also continued seeing a decreasing length of stay. We are currently adjusting our model to ensure the space meets the needs of our patients as their chief complaints evolve.

In addition to the decline in patients seen, our social work team has become much savvier in identifying alternatives to inpatient treatment, so we are discharging fewer patients to inpatient hospitals. In addition, we are seeing a decrease in children who are holding in the ED because we can place them more quickly. Our population with the largest placement barrier is children under 12 with DE Medicaid as there is still only one facility for them. In addition, there are no in-state behavioral health beds for children with autism, so these children tend to wait longer in the ED.

Client Impact, Interviews, and Success Stories

Nemours Children’s patients in the Behavioral Health Zone who require transfer or discharge planning can be roomed in a caring and calm environment pending transfer or discharge. Following their

assessment in the main Emergency Department (ED), patients can be moved to this dedicated zone that is equipped for their behavioral and safety needs.

This transition enables the department to room an average of four additional patients for each patient relocated.

While the volume of patients roomed to the Behavioral Health Zone was low the last quarter, the feedback from families was overwhelmingly positive. Families shared how much they appreciated the safe space to let their child begin the healing process.

Community Engagement

This project was informed by a comprehensive feasibility study undertaken to determine the right course of action to address the ongoing behavioral health needs for the children of Delaware, exacerbated during the COVID pandemic. Our study included an externally verified data analysis, clinical operational consultation, space programming, and test fits of key care facilities and proposed programs. The study revealed that Nemours is well positioned to deliver the type of mental and behavioral healthcare that Delaware's children critically need and has started us on a path towards implementation.

As noted above in "Evidence", the project went through a thorough internal vetting and approval process. In November 2021, project was presented by the Executive Sponsor Team with four recommended scenarios for to accomplish the operational goals using benchmarking and best practice input from the clinical team and industry guidelines. Four approaches were presented, each with defined benefits and challenges based on data analysis and clinical team interviews.

The final project was determined to most closely align with the project goals to provide the safest and most effective space for patients and their families. Design of the new space was informed by the Nemours Family Advisory Council to assist in adequately accommodating patients and their families.

Labor Practices

Although the specific labor practices above were not established for the capital project, Nemours does rely on a largely local workforce in the trades with qualifications processes to ensure familiarity and experience with safety requirements of working in occupied pediatric healthcare environments. Relying on a largely local workforce helps support local economic recovery.



OGOV MH CHRISTIANA CARE

Project [Identification Number]: 22054
Funding amount (Budget): $535,000.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $467,500.00

Project Overview

The project team continues to make outstanding progress with supporting efforts as a part of this grant. Through these efforts ChristianaCare now has a unit with dedicated beds to support the behavioral health crisis in the pediatric population which allows for pediatric patients and their families to access emergency behavioral health care in a psychologically safe environment. Entering through these doors reduces the stigma and trauma associated with accessing care in the Emergency Department and allows patients and their families to feel safe and supported. Traditional emergency care settings are predominantly focused on the medical needs of a patient and due to a significant number of patients treated, behavioral health needs may not be addressed. Having this space where the behavioral health providers are part of the multidisciplinary team, means that the patient and family will be triaged for any mental health need associated with the visit. The behavioral health providers are able to promote resilience by identifying coping skills, support patients with suicidal ideation, alleviate stress that families experience and can support the family in identifying triggers for depression and many other mental health needs. We anticipate the quality care delivered in this setting and providing families an alternative to the Emergency Department will only increase mental health awareness in the community and more community members will be seeking services in this innovative model.

Achievements: To date the Pediatric Care Center has completed more than 400 behavioral health assessments for community members under the age of 18. We successfully recruited and hired a Consultation & Liaison psychiatrist who started on July 8th, 2024, and continues to be a great asset to the team and to the patients being treated in the center. Additionally, we were able to spend down the first half of the funds by December 2024 as we had hoped and received a second tranche of $100,000 in December as well. At the time of this quarterly report, we have successfully spent down the second tranche and received a third tranche of $100,000 in April 2025 to help carry out the efforts of this project. We look forward to the continued success of this project.

Barriers: Initial challenge with recruiting and hiring a Child and Adolescent Psychiatrist for this space given the scarcity of psychiatrists within region yet we did have a psychiatrist start in July 2024. There was also a delay in contract processing with execution of agreements between both parties which resulted in a delay in spending down the funds in the original period of time but overall, we continue to make great progress utilizing the funds. Lastly, ChristianaCare experienced an internal reorganization in



June 2025 which resulted in eliminating many administrative roles including the Practice Administrator named on this award. While this will not affect us clinically, we have plans in place to continue this work successfully in their absence.

Use of evidence

ChristianaCare's Pediatric Center will be a 14-bed, family-centered hybrid unit (urgent/emergent/OBS/short stay inpatient care) serving children ages 0-17+364 days. The goal of the entire center is to broaden ChristianaCare pediatric services and serve the acute needs of the surrounding pediatric community, which includes the following:

- 6,000 newborns born annually at Women & Children's
- 21,000 ambulatory care pediatric patients in the ChristianaCare network
- 13,000+ employee families that may include children
- 4,000+ children currently evaluated in our Newark ChristianaCare adult-focused Emergency Department

The ChristianaCare Pediatric Care Center originally had anticipated serving a minimum of 5,000-6,000 pediatric patients in Year 1 (October 2023), with anticipated growth thereafter. However, based on the latest data from Year 1 and Year 2, we have surpassed our expectations significantly – by serving over 7,500 pediatric patients in that time frame.

For this specific grant funding and in support of the Behavioral Health patients within the center, the data that will be tracked, but not limited to includes:

1. Total # of psychiatry assessments completed
2. % of patients who are discharged to inpatient or community care
3. Monitor restraint usage over year with goal to decrease overall usage
4. Monitor Net Promoter Score on patient experiences/overall quality of care through direct patient survey feedback (leveraging internal NRC platform)

Programmatic Data



This graph above shows the number of completed Behavioral Health assessments per month. Since the start of Behavioral Health work within the Pediatric Care Center, 404 assessments have been completed through June 2025. While the dashboard previously indicated a decrease in volume, it's important to note that the data only reflects consults with a formally entered 'Psych RN Consult' order. In practice, the actual volume is higher than what is captured as not all providers consistently place the order. That said, we continue to observe a moderate increase in consult activity over the past quarter.

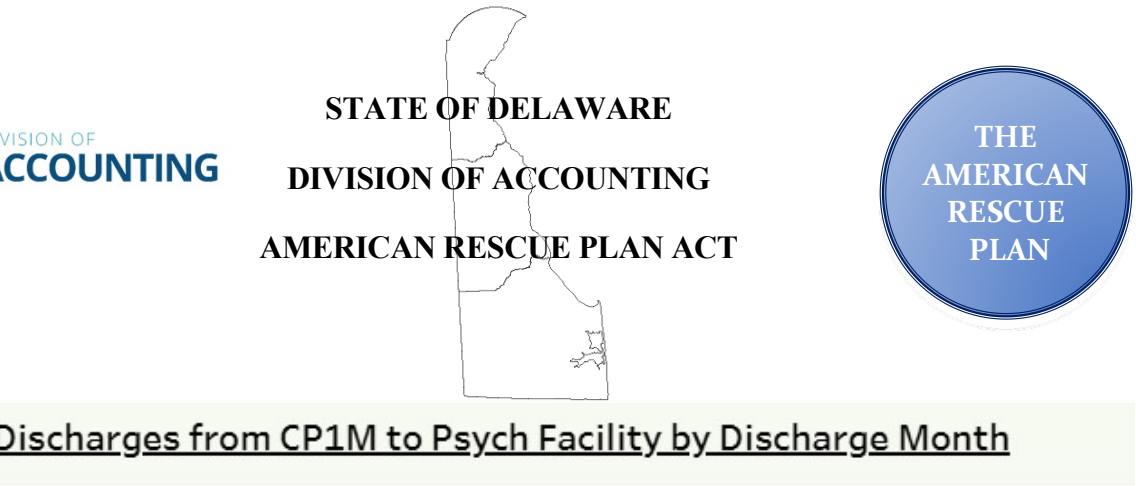
Number of patients who are discharged to inpatient or community care



This graph above shows the patients that were discharged from Emergency Level of Care to an IMD. Patients not discharged to an IMD were discharged to community level of care. In this current reporting period, April - June 2025, we had a total of 34 patients discharged to an IMD. YTD (October 2023 – June 2025), a total of 179 patients were discharged.

CPCM = Emergency Department

IMD = Institution for Mental Diseases



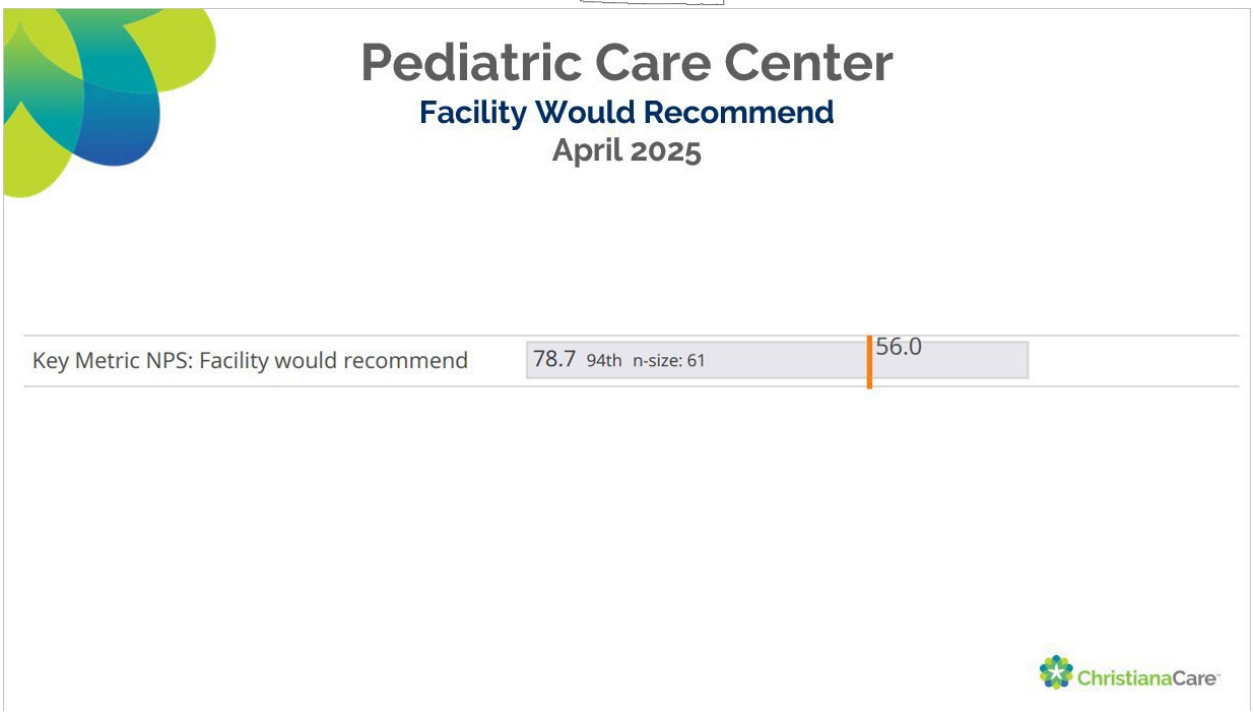
This graph above shows the patients that were discharged from Inpatient Medical Level of Care to a psychiatric facility. In this current reporting period, April - June 2025, we had a total of 6 patients discharged to a psych facility. YTD (October 2023 – June 2025), total of 53 patients discharged.

CP1M = Admitted patients

Monitor restraint usage with a goal to decrease overall usage:

The dashboard for restraint usage is currently unavailable and we look to validate the exact number once obtained and can include on future reporting.

Monitor Net Promoter Score on patient experiences/overall quality of care through direct patient survey feedback (leveraging internal NRC platform):



This graph above shows data pulled from our internal NRC platform which displays scores from completed patient surveys for the month of April 2025 only. ChristianaCare transitioned to Press Ganey as our Patient Experience Survey Vendor and our contract with NRC was terminated on May 15th. The Pediatric Care Center will go live by July 21st, with data available shortly after and once available, we can report on this data in future reports. Though we can only access data for April 2025, our satisfaction scores continue to be favorable in all areas and we remain in the top quartile at 94% for “Facility Would Recommend” based on Emergency Department benchmarks. The orange line mark on the graph above indicates the national average. We continue to exceed all quality, access, and patient experience benchmarks.

Client Impact, Interviews, and Success Stories

The Senior Psych Social Worker and the Child Life Specialist (CLS) of the Pediatric Care Center recently created something called "Comfort Carriers" which are bookbags filled with school supplies, a stuffed animal, a book and a pair of pajamas for children that are in the Division of Family Service’s (DFS) custody. The Senior Psych Social Worker was able to give out a “Comfort Carrier” to an eight-year-old child in the Pediatric Care Center who was in custody of DFS at the time. The young child was very excited to have a new bookbag for the upcoming school year.

Additionally, the Pediatric Care Center had a 17-year-old autistic male come in for SI (suicidal ideation) and severe Behavioral Dysregulation and aggression. The Senior Psych Social Worker was able to find this patient an out-ofstate Inpatient psychiatric care placement after about a weeklong stay in the Ped's Care Center and over fifteen denied referrals from facilities. The Senior Psych Social Worker was able to support this patient with calming techniques to reduce increased anxiety during his stay. Patient utilized and found comfort in a weighted stuffed animal dog to help calm him and eventually to be able to sleep. The Senior Psych Social Worker was able to discuss with both parent and patient how to purchase weighted items like these to be of support at home. This patient's out-of-state placement called "Foundations" specializes in providing mental health services to adolescents diagnosed with autism. The patient's mother was happy to have this placement as an option to their family and explained she hopes they will all learn new coping skills through them.

Community Engagement

In May 2025, the department participated in a family-friendly wellness event where we were able to engage the community in conversation around emotional well-being and mental health. At this event, we shared resources and materials to help bridge the gap between pediatric needs and access to mental health support.

Additionally, ChristianaCare and the YMCA of Delaware have partnered to aim at enhancing the health and wellbeing of teens and adults throughout Delaware. This collaborative initiative focuses on two key areas: behavioral health support for teens and nutrition and weight management seminars for YMCA members. The Behavioral Health team has successfully delivered two mental health workshops to teens at the Walnut Street YMCA through the T.H.R.I.V.E. Program, supporting their emotional wellbeing and resilience. We plan to continue engaging, educating, and providing youth mental health resources to the community with another workshop scheduled in August 2025. One of the many goals of these workshops are to enhance relationships and academic performance, while also empowering teens with vital life skills and reducing the stigma surrounding mental health.

OGOV MH BOYS & GIRLS CLUB EXTENSION

Project Identification Number: 22131
Funding amount (Budget): $642,689.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $0.00

Project Overview

The Boys & Girls Clubs of Delaware seeks American Rescue Plan Act of 2021 funding to provide mental health support for youths in dealing with the effects of many Adverse Childhood Experiences intensified and amplified by the pandemic, including trauma, social, and emotional needs resulting in offering youth support services such as: individual and group counseling; referral services directly to youths and their families; extensive staff training in trauma informed care; social and emotional learning; and restorative practices.

This is an extension of the previous Boys & Girls Club project (19865).

OGOV MH DELAWARE COLATION AGAINST DOMESTIC VIOLENCE EXTENSION

Project Identification Number: 22199
Funding amount (Budget): $125,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $125,000.00

Project Overview

DCADV's Complex Connections project will continue to address a number of barriers survivors of domestic violence face that were exacerbated by the COVID-19 pandemic. This project includes a two-year plan that focuses on the impact that COVID-19 has had on domestic violence in the state by increasing the community's access to early intervention and quality mental health services in Delaware.

This project will continue to:

1) Increase the public's awareness of the connection between trauma, mental health, and domestic violence and available resources for support and service through the creation of resource materials and targeted campaigns statewide;
2) Increase the knowledge and capacity of mental health and behavioral health providers to address traumatic effects of abuse through free continuing education on trauma-informed responses and interventions; and
3) Support Delaware's mental health workforce through MSW student field placements within local domestic violence service programs.

This is an extension of the previous DCADV project (19460).

OGOV MH PAWS FOR PEOPLE EXTENSION

Project [Identification Number]: 22451
Funding amount (Budget): $20,375.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $20,375.00

Project Overview

COMMUNITY-BASED MENTAL HEALTH SERVICES PROPOSED PROJECT:

PAWS Pet Therapy Program to Improve Mental Health in Delaware Communities – Grant Period January 2024 – June 2025. This project is an extension of our program goals funded by the 2022-2023 ARPA SLFRF grant.

For 20 years, PAWS for People pet therapy has consistently helped to improve the lives of countless

Delawareans of all ages experiencing a wide range of challenges negatively impacting their quality of life and well-being in many ways. Abundant scientific studies prove the unique healing power of the human-animal bond and support the value of utilizing pet therapy to provide numerous therapeutic benefits, physiological & psycho- logical to people. PAWS pet therapy programs and team visits prove their value and effectiveness every day.

Requests were steadily increasing pre-Covid for PAWS to help people of all ages struggling with wellbeing and mental wellness concerns due to the rising number of traumatic incidents, suicides, anxiety, and depression. Additional pandemic-created trauma continues creating new serious issues while compounding and intensifying existing issues. This accelerates the immediate need to address the wide-spread mental health issues being experienced by Delawareans, particularly the youth and elder populations.

PAWS for People requested 2024-2025 ARPA SLFRF funding with the goal of extending and intensifying efforts to continue the successful momentum of our initial 2022-23 ARPA project. Our goal was to extend outreach and demonstrate the impact of utilizing PAWS pet therapy to address Delaware's ongoing high level of mental health challenges and needs. As anticipated, this project was completed in 18 months - January 2024 to June 30, 2025. Your $20,375 grant funding support for PAWS' community mental health services project enabled us to expand our program resources and presence statewide to help more Delawareans with pet therapy. We achieved our goal through the following grant objectives with no barriers to impede our progress. We are grateful for ARPA SLFRF support and are honored to submit PAWS for People's 2024-2025 Annual Report highlighting our project's three objectives plus a final summation of our projects' achievements and the impact of your financial support.

OBJECTIVE 1: PAWS PET THERAPY TEAMS & TRAINING $11,875 *ACHIEVED*

PAWS' ability to help people requires having a sufficient number of PAWS volunteer pet therapy teams properly trained and available to provide pet therapy visits and programs. This two-part objective requires increasing the number of PAWS pet therapy teams by offering Basic Training for new teams, plus PAWS University's Specialized Course training to prepare teams to better understand the special mental health needs of those we visit.

- A total of 145 New Delaware teams were trained during the grant period of January 2024 through June 2025. We are grateful for your grant funding of the Basic Training Classes to produce a total of 25 New Delaware PAWS pet therapy teams to help provide Mental Wellness Programs in DE. The grant funded teams reside as follows: 11 New Castle, 3 Kent, 11 Sussex counties. We met our Obj. 1 goal to train 25 new teams & applied the budgeted $9,375 funds for new teams.
- A total of 50 Delaware teams were trained in PAWS' Specialized Mental Wellness programs: Trauma (10), PTSD (6), Social Emotional Learning (11), Engaging Elders (18), and PAWS to Comfort (5). We achieved Obj. 1 of 50 specialized trained teams and applied the budgeted $2,500 funds.

Team training, essential for our success, was an immediate action in 2024 to help increase PAWS teams that are essential for our success. Fortunately, no issues or barriers affected our training. We would like to increase the new team numbers in Kent County and plan to create a recruitment plan.

We project that these 25 trained PAWS pet therapy teams will reach 4,000 people per year with their visits.

OBJECTIVE 2: INCREASE PUBLIC AWARENESS OF PET THERAPY BENEFITS FOR MENTAL WELLNESS $2,500 *ACHIEVED*

Our goal of amplifying public awareness of PAWS pet therapy's effectiveness in improving Delawareans' mental wellness and increasing PAWS' opportunities to help people was accomplished. Through planned community outreach by staff and volunteers, we provided information about PAWS pet therapy's proven benefits to a wide variety of contacts, developed relationships & collaborative opportunities, and incorporated pet therapy to enhance other existing mental wellness support programs. With this Extension Project, we want to amplify outreach and offer new opportunities to reach more people.

We attended a total of 520 community events plus additional PAWS to DeStress visits during the 18-month grant period.

Many of these visits/events provided initial mental health education/support opportunities, plus staff follow-up opportunities to further educate & develop ongoing mental health support programs for sites that choose to become PAWS partners. The two focus populations with high mental health program needs, youth & elders, are well represented on the list. We have numerous potential youth education contacts - School District Counselor Conferences, School Nurses Conference and PTA Convention, plus state/county agencies and sites working with the elderly and underserved populations. We have strengthened our relationship with Volunteer DE 50+ and this provides us with more opportunities for outreach, volunteer recruitment, and mental wellness support for elders. We are working to overcome barriers that hinder the new site process, such as obtaining official authorization and funding.

Thanks to your $2,500 funding support, we successfully met our goal to provide 100 hours of dedicated program staff time required for all phases of our mental wellness awareness outreach and programs. This includes all the specifics required to arrange and implement individualized PAWS mental wellness programs in many new Delaware sites. Participating in these programs and offering successful and impactful initial experiences with PAWS pet therapy frequently motivates further interest.

We attended 49 community outreach events, reached at least 7,385 people, and had wonderful educational and volunteer recruitment opportunities. Staff follow- up with potential new sites has produced 4 new site partners to date, with several strong potential sites for later in 2025, and identified a site scholarship recipient. These are funds definitely well-spent with immediate and long-term impact.

OBJECTIVE 3: FUNDING TO INCREASE PAWS MENTAL HEALTH SUPPORT AT MORE COMMUNITY SITES -- SITE SCHOLARSHIPS $6,000 (non-salary expense) *ACHIEVED*

Our project requests financial support to fund PAWS programs for sites needing our mental wellness support programs but lack funding. We use grant funding to provide “site scholarships” to cover the implementation expenses to develop PAWS partnerships and tailor our mental wellness programs to benefit the sites’ specific needs. Working with sites regarding their needs for PAWS’ mental wellness support programs, we evaluate their financial assistance needs based on 3 factors: degree of need & urgency for PAWS mental health programs, how well sites enable PAWS to deliver our programs & help their population, and the availability of sites’ economic resources. The specific details and cost estimates depend on each site’s program plan. Potential sites include schools, eldercare facilities, treatment/counseling centers, veteran organizations, and more. We identified 4 unique qualified sites to received your grant-funded scholarship, and 2 of these sites received scholarship renewals based on their high needs and number of people reached. We successfully achieved this objective by applying your $6,000 grant funds for a total of 6 scholarships that delivered immediate and lasting positive impact on people’s lives and the overall mental health of our communities.

Investing grant funds for 6 scholarships produced immediate mental health program opportunities to help more Delawareans, and we are confident these sites will continue and increase their impact numbers. Staff outreach to increase collaborative opportunities continues.
During the 18- month grant period, PAWS reached an estimated 6,900 people.

This is an extension of the previous Paws for People project (19314).

HIGHER EDUCATION

OGOV UD RESEARCH LAB

Project Identification Number: 19110
Funding amount (Budget): $41,000,000.00
Project Expenditure Category: 1.12-Other Public Health Services
Expenditures to date: $41,000,000.00

Project Overview

Most of the occupants have moved into Building X. Currently there are 26 faculty members moved in with 6 additional faculty members set to move in over the summer. The building will now be fully occupied.

In the coming academic year, the space will support teaching for experimental laboratory classes. Teaching lab spaces are in the process to be fully equipped and will be used this year.

Use of evidence

Monitoring research expenditures linked to the faculty and research groups in the building and future classroom hours. The collection of data will start over the summer.

Programmatic Data

Number of graduate and undergraduate students that will conduct research and take classes. This data will be quantified when classes begin the fall semester.

Client Impact, Interviews, and Success Stories

Summer graduate program will take place and data will be collected.



Community Engagement

Community First Event was held on June 23rd for the opening of the new Vera C. Rubin Observatory was held at Building X, which has the planet's largest digital camera. The event had more than 200 registrants and more than 140 attendees.

Labor Practices

Per our charter the University is paying corresponding wage on this project. UD procurement policies were followed in the construction's selection manager and as the CM procured trade contractors.

PUBLIC ASSISTANCE

OGOV DE SUSTAINABLE ENERGY

Project Identification Number: 18448
Funding amount (Budget): $2,500,000.00
Project Expenditure Category: 2.22-Strong Healthy Communities Neighborhood Features that Promote Health and Safety
Expenditures to date: $2,500,000.00

Project Overview

Safety-ON (Priority 1):

Objective: The Safety-ON Campaign was intended to contribute to a safer working and living environment in communities confronted by concentrated areas of criminal activity. The Safety-ON Program was meant to bring together residents under a branded "Safer Communities" campaign to improve individual safety, household safety, and neighborhood safety by allowing residents to take ownership of and make the necessary changes to improve their own health and safety. Residents were also encouraged to enter the HELP Initiative Pre-Apprenticeship Program endorsed by the Department of Labor.

Barriers: Lack of trust by all parties participating in this Safety-ON campaign including residents, community stakeholders, law enforcement representatives, and program administrators. Getting a resident to open their front door and discuss the features and benefits of this Safety-ON campaign was



based on effective outreach and community engagement including honest communications and follow through.

Achievements: Progress as specified in the Performance Benchmark Report exceeded the installation targets and the total contract targeted 300 homes for this contract period of performance. HELP successfully onboarded pre-apprenticeship interns and established working internship agreements with several vocational schools statewide. Community violence intervention (3.16) progress included the expansion of a working agreement with a camera technology company (Flock Safety) to install License Plate Readers (LPRs) for New Castle County Police, Dover Police, Seaford Police, Harrington Police, and Ocean View Police in coordination with the Safety-ON Campaign. The Pre-Apprenticeship Program has enrolled interns in the Safety-ON Program and HELP has hired interns on a full basis.

Health-ON (Priority 2):

Objective: The Health-ON Campaign was intended to create a healthier working and living environment in communities confronted by healthy home hazards. This Health-ON Campaign meant to bring together residents to improve individual health, household health, and neighborhood healthy homes by allowing those individuals to take ownership of and make the necessary changes to improve their own health and safety. Residents were also encouraged to enter the HELP Initiative Pre-Apprenticeship Program endorsed by the Department of Labor.

Barriers: The larger than expected health-related client referrals from partnering healthcare providers presented a time sensitive barrier for conducting home performance audits, environmental assessments, hazard remediation, and final inspection quickly and efficiently. Also, the technical integration of data monitoring equipment to track and evaluate the improvement of air quality during the audit assessment, remediation, and final inspection in the form of a Flash Report resulted in excellent data for evaluation and measurement but added layers of complexity to the overall healthy home process.

Achievements: Healthy Childhood Environments exceeded performance benchmarks based on working agreements with partnering healthcare providers for client referrals. Household and Education Assistance exceeded performance benchmarks based on active engagement with community residents and Civic and HOA leadership. A big achievement was identifying children with elevated blood levels (EBLs) for Lead based paid that would have been overlooked if not for a close working partnership with a healthcare provider in New Castle County. The Pre-Apprenticeship Program has enrolled interns for the Health-ON Program and full-time employment has resulted.

<u>Weatherization Permanent Deferrals (Priority 3):</u>

Objective: Assist homes permanently deferred from both the Weatherization Assistance Program (WAP) and the Pre-Weatherization Assistance Program (Pre-WAP). There were 41 permanent deferrals identified in October 2023. The objective was to utilize ARPA funding to bring homes up to a standard to utilize the Pre-WAP and WAP programs. While each homeowner is verified as low-income, these homes permanently deferred would likely never receive assistance without substantial investment.

Barriers: The identified homes require extensive work and investment. Some of the identified issues included the home being "structurally unsound," roof replacements, windows/doors, floor damage or missing flooring, rotten beams, too much water in the basement/crawlspace for an assessment to be made, exposed electrical wires near water intrusion, too much asbestos for the WAP to remediate, and knob and tube wiring.

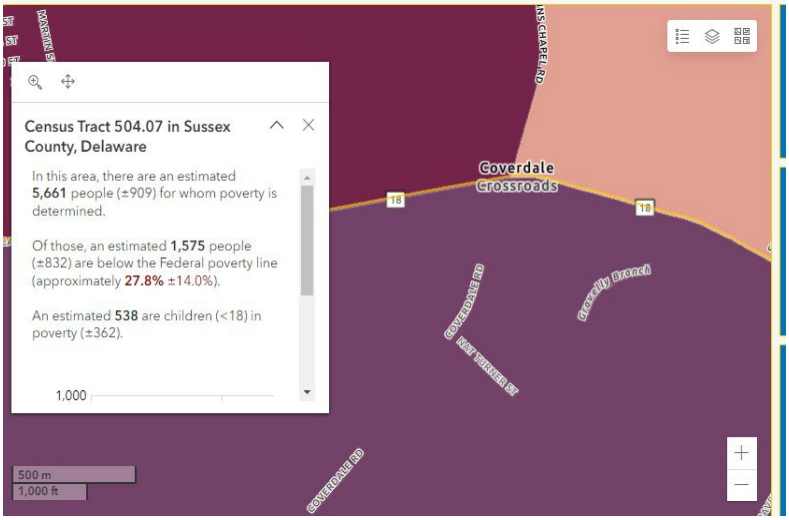
Achievements: Those homes that received ARPA funding/repairs were brought back into Pre-WAP for the final repairs before moving back into the WAP. Once finished with WAP, the clients are forwarded to DNREC's LMI Solar Program for additional services. To date, 46 homes have received combined ARPA and Pre-WAP services and been placed in the queue for WAP services.

Use of evidence

Safety-ON (Priority 1):

Case Study #1: Coverdale Crossing Dashboard

1. Rationale: Crime statistics in the form of Part 1 and Part 2 crime categories are used to determine impact within a geofenced area of responsibility when delivering Safer Communities public safety measures. Dynamic dashboards like the "Coverdale Crime



Dashboard" allows HELP to evaluate, measure, and plan an installation strategy and use mapping layers of data points to determine the effectiveness of public safety measures based on a historical period of activity.

Figure 1: Deployment and Installation Strategy using Census Tract data and supporting Maps and Roadway Views

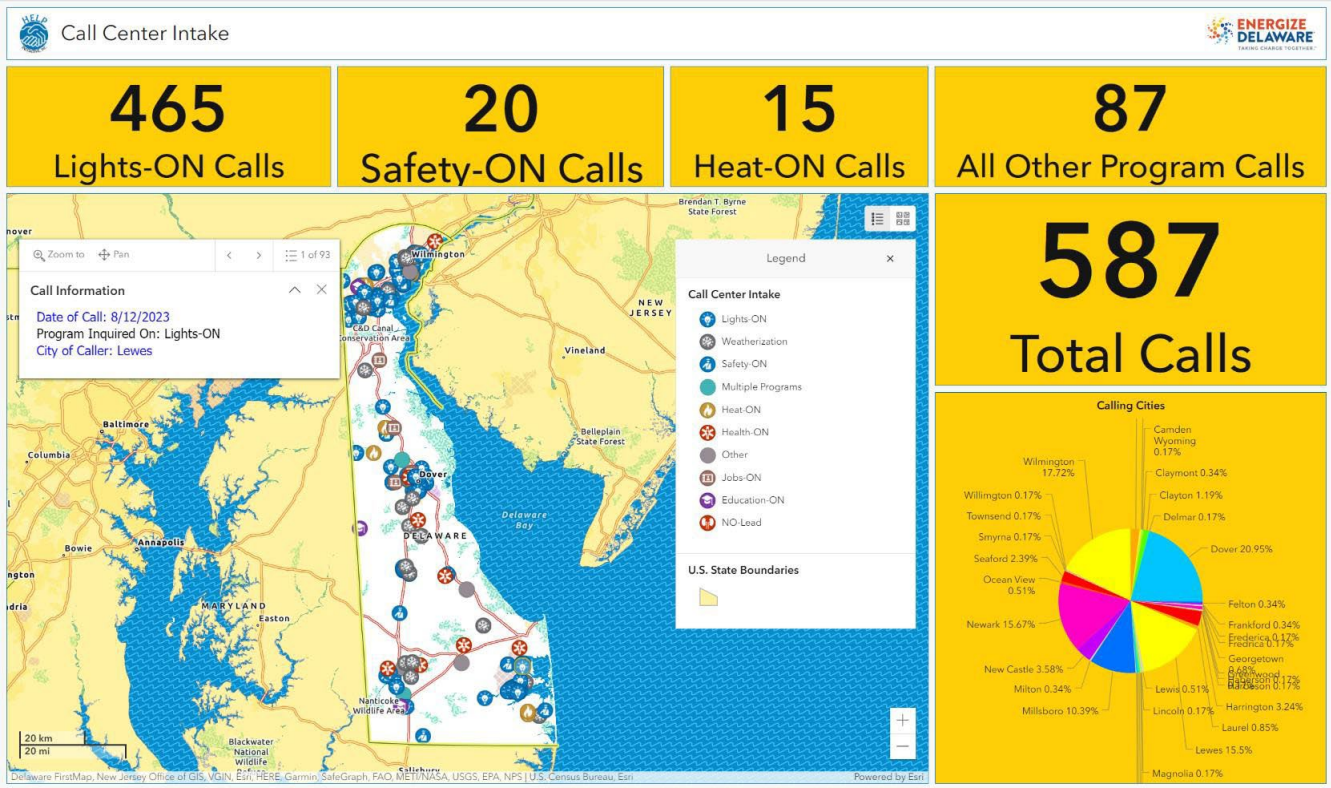
Case Study #2: Call Center Activity – Client Inquiry by Program Services

1. Rationale: The HELP Initiative has partnered with Moneypenny on a statewide basis to provide a toll-free number and call receptionists M-F 8am to 8pm and voicemail services during the weekend. All call inquiries are forwarded to our program management staff for review and to determine a course of action in response to the inquiry.

    a. Smartsheet – all call activity is logged into a Smartsheet by the call center receptionist and our program management staff has access to review, enter actions, and determine referral to other programs.

    b. Esri GIS Maps – all call activity is grouped by program and geographical location and mapped. Call volume determines how effective our community awareness campaign is based on the number of client inquiries for any given period.

c. Awareness campaigns are measured by investment in dollars to launch the campaign and the return on investment based on call volume about that campaign effort.



Weatherization Permanent Deferrals:

Deferral Process:

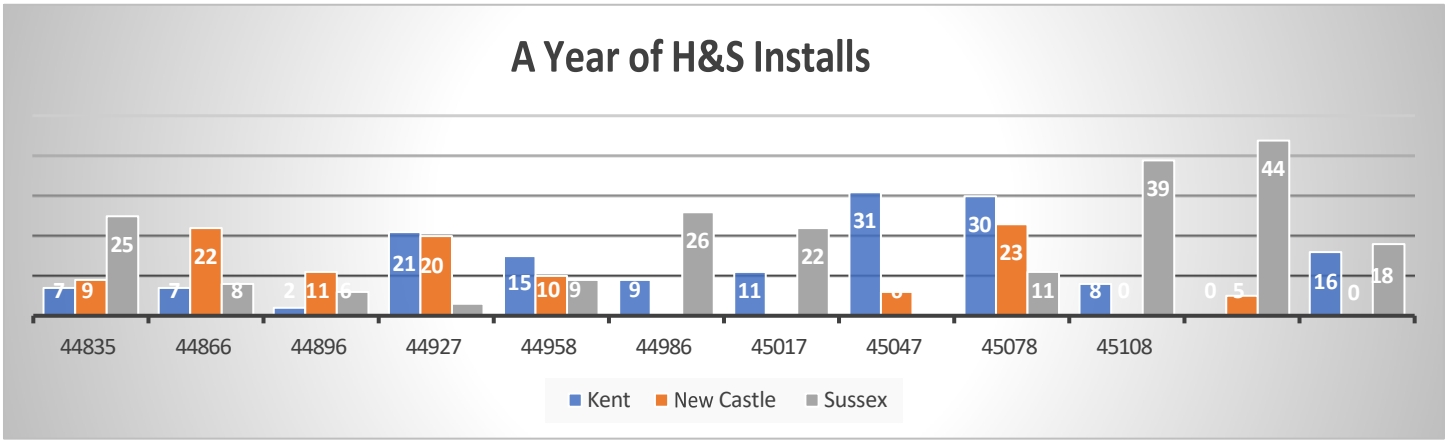
Clients apply to the Delaware Weatherization Assistance Program and receive a full-home energy audit. In order to be eligible for WAP, a client must be within 200 percent of the federal poverty level and the home cannot have received services within the past 15 years. During the audit, the auditor identifies conditions that present barriers to safety installing energy efficiency measures, which can cause deferral. With the Pre-WAP program, those deferred homes can receive repairs to support the safe installation of the WAP energy efficiency measures. However, the program can only go so far and there are situations in which the home's conditions are not conducive to safe installation thereby causing a permanent deferral. With the ARPA funding, those homes deferred from WAP and Pre-WAP can leverage the additional funding to bring a home into a safe situation for Pre-WAP and WAP services.

Homes that receive ARPA funding are required to go through Pre-WAP so no projects are started that cannot be completed through Pre-WAP and WAP For a whole-home approach.

Programmatic Data

Safety-ON (Priority 1):

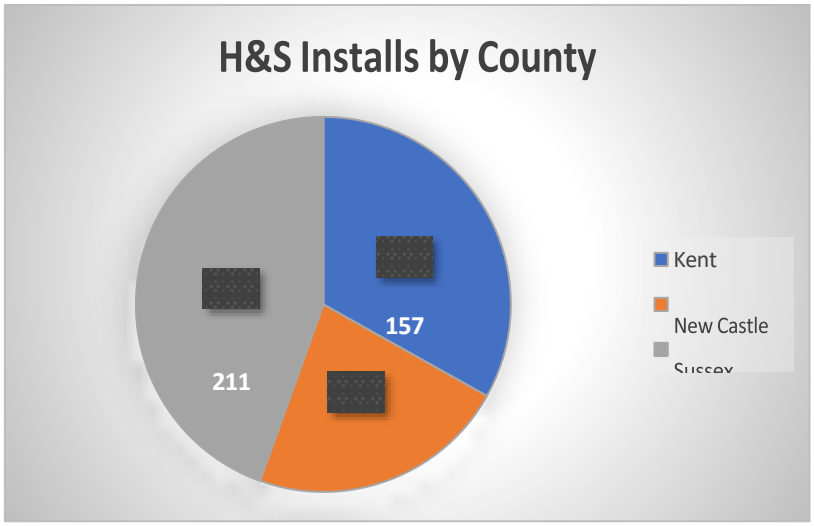
1. Rationale: The HELP Initiative has installed health and safety kit measures, such as smoke, carbon, first aid kit, fire extinguisher, night light, lead paint swab, water purification tester, and



exceeded performance benchmarks. The installation process is critical to understanding the whole house including energy efficiency, healthy home, and the safe living conditions based on trips and falls resulting in injury. Trust building in underserved communities results directly from improving health and safety conditions in the home.

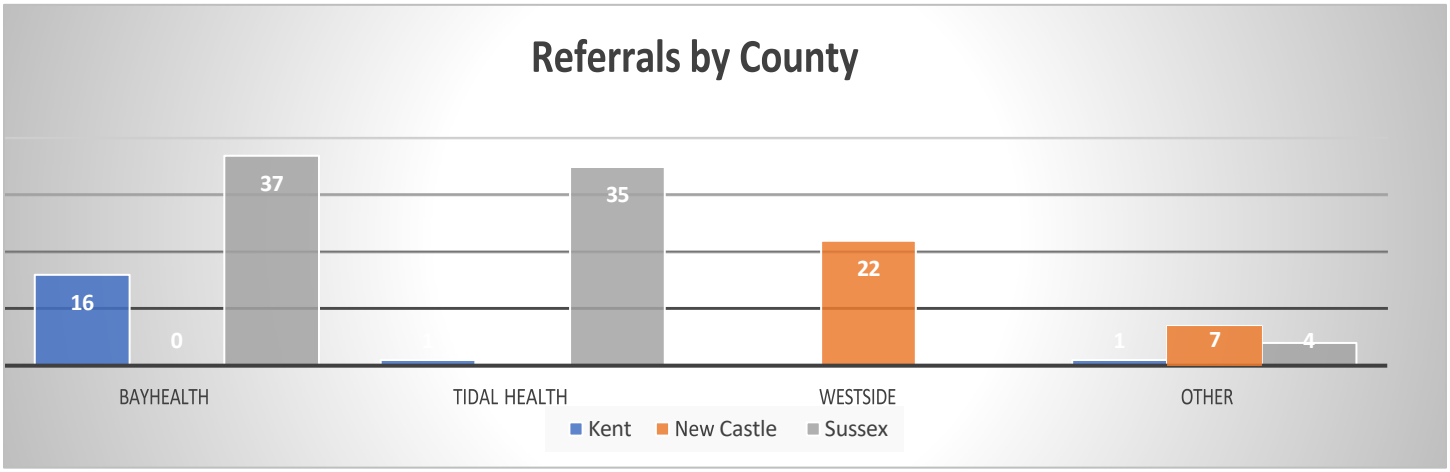
Figures: (above) Installation of Health and Safety Kit Measures for 1 year by month.

(below) Installation of Health and Safety Measures by County

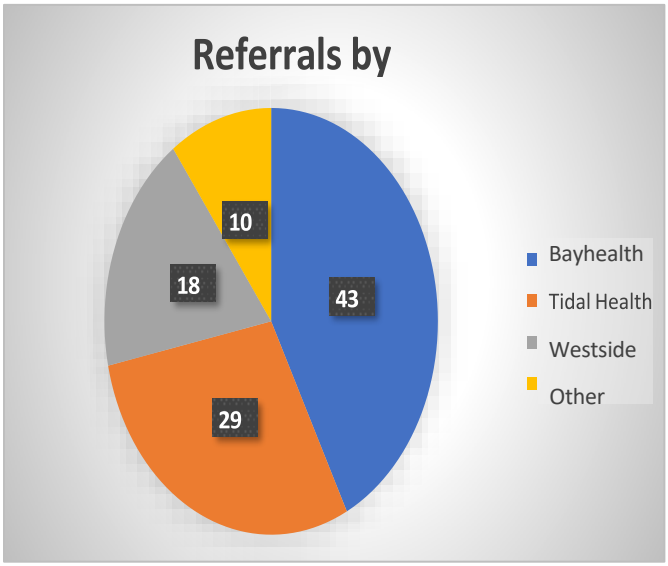


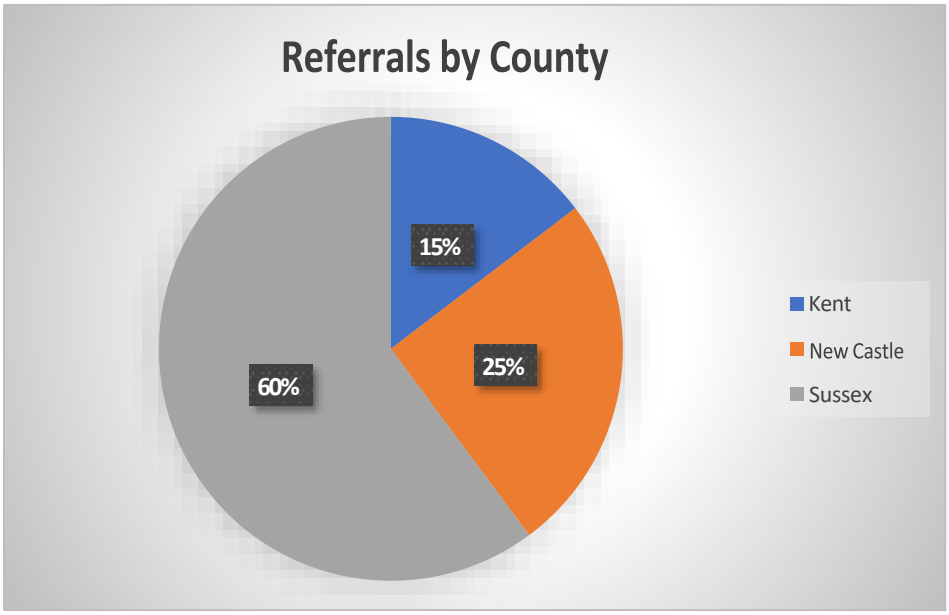
Health-ON (Priority 2):

1. Rationale: Healthcare providers are referring clients to HELP primarily with respiratory conditions using a secure portal based on HIPA compliant agreements executed between all parties. There have been 166 client referrals to date. HELP schedules site visits to install health and safety kit measures and conducts a preliminary assessment for healthy home hazards. The tables below identify demographics.





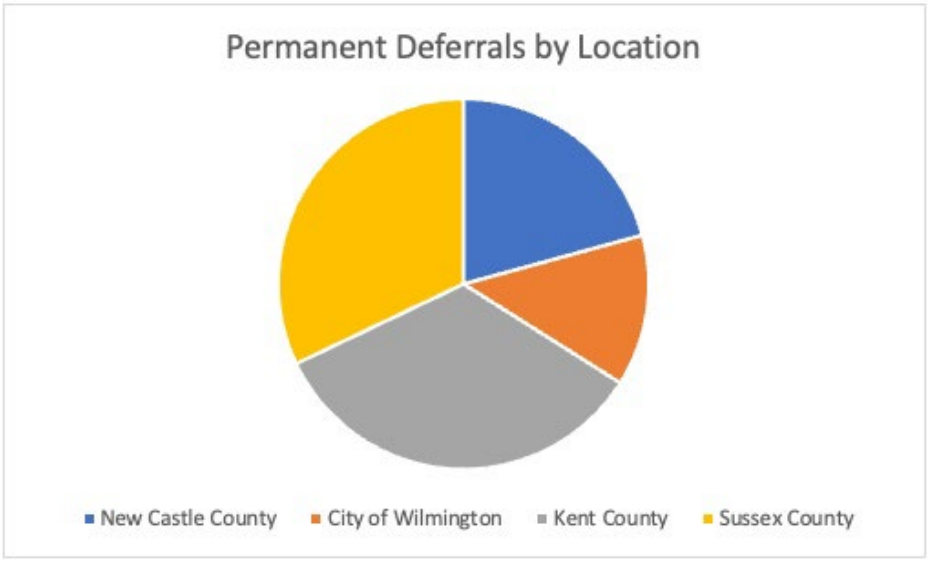

Referrals by
10
18
43
29
Bayhealth
Tidal Health
Westside
Other



Weatherization Permanent Deferrals:

In total, 53 ARPA/Pre-Weatherization jobs were completed with the following breakdown:

Total	53
New Castle County	11
City of Wilmington	7
Kent County	18
Sussex County	17



Safety-ON (Priority 1):

Rational: The Safety-ON Program engages community leaders including law enforcement, utility companies, community stakeholders and the public around our Safer Community Campaign. The Taylortown Shopping Center in New Castle County has been plagued with high criminal activity for years. The HELP Initiative coordinated improved lighting for the parking lot and surrounding small business locations. We also included wireless solar powered cameras and Community Watch signage to improve public safety in a shopping center that was otherwise a high-risk area for residents to purchase goods and services. The outcome was a total success and it demonstrated that everyone working toward a common cause has big results. This area is now much safer and the small business community in this shopping center is doing more business because they collectively did something about their future.



Figure 9: Shopping Center Owner, DPL Program Coordinator, New Castle County Police and HELP Initaitive.

Safety-ON (Priority 1):

Rational: The Safety-ON Program engages in community settings with law enforcement and the public including Safer Community planning and deployment discussions with the Delaware State Police (Troop 3) in collaboration with the City of Seaford Police Department for unincorporated areas of concern.

Figure 9: Troop 3 Commander listens to Plan of Action for Safer Communities



Figure 9: Troop 3 Commander listens to Plan of Action for Safer Communities

Safety-ON (Priority 1):

Rational: The Safety-ON Program engaged at Town & City Council meetings in close collaboration with the Chief of Police to determine high crime areas, houses of workshop that have an influence on key neighborhoods and special need requirements. We use social halls and schools to brief communities on the pre-launch and implementation of the Safety-ON Program and encourage residents to sign up for the services. We designate a community member to represent this safety campaign.

Engagement Strategy: The following dashboard link includes poverty status, median household income, and racial demographics when planning the launch of a Safety-ON Program.

https://help-on.maps.arcgis.com/apps/dashboards/3af275f5f551423b8406c4e257ddb28e





Left Picture-Dover Daycare Center celebrating solar flood lights that will make the parking lot safer at night. Right Picture-Seaford Mayor at City Council Meeting accepting recognition for a Safer Community Initiative.

Health-ON (Priority 2):

Rational: Community violence and healthy home hazards empowered the Edgemoor Community in close collaboration with the HELP Initiative, New Castle County Police and Delmarva Power to formalize a plan of action for health and safety measures to improve the community's quality of life.



Memorial of a tragic killing of a young girl.



Community resident education by DPL regarding safer street lighting



Governor briefs Westside of Wilmington about safe and affordable housing improvements.

Case Study #1: Pre-Apprenticeship Workforce Development Initiative (Jobs-On Delaware Strong)

Rational: We have onboarded twenty-four (24) interns during the last six quarters as part of the HELP Pre- apprenticeship Program funded by ARPA and hired three (3) full-time employees from this Program including Ms. D. Farmer who has changed the dynamics of how we engage community residents. Ms. Farmer has been a blessing to our organization.



Our Communications Manager with our newly hired Intern



This highly spirited partnership with Energize Delaware is who we are to underserved communities!

Client Impact, Interviews, and Success Stories

Client 1:

This client was audited by the WAP in January 2024 and was sent to Pre-WAP for roof leaks & extremely poor insulation/conditions in belly area. These items prevented the WAP from doing the deep energy efficiency measures that were needed but, thankfully with the ARPA funds, we were able to get this Pre-WAP deferral back into the WAP program by utilizing the ARPA funds. Pre-WAP completed the belly insulation removal & ARPA was able to repair the roof leaks. The ARPA & Pre-WAP work was completed in April and, because of these repairs, the client was able to come back into the WAP for the energy efficiency work as well as be referred to the DNREC LMI Solar program. The WAP work was also completed in April with a 42.84% reduction in air infiltration after we completed the WAP work. With the roof repairs that ARPA was able to provide, we expect the client will be a viable candidate for DNREC's solar program. Clients must complete WAP to be eligible for the low-income solar program.

Client 2:

This client was audited by the WAP in August 2023 and was sent to Pre-WAP for water infiltration in basement, dehumidifier in basement to help reduce the moisture levels, knob & tube wiring in the attic, & a downspout needed to be repaired. These items prevented the WAP from doing the deep energy efficiency measures that were needed but, thankfully with the ARPA funds, we were able to get this Pre-WAP deferral back into the WAP program by utilizing the ARPA funds. Pre-WAP removed the knob & tube wiring & installed a dehumidifier in the basement. The ARPA funds were used to repair the areas causing the water infiltration in the basement. The ARPA & Pre-WAP work was completed in May and, because of these repairs, the client was able to come back into WAP for the energy efficiency work as well as be referred to the DNREC LMI Solar program. The WAP work has not been completed yet, however it is actively being worked on. Once WAP is completed, we expect the client will be a viable candidate for DNREC's solar program.

Client 3:

Client was deferred from the WAP due to unsafe flooring and exposed floor joists that were the result of previous water damage, as well as an active roof leak. The ARPA funds were used to repair the active roof leak and patch 30 square feet of the roof. In addition, 300 square feet of flooring was replaced to remove the damaged areas and cover the exposed floor joists. Our Pre-Weatherization contractor explained the client would need to walk on floor joists because the damaged floor was too significant to stand weight. Once these repairs were completed, the client was able to utilize Pre-Weatherization and thereafter return to WAP to receive services originally identified during their energy audit.

Client 4:

The client was deferred from WAP due to 75 percent of the roof being in disrepair, which was contributing to structural damage throughout several areas of the home. The ARPA funds were used to complete a full roof replacement in order for Pre-Weatherization and WAP to return and address the unsafe areas that were present due to the failing roof.

Client 5:

Client was deferred from the Weatherization Assistance Program (WAP) due to multiple holes in the roof and siding and metal capping badly damaged. Through roof replacement, insulation could be installed by WAP and wet or moldy drywall affected by the roof leaks could be removed. Once these repairs were completed, the client was able to utilize Pre-Weatherization and thereafter return to WAP to receive services originally identified during her energy audit.

Client 6:



The client was deferred from WAP due to severe water damage from a faulty, leaking water heater. In addition, their electrical panel was in disarray. The electrical panel upgrade allowed the install of a heat pump water heater installed by WAP. In addition, the customer was able to have dedicated circuits for a dehumidifier in the previously leaking area. Once these repairs were completed, the client was able to utilize Pre-Weatherization and thereafter return to WAP to receive services originally identified during her energy audit.

Client 7:

Client's home was severely damaged by flooding due to the poor condition of the existing roof. Runoff from heavy rains never made it to the gutters, resulting in a foot of standing water collecting in the basement. The initial audit revealed that this home needed a full roof replacement, replacement of existing gutters, as well as installation of two windows that were no longer in working condition due to the water damage rotting the framing.

Once the roof, gutters, and windows were replaced, Pre-Weatherization was able to return to the home and replace damaged drywall affected by the water damage. Once the drywall was complete, the home was returned to the Weatherization Assistance Program for further weatherization work.

Case Study 8:

This client was audited by WAP in November 2023 and was sent to Pre-WAP for plumbing leaks in the bathroom, roof repairs, gutters, siding repairs, weak flooring, and a broken exterior door. These items prevented WAP from performing deep energy efficiency measures that were needed and the total quote for repairs came back at nearly $24,000. The home was deferred to Pre-WAP but the total cost of repairs was too much for Pre-WAP alone. Thankfully with the ARPA funds, we were able to get this Pre-WAP deferral back into the program by utilizing the ARPA funds so the homeowner was not permanently deferred. Because of this, the client was able to come back into WAP for the energy efficiency work and was referred to the DNREC LMI Solar program. The WAP work was completed with a 43.25% reduction in air infiltration. This, and many other measures, would simply not be available without ARPA funding and the homeowner would have been permanently deferred.

Case Study 9:

This client was audited in December 2023 and was sent to Pre-WAP for a flooded crawlspace, unsafe electrical sockets, missing siding, leaking roof with missing shingles, and a water-leak through a window. With the work being too extensive for Pre-WAP alone, the home was permanently deferred. Using the ARPA funds, we were able to replace her roof and allow Pre-WAP to repair the other health and safety issues in the home so the client was able to participate in WAP.

Safety-ON (Priority 1):

Case Study #1: Client Impact in partnership with New Castle County Police (NCCPD)

Rational: NCCPD has embraced a working partnership with HELP and allows HELP to participate in bi-weekly Targeted Analytica Policing Systems (TAPS) meetings where HELP shares Safer Communities installation activities in support of public safety crime reduction in a format that demonstrates impact to the same neighborhood being protected by NCCPD.

Other Measures Provided						
TAPS Area	**1**	**2**	**3**	**4**	**5**	**6**
Overlook Colony	1		1			
Lancaster Ave Corridor	3		3			
Alban Park	2		2			
Brookside/Kimberton	11		11			
D.O.O.R.S	13		13			
Collins Park	3		3			
Wilton Area	2		2			
Sparrow Run Area	2		2			
Smalley's Dam Rd Area	8		8			
	45	0	45	0	0	0

1. Health & Safety Kit	3. Registered for Smart911	5. Small Business wireless cameras installed
2. Health Home Pre-Assessments	4. Residential wireless cameras installed	6. Outreach events conducted

Figure 7: TAPS – Other Safer Community Measures (1-6)

Health-ON (Priority 2):

Case Study #2: Children with Elevated Blood Levels (EBLs) from exposure to Lead Based Paint

Rational: The HELP Initiative in partnership with a New Castle County healthcare provider purchased six (6) Lead Safe Analyzers to provide screening to children in high-risk areas for lead based paint with housing stock built before 1978. The evidence-based interventions and screening evaluations indicated a strong need for these Lead Safe Analyzers based on the following data shared by a partnering healthcare provider:

a. *Point of Care (POC) lead testing data for Westside Family Healthcare for the month of Jan.*

Month	≤ 3.4	>3.4
January 2024		
4th St.	12	2
Bear	10	3
Dover	3	3
Newark	17	1
Northeast	3	0
Total Number of Tests	46	9

Figure 8: Childhood Lead Poisoning EBL Test Results (January2024)

Case Study #2: Children with Elevated Blood Levels (EBLs) from exposure to Lead Based Paint

Rational: The HELP Initiative in partnership with a New Castle County healthcare provider purchased six (6) Lead Safe Analyzers to provide screening to children in high-risk areas for lead based paint with housing stock built before 1978. The evidence-based interventions and screening evaluations indicated a strong need for these Lead Safe Analyzers based on the following data shared by a partnering healthcare provider:

a. Point of Care (POC) lead testing data for Westside Family Healthcare for the month of Oct.

Month	≤ 3.4	>3.4
October 2023		

4th St.	17	9
Bear	19	2
Dover	14	1
Newark	9	0
Northeast	3	0
Total Number of Tests	62	12

a. Point of Care (POC) lead testing data for Westside Family Healthcare for the month of Nov.

Month	≤ 3.4	>3.4
November		
4th St.	27	7
Bear	12	0
Dover	14	1
Newark	18	2
Northeast	3	0
Total Number of Tests	74	10

b. Point of Care (POC) lead testing data for Westside Family Healthcare for the month of Dec.

Month	≤ 3.4	>3.4
December		
4th St.	23	0
Bear	13	0
Dover	12	1
Newark	12	1
Northeast	6	1
Total Number of Tests	66	3

Figure 8: Childhood Lead Poisoning EBL Test Results (Oct. – Dec. 2023)

Community Engagement

Safety-ON (Priority 1):

Rationale: The Safety-ON Program engages community leaders including law enforcement, utility companies, community stakeholders, and the public around our Safer Communities Campaign. The Wexford Village Community in Laurel has been plagued with high criminal activity for years. The HELP Initiative coordinated improved energy efficiency lighting and wireless solar powered cameras and Community Watch signage to improve public safety that was otherwise a high-risk area for residents based on a recent homicide. The outcome was a total success and it demonstrated that everyone working toward a common cause has big impact. This area is now much safer and engaging as a community because residents collectively did something to change their future.



Figure 9: Wexford Village in the Town of Laurel.

Weatherization Permanent Deferrals:

The Delaware Weatherization Assistance Program is a sole provider of client leads for the Pre-WAP and permanent deferral programs. WAP engages with communities, partners, and local councilmembers to target eligible communities and identify viable projects for the program.

OGOV WILMINGTON PARKING GARAGE

Project Identification Number: 18471
Funding amount (Budget): $6,000,000.00
Project Expenditure Category: 2.36-Aid to Other Impacted Industries
Expenditures to date: $6,000,000.00

Project Overview

The State used $5 million of its ARPA award to establish a fund to assist parking garages in the City of Wilmington that were adversely economically impacted by the COVID-19 pandemic. The Parking Garage Relief Fund sought to address the negative economic impacts on the garage industry and help to ensure that sufficient parking is available as the City and its workplaces, retail businesses and cultural attractions emerge from the pandemic. All funds were distributed to the garages by March 2022. All of them remain open.

Use of evidence

Approved applicants were eligible for a weighted percentage of the Program's total funding based on a calculation involving pre-COVID-19 revenues. The methodology also accounted for additional pandemic related funding received by the garages. In the application process, eligible businesses had to prove that they were parking garage structures located within the City of Wilmington limits and were open to the public. Applicants also provided revenue reports proving decreases over the pandemic period.

Once funds were distributed to applicants, they were required to report regularly on how the funds were spent.

Programmatic Data

Location	Pre2020 Avg. Yearly Rev	Rev Decrease from Pre2020 Avg	Funds Received	Funds Spent
City Center Wilmington 208 W 12th	$1,348,889	-$389,406	$231,256	$231,256
Hotel CarPark (12&Orange (SWC))	$1,021,927	-$384,396	$221,281	$221,281
Midtown (9th & Shipley)	$673,847	-$255,338	$157,910	$157,910
900 Orange St	$892,646	-$384,071	$262,286	$262,286



NCC Courthouse Parking Garage	$1,963,747	-$312,193	$362,539	$362,539
1201 Market	$1,304,879	-$499,412	$324,618	$324,618
12th & Orange	$1,088,834	-$517,294	$406,027	$393,584
Wilmington Transit Center (100 Walnut St)	$374,119	-$184,081	$145,699	$145,699
Wilmington Parking Authority	$7,792,318	-$4,267,799.00	$2,974,314.00	$1,051,342.00

* Allocations based on 65% revenue loss experienced between the pre covid yearly average and 2020 and verified debt. We took the total avg decrease after accounting for relief payments and applied the same rate across all applicants to cover 65% of lost revenues. With the remaining funds for debt payments, we divided by the total monthly debt payments due for all garages to cover 2.21 months of debt payment for all garages in the City.

Client Impact, Interviews, and Success Stories

The parking garages that received funds from the program accounted for a total of 8,108 individual parking spaces, almost all of them downtown. As of today, all the garages remain open, and all those spots are still available. More available parking promotes more traffic into the city which is a boon to downtown businesses who are also still recovering from the pandemic.

Location	**# of spaces**
City Center Wilmington 208 W 12th	636
Hotel CarPark (12&Orange (SWC))	419
Midtown (9th & Shipley)	550
900 Orange St	371
New Castle County Courthouse Parking Garage	928
1201 Market	459
12th & Orange	493

Wilmington Transit Center (100 Walnut St)	220
Wilmington Parking Authority	4,032

Community Engagement

During the COVID-19 pandemic, a small group of parking owners and stakeholders approached the Mayor's Office of Economic Development (OED) with concerns that they may not be able to maintain operations because of decreased business and lost revenues caused by the pandemic. OED recognized that less parking options downtown would have further negative impacts on small businesses, workplaces, and cultural attractions and so, began looking into ways of alleviating these issues. After legal review and confirmation that this would be an appropriate use of ARPA funds, OED began the Parking Garage Relief Program. This involved proactively reaching out to the parking garages in the City of Wilmington asking if they wanted to participate in the program and provided them with aid in applying for the relief funds.

OGOV FIRST STATE SQUASH

Project Identification Number: 18597
Funding amount (Budget): $1,250,000.00
Project Expenditure Category: 225-Addressing Educational Disparities Academic Social and Emotional Services
Expenditures to date: $1,250,000.00

Project Overview

Founded in 2016, First State Squash (FSS) collaborates with students, families, and schools to provide tuition-free academic programming, squash instruction, and enrichment opportunities to Wilmington youth starting in fifth grade and continuing through college graduation. FSS's mission is to empower first generation participants to achieve and sustain personal academic success, physical wellness, along with matriculation and graduation from post-secondary institutions. By providing access to long-term, intensive support and transformative opportunities, FSS partners with students, their families, and their schools to help participants fulfill their academic, athletic, and personal goals.

As students, families, and communities transition to Covid- recovery, FSS recognizes that over the past three years academic, opportunity, and experience gaps widened. FSS believes in the post-Covid era, high-quality youth development programs that offer longitudinal support through a student's educational transitions are key school and community resources.



Even before the pandemic, students from Delaware's Title I schools faced barriers that hindered their educational opportunities and outcomes. Approximately two years in virtual school have only exacerbated academic achievement. In 2017-2018, 53% of Wilmington students met state standards in English Language Arts. This percentage dropped to 42% after the 2021 - 2022 school year (Rodel, 2022).

As students transition from middle school to high school, gaps in the academic opportunities persist. According to the state's 2020 School Report card, only 46% of African American students graduate from DE high schools adequately prepared for college, and an estimated 8.8% of individuals have earned a bachelor's degree by the age of 25 (Prosperity Now, 2019). Delaware's students need guidance, and preparation in the out-of-school space and deserve resources around navigating secondary and post-secondary schooling.

While education outcomes continue to underwhelm, there is demand for accessible high quality after-school programs that address holistic needs of youth and their families. From 2021 - 2023, FSS was forced to turn away 75+ deserving Wilmington youth based solely on organizational capacity.

FSS's small size and program design prioritizes student, family, and community needs. On average, Delaware families (who pay a fee for after-school programming) pay $116 per week (After-School Alliance, 2020). On top of the significant fees associated with out-of-school programs, 49% of parents note that reliable transportation precludes their child's participation (Delaware After 3 pm, 2020). FSS recruits students from Wilmington's Title I schools to ensure our tuition-free programming is offered to marginalized communities. The organization's longitudinal model provides resources to serve students and families throughout their educational transitions and into the workforce, approximately twelve years. FSS provides team members with transportation from their school to FSS's squash facility three days a week for two and a half hour-long practices. Students commit to attend 90% of their practices including extended school breaks and summer sessions. Each session, participants receive: squash training, individualized academic support and literacy-based enrichment activities, and a healthy snack and health, wellness, and nutrition guidance. In addition to weekly programming, FSS students participate in 10+ hours of community service, health and wellness workshops, and weekend travel to local squash competitions. During the summer months, participants engage in 20 - 25 days of literacy instruction and squash training.

Program Descriptions

- Individualized academic support and literacy-based enrichment activities - Academic sessions consist of one of the following: homework help, discussions surrounding a variety of culturally relevant topics, and Health and Wellness lessons. FSS operates under the premise that our team

members' should be provided with opportunities to build critical reading and writing skills. Our middle school enrichment efforts focus on establishing a strong literacy base for all students – making sure students read and write at grade level and develop strong vocabulary and comprehension skills. At the end of each marking period, FSS requests team members' report cards to track academic growth and performance. Additionally, FSS's Academic Director frequently connects with our partner school educators to ensure each participants' academic needs are being met.

- High School placement - FSS's Academic Director works closely with students and families to research different high school options. FSS helps coordinate two to three school visits and provides students and families with application support, which may include financial aid materials and test-prep services. In the 22/23 school year, students earned acceptances to Salesianum School, Urusuline Academy, and Charter School of Wilmington.
- Squash training - FSS team members are provided with 75 minutes of squash instruction every session. Squash practices emphasize foundational squash skills and techniques and are geared towards teaching students, with a variety of skills and abilities.
- Community service - Through community engagement projects organized by FSS, students are provided with numerous opportunities to give back to Wilmington.

A few highlights from the past 12 months:

- In 23-24, FSS retained 87% of participants and students attended 89% of their practice sessions.
- In June 2025, FSS boasted an enrollment of 95 students.
- FSS expanded from eleven title I public/charter schools to thirteen.
- FSS grew from four to six full-time staff, adding its first Director of College and Career to lead college access and career programs.
- Students earned acceptances to Tower Hill, Wilmington Friends, Ursuline, Salesianum, Wilmington Charter and various vocational-technical schools. Three FSS students received Salesianum's Byrne Family Scholarship.
- FSS secured a $125,000 operational grant from the Longwood Foundation to implement college and career readiness programming.

Use of evidence

In 2016, First State Squash was founded by the Squash and Education Alliance. The Squash and Education Alliance (SEA) is a national umbrella organization whose mission is to lead, launch, and strengthen youth programs that enable and empower students to access and succeed in quality



educational, athletic, and career opportunities. Modeled after 25 similar programs that fall under the SEA network, FSS's long-term aspirations are built on data compiled from various programs under SEA's umbrella: 96% of their students complete high school and attend post-secondary school, and 64% of SEA students complete their degrees in six years or less, compared to the national average of 24% for low-income students (2018). Member programs have had tremendous success empowering students, and families from underserved communities to pursue post-secondary opportunities.

A core element of First State Squash's services includes individualized academic support and literacy-based enrichment activities. FSS current and future team members are provided with approximately 3.5 hours of academic support for 35 weeks of the school year, and 5 weeks in the summer. First State Squash has used various well-researched practices to inform our academic programming.

Led by the recommendations of "Providing Reading Interventions for Students in Grades 4–9", FSS's academic staff craft lesson plans that help team members build their decoding and comprehension skills. To ensure team members practice critical decoding skills, staff select specific vocabulary within each lesson and provide instruction on identifying key prefixes and suffixes. This enables students to gain familiarity with and to build routines around tackling multisyllabic words. This practice dovetails with the article's recommendation that notes instructors should "build students' world and word knowledge so they can make sense of the text". Highlighting challenging vocabulary has and will continue to position team members to better understand their texts. Regularly throughout the school year and the summer, FSS team members are asked to read culturally-relevant, grade-level articles and novels. Throughout our intentional lesson plans, discussion questions are developed that allow staff to assess whether team members have understood what they have read.

As highlighted in a previous question, First State Squash provides essential guidance to our 8th grade team members as they explore their high school opportunities. FSS's academic staff members utilize a holistic approach to their advising to ensure team members are reaching their educational goals. Following the recommendations of "Effective Advising for Postsecondary Students", in 2021 - 2022 First State Squash delivered 45 hours (per student) of advisory that included supplemental literacy-based tutoring, financial aid application support, application fee waivers and critical conversations with students' families. Team members are also regularly involved in community-building activities such as community service projects, frequent squash practices and extracurricular trips. The article continues on to note the importance of mentoring and coaching (Karp, M. et al., 2021). Upon entering 8th grade, FSS staff members have, on average, spent two to three years working alongside team members and their families. As such, there is significant trust between staff, students and families that significantly aids our advisory process.

Using evidence-based instruction to inform various pillars of FSS's academic services will greatly support team members' throughout their various educational transitions and ensure program participants are graduating High School and gaining acceptance to postsecondary opportunities. First State Squash ensures our academic programs' success by tracking team members' school grades and high school graduation rates.

While the extent of the pandemic's impact has yet to be determined, initial findings specific to youths' physical, social, emotional, and mental health are negative. Socioeconomic status remains a key variable affecting numerous health and development outcomes. As stated in "Physical Activity of Children and Adolescents during the COVID-19 Pandemic-A Scoping Review'' in the *International Journal of Environmental Research and Public Health* (2021) "the COVID-19 pandemic has worsened the trend of inactivity which was alarming even before the pandemic" (Rossi, Behme, & Breuer, 2021). Additional research includes the following trends:

- Rates of loneliness, depression, and anxiety are higher amongst individuals from low income families/backgrounds (McQuaid, Cox, Ogunlana, Jaworska, 2021)
- Loneliness and social isolation from the Covid-19 pandemic disproportionately affects younger populations (McQuaid, Cox, Ogunlana, Jaworska, 2021)
- Physical activity and duration of activity has decreased especially with higher ages of children and with a lower socioeconomic background (Rossi, Behme, & Breuer, 2021)

According to The Aspen Institute's Project Play Initiative (2018) adolescents receive significant benefits when they engage in consistent physical activity; youth are 15% more likely to attend college and have shown lower levels of depression and self-derogation. On average, FSS team members receive three hours of athletic instruction per week for 35 weeks of the school year and for four weeks in the summer. Through FSS's combination of sport, academic, health and wellness programming, and intentional relationship development, the organization uses a well-studied intervention to provide a safe and supervised environment for academics, socialization, and wellness.

Programmatic Data

Currently in its nineth year of service, FSS serves 95 middle and high school students from the Riverside, Hedgeville, South Wilmington, Brandywine Village, Edgemoor, Glasgow, and New Castle communities; 82% of FSS team members identify as African-American, 10% as Latinx, 5% as Middle-Eastern, 2% as multi-racial and 1% as Caucasian. While statewide, only 18% of the students participating in after-school programs come from low-income households (After-school Alliance, 2020), the majority of FSS team members experience the daily challenges associated with living in low-income and underserved

communities. 100% of FSS team members attend(ed) Title I public and charter schools. The majority of FSS participants qualify for TANF, SNAP benefits or make less than $40,000 annually and will be the first in their families to go to college.

Over the course of the 24/25 school year, the organization also compiled the following outcomes:

- Grew enrollment to 95 students
- Retained 85% of our team members
    i. This will ensure that of the 25 students FSS recruits in fifth grade, 10 will remain with the program and graduate High School as members of the program and is in-line with the averages of our SEA sister programs
- Maintained 85% school-year and summer program student attendance average
- Offered 100+ hours of academic, and athletic programming
- Offered 15 hours of health and wellness programming that included nutrition education, stress management instruction and goal-setting.
- Provided 55 hours of high school exploration and preparatory support for all 8th grade team members.
- Assisted FSS's first high school senior gain acceptance to Del Tech Community College.

Client Impact, Interviews, and Success Stories

Upon completion of our 23/24 school year and summer programming, we observed the following student and family feedback that continues to highlight the value of our programming**.**

According to a FSS family survey, 100% of our families believe that participating in FSS has increased their child's self-confidence, desire to do well in school and that their child is continuing to best prepare for their academic future with the support of First State Squash. Our FSS participants also shared that because of FSS they are more physically fit, that they have a caring adult at FSS and that they can see how FSS's activities connect to their futures (i.e. high school, college, employment). 93% of our youth also highlighted that they would like to attend college.

FSS is currently compiling students and family survey results for the 24/25 school year.

Community Engagement



Annually, FSS administers a student and family survey to program constituents. This is in an effort to ensure our youth development work is well-informed and adds value to the lives of participants. Additionally, the organization presented at the Southbridge Civic Association meeting in an effort to gather the feedback and approval of the community neighboring our facility.

As highlighted in previous chapters, FSS intentionally works alongside the marginalized communities of Wilmington and has strategically identified various barriers to after-school participation including cost, and transportation. Upon our research and family feedback, FSS began investing significant funding to ensure team members were provided safe, consistent transportation to their daily program hours and that all our programming was tuition-free

Students are selected based on the following criteria:

- attend the majority of their try-outs
- receive positive feedback from their teacher
- display positive sportsmanship on and off the squash court

Additionally, students must fall into two of the following categories:

- Attend a Wilmington Title I school
- Be the first in their family to attend a 4-year post-secondary institution
- Lives in a single family household
- Be a student of color

OGOV GVI WILMINGTON PD

Project Identification Number: 20993
Funding amount (Budget): $853,168.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $300,000.00

Project Overview

Wilmington Police has experienced a significant increase in violent crime since 2019, only increasing over the course of the pandemic. This funding will provide support to Wilmington Police Department to address gun violence and increasing crime due to the pandemic.

Wilmington Police Department will hire Crime Analysis positions, Victim Service Specialist positions and Mental Health Clinicians to assist with this goal. It will also provide overtime for after hours and emergency response by the Victim Services Unit.

During 2025 Quarter 1:

- The Victim Services Unit's 1 FT Victim Advocate and 1 PT Victim Advocate are staffed.
- The RTCC's 1 FT Crime Analyst position is fully staffed.
- Overtime has been utilized for after-hours call outs to support victims of crime.
- The Victim Services Unit continues to attend Community events to provide outreach materials.
- The Victim Services Specialist PT attended the Delaware Victim Assistance Academy from March 23rd to the 28th.

During 2025 Quarter 2:

- The Victim Services Unit's 1 FT Victim Advocate and 1 PT Victim Advocate are staffed.
- The RTCC's 1 FT Crime Analyst position is fully staffed.
- Overtime has been utilized for after-hours call outs to support victims of crime.
- The Victim Services Unit continues to attend Community events to provide outreach materials.
- The Victim Services Specialist PT attended the Delaware Coalition Against Domestic Violence, Advocates' Training & Networking Event May 5-6, 2025.
- The Victim Services Specialist PT and Victim Services Specialist FT attended the Victim Services Workshop hosted by WPD VSU on June 12th, 2025.

Use of evidence

The Victim Services Unit uses the VSTracking Software and Case management system to keep statistical data of victims served and the services provided. In the Victim services field the ability to track and analyze the service to victims is widely embraced. The Center for Victim Research states " Program evaluation helps service providers and community partners learn from their experiences to understand what practices are working, which aspects need changing, and why. In these ways, evaluation can help improve the response to crime survivors." (link)

The same standards will be used with the Crime Analyst and Clinician positions once they begin.

The Partners in Care Program will use Redcap software to track client contact and other demographic and statistics for the program. Throughout program, WPD leadership will work closely with ChristianaCare to track statistics, measure success, and evaluate the effectiveness of the initiative.

2025 Quarter 1 Update:

All 3 programs now have the ability to track their work**.**

Programmatic Data

Victim Services Unit Data

	Total 2023	Total 2024	Quarter 1	Quarter 2	Total 2025	Project Total
Total Victims Served by Unit	1054	1373	298	349	647	3074
Total New Victims Served by ARPA Grant	131	525	137	151	288	944
Total Hours Provided by Overtime	259	140	24.50	29.5	54	453

Victims Served by this Grant:

	Total 2023	Total 2024	Quarter 1	Quarter 2	Total 2025	Project Total
Gender						
Females	63	270	77	43	120	453
Males	59	246	58	102	160	465
Other	0	0	0	0	0	0
Not Reported/Tracked	9	9	2	6	8	26
Race						
American Indian/Alaska Native	0	0	0	0	0	0
Asian	1	0	1	1	2	3
Black/African American	84	406	94	119	213	703
Hispanic or Latino	14	20	7	3	10	44
Native Hawaiian and Other Pacific Islander	0	0	0	0	0	0
White Non-Latino/Caucasian	19	82	29	18	47	148
Some Other Race	0	0	0	0	0	0
Multiples Races	0	1	0	0	0	1



Not Reported/Tracked	11	16	6	10	16	43
Age						
0-12	3	28	12	17	29	60
13-17	7	61	21	16	37	105
18-24	14	54	13	26	39	107
25-59	93	318	77	80	157	568
60 and older	10	53	10	7	17	80
Not Reported/Tracked	5	11	4	5	9	25

Partners In Care Data

The Partners In Care Project was funded through ARPA from March 2024 to October 2024. The final statistics reflect the period during which the project was funded by ARPA.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total 2024	Project Total
Gender						
Females	5	54	55	58	172	172
Males	3	33	60	49	145	145
Other	0	0	0	0	0	0
Not Reported/Tracked	0	0	0	1	1	1
Race						
American Indian/Alaska Native	0	2	0	2	4	4
Asian	0	0	1	1	2	2
Black/African American	8	55	68	74	205	205
Hispanic or Latino	0	2	3	0	5	5
Native Hawaiian and Other Pacific Islander	0	0	0	0	0	0
White Non-Latino/Caucasian	0	25	36	25	86	86
Some Other Race	0	0	0	2	2	2
Multiples Races	0	1	0	0	1	1
Not Reported/Tracked	0	2	7	4	13	13
Age						
0-12	0	1	2	4	7	7
13-17	0	6	9	10	25	25
18-24	0	10	14	8	32	32
25-59	7	50	68	62	187	187



60 and older	8	13	18	21	60	60
Not Reported/Tracked	0	7	4	3	14	14

Real Time Crime Center Data

The work of the Crime Analyst is measured in the evaluation of NIBEN leads. A NIBEN lead is when a round is analyzed for similarities to other cases and the guns are linked. This linkage helps with clearance and enforcement giving Law Enforcement additional tools to address crime.

	Total 2024	Quarter 1	Quarter 2	Total 2025	Project Total
Number of NIBIN Entries in total for the Quarter	555	168	180	348	903
Number of NIBIN Leads in total for the Quarter	230	64	68	132	362
Number of Firearms entered in NIBIN in a Quarter	268	85	101	186	454
Number of NIBIN leads to test fire casings in a Quarter	79	20	25	45	124
Number of Scene evidence/casings entered in NIBIN in a Quarter	287	83	79	162	449
Number of NIBIN leads to scene evidence/casings in a Quarter	151	44	43	87	238

Client Impact, Interviews, and Success Stories

The community served is the City of Wilmington, in the County of New Castle, and State of Delaware. Specifically those affected by violent crime due to the COVID 19 Pandemic.

This funding has allowed us to utilize the Victim Services Unit to assist more victims and to provide information and support to them after the crime. The below data is a snapshot of the services during the Quarter specifically under this grant.

Additional data will be reported for the Crime Analysts and Clinician positions once they begin. (See below)

Victim Services Unit Data

Victims Served by this Grant:

Services	Total 2023	Total 2024	Quarter 1	Quarter 2	Total 2025	Project Total



Number of times information and referrals to services, supports and resources were given	75	903	89	119	208	1186
Victim Calls	317	864	180	259	439	1620
Office Visits/ Home Visits/Field Visits	38	102	32	26	58	198
VCAP (Victims Comp) Applications submitted	19	64	24	12	36	119
Number of after-hours calls and call out requests for Victim Support	29	85	10	23	33	147
Number of Outreach and Table Events	11	12	3	1	4	27

Partners In Care Data

The Partners In Care Project was funded through ARPA from March 2024 to October 2024. The final statistics reflect the period during which the project was funded by ARPA.

2024 Quarter 2

*The Partners In Care Unit's Case Manager started on March 4th and Clinician started on March 11th. Both spent a majority of the first few weeks training and doing orientation. The below statistics reflect a few weeks of direct service. Once the Redcap program is running additional statistics will be reported.

	Quarter 1	**Total 2024**	**Project Total**
Total Number of Clients the Clinician/ Senior Social Worker made contact with	8	8	8
Total Number of Clients the Mental Health Case Manager made follow up contact with	8	8	8
Total Number of Client contacts by the Mental Health Case Manager	10	10	10

2024 Quarter 2



Clinician Contact for the Quarter (for all individuals):

	Quarter 2	Quarter 3	Quarter 4	Total 2024	Project Total
Contact initiated by call for service	50	102	65	217	217
Contact initiated by proactive patrol	9	5	2	16	16
Contact initiated by community member	1	1	1	3	3
Contact initiated by self-referral	10	3	3	16	16
Contact initiated by WPD Sworn	1	4	5	10	10
Contact initiated by VSU/YRU/YIS	5	5	0	10	10
Contact initiated by other	0	0	0	0	0

Clinician Referral for the Quarter (for all individuals):

	Quarter 2	Quarter 3	Quarter 4	Total 2024	Project Total
Mental Health Services (Immediate access to crisis services)	17	38	29	84	84
Mental Health Services (De-escalation and Stabilization on Scene)	17	47	29	93	93
Mental Health Services (Assistance accessing treatment)	7	7	1	15	15
Addiction Treatment Services	1	0	3	4	4
Emergency Shelter Information Provided	1	2	5	8	8
Additional contact by Case manager requested	37	60	47	144	144

Case Manager Contact for the Quarter (for all individuals):

	Quarter 2	Quarter 3	Quarter 4	Total 2024	Project Total
Contact initiated by call for service	44	64	44	152	152
Contact initiated by proactive patrol	10	3	12	25	25
Contact initiated by community member	1	2	1	4	4
Contact initiated by self-referral	9	3	3	15	15
Contact initiated by WPD Sworn	1	0	5	6	6
Contact initiated by VSU/YRU/YIS	6	9	4	19	19
Contact initiated by other	2	0	0	2	2

Case Manager Referral for the Quarter (for all individuals):

	Quarter 2	Quarter 3	Quarter 4	Total 2024	Project Total
Mental Health Services (Immediate access to crisis services)	1	1	0	2	2
Mental Health Services (De-escalation and Stabilization on Scene)	5	1	1	7	7
Mental Health Services (Assistance accessing treatment)	18	22	12	52	52
Addiction Treatment Services	1	1	6	8	8
Emergency Shelter Information Provided	6	1	11	18	18
Other Social Services Referral	18	14	7	39	39
Referral for Youth Response Unit (YRU) or Youth Intervention (YIS)	5	12	8	25	25
Referral for Victim Services Unit (VSU)	8	5	0	13	13

Real Time Crime Center Data

The impact of the RTCC Crime Analyst is seen in the success of the NIBIN leads and the use of this information that leads to firearms arrests.

	Total 2024	Quarter 1	Quarter 2	Total 2025	Project Total
Number of Firearm arrests in a Quarter	175	47	60	107	282
Number of NIBIN leads that lead to firearm arrests in a Quarter	54	11	17	28	82

Community Engagement

Wilmington Police has many strategies to engage with the community. Notably the weekly Community Outreach Walks and Monthly Community Resource Fairs. The Victim Services Unit participates in these to provide information on services and to connect with victims of crime. The Department's Public Safety Plan and Strategies also support the goal of additional staff in the Real Time Crime Center and Victim Services Unit. By using skills and tools such as Intelligence-Led Policing and Crime Gun Intelligence and collaborating with civilian led support such as the Victim Services Unit both crime and the need for prevention, intervention and support are addressed.

Because of these strong partnerships and seeing a need for additional mental health support the Wilmington Police are developing a Behavioral Health Unit (Partners In Care). This unit will provide additional case management and quality of life services. The position will work in partnership with Wilmington Police officers to respond to calls for service including in-progress calls and follow-up calls involving those suffering from a mental health or behavioral health crisis. They will also coordinate with

Wilmington Police Department, Victim Services Unit to offer crisis support and referrals to mental health counseling after a crime.

Update: The Wilmington Police Department's Partners In Care Program has begun. From the Partners In Care website: *Beginning [in April], WPD will operate co-responder teams in two shifts, with coverage from 6 a.m. until 10 p.m. Monday through Friday. Each team will include a trained mental health clinician, who will be an employee of ChristianaCare, as well as a uniformed police officer who has completed the 40-hour Crisis Intervention Team (CIT) training program. These teams will be supported by a Community Health Liaison, who will provide case management for the program and conduct follow-ups with individuals who have had contact with the co-responder teams.*

Photos from 2025 Quarter 1:



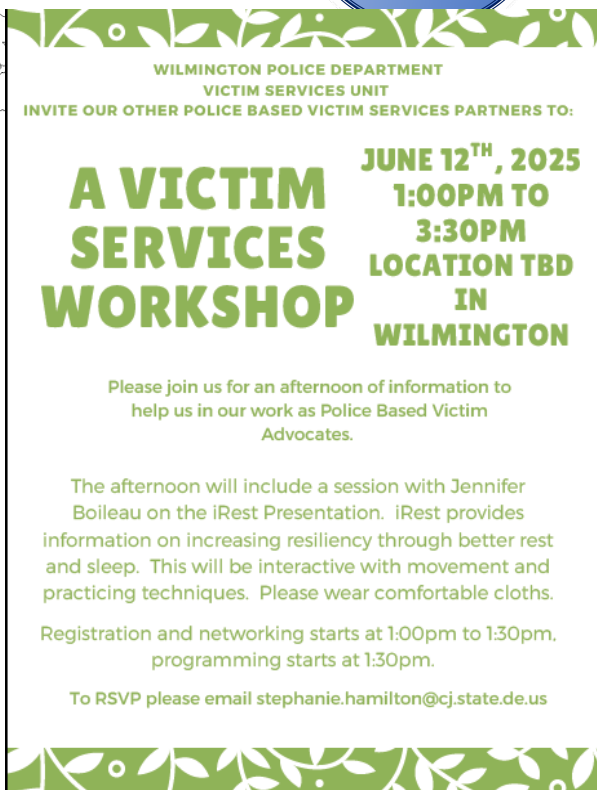

This certificate is presented to
Tess Huddleston
in recognition of attendance and participation during the
Delaware Victim Assistance Academy
March 23 through 28, 2025


Victim Services Unit


Wilmington Police Department
Victim Services Unit

Photos from 2025 Quarter 2:









This certificate confirms that

Tess Huddleston

has attended

DCADV's 24th Advocates' Training & Networking Event
Atlantic Sands Hotel and Conference Center
Rehoboth Beach, DE

and received

Training Hours: 9.5 hours

This course, DCADV's 24th Advocates' Training & Networking Event "Forging Ahead: Our Map to a World Without Violence", Approval #033125-01, provided by the Delaware Coalition Against Domestic Violence, is approved for continuing education by the NASW-DE Continuing Education Approval Collaborative. CE Approval Collaborative Approval Period: March 31, 2025 through January 31, 2026. Delaware social workers will receive 9.5 CE credits for participating in this course.

Training & Outreach Coordinator

OGOV GVI DOVER PD

Project Identification Number: 20998
Funding amount (Budget): $1,238,576.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $1,238,576.00

Project Overview

Program 1: Group Violence Intervention (GVI) Program Analyst (Salary & Benefits)

Funding amount (Revised Budget): $264,549.00

Expenditures to date: $147,236.94

With the support from the Delaware Governor's Office, a GVI program was established in the City of Dover to identify and address the most dangerous group/gang members in participating communities. The Dover Police Department collaborated with partner agencies at the local and state level to address the violent criminal activity by these actors in the community. A critical component of the program is timely sharing of information, essential for one of GVI's top priorities which is the disruption of retaliatory violence. To support this objective, a part time GVI Analyst position was established and hired on March 20, 2023.

Program 2: City-Wide Camera Project (Contract Services)

Funding amount (Budget): $974,027.00

Expenditures to date: $521,293.81

Obligations to date (committed, but not spent): $290,682.00

The upgrade and expansion of the City of Dover camera project. This program will be accomplished in three phases: upgrade of infrastructure at Dover Police Department headquarters, upgrade of current system components and expansion of the network to new locations.

During the July-September 24 quarter, the infrastructure upgrades in the Dover Police Department headquarters were completed and work continued on phase 2, the update of the current system cameras. Phase 2 is nearing completion. During the reporting period, Phase 3 of the project begun with the entering into a contract for the expansion of the current system to incorporate two more locations.

The breakout of funds obligated (encumbered) are shown below:

Current System upgrade	260,852.00	(PO 2230355)
Expansion	29,830.00	(PO 2250322)

Expenses were processed against the purchase orders (POs) issued to date for this project. The encumbrance shown above reflects the balances not spent.

Use of evidence

Group Violence Intervention (GVI) Program Analyst: Our analyst collects intelligence information on violent group members and/or their associates and enters the information into both local and state intelligence systems. The intelligence information helps identify the violent offenders and the information is shared with the personnel of the Group Violence Intervention Program (GVI). GVI personnel then evaluate the information and provide intervention programs for the violent offenders. No direct services to the local community are provided by the analyst position.

Programmatic Data

The Group Violence Analyst position collects intelligence information and inputs this information in a timely manner into the local and state intelligence systems for further review and analysis. The analyst serves in an administrative capacity to support the state-wide Group Violence Intervention Program run by the State of Delaware.

Labor Practices

All the capital expenses for this project will be accomplished by approved contracts. In accordance with the City of Dover Purchasing Policy, contract services are required to be bid out. The use of established State of Delaware contracts is permissible because these contracts are bid out by the Delaware Division of Purchasing. In addition, the city policy allows for preference to local and minority vendors.

OGOV Nemours GVI EVOLVE

Project Identification Number: 23930
Funding amount (Budget): $121,158.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $0.00

Project Overview

Nemours Children's built a new dedicated Behavioral Health Zone (BHZ) in the Emergency Department (ED) consisting of 6 new beds to improve care for patients during triage, awaiting transfer to an inpatient facility or release to home and those requiring an extended stay. The BHZ provides appropriate, safe beds in a dedicated room that meets all criteria for pediatric patients in behavioral health crisis.

Since the BHZ opened in August 2023, Nemours has seen 30 patients, including 3 in the first quarter of 2025. Although the number of patients housed in the BHZ is significantly lower than anticipated at the time of our ARPA application in January 2022, the dedicated space continues to provide emergency care to children in a humane and dignified manner and improved care for patients awaiting transfer or requiring extended stays. During 2024 and through the first quarter of 2025, we continued to see a decline of our Behavioral Health population. We continued seeing a decreasing length of stay. We have adjusted our model to ensure the space meets the needs of our patients as their chief complaints evolve.

In addition to the decline in patients seen, our social work team has become much more knowledgeable in identifying alternatives to inpatient treatment, resulting in fewer patients being discharged to inpatient hospitals. In addition, we continue to see a decrease in children who are holding in the ED because we can place them more quickly. Our population with the largest placement barrier is children under 12 with DE Medicaid as there is still only one facility for them. In addition, there are no in-state behavioral health beds for children with autism, so these children tend to wait longer in the ED. We have identified alternative workflows to accomodate the changing patient dyanmics and volume of patients as they present to the Emergency Department. We have developed, educated staff and initiated the new workflows beginning in the second quarter of 2025. We have seen a dramatic increase in the number of patients we are able to serve.

OGOV GVI Milford

Project Identification Number: 23934
Funding amount (Budget): $86,060.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $86,060.00

Project Overview

This project provides funding for A Safer Delaware Fund for Gun Violence Intervention and Prevention (Safer Delaware Fund) for Milford, DE. The Safer Delaware Fund, seeks approval to use ARPA funding to

respond to the public health emergency of community gun violence, exacerbated across the State of Delaware by the co-occurring and ongoing COVID-19 pandemic. The Safer Delaware Fund is a proposed grant program to be administered statewide through a partnership between the Governor's Family Services Cabinet Council, including the Department of Health and Social Services, and the Delaware Criminal Justice Council.

OGOV Nemours GVI Seaford

Project Identification Number: 23938
Funding amount (Budget): $78,960.00
Project Expenditure Category: 1.11-Community Violence Interventions
Expenditures to date: $0.00

Project Overview

Objective:

Our main objective is to prevent gun violence and overall violent crime in the City of Seaford.

Barriers:

Our Criminal Lieutenant has attempted on numerous occasions to communicate with the vendor (T3

INTELLIGENCE SERVICES) to upgrade our existing battery-operated tower camera to a pole camera, still pending.

We should be completing the FLOCK OS Elite License agreement in the early part of the new reporting period (July 1, 2025 - September 30, 2025). We had some delays as we were taking over previously funded license plate readers from a previous partnership with the 'Help initiative'. A FLOCK meeting is scheduled on Wednesday, July 30, 2025, to finalize our new quote for FLOCK licensing payment.

We do have some additional challenges regarding the fixed surveillance cameras, fiber, and broadband, and related supplies, because of serious server storage capacity issues. I would like to request consideration to reallocate those funds ($31,549.30) toward the increased storage capacity of our server from the originally approved/funded fixed cameras and supplies (fiber splicing kit and or broadband) to keep our FLOCK system running. We have had several shootings that resulted in two homicides back in March 2025, and in both incidents, there were skips in our surveillance cameras due to storage capacity issues that resulted in missed video evidence pertinent to the homicides.



Achievements:

(1). During this reporting period, the Seaford Police Department created a purchase order (#25-03649) on 04//30/25, to purchase an undercover vehicle (2025 Chevrolet Malibu, 4-door sedan, Blue in color, VIN #1G12CSST9SF127762). The vehicle cost was $24,283.00, and the city issued a check (#253721) - paid to the order of Hertrich Fleet Services, Inc., on 05/08/25. I will attach a copy of the purchase order, check as proof of payment, and the invoice from Hertrichs as supportive documentation to the email.

(2) The Seaford Police Department also obtained a purchase order (#25-04062) on 06/06/25 to purchase necessary undercover audio/video surveillance equipment (aka undercover kit) from VALORENCE Covert Law Enforcement for the undercover vehicle. The total equipment cost was $2,375, and the city issued a check (#254218) - paid to the order of Covert Law Enforcement Valorence, LLC on 07/03/25 (obligated in 2nd quarter 2025 and paid in 3rd quarter 2025). I will attach a copy of the purchase order, check as proof of payment, and the invoice from VALORENCE as supportive documentation to the email.

Use of Evidence

The Seaford Violent Crime Reduction Initiative (SVCR-I) applies evidence-based strategies to reduce violent crime, particularly gun violence, through a comprehensive framework centered on place-based policing, targeted enforcement, surveillance technology, and community engagement. The initiative is grounded in research-backed approaches that have demonstrated success in addressing crime in small and mid-sized cities.

The use of fixed and portable surveillance cameras is aligned with hotspot policing strategies and real-time intelligence gathering, which have been shown to enhance situational awareness and inform the strategic deployment of law enforcement resources. These technologies support ongoing monitoring of high-crime areas and allow for rapid adaptation to emerging threats or crime spikes.

SVCR-I also incorporates the principles of the Group Violence Intervention (GVI) model, developed by the National Network for Safe Communities and supported by extensive research and evaluation. In collaboration with the Delaware GVI program, SPD formalized our participation in GVI in late June 2025 and is collaborating with related resources to engage individuals at the highest risk of committing or being victims of violence through direct communication, community messaging, and the offer of wraparound services. This model has a strong evidence base, including multiple independent evaluations showing significant reductions in shootings and homicides (SPD, Probation & Parole, DOJ, National Network for Safe Communities, and other partners)

In addition to GVI, SVCR-I includes targeted enforcement operations carried out by the ProActive Criminal Enforcement (PACE) team, created in late June 2025, and the use of a specialized undercover

vehicle equipped with surveillance tools purchased through this grant. These resources are deployed to conduct covert operations in high-risk areas, disrupt narcotics activity, and support arrests for violent offenses. The use and impact of these tools are being tracked through internal performance monitoring processes, which began in the latter part of this reporting quarter.

Program productivity is being assessed through the collection of key indicators such as arrests, camera deployment locations, incident responses, and GVI engagement data. While a formal program evaluation is not currently funded, SVCR-I is being developed with structured data collection systems to support future evaluation and continuous improvement.

Programmatic Data

The Seaford Violent Crime Reduction Initiative (SVCR-I) is driven by crime data and community-level indicators that demonstrate a sustained need for targeted violence reduction strategies. Seaford consistently reports one of the highest per capita rates of violent crime in Delaware, with data from recent years showing elevated incidents of gun-related offenses, assaults, and drug-related arrests concentrated in specific geographic hotspots.

Client and engagement data are tracked through our partnership with the Delaware Group Violence Intervention (National Network for Safe Communities) (GVI) program, which identifies and directly engages individuals at the highest risk of involvement in violence. Demographic data on participants—including age, gender, and prior justice system involvement—are used by GVI personnel to guide targeted outreach and service delivery. This data is not traced by the Seaford Police Department.

Additional data sources include real-time surveillance deployment logs, camera-detected activity patterns, arrest and citation records from PACE team operations, and performance metrics related to the deployment of the undercover vehicle. As of late this quarter, SPD has begun tracking productivity across these tools and strategies to support future evaluation and ensure effective resource deployment.

These data collectively inform strategy, measure impact, and guide ongoing adjustments to enforcement and engagement efforts.

Client Impact, Interviews, and Success Stories

As the Seaford Violent Crime Reduction Initiative (SVCR-I) is still in the early stages of implementation, formal client impact data and success stories are not yet available. However, we are beginning to track enforcement activity, surveillance coverage, and engagement efforts.

While testimonials or detailed impact narratives have not yet been collected, we expect that continued monitoring and collaboration will provide insight into the broader community and client-level outcomes over time. The Seaford Police Department remains committed to evaluating the initiative's effectiveness and communicating its impact where appropriate.

Community Engagement

The Seaford Violent Crime Reduction Initiative (SVCR-I) continues to be shaped through meaningful engagement with our community (Unified Seaford pastoral group monthly meetings, PCAAB meetings, and community events, etc). The Seaford Police Department (SPD) presented the Group Violence Intervention (GVI) strategy to our Police Chiefs Accountability and Advisory Board (PCAAB) and invited GVI program personnel to attend and present directly to board members. This allowed for transparent dialogue, the solicitation of community-centered guidance, and a shared understanding of the initiative's goals.

To further support public engagement, the department formed a dedicated Community Engagement Team during this reporting period to strengthen outreach and ensure SPD presence at local events, neighborhood gatherings, and resource fairs. Additionally, SPD hosts a Citizens Police Academy annually, offering residents an in-depth look at policing practices and public safety strategies. Our next academy is scheduled to begin on August 27, 2025, and run for 6 weeks.

All community engagement activities are tracked through our Benchmark Analytics platform, helping us monitor outreach efforts and ensure accountability. These strategies directly support our equity goals by prioritizing engagement with historically underserved populations, including communities of color, low-income residents, and individuals facing language or access barriers. Through intentional outreach, SPD is working to build trust, improve service access, and create a safer, more inclusive Seaford.

OGOV FOOD BANK ASSISTANCE

Project Identification Number: 21031
Funding amount (Budget): $3,247,890.00
Project Expenditure Category: 2.1-Household Assistance Food Programs
Expenditures to date: $3,247,890.00

Project Overview

This project supports the food distribution costs to serve food-insecure Delaware residents and also extending mass food distribution monthly for the remainder of fiscal year 2023. These mass food

distribution events served food-insecure Delaware residents, many of whom are from communities disproportionately impacted by the COVID-19 crisis.

According to the State of Delaware's My Healthy Community database, the State of Delaware has an 11% poverty rate. Similarly, the Social Vulnerability Index tells a striking story about the needs of Delawareans. The Social Vulnerability Index was created by the Centers for Disease Control and Prevention (CDC) and is calculated using a scale of 0 (lowest vulnerability) to 1 (highest vulnerability). It exists "for the purpose of identifying communities that may need support before, during, or after disasters." The State of Delaware average is .63. In statistics gathered from February 4-13, 2023, the United States Census Bureau's Household Pulse Survey reported that 8.2% of Delawareans experienced food scarcity. They define food scarcity as "adults in households where there was either sometimes or often not enough to eat in the last 7 days." This shows that these communities, already suffering from social vulnerability, will continue to be adversely affected from the long-term economic impacts of the COVID-19 pandemic for the foreseeable future.

The last fiscal year prior to the COVID-19 pandemic, the Food Bank of Delaware distributed 8,652,910 pounds of food throughout the State of Delaware. Last fiscal year, we distributed 16,517,697 pounds. *That is a 91% increase since before the pandemic began.* This shows the incredible needs that COVID-19 has had upon our county. Despite the state's small size, approximately 112,000 receive benefits through the Supplemental Nutrition Assistance Program (SNAP).

While continuing to meet the sustained increase in demand for emergency food assistance in Delaware as a result of the COVID-19 crisis, the Food Bank has experienced inflationary cost increases for food items, supply chain disruptions and unavailability of products. These are all exacerbated by the decrease in donated food products from nearly all sources. We know our network of 745 hunger relief partners statewide are dealing with the same issues and cost increases. These are the food pantries, closets, soup kitchens and feeding sites located throughout the State. To meet the needs of our community, we are spending more on food than ever before.

While our overall food purchasing costs exceed $6 million, the FBD currently has a $3 million purchasing gap statewide. To put this gap in perspective, in the last half of 2019 (7/1/2019 to 12/31/2019) the Food Bank of Delaware purchased $489,834.24. In the last half of 2022 (7/1/2022 to 12/31/2022), food purchasing was at an all-time high of $4,789,769.55. That is an 878% increase in food purchasing in these comparable periods. In years prior to the COVID-19 pandemic, the $3 million price tag would have been passed along to our hunger relief partners. Increased community support, as well as significant government relief, prompted us to waive those fees. This requested $3 million will cover the costs of the food that the FBD passes along to our hunger relief partners throughout the state. It is our hope to



continue to provide food resources at no cost to our partners so they don't have the extra strain on their resources.

These funds supported the Food Bank of Delaware's Community Food Distribution Program meeting the nutrition needs of food insecure Delaware residents through the remainder of fiscal year 2023 (June 30, 2023). We met these needs through the Backpack, Mobile Pantry and Home Delivery programs, as well as through our onsite Health Pantry Centers in Newark and Milford In addition, we were able to continue to supply food to our network of agency partners throughout the State without needing to pass on additional costs to them.

Over the period of March 2020 through December 2022, the Food Bank of Delaware hosted 91 mass distribution events throughout the State of Delaware. Generally, these events were held once in each county each month during this period. These events served 81,935 households with over 2.6 million pounds of food. On average, each of the 91 events saw approximately 900 households.

The Food Bank of Delaware made a decision at the end of calendar year 2022 to stop the monthly mass food distributions and transition to having four (4) mass distribution events spread throughout 2023. These would be similar to those prior with one event in each county during each of the four (4) sets. With the ending of the Supplemental Nutrition Assistance Program (SNAP) emergency allotments at the end of February 2023, it has been determined that the community would benefit from these mass distribution events for the remainder of fiscal year 2023. The Food Bank of Delaware already has scheduled the following:

March 27, 2023 – Crossroad Community Church, Georgetown

March 29, 2023 – Dover Motor Speedway, Dover

March 31, 2023 – Delaware Technical and Community College, Stanton

We scheduled these events at the same venues in April, May and June. Additionally, as we have in the past, we partnered with the Delaware Department of Transportation (DelDOT) and the Delaware State Police for their necessary support with traffic and security.

The negative economic impacts of the COVID-19 pandemic and a difficult recovery due to inflation have caused the need to hold these distributions. As noted, the last of the SNAP Emergency Allotments have already been distributed by the State of Delaware. Many families have been receiving this added benefit since mid-2020. The SNAP Emergency Allotments have ensured that all families receiving SNAP benefits are receiving the maximum benefit and families already receiving the maximum benefit are receiving an additional $95.[4] Families have depended on these benefits as a necessary lifeline to put food on the table. All of these forces are direct impacts of the COVID-19 pandemic.

The FBD knows that economic recovery will not happen overnight, especially with the loss of the SNAP emergency allotments and the high cost of inflation which will continue to have a negative impact on our community's most vulnerable. The FBD takes a multi-prong approach to reduce food insecurity. We meet not only immediate food needs, but also help community members find long-term stability through job skills training, financial coaching and assistance with benefits enrollment. We understand that people look to the FBD for assistance, and we welcome your support to be sure we can meet that need.

https://myhealthycommunity.dhss.delaware.gov/locations/state/community-characteristics

https://myhealthycommunity.dhss.delaware.gov/locations/state/topics/climate-change/svi

https://dhss.delaware.gov/dss/COVID19.html

https://www.census.gov/data-tools/demo/hhp/#/?s_state=00010

OGOV UNITED WAY STAND BY ME

Project [Identification Number]: 21588
Funding amount (Budget): $1,300,000.00
Project Expenditure Category: 1.12-Mental Health Services
Expenditures to date: $1,300,000.00

Project Overview

Now in its 13th year, Stand by Me (SBM) is a public/private partnership program lead by the Delaware Department of Health and Social Services and United Way of Delaware (UWDE). UWDE invests program funding directly into local Community Based Organizations (CBOs) that hire SBM Coaches to implement the program at no cost to Delawareans as the program's customers. The SBM Program coaches work one-on-one with customers to build and/or rebuild their financial stability. Coaches work with customers to increase their financial assets. The objective of this ARPA investment has allowed SBM coaches to continue and expand their work helping Delawareans respond and recover from the COVID 19 pandemic. This timely support enabled SBM to avoid customer reach and capacity barriers that would have occurred without the investment.

Outcomes and impact achievement data are tracked by SBM's dedicated data tool: Coach Connect. Measures tracked for reporting include, but are not limited to, improvement in at least one of the following asset development/growth areas by the associated average measures: credit score improvement 90 pts. average credit score increase; savings increase: $3,747 average amount saved;



personal debt reduction: $4,584 average amount of debt reduction. This ARPA investment has resulted in the continuation of these impact data results. Specifically, thus far this fiscal year, the impact data show:

July 1, 2023- June 30, 2024, data

- 6,680 unique customers served.
- 19,719 financial coaching appointments held.
- 6100 (97%) completed a budget.
- Average credit score increases of 109 points (lifetime participation in program)
- Average credit score increases of 81 points (FY24)
- Average debt reduction of $4,286 (lifetime participation in program)
- Average debt reduction of $3,923 (FY24)
- Average savings increase of $4,653 (lifetime participation in program)
- Average savings increase of $3,214 (FY24)

(sources: Aggregate Report All Programs 7/1/23- 6/30/24, Progress Report by Date)

Use of evidence

The Stand by Me (SBM) coaching model is based on the Co-Active Coaching Model (Henry Kimsey-House, et al). Co-Active Coaching takes the approach that people are creative, resourceful, and whole and train coaches to partner with customers in a teamwork model rather than a top-down instructional process. Coaches and customers work together to determine the customer's needs and goals and develop an action plan that the customer has ownership over. In addition, all SBM Coaches are trained in the Co-Active Coaching Model through a four-day program developed with the University of Delaware. By blending the Co-Active Coaching model theory and the practical application of financial resources, tools, and skills, coaches are thus able to work with customers on specific, tangible financial goals and challenges while maintaining a non-judgmental, customer driven approach in which personal empowerment is the primary objective. Since inception, SBM has deployed one data collection and analysis platform to ensure continuous improvement evaluation efforts. In short, while coaches are across Delaware working with various populations, community-based organizations and resources, identical data points are captured, on one system, analyzed, reported, and used with coaches for professional development, evaluation and program/policy enhancements. Those data are shared with



partners for the same purposes. The rolled-up impact data are shared publicly on SBM's website: standbymede.org

Programmatic Data

Since program inception in 2011, SBM customers have achieved the following outcomes:

- 37,461 unique customers served.
- 198,577 coaching appointments held.
- 93% of customers completed budgets.
- Average credit score increases of 90 points.
- Average debt reduction of $4,584.
- Average savings increases of $3,747.
- 1,494 vehicles purchased.
- 1,384 homes purchased.

All Time Demographics

- 69% female
- 51% African American
- 16% Hispanic/Latino
- 60% earn less than $2500 per month.
- 59% have 1 or more child under 18 in the household.
- 51% employed FT.
- 36% completed HS diploma/GED.
- 28% completed some college.

(source: All Time Report 2011-2024)

July 1, 2023- June 30, 2024, data

- 6,680 unique customers served.



- 19,719 financial coaching appointments held.
- 6100 (97%) completed a budget.
- Average credit score increases of 109 points (lifetime participation in program)
- Average credit score increases of 81 points (FY24)
- Average debt reduction of $4,286 (lifetime participation in program)
- Average debt reduction of $3,923 (FY24)
- Average savings increase of $4,653 (lifetime participation in program)
- Average savings increase of $3,214 (FY24)

FY24 YTD Demographics

- 71% female
- 52% African American
- 23% Hispanic/Latino
- 54% earn less than $2500 per month.
- 50% have 1 or more child under 18 in the household.
- 51% employed FT.
- 34% completed HS diploma/GED.
- 20% completed some college.

(sources: Aggregate Report All Programs 7/1/23- 6/30/24, Progress Report by Date)

Client Impact, Interviews, and Success Stories

Stand by Me (SBM) collects and shares not only quantitative data, but qualitative data as well. Below is a link to qualitative data impact success stories: https://standbymede.org/success-stories/

Community Engagement

Community engagement is at the core of Stand by Me's (SBM) business model. Knowing that the Delawareans that need SBM the most are often already engaged at the local level, UWDE works directly with community-based organizations (CBOs) to embed SBM coaches, deliver differentiated resources



(i.e. EITC) and learn from the ground. Those communities, communities of color, low income, ALICE (Asset Limited, Income Constrained, Employed), English limited and learning communities represent that vast majority of SBM customers. Therefore, the SBM business model of engaging at the hype local community level is paramount to the success shown with SBM.

UWDE SBM leadership convenes coaches and CBO leaders routinely to listen, learn and continuously improve SBM. Professional development (PD) is provided in a Community of Practice format to uplift and support all coaches and partners. That PD is driven from listening and learning of and from community needs and community engagement.

OGOV DANA ACCELERATOR

Project [Identification Number]: 21637
Funding amount (Budget): $400,000.00
Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $400,000.00

Project Overview

The new DANA Nonprofit Accelerator Initiative would help these small, but impactful nonprofit organizations to overcome the economic hardship they and their communities endured. Through this program they can increase their potential to scale, expand their services, and their impact in developing new workforces, enhancing youth academic success, improving health lifestyles, and quality of life in Delaware, and in particular within marginalized communities. The program provides three years of support through training, technical assistance (including back-office systems), coaching, and consulting in the operational areas the organization needs to enhance. The operational areas could include board development, financial management, fundraising, public policy, marketing, IT, to name a few. DANA will have identified business and consultant partners who will work through DANA to provide education, coaching, consulting, and technical support.

The first Cohort was funded through a Federal Small Business Administration Grant. It launched in September 2023. The second Cohort, of which this grant will fund a portion, is scheduled to launch in July. We are currently in the planning phase, revising applications and selection criteria based on the evaluation of the first cohort launch. The application for the second cohort, for which this grant partially funds, was opened June 15, 2024.

Update December 2024



The application and selection process took place during this period. Seven organizations completed applications and went through the interviews. Ultimately, the selection panel recommended 5 organizations to be part of Cohort 2. They include: SNAC Foundation, Down Syndrome of Delaware, Delaware Futures, Literacy Delaware, and Prevent Child Abuse Delaware. An orientation was conducted for all organizations, and they are currently undergoing organizational assessments through the TCC Group which will determine the program pathway (and level of support hours) as well as their organizational development workplans.

Based on the interviews, application, and the results of the organizational assessments, each organization was advised on a capacity building work plan – this could include training in certain areas, access to a consultant, or technical assistance in the areas of leadership development, strategic planning, financial planning, staff development, program evaluation, and fund development strategy. By the end of 2024, each organization had agreed to their pathway (4 in Booster and 1 in Catalyst), and began connection to the consultants and instructors they were assigned to. The full cohort also met to get to know each other, and receive orientation on how to use the learning materials and scope of the program.

Update March 31, 2025

The cohort Executive Directors have begun their peer to peer learning sessions, while each organization has embarked on their capacity building plans. This includes helping to strengthen internal financial controls and reporting, strategic planning, and executive coaching.

Update June 30, 2025

The Cohort of five organizations participated in a financial sustainability and risk management workshop. In this session, board members and nonprofit leaders evaluated their risk profile and outlined steps they can take to mitigate risk. In addition, they learned about forward cash flow projections and scenario planning. In addition, there are 11 active customized consulting or coaching projects in progress. They include assistance with financial planning, strategic planning, executive coaching, fund development training, and board development.

Use of evidence

DANA interviewed other programs similar to its program across the country. In addition, we referenced peer-reviewed journal articles and program evaluation reports to determine what elements to incorporate into this program.

A sample of the research is listed below:

DANA Nonprofit Accelerator Evidence Research/Articles

Evidence Support	Article Title	Authors/Source	Date	Time of Capacity Support	What Elements are included	Measures for Success	Population Studied	Findings to support DANA Accelerator
Program Effectivness	Building Longterm Capacity to Acheive Greater Impact	Community Wealth Partners	2019	2 years $1.5mm investement	Started with receiving grants to do work, but then expanded for capacity building - strategic planning, cohort, consultant matching	Evaluation worked - cohort got their plans done, felt they were ready to raise funds - but program not long enough to see fruits of work. Used CCAT as the evaluation tool to assess current NP capacity	Hispanic Community near the Mexican Border	Use of CCAT for evaluation of capacity needs, need for "someone" to assist the organization is staying on track (DANA's Navigator), that more time is needed to build the capacity. Impact of good strategic planning. Matching nonprofits with the right consultant for technical assistance, and evaluating nonprofit progress. Other factors can be proxy to financial sustainability beyond fundraising.
Program Effectivness	Building Managerial and Organizational Capacity in nonprofit human service organizations through a leadership development program	Administration in Social Work; Austin, Regan, Samples, Schwartz, Carnochan	2011	16 months	cohort model, individual coaching, leadership assessment, experiential learning	Developed training model to improve leadership capacity that leads to improved organizational capacity	middle managers in larger social service nonprofits	Supports DANA's experiential and cohort leadership training program. Person-centered, along supports that leadership development is a component of organizational capacity development
Program effectivness	The groundwork for Successful Cohort-Based Fiscal Capacity Building An Evaluation of Strengthening Fiscal Management Initiative	The Foundation Review, Devine	2016	2 years/peer-based and 4 years/intensive	training, consulting/technical assistance, funding to purchase software/systems	more robust financial systems/ less time in operations and more time strategic financial reviews, better reporting	education-based nonprofits	Provides evidence that more time is needed than a one-year program. The four-year intensive had slightly better results - hypothesized that they also received more money to support development of staff and systems.
Program Effectiveness	From Dream to Reality: A Game Changing Initiative	Lation Community Foundation latinocf.org	circa 2021	16 months	Focus on fundraising, marketing, design with peer learning, access to materials, and coaches	Amount of new money raised, sense of empowerment by NP, authentic relationships with funders, stronger advocates	Latino Serving Grass Root Nonprofits	focus on relationships was the secret sauce that made it work; needed more time - not enough time to go into depth in some areas; need to be ready to participate small grass-roots/volunteer orgs didn't work; 6-7 prganizations was their ideal size
DANA program design rationale	Towards a Contingency Model towards the relationship between capacity and effectiveness	Nonprofit & Voluntary Quarterly, Bryan	2019	NA	NA	NA		Conceptual framework nicely outlines the various aspects of capacity a nonprofit needs for different types of effectivenss - supports the need for a program that develops capacity at the organizationa, leader, and system levels
DANA program design rationale	A Meta Analysis of the Relationship between Experiential Learning and Learning Outcomes	Journal of Innovative Education	2019	NA	NA	NA	Articles, Studies about effectiveness of experiential learning	Experiential learning resulted in higher learning outcomes than traditional learning methods - higher for cognitive learning (skills) and social (context)
DANA program design rationale	The individual, group, organizational, community outcomes of capacity building programs in human service organizations: implications for theory and practice	Human Service Organizations: Management, Leadership & Governance, Bryan and Brown	2015	17	organizational assessment, cohort peer learning as well as resource sharing - no consulting	leader perception of improvement	nonprofits in Nebraska - similar parameters as DANA's program	provides evidence that this type of program can work to strengthen leadership and organizational capacity. Limited understanding of community due to short nature of prorgram and timing of the interviews.

DANA has contracted an outside evaluator to complete evaluations during the program on satisfaction and usefulness of the training and consulting support, progress in organizational outcomes, and shifts in capacity. An 18-month organizational assessment will be conducted in early 2026.

Programmatic Data

We are currently collecting data that will reveal the actual number of individuals these organizations serve. However, they can be segmented in the following manner. Sussex county youth living in poverty, individuals who cannot read, individuals with down syndrome, at-risk youth, and children & families impacted by abuse.

Client Impact, Interviews, and Success Stories

Organizations selected:

SNAC Foundation

Down Syndrome of Delaware

Delaware Futures

Literacy Delaware

Prevent Child Abuse Delaware.

Collective total employees at the beginning of the program: 35

Collective total Delawareans served in 2024: 43, 889 (one organization provides training to classrooms which is why the number is high).

Community Engagement

DANA had a volunteer advisory committee comprised of small nonprofit executives, foundation leaders, employees of businesses that provide nonprofit accounting and technology support, capacity building consultants, and DANA staff. The advisory committee was diverse racially, ethnically, by sexual orientation, and by geography (full-state representation). The nonprofits in the advisory group work in health, justice, and senior support services.

Separately, a separate selection panel of volunteer community members was created to select the participants for the first Cohort, and will again for the second cohort. These individuals represented communities that will benefit from the participating nonprofit services including Hispanic, black/brown communities, individuals living in poverty, inner-city, and LBGTQ.

Given we are in the middle of customized projects, we don't yet have data on client impact from this program. That will be revealed later in this program.

OGOV DANA HEALTHCARE

Project [Identification Number]: 21636
Funding amount (Budget): $1,101,150.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $1,101,150.00

Project Overview

To establish the DANA Association Health Care Plan, to meet the regulatory requirements established by the Federal Government and the Delaware Insurance Commissioner's Office. The project includes the following:

- Pay a filing fee with the State of Delaware, approximately $1,150.00.
- Establish minimum surplus that is not less than $500,000.00.



- Establish surety bond sufficient to cover 20% of its annual premium for Delaware members, and for the first year of operation, the fully insured association or MEWA shall obtain a surety bond in the amount of $500,000.00.

- Create operational mechanism and internal capacity to administer program through DANA.

The grant was awarded on September 1, 2023. We began our planning work to implement the association health plan. Below is an update on our progress. The State approved a revised budget based on our plans to move forward with a CAPTIVE health insurance program.

Selection of a broker partner is a pre-requirement and is needed to develop any agreement with an insurance carrier. We issued Requests for Proposal to potential insurance broker partners in December. We posted in local papers to cast a wide net for broker proposals. We spoke with several brokerage firms as well as reached out to determine whether a partnership with the New Castle County Benefits Connection could be a feasible way to implement this program. Their board determined that it was not in their interest so we moved forward with the Alera Group to provide consultant in the set up of the MEWA as well as to serve as the future broker partner.

Conversations have taken place with Highmark and Aetna, with additional meetings scheduled with Cigna and United. In addition, we have surveyed DANA members, conducted interviews with other State Associations that provide this benefit to nonprofits, and interviewed some large DE nonprofit employers to understand the desired interest/needs of the program.

A few things we have learned that will need to be considered: 1) other programs like this offered by other State Associations set up a separate entity - a trust- to manage the program to protect the State Association's assets. We will need to determine if this is feasible here in DE. 2) We must have a fully flushed plan, insurance carrier, and signed broker agreement before we apply to the State for approval. Our hope is to have that finalized by late fall this year. So our timing to launch the program will be moved into 2025. Given these funds are for the launch of the program we are confident we will consume all funds before the spending deadline.

Costs incurred to date include:

Staff time for planning

Consultant time for planning/outreach and interviews

Promotional fees for the RFP to secure a broker partner.

Carrier meetings continue, and with some leadership shake up with AETNA, we are pursuing CIGNA or United Health for partnerships. Changes to the regulations around MEWAs may be needed, and we have a meeting scheduled in October with the Department of Insurance. In the meantime, we are researching alternative methods - either an ICHRA or a CAPTIV. Both would be permissible in Delaware, but would be structured differently. Our intent is to have a final determination on what path we pursue in the next 30 days.

DANA is now pursuing a CAPTIV given the barriers to form a MEWA. The Governor's office approved reallocation of the grant to support this format. See the comparison below:

		Plan A MEWA Set Up	Plan B CAPTIV Set Up
Start Up/Launch Costs (24/25)	Category		*Estimate*
Planning/Consultants-Staff	Planning	$ 100,000	$ 500,000
Reserves	Reserves	$ 500,000	$ 300,000
Bond/Insurance	Insurance	$ 500,000	$ 200,000
Set Up-Filing/legal Fees	Filing Fees	$ 1,150	$ 101,150
Total Expenses		$ 1,101,150	$ 1,101,150

June 30, 2025 Update

We met with the Department of Insurance to review a preliminary plan for the Captive which they expressed support. The final application will be submitted by end of July. This includes the intended formation of the 501c3 which will manage the CAPTIVE program, under DANA. The advisory group of nonprofit executives and human resource professionals have been providing their input on the health insurance plan designs. We aspire to offer wellness plans, access to reproductive health (as nonprofits have a high female workforce), and low deductibles. Name research was conducted to call the health insurance program “Care for Good” with a tagline “Caring for those who care for others.”

Use of evidence

First Outcome: Complete the regulatory requirements to execute the start-up of an Association Health Plan, as measured by approval from the Delaware Insurance Commissioner’s Office.

Second Outcome: DANA members are able to realize lower health insurance costs than compared to their own plans. To measure, we will conduct evaluations and track the success of the Association Healthcare Plan to include.



- The effectiveness of the plan and the first open enrollment process through participant feedback.
- The number of participants over the course of 3 years to determine if there is growth and the level of satisfaction overall.
- If the plan can continue to offer competitive rates compared to other health insurance options available to participants.

Programmatic Data

The regulations detail the requirements for starting up an association health plan: 1405: Requirements for Fully Insured Multiple Employer Welfare Arrangements and Association Healthcare Plans

Upon the completion of the interviews and member survey we will have more data regarding the population that are able to participate in this program.

We have estimated the number of nonprofits and employees will be covered by the captive. We anticipate getting to 1000 lives covered over the next several years, but our goal is to cover 300 employees by the end of January 2026, with 500 lives covered by the end of 2026.

Client Impact, Interviews, and Success Stories

Will be captured upon launch.

Community Engagement

1) Interviews being conducted with large DE nonprofit employers to understand existing programs, challenges, and recommendations for our plan
2) Interviews being conducted with other State Associations across the country that have set up similar initiatives
3) DANA Member survey on health insurance plan needs, existing practices, and desires for our program

In process of setting up: DANA plans to convene an advisory council comprised of nonprofit members to advise on the types of health plans to make available to its members. DANA members are diverse and the council will be comprised of membership from different mission areas, different operating budgets, and from different parts of the State.



We have engaged an advisory council comprised of DANA nonprofit members who are providing consultative guidance on the plan design. We also have contracted with ALERA Group and legal counsel to assist us in completing the regulatory requirements and application process for the CAPTIVE with the Department of Insurance

OGOV MINISTRY OF CARING

Project [Identification Number]: 21686
Funding amount (Budget): $500,000.00
Project Expenditure Category: 2.18-Housing Support Other Housing Assistance
Expenditures to date: $500,000.00

Project Overview

500,000 to cover operating cost of House of Joseph II, a permanent supportive housing project for individuals with HIVAIDS and Mary Mother of Hope Permanent Supportive Housing, a project for formerly homeless women. These projects lost funding during COVID-19 due to a reallocation of funds by the Delaware Continuum of Care which resulted in the defunding of these programs. State funding will allow these programs to continue to provide residential services to Delaware's most vulnerable citizens, while alternative long-term funding solutions are sought.

OGOV HELP INITIATIVE EXTENSION

Project [Identification Number]: 22282
Funding amount (Budget): $2,000,000.00
Project Expenditure Category: 2.22-Strong Healthy Communities Neighborhood Features that Promote Health and Safety
Expenditures to date: $2,000,000.00

Project Overview

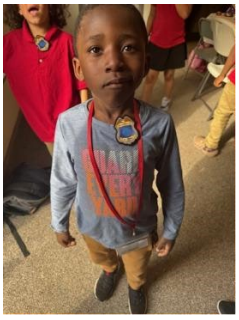
Safety-ON (Priority 1):

Objective: The HELP Initiative (HELP) Safety-ON Program was intended to contribute to a safer working and living environment in communities confronted by concentrated areas of criminal activity. The Program objective is to bring together residents under a cohesive framework called “Safer Community Campaign” to improve personal safety, home safety, neighborhood safety and energy reduction by allowing residents to take ownership of their problems and make the necessary changes to improve

their own health & safety. Residents who are unemployed and seeking work in trades (i.e. Plumbing, HVAC) are encouraged to enter the HELP Initiative Jobs-ON Pre-Apprenticeship Program with supporting in-kind funding from the Department of Labor.

Barriers: Lack of trust by all parties participating in this Safer Community Campaign including residents, community stakeholders, law enforcement representatives and municipal leaders. Getting residents open their front door and discussing the features and benefits of this Safer Community Campaign is based on effective engaging outreach and community interaction including honest communications and follow-through on service delivery.

Achievements: Ownership by a community and trust by the residents start with building a relationship with children. We had a chance during an Intake & Enrollment event to participate in a children educational session at the community center which was collocated with our Safer Community enrollment process for residents. We explained to the children (ages 6-12 years) that we wanted to create a Home Safety Program and could they help us educate their family about how to make their home safer and healthier. The feedback we received from these children convinced us that in geographically concentrated focus areas (i.e. Apartment Complexes) children could be the educators for their parents regarding the importance of home safety. That experience prompted us to establish a “Jr. Detective Home Safety Program.



Jr. Detective Candidate: This young man is ready to “Guard Every Yard” as boldly printed on his shirt. He was quickly deputized and made responsible for educating his parents about the importance of registering for Smart911.com and keeping the outside energy efficient Lights-ON.



Jr. Detective Badge: The children who understood the importance of protecting their family quickly put on the badge as part of their home safety responsibilities.

Health-ON (Priority 2):

Objective: The Health-ON Campaign was intended to create a healthier working and living environment that brings together residents to improve individual health, household health and neighborhood healthy homes by allowing those individuals to take ownership of and make the necessary changes to improve their own health and safety. Residents who are unemployed and seeking work in the trades (i.e. Property Maintenance, Healthy Home) or building Window Inserts in a Shop Build environment are encouraged to enter the HELP Initiative Jobs-ON Pre-Apprenticeship Program with supporting in-kind funding from the Department of Labor.

Barriers: Include a larger than expected number of health-related client referrals from multiple sources including but not limited to **(1)** healthcare providers; **(2)** Unite Delaware Platform referrals; **(3)** Partners like DNREC WAP & Pre-WAP Programs; and **(4)** HELP Call Center client inquires. Residential need for health and safety related services overwhelmed our ability to respond unconditionally and strict guidelines were put in place to limit the eligibility for Health-ON Program services.

Achievements: (1) HELP has successfully launched and executed a **Lead Paint Hazard Reduction** campaign in collaboration with West Side Family Health by identifying children with elevated blood levels (EBLs) based on exposure to lead based paint hazards. One hundred twenty-nine (129) children or twelve percent (12%) have been identified based on one thousand forty-five (1,045) children tested using equipment funded by the HELP Initiative. See the Performance Benchmark Report (Section 2.20) for details.

Achievement: (2) HELP launched a pilot-based **Water-ON Program** in collaboration with the Division of Public Health (DPH) to sample private well water in low-income community homes starting in Slaughter Neck and the results indicated disproportionately high levels of nitrates and Colilert (Total Coliforms) in 75% of the homes with water samples tested by the DPH Lab. We need to find a way to be the operational entity for DPH to execute well water testing, resident education and understanding of the test results and the intake and enrollment of the resident into the Private Well Low-Income Water Assistance Program (PWLIWAP). The Healthy Home portion of this project scaled back in 4Q2024 and based on approved budget amendments has been halted in CY2025. See the Performance Benchmark Report (Section 2.37) for details.

Achievement: (3) HELP launched another pilot-based **Food-ON Program** in collaboration with Law Enforcement Agencies statewide and the Police Diversion Program (PDP) located at each Delaware State Troop location. During domestic violence calls the law enforcement patrol officer provides Food Bank of Delaware food pouches to hungry children. PDP Clinicians and Case Workers also have Food-ON materials and supplies to feed hungry children during social services visits and referrals from law enforcement agencies. See the Performance Benchmark Report (Section 2.37) for details.



Childhood Lead Poisoning: Lead Safe Analyzer Technology allows a nurse to perform a capillary prick of a child's finger, and this technology immediately determines if the child has Elevated Blood Levels (EBLs). Children with EBLs are reported to the Division of Public Health for case management and a Lead Risk Assessment.

Use of evidence

Case Study #1: Street Lighting Retrofits

Focus Area: Taylortown Shopping Center, New Castle County

Evidence & Crime Data Evaluation: HELP worked closely with the New Castle County Police using Targeted Analytical Policing Systems (TAPS) to launch a Safer Community Campaign which included but was not limited to energy efficient outdoor lighting. The measured impact of this lighting campaign contributed to a reduction in criminal activity and an improved sense of public safety as a non-energy impact. HELP expanded the residential lighting to include retrofitting street lights in collaboration with Delmarva Power by targeting a high-risk Shopping Center in Taylortown (Smalley's Dam Road Area). This retrofitting effort was highly successful and has continued in the Town of Laure with an apartment complex subject to violent crime activities.

Safer Community Campaign: New Castle County Police Number of Residential Homes with Energy Efficient Outdoor Lighting Installations								
TAPS Area	District	By District	By Community	FY21	FY22	FY23	8 to 14 days ago	Past 7 Days
Overlook Colony	1	357	84		83	1		
Edgeemoor	1		208	208				
Knollwod	1		65	65				

Lancaster Ave Corridor	2	457	180	180				
Alban Park	2		106	106				
Richardson Park	2		0					
Brookside/Kimberton	2		171			171		
D.O.O.R.S	3	1629	285	118	34	133		
Collins Park	3		4	2		2		
Hampton Walk Area	3		0					
Wilton Area	3		167		90	77		
Lalagollen Area	3		0					
Four Seasons Area	3		0					
Sparrow Run Area	3		533	3	234	296	76	
Smalley's Dam Rd Area	3		640			640	3	2
			2443	682	441	1320	79	2

Note: New Castle County Police Targeted Analytical Policing System (TAPS)



Working partnership between the Shopping Center Owner, Delmarva Power, New Castle County Police and the HELP Initiative to retrofit street lighting to energy efficient LED lampsin an area of high concentrated criminal activity.



This Taylortown Safer Community campaign was a multi-phase effort including but not limited to (1) Street Light Retrofits; (2) Wifi Camera Installation; (3) Outdoor energy efficient storefront lighting; (4) Solar Motion Flood Lighting for the backside of the shopping center.

The TAPS reporting by New Castle County Police indicated Safer Community measures contributed to the reduction in criminal activity and an improved sense of heightened awareness by responding law enforcement patrol vehicles to violent crime activities.

Case Study #2: Street Lighting Retrofits

Focus Area: Little Creek Apartment Complex, Town of Laurel

Evidence & Crime Data Evaluation: HELP is working closely with the Town of Laurel Police Department and the Governors Violent Crime Task Force to launch our Safer Community campaign at Little Creek Apartment complex including but not limited to (1) Intake & Enrollment events; (2) Home Safety Program; (3) Health & Safety Do It Yourself Measures; (4) Needs assessment using surveying tools; (5) Installation of energy efficient lighting measures.

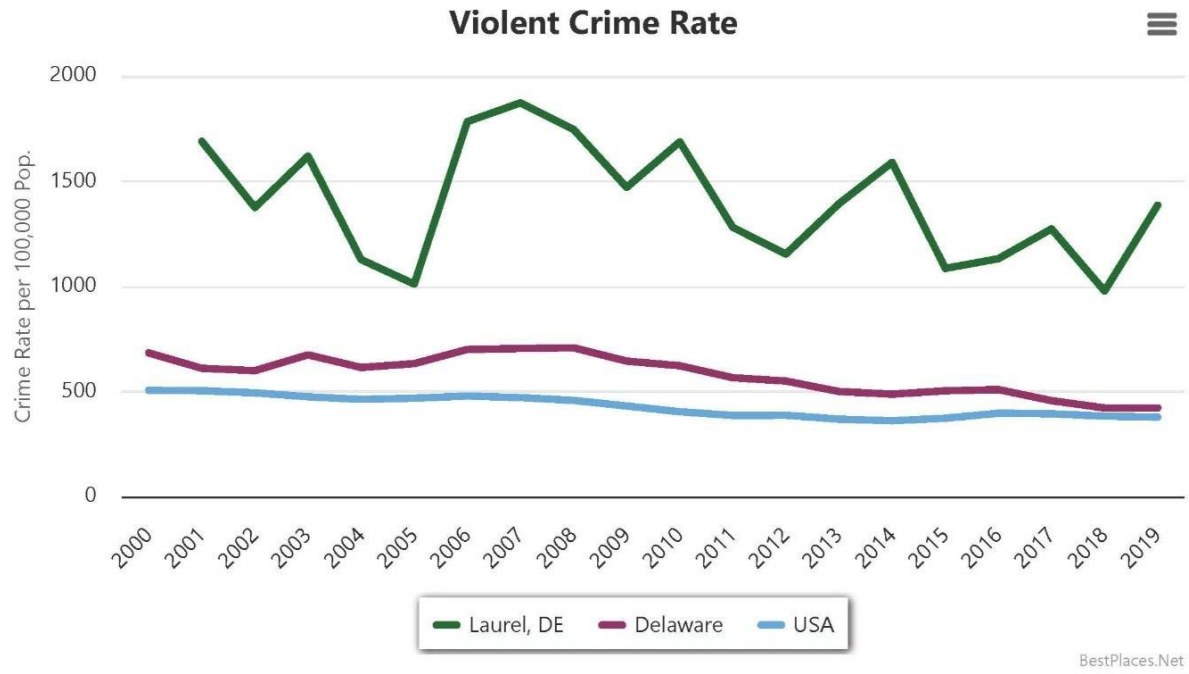
There have been three (3) Intake & Enrollment events in May-June 2025 for which Property Management sends a Letter of Notification to the residents including specific dates for each event. HELP uses door hangers and lawn signs prior to the scheduled events to create awareness. The Safer Community Campaigns culminates with retrofitting street lights.



Light refreshments and hot dogs are a childhood favorite when interacting with our Safer Community Staff. This little man is in competition for the National Hot Dog Eating Contest.

Intake & Enrollment events at Little Creek Apartment complex included surveying residents and establishing a need determination coupled with improved trust building between law enforcement and the community residents.





Note: (1) Laurel violent crime is 63.3. (The US average is 22.7) (2) Laurel property crime is 68.0. (The US average is 35.4

Programmatic Data

Case Study #1: Survey Findings & Needs Determination

Focus Area: Little Creek Apartment Complex - Town of Laurel

Programmatic Data: The Little Creek Violent Crime Reduction Initiative (VCRI) included a survey session with each resident during the intake and enrollment event. There were twenty-five (25) questions, and the survey took place once the health & safety kits measures were explained to each resident. The survey questions followed the kit measures, and the residents were better prepared to respond clearly and honestly to each survey question. The results of the Laurel Survey were reported in the following link:

Laurel Survey Summary Link:
https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=y1juRYATKdaPzLSkhFqu4aYy5ShSOha2&id=qeyq73e_aEypR5MGJ5TBHA6FWk1UqUZIiBqivERuW71UQ0Q2TFQxVDNLMzBUWk4zSjJJSzE2M1BHRy4u

Case Study #2: Survey Findings & Needs Determination

Focus Area: Chandler Heights Apartment Complex – City of Seaford

Programmatic Data: The Seaford Violent Crime Reduction Initiative (SVCRI) also had a survey session with each resident during the intake and enrollment event. There were twenty-five (25) questions, and the survey took place once the health & safety kits measures were explained to each resident. The survey questions followed the kit measures, and the residents were better prepared to respond clearly and honestly to each survey question. The results of the Seaford Survey were reported in the following link:

Seaford Summary Link:
https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=0BrXzGBwU8ScjpsrBm8Il7kYT9D9T5AX&id=qeyq73e_aEypR5MGJ5TBHA6FWk1UqUZIiBqivERuW71UMzdPWjJONE9CR1EySzlCWk4wSFpBVU1GOS4u

Client Impact, Interviews, and Success Stories

Case Study #1: Food-ON Children Strong Campaign

Focus Area: Statewide

Client Impact: The Food-ON Program has feed **1,458** children over five (5) calendar quarters (see below) and provided Go-BAG and food pouches to thirty five (35) Law Enforcement Agencies and Police Diversion Programs.

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Total	%
ACTIVITY BY QUARTER	Feb. - Mar.	Apr. - June	July - Sept	Oct. - Dec.	Jan - Mar.	Apr. - June	Completed	Completed
Food-ON Children Strong Program (Pilot)								
Go-Bags Distributed	0	4	45	5	21	4	79	316%
Food Pouches (Food Bank) Distributed to Law Enforcement	0	34	807	154	390	73	1458	160%
Number of Participating Law Enforcement Agencies	0	2	14	9	6	4	35	500%
Number of Homes Served | Surveyed	0	5	29	47	100	114	295	148%

Note: Food-ON Performance Benchmark Report for six (6) quarters has exceeded all activity categories. See Performance Benchmark Report Section 2.37 for details.



HELP Team delivered Food-ON Go-BAGS and food pouches to the Police Diversion Program (PDP) at Troop 5. Each PDP Peer Counselor is educated about the QR code to be used during the distribution of food pouches and the Feed Me Card for Law Enforcement officers to use when Go-BAGS are not practical to store in vehicles.

Community Engagement

Laurel Violent Crime Reduction Initiative (VCRI) – Plan of Actions & Milestones:

Overview: Awareness and engagement during the typical planning and implementation of the Violent Crime Reduction Initiative includes but is not limited to the following Plan of Actions & Milestones (POAM):

Goal: Reduce violent crime and build stronger community-police relationships through targeted visibility, communication, and collaboration.

1. Increase Law Enforcement Visibility and Presence



Objective: Deter crime and increase residents' sense of safety.

Action Steps: - Assign regular foot and bike patrols in high-concern neighborhoods. - Schedule "visibility days" where officers walk and interact with residents. - Prioritize patrols during evening hours and weekends.

Timeline: Ongoing weekly presence. Or defer to the Chief Police.

2. Build Trust Through Community Engagement

Objective: Rebuild confidence and communication between police and residents.

Action Steps: - Host monthly community safety forums or "Coffee with a Cop" events. - Designate a Community Liaison Officer as the point of contact in each neighborhood. - Attend and participate in local events to increase officer approachability.

Timeline: Every other month or defer to property manager and chief of police or CSO

3. Improve Public Communication

Objective: Ensure residents are informed and connected to real-time safety updates. This is specific to the Property Manager

Action Steps: - Launch an official Facebook page for crime alerts, safety tips, and event notices. - Distribute crime prevention flyers and newsletters quarterly. - Add a "Community Alerts" sign-up sheet to all public events (texts, email, etc.).

Timeline: Social media launch like Facebook or Next Door or defer to property manager

4. Promote Anonymous Reporting Tools

Objective: Increase reporting of crime without fear of retaliation.

Action Steps: - Conduct a public awareness campaign on Crime Stoppers. - Include anonymous reporting information in all community outreach. - Train officers to explain and recommend these tools during patrols and events.

Timeline: Defer to chief of police or CSO.

5. Partner with Trusted Community Programs

Objective: Support youth engagement and violence prevention through collaboration.



Action Steps: - Partner with organizations like the HELP Initiative, Operation West Laurel, The Ark to host joint outreach events. - Support after-school programs, mentorship opportunities, and recreational events. - Seek funding or grants to support joint youth-centered programs.

Timeline: Defer to property manager

6. Track Progress and Adapt

Objective: Measure effectiveness and adjust strategy as needed.

Action Steps: - Conduct follow-up surveys or listening sessions every 6 months. - Track attendance at events, reporting rates, and community satisfaction. - Hold internal reviews with police and property managers to adjust strategies.

Timeline: First evaluation after 6 months of implementation.

Key Survey Findings Determines Resident Need

Overview: Surveying during Intake & Enrollment results in key findings that determine strategies and tactical protocols for improving public safety and building sustainable trust in underserved communities.

Goal: Reduce violent crime and build stronger community-police relationships through targeted visibility, communication, and collaboration.

Key Findings: Laurel Violent Crime Reduction Initiative & Safer Community Campaign for the Town of Laurel

- Drivers of violent crime: Nearly half of respondents identified limited economic and job opportunities as a primary factor (12 of 25; 48%), while 44% pointed to inadequate community programs and resources (11 of 25), and 32% cited a lack of law enforcement presence and action (8 of 25).
- Awareness of anonymous reporting: A strong majority (18 of 25; 72%) are familiar with Crime Stoppers; among the 7 unfamiliar respondents, 2 (29%) said they would consider using an anonymous service.
- Victim reporting rates: Of those who had experienced crime as a victim, only 1 of 7 (14%) had reported the crime.
- Law enforcement engagement: When asked what law enforcement could do better, 60% recommended better communication (15 of 25), 40% called for increased visibility (10 of 25), and 20% more community meetings (5 of 25)



- Preferred communication channels: Word of mouth was the top source of crime information (8 of 25; 32%), closely followed by Facebook and other social media.
- Home preparedness measures: To make homes safer, 56% pointed to installing security systems (14 of 25) and 40% to having emergency kits (10 of 25).

Recommendations:

- Address root causes through economic development: Partner with local businesses and workforce programs to create job opportunities and reduce economic drivers of crime.
- Enhance law enforcement visibility and dialogue: Increase foot-patrols and host regular town-hall meetings, paired with clear channels for two-way communication between officers and residents
- Promote anonymous reporting tools: Launch an outreach campaign on Crime Stoppers and Smart911— especially targeting those unfamiliar with these services—to boost reporting rates and community trust.
- Leverage social media for alerts and engagement: Use Facebook (the most widely used platform) to disseminate timely crime updates, safety tips, and event notices, supplemented by Nextdoor and Instagram where appropriate.
- Invest in community-based programs and infrastructure: Develop recreational and youth outreach activities, educational workshops, and improve street lighting; these measures can strengthen social cohesion and deter crime

OGOV LUTHERAN COMMUNITY SERVICES FOOD HUB

Project [Identification Number]: 22346
Funding amount (Budget): $150,000.00
Project Expenditure Category: 2.1-Household Assistance Food Programs
Expenditures to date: $150,000.00

Project Overview

Construction was completed and the building became fully operational in March 2025.

The following programs now operate out of the LCS Food Hub:

- Food is Medicine program - The Delaware Food Farmacy (primary use of the building)



- Emergency food pantry
- Nutrition security program
- Senior high rise delivery program

One barrier we faced was that the building was warm with all the refrigeration/freezer equipment in place. We remedied this by putting in 4 mini-split A/C units.

Use of evidence

The primary underlying program that the project supports, Food is Medicine, has achieved a great deal this year. We expanded the Delaware Food Farmacy, Delaware's only comprehensive medically tailored food program operated in conjunction with the State's largest healthcare provider, to include serving women with high risk pregnancies. We also developed a nutrition security program with a partner organization to assist children and families suffering from sickle cell disease, and opened healthy food hubs in three Wilmington public schools. All will be serviced through the LCS Food Hub.

The Food is Medicine discipline is evidence based
https://tuftsfoodismedicine.org/publications/

Our healthcare partner for Delaware Food Farmacy is conducting a randomized clinical trial measuring the effectiveness of Food is Medicine for women with high- risk pregnancies

https://clinicaltrials.gov/study/NCT06180811

The White House has prioritized similar initiatives based on research

https://www.whitehouse.gov/briefing-room/statements-releases/2022/09/28/fact-sheet-the-biden-harris-administration-announces-more-than-8-billion-in-new-commitments-as-part-of-call-to-action-for-white-house-conference-on-hunger-nutrition-and-health/

Programmatic Data

Service levels in the second quarter 2025 for the new facility are as follows:

- The Delaware Food Farmacy = 2,429 people and enough medically tailored groceries for 23,600 meals
- Emergency food pantry = 1,860 people
- Nutrition security program = 345 people



- Senior high rise delivery program = 283 people

Client Impact, Interviews, and Success Stories

The community benefits of utilizing a Food Hub to drive access to and utilization of healthy food are enormous. We are seeing reduced health disparities from the Delaware Food Farmacy program which relies on the Food Hub concept. Participant have shown reductions in weight BMI; Hemoglobin A1c; Systolic/Diastolic Blood Pressure; and depression and anxiety.

We have a number of personal patient testimonials we can share.

Community Engagement

Our Food is Medicine program that will be supported by the LCS Food Hub allows low income patients suffering from multiple chronic diseases to select the food they wish to receive from a healthy menu of options. Our healthcare provider conducted key stakeholder interviews to ensure culturally competent food choices. Client feedback was also utilized to determine which services, in addition to food, they wanted to receive on an opt-in basis. Patient surveys are conducted to ensure continued satisfaction.

The vision of LCS: "People moving from emergency to empowerment." A key objective for LCS is to reduce disparities in health outcomes among vulnerable populations through the use of food as medicine. For adults, this includes providing Medicaid/uninsured patients with chronic conditions with access to nutritious food, paired with education, clinical and social care services. For youth in schools it means creating health hubs with food as a central focus to aid in healthy physical and mental development, improve performance in school, and help prevent chronic diseases. LCS is leveraging its decade's long food program experience to become a leader in aggregating and distributing healthy food as medicine and making sure the food is properly utilized in order to obtain measurable positive health outcomes. A key resource in the logic model is a Food Hub that provides adequate space and equipment to aggregate, store, pack, and distribute healthy food to community outlets.

Labor Practices

Construction has not begun. We are utilizing local companies for design, civil and construction.

OGOV COMMUNITY EDUCATION BUILDING

Project [Identification Number]: 22826
Funding amount (Budget): $16,000,000.00

Project Expenditure Category: 2.37-Economic Impact Assistance Other
Expenditures to date: $7,000,000.00

Project Overview

The Community Education Building (CEB) received funding to build a Youth Development Center (YDC) to provide Wilmington youth with a safe, inviting, enriching and dynamic place to learn, grow and play, during and outside the standard school day.

The YDC will extend and add to current CEB programs, services and supports to: 1) meet the physical activity needs of the Wilmington's youth, 2) increase enrichment activities, 3) become an educational center for the surrounding students and families, and 4) provide our city youth with a safe haven for recreation and social gathering. Aligned with CEB's model to support the growth and development of the whole child, the YDC will promote youth's physical and behavioral health, social, emotional, and cognitive abilities, allowing all youth to experience achievement, leadership, enjoyment, friendship, and recognition. The proposed 41,000 square-foot building situated on a 70,000 s.f. campus will include outdoor recreation areas, integrated spaces for physical activity, connected learning, and afterschool enrichment to ensure every aspect of a youth's security, physical, social, emotional, educational, and creative needs are met.

In accordance with the construction milestones outlined in the proposal, the YDC schematic design is complete, the City of Wilmington has approved vacating Wilson Street, and the plan has been approved. Groundbreaking took place in late December 2024. Construction has continued through July 2025. Recent completed milestones consist of the steel finishing (minus the canopy, rails and ladders), as well the roof completion (minus Wilson Street end corner). Upcoming milestones consist of the grading of the playground area as well as the brick laying for the exterior of the building. Milestones that required a larger focus consist of the 10,000 gallon tanks that were removed as well as the remediation of the contaminated soil. Despite a number of lost days due to the weather (recent rain), the schedule remains optimistic heading into August, 2025 that completion is on track for January 2026.

Use of Evidence

Once the YDC is constructed, the two-year measurable program goals and outcomes, as outlined in the proposal, are below.

Goals:

1. Meet the physical activity needs of the schools and students in center city;
2. Provide access to early learning education to 80-100 children;

3. Increase enrichment and exposure activities for Wilmington's youth;
4. Create an educational center to support the economic mobility of youth and adults;
5. Create a safe haven for learning, playing, and growing.

Outcome Measures:

1. Early Learning Enrollment
    a. Year 1 (2026): 60% of capacity
    b. Year 2 (2027): 80% of capacity
2. Number of Program Partners
    a. Year 1 (2026): 5 Enrichment Program Partners
    b. Year 2 (2027): 8 Enrichment program partners
3. Number of Career Development Partners

a. Year 1 (2026): 3 Career Development Partners

b. Year 2 (2027): 5 Career Development Partners

4. Enrollment in out-of-school-time programs
    a. Year 1 (2026): 200 students
    b. Year 2 (2027): 350 students
5. Number of groups/students accessing facility on weekends

a. Year 1 (2026): Average 3 youth groups per weekend

    b. Year 2 (2027): Average 5 youth groups per weekend
6. Number of Hosted Events
    a. Year 1 (2026): 5 events
    b. Year 2 (2027): 8 events

Programmatic Data

As an extension of the CEB, the YDC will be a hub for families, students, and the community that addresses community needs for access to early learning, out of time learning and enrichment programs, and safe places for youth to learn and play in the evenings and on weekends. In a series of focus groups and formal and informal conversations conducted by CEB, school staff members, parents, and students identified the following community needs:

- Reduction of youth violence and gang influence in the community
- Safe places and more activities for youth after school and on weekends
- Social and emotional learning, including personal goal setting with students
- Access to early learning

Need: Access to Early Learning

With childcare deserts and COVID closures, many of our Kindergarten students were not able to get the pre- school content and support that they so desperately needed to be ready for kindergarten. In fact, in the State of Delaware, there is a maximum childcare licensed capacity of 35,481, but a total of 54,261 children below the age of 5 who need childcare. The impact of this gap is felt mostly by Delaware's lowest income citizens, as Delaware families pay an average of $20,000 per year on childcare.

Early childhood learning is a two-generation win. It allows parents to engage in stable employment, and it helps prepare children for success in school and future employment. Research shows that early learning in a child's life is critical for long term intellectual and social emotional development. "Healthy development in the early years (particularly birth to three) provides the building blocks for educational achievement, economic productivity, responsible citizenship, lifelong health, strong communities, and successful parenting of the next generation." Indeed, "economists estimate a $4-$9 return for every dollar spent on high-quality early education—in reduced health care, special education, incarceration costs, and increased productivity and tax revenues. A lack of affordable childcare can present a significant barrier to accessing employment, particularly for low-income families.

CEB's Youth Development Center will feature an Early Childhood Learning Center, accommodating 80-100 children from birth to pre-K, with a seamless pipeline leading directly to kindergarten. Not only will this program provide a much-needed resource to the community, but it will also help our youngest students enter school ready for kindergarten and provide the healthy start they need for academic success and future employment. It will also provide parents with a critical, accessible resource that will support stable employment and career growth.

Need: Safe Haven for Youth to Learn and Grow



Wilmington's youth need safe spaces to play, learn and grow after school and on weekends. Increased youth violence in the community and lack of access to local, affordable, and quality Out of School Time programming, have all been exacerbated by the COVID-19 pandemic.

Since 2015 when Wilmington, Delaware ranked third for violence among 450 US cities of comparable size and Newsweek first labeled Wilmington "Murder Town USA," youth violence has remained a significant public health and safety concern in our small city. In 2022 there were 106 victims of gun violence in the City of Wilmington of whom 23 were juvenile victims. Moreover, there has been significant history of gun violence in the neighborhood where this project is located. Thirty-five percent (35%) of the juvenile victims city-wide were victimized in the area where CEB is located. While overall shooting incidents remained constant compared with last year and juvenile shooting incidents citywide are down 36%, this is not the case in the neighborhood where the CEB sits. In this sector, juvenile shootings are up 200% over the prior year.

CEB is in Wilmington Police Sector 2, encompassing two of the poorest census tracts in the city. Communities in this sector have experienced a 36% increase in aggravated assaults over the same period last year, compared to 24% city wide. Every student in our building has been touched by violence, and specifically youth violence. The devastating impact on youth who experience violence as a victim, offender, or witness is well documented and not repeated here. Similarly, that youth violence (in and out of school) disproportionately impacts African American youth living in underserved, low-income neighborhoods is similarly well established.

Aside from the after-school programming offered by the schools, the CEB, and our partners, students living in the high poverty neighborhoods near CEB lack crucial safe spaces to play and learn in the evenings and on weekends.

Need: Access to Enrichment Programs to Address the social-emotional impact from COVID-19

Kuumba Academy Charter School currently serves 600 students across grades K-8. Great Oaks serves 150 students across grades 8-12. A significant majority of these students would be considered "at-risk." Many of the students come to these schools one to two grade levels below their peers and are experiencing trauma caused by multiple adverse childhood experiences. Twenty-two (22%) of the students attending school at the CEB reside in the Census Tracts 29 and 9, where 40% of the population live well below poverty level, nearly 20% of the population lack transportation, only 8% of the reported households are two parent households (source East Side Analysis Area/Census Tracts 9 and 29).

Since the pandemic, we have seen a 200% increase in student and family needs. CEB has addressed 93 referrals for housing support in the last year and serves over 330 families, and 1,000 individuals through our Family Resource Center.

The trauma experienced by the family is felt by the students. Kuumba's most recent student risk survey conducted during the 2021/22 school year, reflected 29% of students were at high or moderate risk for challenging and antisocial behavior. Behavior referrals from the Spring 2021 reflected a 12% increase in referrals from the 2019-2020 school year. Over the past three school years, Kuumba's Student Support Team experienced a 30% increase in the number of students being referred for academic and/or social emotional behavior support. This is likely to continue to increase as students and families continue to face experience the consequences of the pandemic.

The YDC will seek to combat the negative impacts of the pandemic on our youth through intensive increased afterschool learning and enrichment opportunities, additional social and emotional support, and programming designed to build resiliency.

Need: Safe and Accessible Space for Physical Activity

For years now, CEB has partnered with the Walnut Street YMCA to ensure that students attending school at the CEB receive high quality physical education. We have also partnered with the YMCA, Boys' and Girls' Club, and St. Helena's to provide afterschool athletic space for our students. Although these organizations have historically provided options for physical education space during the school day, the time, and logistics of getting to such locations presents a significant disruption to the instructional day, especially for students in younger grades. Furthermore, spaces such as these are unavailable for after-school activities. The YDC will provide the much needed, quality physical education space for our students during the day, and access to athletic and recreation space and programming for all youth in the community.

Community Engagement

The need for (and our commitment to building) the Youth Development Center originated from ongoing engagement with Wilmington community members, particularly those living on the East Side as well as parents and youth attending school in the Community Education Building. As we have continued our outreach regarding the YDC through community conversations, attending neighborhood meetings, and gathering feedback through focus groups and surveys, the excitement from the community has been inspiring. It is such a privilege and honor to be able to respond to the hopes and needs of the community with this project.

Specific community engagement included:

- Onsite "Community Conversations" which were open to the public, and involved local community leaders and officials, and were a series scheduled during different times and days to accommodate availability of various stakeholders;

- Student engagement through a "focus group" type exercise (with collaboration from Network Connect, a CEB resident partner);
- Family engagement through school family events such as end of year Umoja festivals;
- Teacher/faculty focus groups during lunch breaks onsite at CEB;
- Virtual engagement opportunities through social media;
- Attendance at local community organizations to share the project (CEB COO, Tamarra Morris, was invited to speak at a local church);
- Session hosted by Councilwoman Oliver at Howard High; and
- Individual conversations with school leaders (these have been many over the years) + resident partners (newer).

WORKFORCE DEVELOPMENT

OGOV RODEL CAREER PATHWAYS 2.0

Project Identification Number: 18437
Funding amount (Budget): $7,300,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $7,300,000.00

Project Overview

Objective:

Career Pathways in Delaware are designed to better prepare our young people for a rapidly changing world. Recognized as a national leader, the state has been building this initiative for the past decade. In the wake of Covid, the accelerationof artificial intelligence, and the fact that we simply have more available jobs than job seekers, this work to more seamlessly connect our young people to the world of work could not be more important or timely. Over the past three years, through the joint efforts of many partners, including the Governor's Office, Delaware Department of Education (DOE), Delaware Department of Labor, Delaware Technical College Community (DTCC), Delaware Business Roundtable,



Delaware Business Roundtable Education Committee (DBREC), the Delaware State Chamber of Commerce, Delaware Workforce Development Board (DWDB), district and charter schools, Rodel, and national funders, we have made significant progress. Since the first pilot of 27 students in one pathway in 2014, the state has gone on to engage more than 27,000 students in more than two dozen pathways. To build on this momentum and prompt the next wave of innovation our project comprises three key strategies: 1) Go deeper on pathways, 2) Strengthen employer co-ownership of talent pipelines, and 3) Invest in innovation and scale.

Impact Summary

Over the past three years, with the support of State funding, we have:

- Increased the number of students in pathways from 19,000 to 30,000 (from about 50% to 65% of high school students statewide).
- Launched an innovative career exploration pilot in middle grades impacting approximately 8,100 students.
- Developed new accelerated apprenticeship opportunities for approximately 1,000 high school students.
- Increased number of students earning dual enrollment credit by nearly 5x, from 1,627 in 2019 to 7,865 in 2024. • Increased number of students earning industry recognized credentials by more than 50%, from about 980 in 2019 to nearly 1,500 in 2024.
- Engaged over 500 Delawareans in the development of pathway programming meant to expand equity and increase access by building roadmaps for success and piloting hands-on curricula across 10 middle schools.
- Changed the narrative on pathways by producing numerous case studies and podcasts highlighting the “sticky” success stories and new tools to help young people make informed choices about high school.
- Launched Delaware’s first industry council, the Tech Council of Delaware, which is partnering regionally on federal tech hub proposals, and with 30 corporations across the state, to build a more diverse tech workforce.

Middle Grade Pilot – Over the previous quarter, Rodel has advanced its work to expand career-readiness opportunities for Delaware students, building equitable and scalable pathways to success. The Profile of a High School Ready Student, which outlines the knowledge, skills, and mindsets middle schoolers need by the end of 8th grade to confidently transition into high school and pursue their postsecondary and career goals, has been integrated into middle-grade programming across thirteen pilot schools and is providing students with a clear roadmap for high school and beyond. New industry partnerships including the Delaware Art Museum, The Boys and Girls Club, and Christiana Care Trauma Department



have further enriched career-connected learning, exposing students to diverse professions and real-world experiences.

Over the next year, we will continue supporting the 13 existing pilot schools in the community of practice as they refine and scale their implementation efforts. We will also add up to three new schools, guiding them through a year-long planning process to unpack the career exploration standards and design programming that reflects the needs of their students and unique school contexts.

ConnectED - The ConnectED Careers initiative has catalyzed Delaware technical school districts' work to improve educational and career outcomes for every student in every trade-specific program of study. The end goal is to create a scaled solution that builds opportunities for all 7,000 students at our technical high schools to have access to a year of a registered apprenticeship and/or college credit before graduation. As a result, young people representing a statewide cohort of almost 1,000 students in construction, electrical, HVAC, masonry, millwright, plumbing, sheet metal, and welding pre-apprenticeships graduate from high school having completed the first year of an apprenticeship program. This places them in the second year of the registered apprenticeship program and thus accelerates their path to licensing and earning a journeyperson's certificate.

Rodel is excited to expand ConnectED Careers into several Delaware comprehensive high schools in the upcoming school year. Given that more than 80% of students are in the state's comprehensive schools, building a bridge to apprenticeships from Delaware's technical schools to its comprehensive school counterparts will dramatically expand career options for students statewide and potentially provide a roadmap for other states.

Work-Based Learning – Delaware has taken considerable strides to expand access to work-based learning opportunities across the state, including the creation of a statewide curriculum available to all schools, the creation of a statewide intermediary in the Office of Work-Based Learning at Delaware Technical Community College (DTCC), and engagement from more than 500 of the state's employers, including key employers such as Christiana Care Health System, our state's largest private sector employer. Despite those efforts, many students still do not get access to quality, immersive experiences, despite their interest.

To address these inequities, Rodel convened cross-sector partners from the Delaware Department of Education, Delaware Technical Community College, the Delaware Workforce Development Board, and others to examine workbased learning experiences from a student perspective. This analysis involved reviewing policies, interviewing district leaders, and conducting focus groups with students across the state. This effort identified key barriers for state partners to work collaboratively to address moving forward, including 1) lack of adequate transportation, 2) insufficient social capital, 3) inconsistent advising, and 4) master schedule barriers.

To address these issues moving forward, Rodel will utilize our convening capability to bring together partners to create a framework that ensures all students have access to a quality work-based learning experience before graduation.

Additionally, Rodel is poised to work closely with Governor Meyer and his cabinet to support and advance key education and workforce initiatives, including Executive Order 1. With Rodel serving as a representative on the EO1 commission, this work will build on existing work-based learning accomplishments to expand opportunities statewide.

Key Lessons Learned

Aligning Work in the Districts with Labor Market Needs

Traditionally, our schools—as public institutions governed by a mix of local, state and public laws and norms—have lagged well behind the needs of the private sector. Given the pace of change in the labor market, this gap between supply and demand could expand if we don't act with intention to address it. Rodel's CEO, Paul Herdman, chairs strategic planning for the state's Workforce Development Board, and his committee, in partnership with Gov. Carney, released a new strategic plan, which does something that previous plans did not. Rather than relying solely on historical data from the Department of Labor, the new plan leverages new data analytics from Jobs EQ about where the job demand will be. One of our goals is to build the governance structures and communications strategies such that we tighten this divide between jobs and potential workers. Given that Delaware is part of two mid-Atlantic, federally funded tech hubs – one on Hydrogen production and the other on precision medicine, the Delaware Workforce Development Board will be making an explicit effort to link the career pathways efforts with the jobs of the future. If we're successful, we'll provide our young people with a clear path to achievement.

Use of evidence

Delaware Pathways Background and Evidence Base:

https://rodelde.org/wp-content/uploads/2019/11/DE_Landscape_Analysis_Full_Report1.pdf

https://rodelde.org/wp-content/uploads/2019/07/RTI_DEPathwaysY1rpt_FINAL-1.pdf

Early Career Exploration Research:

http://rodelde.org/wp-content/uploads/2023/07/PUBLIC-FACING_Summary-of-Policies-and-Student-Supports-for-Middle-School-CTE-Standards-Implementation.pdf

Teacher Residency and Apprenticeship Background Evidence and Research:

https://rodelde.org/wp-content/uploads/2018/12/2020_Policy_Brief_Teacher_Residencies.pdf

Programmatic Data

Building on the 30,000 high school students already in Delaware's career pathways, this investment has supported:

- Accelerating the pathway for young people entering apprenticeship programs across the state that currently support 643 Delawareans
- Building new partnerships within technical school districts to increase access to accelerated apprenticeship opportunities available to roughly 900 students.
- 6.6 percent increase in the number of students enrolled in advanced coursework from 11,356 to 12,108
- 12.9 percent increase in the number of high school students earning industry certifications from 874 to 987
- The Tech Council of Delaware has expanded to 30 members and is connecting high school students and new potential employers to some of the state's largest employers including CSC, M&T Bank, and WSFS, who employ over 10,000 Delawareans.
- Launch of innovative career exploration pilot for middle grade students currently impacting 5,550 students and on track to scale to all 30,000 middle graders statewide over the next 3 years.

Client Impact, Interviews, and Success Stories

National News:

• Scaling Delaware Pathways – Bellwether Education

• Toward the Big Blur: Momentum and Progress In Delaware – Jobs for the Future

• Spotlight on Delaware Pathways - NBC Kids Edition

• State and Regional Leaders from Across the Country Join New National College and Career Pathways Initiative - Launch: Equitable & Accelerated Pathways for All - Yahoo

• "Career Pathways: An American Moment." Essay by Paul in "Unlocking America's Future" compendium

• Unlocking the Future, Toward A new Reform Agenda for K-12 Education - Opportunity America

Delaware News:

• Case Studies on Kuumba Academy and A.I. du Pont Middle School



- Delaware Pathways 2.0
- The Tech Council of Delaware: Connecting Delaware's youth to the tech workforce
- New Tech Council of Delaware aims to promote industry
- Expanding Delaware Pathways: The Patient Care Assistant Pathways
- How Delaware is rethinking middle school | Delaware First Media
- This fall, Delaware is implementing the 'Rethinking Middle Grades' program to help middle schoolers plan for their future - WHYY
- Delaware's Pathways Program – Careers + STUFF magazine
- Guest Opinion: Career pathways could be the future of American education - Del. State News
- Assessing Delaware Pathways work to prep high school students for college and future careers – Del. Public Media
- Guest Commentary: How Delaware is beginning to rethink middle school – Bay-to-Bay News
- Rodel Press Release: Rodel Expands its Team to Strengthen Educator Support and Postsecondary Success
- Delaware Business Times: 90 in 90: Paul Herdman, Rodel
- Delaware Public Media: Gov. Matt Meyer is sworn in as Delaware's 76th governor
- Delaware Public Media: Delaware Vision Coalition releases 10-year education plan, career and life readiness at forefront
- WDEL: The "long view" in addressing Delaware's public education challenges - and opportunities

Success Story: Finding Direction – A Student's Journey Through Colonial Compass at George Read

For many students at George Read Middle School, Colonial Compass—a weekly program designed to help them understand themselves and explore career options—has become more than just a program. It's a gateway to selfdiscovery, exploration, and future planning, empowering students to envision and shape their paths forward. One student found the lessons on high school pathways, time management, and money management especially eyeopening. "I appreciated learning about flexible hours and what careers suit you the best," they shared. Another student reflected on the practicality of financial planning, emphasizing how much they valued the discussion on "how to manage your time



and your money." These lessons helped students connect their current choices to their long-term goals, making the transition to high school and beyond feel more manageable.

While students appreciated the foundational skills they gained, they also expressed a strong desire for Colonial Compass to better reflect their individual interests, and the design team has worked to address that feedback. As a result, students have had the opportunity to engage in groupwork with their peers that share similar career interests and passions. These programmatic shifts to more student-centered learning experiences foster greater opportunities for young people to align their education with their aspirations.

Hands-on learning also emerged as a critical theme among George Read students. Several voiced a preference for interactive experiences over surveys, advocating for more engaging activities, particularly in technical and creative fields. One student envisioned "more engaging activities, especially for fields of engineering and architecture," suggesting projects that involve building or brainstorming real-world solutions. Another student proposed incorporating student choice more directly into the program, recommending that "students vote on what people like and then they can make a class based on that one subject." These ideas reflected a desire for more dynamic and participatory learning experiences—ones that empower students to take ownership of their career exploration.

For students at George Read, Colonial Compass has provided valuable insight into their futures, equipping them with practical knowledge and a clearer sense of direction. Additionally, the inclusion of student feedback is helping to drive educators' efforts to make their program more hands-on, personalized, and responsive to the unique interests of youth. By continuing to evolve in response to student voices, Colonial Compass can ensure that every student, regardless of their aspirations, feels prepared and empowered to take the next step in their journey.

Community Engagement

Community outreach plays a crucial role in enhancing and sustaining the work of the Delaware Pathways initiative. By engaging with key partners, students, families, and employers, we can bridge the gap between employers and job seekers, foster skill development, and promote economic growth. A critical element of this work is to ensure that we authentically engage diverse, equity-minded communities and individuals to ensure that programming truly meets the needs of individuals across the state. To that end, we have prioritized elevating the voice of students, families, and individuals throughout all facets of our work.

For our middle grade career exploration pilot, we convened a statewide steering committee of 25 diverse, equityfocused individuals from across the state to help us bring shape to this concept. This



group represented state, district, and school leaders, employers, community organizations, parents, and students. In this term, steering committee members have engaged over 300 students, parents, and other community members via focus groups, individual interviews, and surveys to better understand the skills and learning students need to be ready for high school. The themes from those interviews were used to inform the development of the Profile of a High School Ready Graduate and the draft career exploration standards for middle school.

Over the pilot year for the middle grade career exploration project, our team will be conducting site visits, focus groups, and individual interviews with students, teachers, and administrators at participating schools and districts. Data from these visits will be used to inform refinements to guidance and policy, as well as be summarized into three case studies that will be published following the completion of the project.

The emphasis on elevating the voices of students and families in this project has forced us to ensure that we are centering their needs throughout this project. We recognize that all too often policies and programs are developed without authentic engagement of those most impacted. We are working to counter that trend with the career exploration pilot by taking a "build with" approach as opposed to "build for."

OGOV ZIP CODE WILMINGTON

Project Identification Number: 18444
Funding amount (Budget): $4,500,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $2,700,000.00

Project Overview

To avoid duplication of information, the 2023 Annual Recovery Plan Performance Report is herein incorporated by reference (the "June Report").

I. Objective

There have been no changes to the objective of this program following the June Report; however, a modification to the award was approved to provide funding within the allotted budget for additional resources and programming (see letter dated August 1, 2023, "Zip Code Wilmington Workforce Tech Training Grant – Request for Modification of Award"; hereinafter, "Award Modification"). The adjustments were proposed to (a) increase enrollment, (b) increase geographical focus, and (c)



accommodate inflation and hiring delays. The approved changes do not change the total amount of the award and were proposed in view of funds remaining in the grant period.

II. Barriers

The job market for software developers and data engineers continues to suffer from job freezes and slow growth due to several external market forces including: (a) economic uncertainty in the form of fears of a global economic recession as well as the use of Artificial Intelligence in the tech sector, (b) high inflation, and (c) high interest rates.

III. Achievements

Zip Code's Paid Internship Program:

The Zip Code Wilmington Paid Internship Program was launched in December 2025 to mitigate the deteriorating effects of prolonged hiring delays in the local tech workforce pipeline. This program has supported 15 graduates with continuing technical studies, development of software applications that support local nonprofit organizations, networking with technical professionals and hiring managers, and training towards certifications which increase their overall marketability.

Early results show great success!

- There have been 15 total participantsin the program thus far with 12 active participants in the program as of June 30, 2025. Three (3) interns (20% of participants) have found job placement in recent months.
- Placed interns have received an average salary of $84,000 and have increased their wages earned by a total of $187,110 with each intern earning an average of $62,370 more than when they started their training with Zip Code Wilmington.
- Participating interns show high engagement and satisfaction with the support, training, and networking provided by the program.

Use of Evidence

Please see the reporting summarized in the previous report. We will be following up on the recommendations provided in the report and submit any further updates.

Programmatic Data

I. Programmatic Data Required for Expenditure Category 2.10

The U.S. Department of Treasury requires that programs under Expenditure Category 2.10, Assistance to Unemployed or Underemployed Workers (Job Training) for Tier 1 recipients only include certain reporting data which is identified in Appendix E of the Coronavirus State and Local Fiscal Recovery Funds: Project and Expenditure Report User Guide. Zip Code Wilmington's program falls under this category; accordingly, the specific programmatic data is provided as follows:

Reporting Period	Covered Workers Completed Training (*See* Note 1)	Covered Workers Enrolled in Training (*See* Note 1)	People Participating in Summer Youth Employment Programs
Q2 2025	3 (Java 11.0 & Data 6.0)	N/A	N/A
Q1 2025	4 (Java 10.0 & Data 5.0)	3 (Java 11.0 & Data 6.0)	N/A
Q4 2024	N/A (Java 10.0 & Data 5.0)	4 (Java 10.2 & Data 5.2)	N/A
Q3 2024	5 (Java 10.1 & Data 5.1)	N/A (Java 10.1 & Data 5.1)	N/A
Q2 2024	9 (Java 10.0 & Data 5.0)	5 (Java 10.1 & Data 5.1)	N/A
Q1 2024	4 (Java 9.2 & Data 4.2)	9 (Java 10.0 & Data 5.0)	N/A

Note 1: The training participants and graduates identified above are solely those enrolled / completed who are receiving scholarship and/or stipend benefits through grant funding provided herein. In other words, the total does not include the total number of students in the program during that time period who are not receiving benefits.

II. Summary of Outcomes

In addition to the above, Zip Code Wilmington herein provides certain programmatic data relating to the outcomes of the program during the reporting period. This programmatic data is tracked in the ordinary course of its operations, and wage and employment placement data are independently audited each year and then published on the Zip Code Wilmington website.

Below, you will find a high-level summary of total program outcomes (Q1 2022 through Q2 2025):

- Average Salary of Clients Served, Before Training: $22,484



- Average Salary of Clients Served, After Training & Placement: $75,761
- Total Amount of Scholarships & Stipends Awarded: $1,521,180
- Total Amount of Clients' Increased Wages Earned: $1,822,897

To summarize the total client service results from Q1 2022 through Q2 2025:

- Total Clients Trained under Grant Funding: 86
  - Training: 74
    - Voluntary withdrawals: 03
    - Involuntary withdrawal: 01
    - Discontinued DE Residence: 01
    - Training in progress: 03
    - Completed training: 66
  - Paid Internship Participants: 15
    - Training in Progress: 12
    - Voluntary Disenrollment:
      - Due to Placement: 03
    - Involuntary Disenrollment: 00
    - Discontinued DE Residence: 00

Each scholarship recipient that has been placed is earning an average of $52,083 increased wages earned.

Reason for Involuntary Withdrawal: Academic Performance.

Placed interns have received an average salary of $84,000 and have increased their wages earned by $187,110 with each intern earning an average of $62,370 more than when they started their training with Zip Code Wilmington..

Community Engagement



For background information, please see the previous annual report.

During Q2 2025, Zip Code Wilmington attended and/or sponsored the following events:

• Multiple employer site visits | Wilmington, Delaware Visited multiple technical employer sites with recent graduates in order to provide additional networking and job placement opportunities.

• Paid Internship Program | Wilmington, Delaware Zip Code Wilmington launched a paid internship program in order to sustain graduate marketability and increase employer engagement, especially with respect to nonprofits and small- to medium-sized businesses which have not historically had an opportunity to meet with and hire graduates. There were 12 paid interns working on 4 group projects for local employers during Q2 2025. Monthly feedback is requested; the June 2025 feedback is included with this quarterly report. (Attachment 1)

OGOV DELAWARE RESTAURANT ASSOCIATION

Project Identification Number: 18446
Funding amount (Budget): $900,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $900,000.00

Project Overview

This project utilizes ARPA funding to provide workforce development training and other support services for Delaware's restaurant industry. The restaurant and hospitality industries have been significantly negatively impacted as a result of the economic effects that the COVID-19 pandemic had on the economy of the State and those industries in particular. DRA and its philanthropic educational Foundation (DRF) seek to provide nationally recognized curriculum and workforce development management and other career advancement for Delaware's restaurant and hospitality industry workforce.

The DRA has already exceeded expectations and delivered training opportunities to 13,981 individuals over the grant cycle thus far (Jan 2022 - Mar 2024) who have registered on our site and downloaded course materials/access to programs, with 8,895 credentials earned (some participants may earn more than one credential of completion, while others may obtain training but may not pass certification exams or complete training). We always seek to improve completion success rates and are continually working to engage with those that have obtained training codes, to ensure program completion and



certification. Since the original goal of program participants has already been met, the DRA will continue to offer training as long as funding can sustain the project.

Additional program demographics:

January 2022-March 2024

ARPA GRANT TOTAL REGISTRANTS TO DATE: 13,981

ARPA GRANT TOTAL CREDENTIALS EARNED TO DATE: 8,895

**65% of registrants have obtained 1 or more credentials!

2024 1st QTR January - March - 616 Total Registrants

State: This grant is offered to anyone who lives or works in the state of Delaware. Around 5% of registrants who reside outside of Delaware took advantage of the training. However, it is good to note how many registrants are working in our state who reside elsewhere, and, where exactly they are coming from.

State	Count of state	%
Delaware	576	93.51%
Pennsylvania	7	1.14%
American Samoa	7	1.14%
Arizona	5	0.81%
Maryland	5	0.81%
Alaska	3	0.49%
Massachusetts	2	0.32%
Virginia	2	0.32%
New Jersey	2	0.32%
Ohio	1	0.16%
Arkansas	1	0.16%
California	1	0.16%



Connecticut	1	0.16%
Washington	1	0.16%
North Carolina	1	0.16%
New York	1	0.16%
Grand Total	616	100.00%

Sex: Females continually account for more than half of registrants.

Sex	Count of sex	%
Female	316	51.30%
Male	285	46.27%
Other	7	1.14%
Prefer not	8	1.30%
Grand Total	616	100.00%

City: The top 10 cities in Delaware that took advantage of the training.

City	Count of city	%
Wilmington	243	39.45%
Claymont	41	6.66%
Newark	36	5.84%
Smyrna	34	5.52%
New Castle	33	5.36%
Dover	33	5.36%
Middletown	23	3.73%
Townsend	20	3.25%
Bear	15	2.44%
Lewes	14	2.27%



Race: This is the first quarter where the most registrants were Black/African American.

Race	Count of race	%
Black or African American	248	40.26%
White	238	38.64%
Other	61	9.90%
Latino	42	6.82%
Asian	17	2.76%
Ameri. Indian or Alaska Native	8	1.30%
Pacific Islander	2	0.32%
Grand Total	616	100.00%

Served in Military	Count of served	%
no	598	97.08%
yes	18	2.92%
Grand Total	616	100.00%

Education Status	Count of education status	%
In School	288	46.75%
High School Diploma	191	31.01%
Not in School	105	17.05%
Attending Post Secondary	19	3.08%
High School Drop Out	13	2.11%
Grand Total	616	100.00%

Highest Grade	Count of highest grade	%
12th grade or lower	301	48.86%
High School Graduate	133	21.59%



College Graduate	77	12.50%
Some College	73	11.85%
GED or equivalent	17	2.76%
None	15	2.44%
Grand Total	616	100.00%

2024 1st Quarter: 619 Total Credentials Earned

Course	Q1 (Jan 1 - Mar 31)	%
Food Handler	184	28%
Manager Course	41	6%
Allergens	196	30%
Manager Exam	27	11%
SHP Employee	103	16%
SHP Manager	39	6%
Drugs & Alcohol	0	0%
UUB Manager	29	4%
Total	619	100%

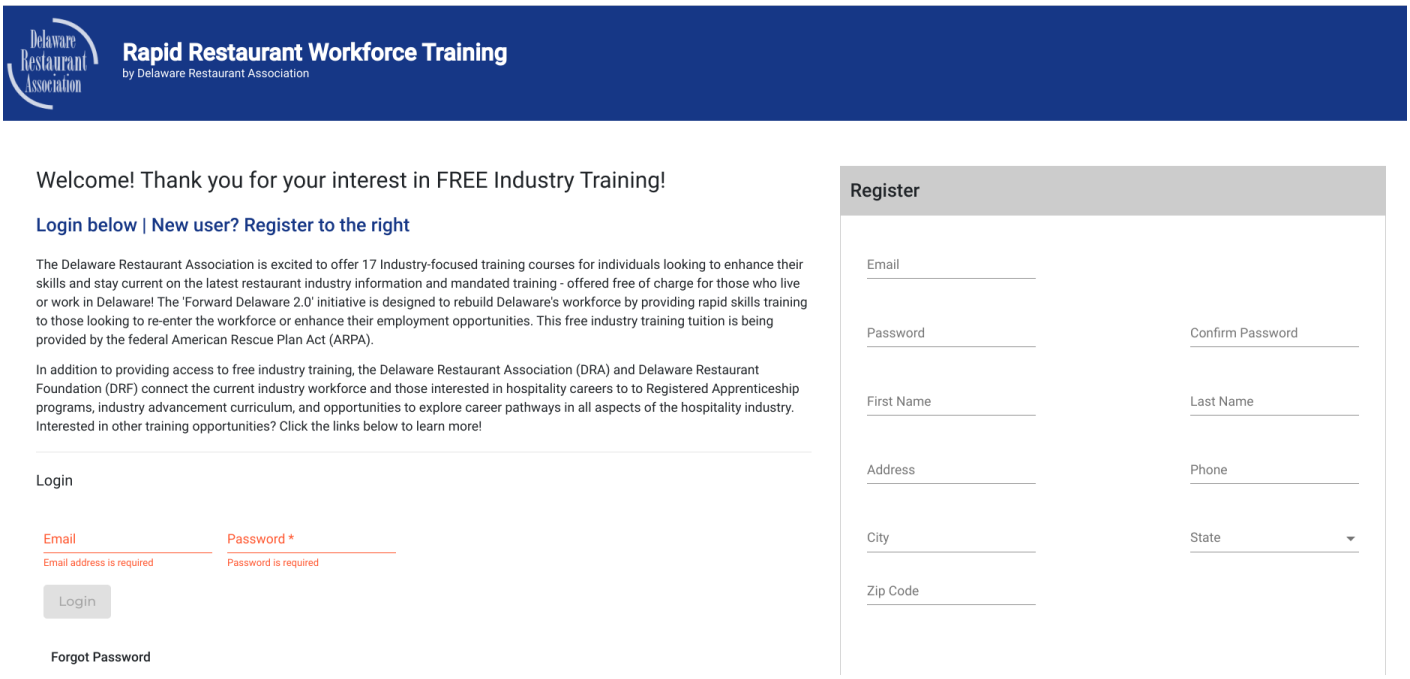
To Date: Jan 22 - Mar 24

Course	Total to Date	%
OABCC	5547	62%
Food Handler	1103	12%
Manager Course	352	4%
Allergens	509	6%
Manager Exam	186	2%
SHP Employee	574	6%

SHP Manager	355	4%
Drugs & Alcohol	54	1%
UUB Manager	215	2%
Total 8895		

Use of evidence

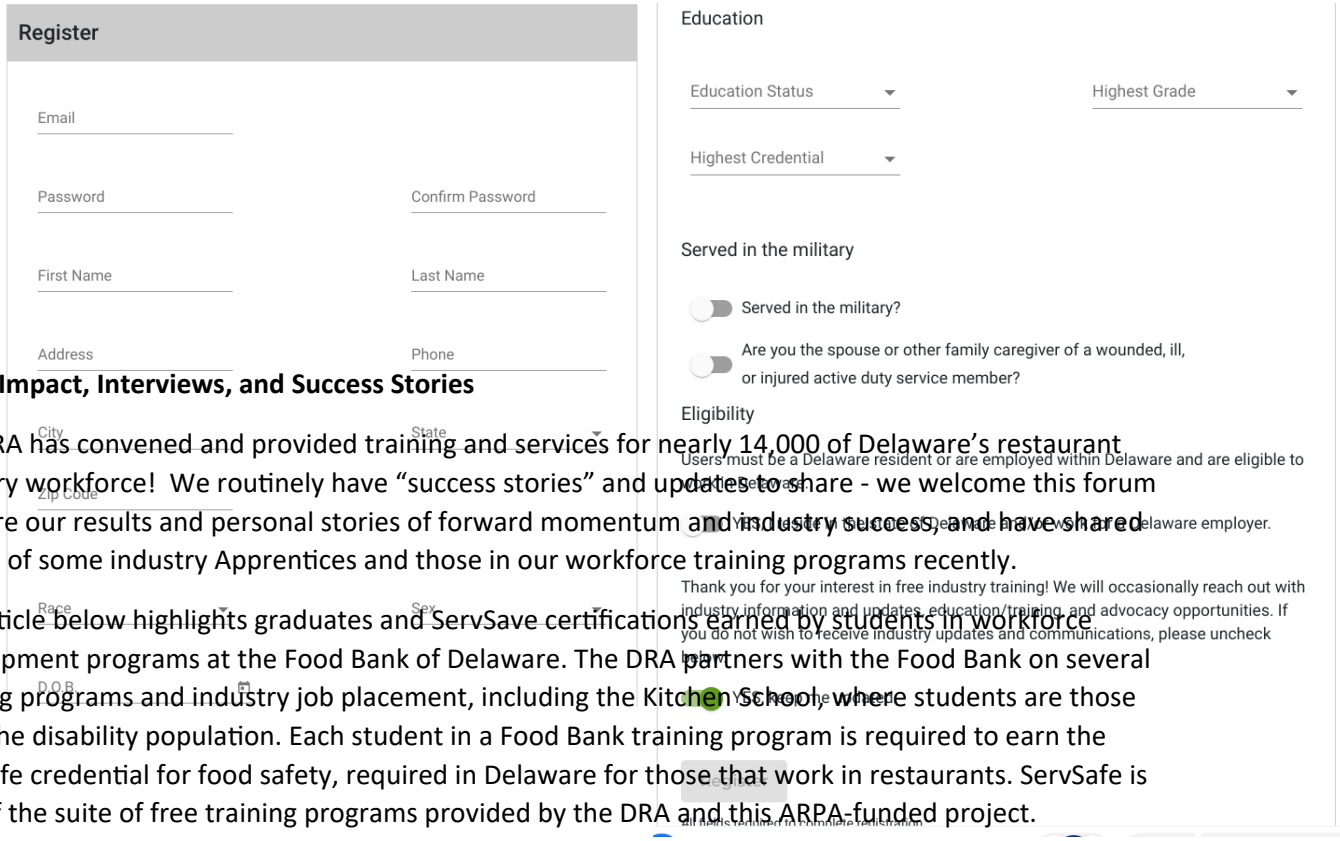
This project utilizes ARPA funding to provide workforce development training and other support services for Delaware's restaurant industry. For participants to utilize our free training programs, they are required to register and create an account on our site drapromos.com This is also where we collect demographic information (see Chapter 1) and evaluate whether participants live or work within Delaware (this is a grant-funded program requirement). The data from registrations is then collected and analyzed by the DRA on a quarterly basis for reporting and program sustainability purposes.



Programmatic Data

Please see data from Project Overview Section.

We currently collect demographic data from all participants in the free industry training program, including the following (see screenshot from registration screen):



Client Impact, Interviews, and Success Stories

The DRA has convened and provided training and services for nearly 14,000 of Delaware's restaurant industry workforce! We routinely have "success stories" and updates to share - we welcome this forum to share our results and personal stories of forward momentum and industry success, and have shared stories of some industry Apprentices and those in our workforce training programs recently.

The article below highlights graduates and ServSave certifications earned by students in workforce development programs at the Food Bank of Delaware. The DRA partners with the Food Bank on several training programs and industry job placement, including the Kitchen School, where students are those from the disability population. Each student in a Food Bank training program is required to earn the ServSafe credential for food safety, required in Delaware for those that work in restaurants. ServSafe is part of the suite of free training programs provided by the DRA and this ARPA-funded project.

DELAWARE LIVE
OUR STATE. OUR NEWS. OUR HOME.

Food Bank programs look beyond handing over box of groceries

KATIE KAZIMIR FEBRUARY 14, 2024



THE FOOD BANK OF DELAWARE'S JOB TRAINING PROGRAMS OFFER CULINARY, WAREHOUSING AND LOGISTICS CLASSES. PHOTO BY KATIE KAZIMIR.

"Food for today, food for tomorrow" doesn't just refer to leftovers at the Food Bank of Delaware's Milford Branch. The motto encapsulates the nonprofit's mission to provide Delawareans nourishing food as well as long-term solutions to poverty and hunger."

Click for full article: *https://delawarelive.com/food-bank-programs-look-beyond-box-of-groceries/*

Community Engagement

Please see demographic data from Chapter 1; the DRA is continually engaged with the community and fulfilling training needs within the project. The DRA also hosts industry meetings throughout the year, including member town halls (both virtually and in person), educational events and symposiums (annually held in February), semi-annual Board of Directors meetings, and social events such as our Cornerstone Awards and annual Bocce Tournament. The DRA also hosts an annual Women of Hospitality leadership conference where over 200 industry workers engage in leadership development, and new this year was a Hospitality Ambassador Program bootcamp, for customer service and tourism training for frontline hotel and restaurant service workers. Each DRA industry event is a unique opportunity to convene restaurant operators, owners, managers and workforce - to discover ongoing industry needs, and collaborate on solutions. Meetings and events are also the best time to unveil projects and gain participants in established programs.

The DRA also recently started two smaller engagement groups, to focus on equity goals and fostering conversation with communities that have historically faced significant barriers to services, such as people of color, people with low incomes, limited English proficient populations, and other traditionally underserved groups. The DRA "Hospitality HR Roundtables' focuses on convening HR professionals and restaurant operators, to better serve the HR needs and share best practices within our community. These bi-montly meetings have already shown great promise and exceptional conversations between members, on topics including training, employee retention through training and advancement programs, employee benefits, and a greater focus on overall employee health and wellbeing. The second new group is the DRA Multicultural Alliance Roundtable, focusing on minority and smaller location restaurant owners, operators and managers. The first meeting was held in 2023 and featured a robust discussion on topics such as permits and financial planning, training and employee retention, business/grant opportunities for the industry, and larger multicultural groups that exist for minority business owners that restaurant operators can participate in. The DRA plans to continue this important group and find more ways we can engage with our minority and underrepresented communities, and ensure that our grant opportunities/projects are prompted and supported within our industry.

OGOV DELAWARE RESTAURANT ASSOCIATION 2.0

Project Identification Number: 20994
Funding amount (Budget): $550,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $370,000.00

Project Overview

This project utilizes ARPA funding to provide workforce development initiatives and support services for Delaware's restaurant industry. The restaurant and hospitality industries have been significantly negatively impacted as a result of the economic effects that the COVID-19 pandemic had on the economy of the State and those industries in particular. The DRA seeks to provide nationally recognized curriculum and workforce development management and other career advancement for Delaware's restaurant and hospitality industry workforce, under the following 3 program segments:

<u>Expanding Subsidized Certifications for the Hospitality/Hotel Industry Sectors</u>



To continue to achieve positive outcomes for Delaware's workforce and communities, and to remove the barriers to successful pathways for those not traditionally represented in the workforce, this project expands on ARPA funding provided for the restaurant workforce to receive subsidized training and certifications, and includes the hotel and accommodations workforce populations. Through ARPA grant funding, the DRA added expanded the current certifications that address this specific workforce, bolstering industry knowledge and skills for job-seekers and those looking to upskill within the industry..

- Expansion included 9 new hospitality credentials from the nationally-recognized American Hotel & Lodging Educational Institute (AHLEI) which is accredited by both the American Hotel & Lodging Association (AHLA) and the National Restaurant Association (NRA), designed specifically for the hotel and accommodations workforce
- The goal is 1,000 Hotel & Lodging credentials to be utilized by the end of the grant funding period (2026) - approximately 100 offerings of each course offered
- Creation of additional marketing collateral materials and statewide promotional/advertising plan
- Coordinate tech advancement of current free training website (drapromos.com) to generate coupon codes to be redeemed for free course training and certification; DRA to handle all support services

The new AHLEI training courses have been added to our distribution site (DRApromos.com) and some have already been utilized by workers in our industry. The DRA will continue to procure bundles of courses and ensure they are available on our site. We have begun marketing these additional courses, along with our courses offered through our other ARPA-funded free training initiative, and have met with good response so far from the hospitality industry and employers. We will continue to promote these new offerings.

The DRA presented the availability of these training programs to Delaware Hotel and Lodging Association's Board of Directors meeting in September, 2024 (attended by 75 hoteliers and lodging representatives from across Delaware). The DRA provided posters, flyers, and additional program information to all attendees, with the goal of increasing course utilization numbers.

As part of our ARPA grant initiatives plan, we were excited to participate in the DECA Career and Technical Student Organization (CTSO) Leadership Conference at the University of Delaware at the end of January. Over the course of two days, we engaged with approximately 150-200 high school students through a dedicated career exploration and credentialing space. This initiative provided students with access to AHLEI (American Hotel & Lodging Educational Institute) courses, enabling them to explore career pathways in hospitality and tourism while earning industry-recognized credentials. Our

involvement in this event underscores our commitment to supporting workforce development and equipping Delaware's future leaders with the skills and credentials needed for success in the industry.

Workforce Expansion & Retention Credit

A major component of ARPA/SLFRF dollars is providing premium pay for critical workers. The restaurant and hospitality sector is the largest employer of front-line workers as well as individuals from diverse populations seeking a pathway to employment with opportunities for advancement. At the same time, the industry is still facing an industry-wide labor shortage where thousands of jobs remain unfilled. Modeled after successful programming in Colorado, we propose incentivizing and connecting job-seekers to employers that participate in one of the DRF's workforce development programs (RYRA for youth apprenticeship, HSRA industry apprenticeship for adults, and HOPES for reentry/pre-apprenticeship).

- Employers must ensure each participating employee receive at least one industry and/or nationally-recognized credential and be enrolled in a DRF workforce development program
- Goal is partnership with 20 employers and enrollment of 50 employees in DRF workforce programs
- A maximum of $3,000 per employee participant would be provided to employer partners, as long as a minimum of $15 wage is being paid to the employee
- The $3,000 per employee can be used for recruitment/retention bonuses, and/or will include access to community-based organization (CBO) services, like childcare, transportation, uniforms, etc. - that support the socioeconomic stability of the employee. CBO's are DRAEF partners in all apprenticeship programs
- DRA to develop enrollment, tracking, support systems and tools, a DRA staff position to manage the $3,000 credit for employers after the 3 months of required employee participation, and release of project/report findings based on program participation and survey-verified outcomes

The DRA has completed the planning phases for this program, and has officially rolled out promotions and info sessions at our industry educational symposium event in February, 2024 and 2025 to DRA membership and Board of Directors. We have completed initial survey interest forms and templates, promoted the program with flyers and employer posters, and have begun tracking eligible employer and employee participants.

As of the end of Q2 2025, the Delaware Restaurant Foundation currently partners with 21 employers through its workforce programs, supporting 124 enrolled participants at various stages of training and employment. We have offered all employer partners access to the Advancement and Retention Credit. To date, 8 employers have successfully utilized the credit to support 24 employees. To encourage greater participation, we plan to send monthly email reminders and emphasize this opportunity at all employer events. We believe that as more employers hear success stories from their peers, participation will continue to grow.

Transportation Assistance Program

Transportation remains an oppressive barrier for those seeking opportunities in the restaurant and hospitality industry– especially affecting entry-level, reentry and low-income communities and citizens under-represented and under-employed in the workforce. Modeled after similar successful programming in neighboring states like Rhode Island, the DRA proposes piloting a transportation assistance program, following analysis of an in-depth transportation study conducted by the DRA.

- 3 months of research and development would assess statewide industry transportation needs and viability/sustainability of programs with DelDOT, DART and other non-profit partners
- Goal is to support 100 industry workers with subsidized transportation passes or voucher program
- DRA will track program participation, issues passes, and gather both pre and post-project completion data, demographics, and employment retention records
- Marketing/advertising plan utilizing existing DRA partnerships between workforce development, education, and training institutions/organizations (community-based organizations)

The DRA has conducted research and prepared a transportation report, assessing current statewide transportation needs and includes recommendations for meeting the transportation needs of hospitality workers. We have completed the planning phase for implementation of our promotional program, supplying hospitality workers with information about Delaware's available transportation options. Our assessment report shows that DART does offer substantial access programs for those seeking transportation services - most notably, the 'Get a Job, Get a Ride' program (free bus passes during first months of employment), and the DART CONNECT program, similar to Uber/Lyft, where patrons can use an app to ask for individual rides when traditional bus rides are either not available or not running. Starting in Q2 2025, we expanded the program to include Wawa gas gift cards. This allowed us to

broaden our reach to those who might have transportation, but are facing financial hardship and cannot afford gas. The DRA has begun promoting both of these programs, beginning with our educational symposium event in February, 2024 and 2025 with workplace posters and flyers in both English and Spanish. In June 2024, the DRA began purchasing Uber ride gift cards, to be distributed to further support workers in registered development and training programs with the DRA, and Wawa gift cards were purchased in June 2025. The DRA is tracking recipients of each ride and gas card, and will also offer and track their involvement in other DRA programs (including the grant-funded Teladoc telehealth program, industry free training and Apprenticeship programs).

Addressing transportation barriers for workforce program participants is gaining momentum as a critical initiative. Reliable transportation is often a significant hurdle for individuals seeking training and employment, and several of our employer partners have requested assistance to address this issue. Recognizing that many participants in our programs face this challenge, we've made it a priority to provide targeted support with Uber gift cards.

To expand this effort, we recently extended this transportation assistance to our community-based organizations that provide culinary workforce training. This support is designed to ensure participants can attend their training sessions consistently and transition smoothly into employment by covering their transportation needs during the critical first few weeks of their new jobs. By eliminating concerns like, "How will I get to my job?" or "I can't afford transportation until I start receiving a paycheck," this initiative is helping participants focus on their training and job performance rather than logistical obstacles. Our ultimate goal is to remove transportation as a barrier to success, empowering individuals to achieve stability and self-sufficiency while fostering a more reliable and skilled workforce for our employer partners.

Use of evidence

Please view transportation report, linked here: Transportation Report

Programmatic Data

Transportation Assistance

Please see data from the transportation report, with data and demographics that support this project.

As we move closer to implementing transportation vouchers or passes, we will also collect client narratives and will survey all clients who utilize the program. To date, we have ordered 100 Uber ride share vouchers (in the amount of $100 each), to further support workers in DRA workforce development programs. These vouchers are intended to cover emergency transportation needs to and from worksites, in situations like job onboarding/arranging more permanent transportation, or on an as-



needed basis if work hours occur during time not serviced by local bus routes or other DART rideshare programs. Grant-funding will allow for another round of gift cards to be purchased in Fall 2024, if needed and the DRA received feedback from surveys that support this program aspect.

Workforce Expansion & Retention Credit

Starting in Q3 2024, the DRA began to roll out what we have titled “Advancement and Retention Credits” (ARC stipends) to employers, to support their enrolled employees in DRA workforce development programs. Eligible employees must receive at least one industry and/or nationally-recognized credential and be enrolled in a current workforce development program. The Dean's original goal was partnership with 20 employers, supporting 50 employees enrolled in DRF workforce programs. As of Q2 2025, this goal has increased to 70 employees. To date we have supported 8 employer partners and 24 employees, for a total of $72,000 ($3,000 to support each employee). Survey data has been collected for each employer partner and employee, to assess the utilization of the ARC stipends. Reported usage of the funds will support the socioeconomic stability of the employees for payment of retention bonuses, childcare and transportation needs. Demographic and narrative information is collected for each participating employer and employee, both before the stipend is issued and 3 months following distribution of funds.

Client Impact, Interviews, and Success Stories

Meet Matthew, a Kitchen School Graduate

The DRA partners with the Food Bank of Delaware to support training and job placement for individuals with disabilities. Participants in the Kitchen School receive ServSafe certification, culinary training and other wrap-around services critical to their continued success both personally and professionally. The DRA provides vital job placement and employment opportunities for graduates of the training program, as well as the industry training provided under another ARPA Project.





Meet Aliza, a Kitchen School Graduate

The DRA partners with the Food Bank of Delaware to support training and job placement for individuals with disabilities. Participants in the Kitchen School receive ServSafe certification, culinary training and other wrap-around services critical to their continued success both personally and professionally. The DRA provides vital job placement and employment opportunities for graduates of the training program, as well as the industry training provided under another ARPA Project.

Community Engagement

Please refer to our Transportation report linked in the Project Overview Section - this was completed during Q3 2023, to assess needs and intersections between hospitality workers and current transportation programs. In researching the project, the DRA did meet directly with DART, to discuss

community needs. They shared with the data from their 'DART Reimagined' report (https://www.dartreimagined.com/images/workshop_resources/DART_Reimagined_PPT_Virtual_Workshop_09262023_FINALV1.pdf), and we also attended one of their community workshops (https://www.dartreimagined.com/get-involved#workshop) to learn more about their new programs, including the 'Get a Job Get a Ride' program, and the DART Connect microtransit program. This data was included in our research report, and will be integrated into our plan for promotion and marketing of current transportation services, including posters, flyers and informational sessions that will be distributed and presented to the hospitality workforce and employers.

The Delaware Restaurant Foundation is dedicated to engaging, supporting, and empowering communities from all backgrounds and perspectives. We collaborate with community-based organizations across the state, including the Boys & Girls Club of Delaware, Project New Start, Wilmington Job Corps, and the Food Bank of Delaware.

These organizations, in partnership with our Restaurant Ready program, provide free training and services to individuals from low-income families, populations with limited English proficiency, justice-involved individuals, and people of all ethnicities. These groups often face significant barriers such as transportation challenges, housing instability, and food insecurity. By working together, we aim to provide the resources and support individuals need to succeed in their training and employment, helping them build a more secure future for themselves and their families.

OGOV TECH IMPACT

Project Identification Number: 18841
Funding amount (Budget): $3,000,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $3,000,000.00

Project Overview

Tech Impact's ARPA SLFRF project is focused on building Delaware's workforce of the future while addressing the public health needs of the state. The program establishes a Data Innovation Lab Fellowship, whereby rising technologists from across the country are recruited to move to Delaware in order to grow their technical skillsets as data scientists, data engineers, front-end developers, and other associated roles. As part of their Fellowship,they utilize their skills in order to assist mission driven organizations with their capacity to use data for decisionmaking. Following completion of the



Fellowship, Tech Impact partners with participants to place them in tech roles in Delaware. ARPA SLFRF funding enables three years of Fellows to be funded.

In FY24, Tech Impact continues to refine and execute the program. This includes:

- Recruitment practices,
- Training scope and sequence,
- Partnership models, and
- Job placement models.

Each of these aspects of the program are discussed below.

Recruitment

Program recruitment for FY26 began in October 2024. Additional minor modifications were made to optimize program recruitment based upon learnings from previous years. Recruitment will continue to occur in "windows", which are set throughout the first two quarters of 2025. Minor changes to the interview process were also made, though the same general procedures will be followed. New Fellows for FY25 officially began on June 23, 2025.

In Q1 2025, significant investment was made into recruitment for FY26. The first application window closed at the end of January 2025, with interviews being conducted throughout February and March. Interviews continued throughout the spring, concluding with a new cohort of 11 individuals that began their training in June 2025. This is expected to be the final cohort for recruitment.

Training

Throughout the yearlong Fellowship, Tech Impact provides upskilling to Fellows in technical and non-technical topics. In the planning phases of this work, Tech Impact identified key topics which would meaningfully improve the skillset of Fellows. Tech Impact has continued to utilize several key elements as part of the training program for FY25 Fellows: development of learning plans for each participant, project-based learning, masterclasses, and weekly peer knowledge sharing.

Each Fellow worked with the Program Manager to develop a customized learning plan, outlining their goals and priorities for the year. This serves as a "living document" for constant reflection between the Fellow and the Program Manager. The Program Manager further meets with each individual weekly to align on goals and provide feedback throughout the program.

Throughout their experience, Fellows are assigned to partner on projects for local mission-driven organizations. Fellows assisted on projects for State of Delaware agencies and divisions. Fellows are

given increased responsibilities on projects as their skillsets grow during their time in the program, allowing for a gradual release that would prepare them for the workforce after their time in the program has finished.

For strategic conversations, Tech Impact continues to identify experts in the field to discuss their work and lead training for the Fellows as "masterclasses". These include both technical and non-technical topics such as "data viz best practices" and "how to own your time and your life" respectively.

Bolstering all other training, Tech Impact facilitates weekly knowledge shares (called "Fired Up Fridays") for team members. These sessions began being held in September 2024 for the FY25 cohort. Fellows identified topics that they believed would be beneficial for themselves and their peers to learn about – whether it was a technical skill or non-technical skill. Each week, a selected Fellow presents a workshop or presentation on that topic for their peers. This provided the presenting Fellow an opportunity to sharpen their personal presentation skills while also hardening their understanding of a given technical topic. In turn, the other Fellows had the opportunity to learn about the selected topic from their peer. One of the challenges from previous cohorts of Fellows is that they work in diverse technical fields, which means that not all topics are suitable for all Fellows. For the FY25 cohort of Fellows, there are selected Fired Up Fridays that are designed for specific subsets of Fellows (i.e. data scientists or front end developers). The full group then comes together for select topics when it makes sense.

Overall, the training program continues to grow the technical and non-technical skills of participants. The focus on feedback during project-based assignments allows Fellows to put the theoretical knowledge they had previously learned into practice throughout their commitment while becoming more knowledgeable and confident technologists.

One challenge that arose this year is that it was determined one of the Fellows was no longer a fit for the program. Unfortunately, this meant that they were asked to leave. While the Data Lab Fellowship is a training program, it still expects participants to meet certain standards. Unfortunately, this was not the case for this Fellow. This was the first time that this situation had been encountered during the multiple years of Fellows that had been recruited and completed their time with Tech Impact.

Partnerships

The Fellowship program relies upon partnerships with local mission driven organizations to supply the project-based work allowing the Fellows to gain training. In turn, the Fellows also help those organizations to advance their missions by completing their work.

Overall, there were two barriers that need to be overcome that were identified during the FY23 cohort.



1. Identifying and scoping projects with partner organizations is a time intensive process requiring significant customer education.
2. Determining how to best integrate ourselves with our partners to help them meet their goals and provide appropriate feedback to Fellows.

In FY24, Tech Impact has continued to partner with several organizations in the State of Delaware to provide data services. This includes organizations such as the Delaware Workforce Development Board (DWDB), the Delaware Department of Technology and Information (DTI), the Office of the Governor, and the Department of Labor (DOL). Additional projects with partner organizations in the state continue to be identified for both the current and future fiscal years.

Tech Impact began piloting an "embedded Fellow" model in FY24, which allows for participants to spend a percentage of their time each week working with a partner organization. This also allows flexibility for scoping, as Tech Impact has the opportunity to learn more about its partner organization's needs and make recommendations about potential future work that can be completed by Fellows. This model is specifically being deployed with the Department of Labor's Division of Unemployment Insurance. In addition, the Department of Labor's Division of Vocational Rehabilitation has also accepted embedded Fellows for the remainder of FY24.

These partners continued to work with the Fellowship program in FY25. Additional partners at the Delaware State Housing Authority and the Delaware Department of Natural Resources and Environmental Controls were identified as well. New partners at the Department of Education Division of Career and Technical Education were also identified.

Job Placement

At the conclusion of the program, Tech Impact works with Fellows to help them attain jobs in Delaware, keeping the technical talent in the state. Placement for the FY25 cohort of Fellows will begin in the next quarter. In this past quarter, initial training was completed to help participants prepare to find a job.

Some Fellows began receiving acceptance into roles following completion of their Fellowship. One issue that has recently arisen is that Fellows have received job applications earlier than the Fellowship is completed. This is a challenge for the program, as it is valuable to have all members of the cohort available throughout the duration of work. However, this is also valuable, as this means that Fellows are sought after.

Programmatic Data

There are three main areas that should be considered for review:



- Training,
- Job Placement, and
- Organizations Assisted.

Training

Program participants received a significant amount of training throughout their time in the Fellowship program. Upon the start of their program, Fellows received a week-long training that encompassed a variety of technical and non-technical skills that they would need throughout their commitment. The following two-week period was dedicated to project-based learning focused upon working with peers to solve a technical challenge while allowing them to put their past learnings to practical use. Throughout their yearlong commitment, Fellows participate in a variety of workshops and training sessions. These are curated based upon the needs seen by their direct manager. In FY24, there have so far been ___ distinct training workshops that have been delivered to Fellows.

Further, throughout their commitment, Fellows are placed into "innovation projects", which allow them to continue honing their technical and non-technical skills on projects that are meaningful to them. This allows them to push their skillsets beyond the limitations of what is required of them during project-based work with partners. Fellows have aligned on five innovation projects that they have worked on throughout the year in teams. These projects have exposed them to production level work and research skills.

Job Placement

Currently, 4 cohorts have completed their Fellowship commitment. Tech Impact continues to focus on assisting Fellows from the FY25 cohort with job placement. Job placement data by cohort is included in the chart below:

Cohort	Fellows	Completed Program		Placed in Jobs		Placed in Jobs in Delaware	
		Count	*Rate*	*Count*	*Rate*	*Count*	*Rate*
FY22	3	3	100%	3	100%	2	67%
FY23	8	8	100%	5	62.5%	4	50%
FY24	8	8	100%	5	62.5%	5	62.5%
FY25	8	7	87.5%	7	100%	4	57.1%
Total	**27**	**26**	**96.3%**	**20**	**76.9%**	**15**	**57.7%**

Organizations Assisted



A key component of the Fellowship program is project-based work for the Fellows in partnership with local mission, driven organizations. Work performed for State of Delaware agencies and divisions is included as part of the funding agreement. In FY24, Fellows directly partnered with 4 state agencies or organizations: the Delaware Department of Labor, Delaware Workforce Development Board, Office of the Governor, and Delaware Department of Technology & Information. In the upcoming fiscal year, Tech Impact will additionally partner with the Delaware Department of Natural Resources & Environmental Controls and the Delaware State Housing Authority. Additional partners are currently being sought out. In addition, Fellows partnered with 23 nonprofit organizations to improve their ability to use data for decision making. These engagements were varied in their structure – some focusing on specific capacity building projects, others focused on consulting activities, while others focused on innovation projects.

Client Impact, Interviews, and Success Stories

Tech Impact's ARPA SLFRF project has two key community impacts:

1. Developing the workforce of the future by ensuring rising technologists are placed in high impact organizations in Delaware.
2. Helping mission-driven organizations to become more data-driven, allowing them to better meet their missions.

Workforce Development

Our workforce development program for rising technologists – specifically data scientists, data engineers, and front-end developers – works to place Fellows with appropriate technical skillsets into high impact organizations in Delaware. In the FY23 cohort, one of our Fellows moved to Delaware from Michigan to complete the program. This Fellow had a background as a mathematician, with no formal experience as a data scientist. During their time in the program, they were able to hone their skills as a data scientist through a combination of their project-based experiences and the supplemental training that they received throughout the Fellowship. They received a combination of training in technical and non-technical skills, preparing them to enter the job market following the completion of their Fellowship. This Fellow was able to leverage these experiences to become a data scientist focused on population and community health at Nemours upon the completion of their Fellowship commitment. The Fellowship worked to both attract and retain the Fellow to Delaware.

Mission-Driven Data

Another example, focused on our work with nonprofit partner organizations, is with the Delaware Academy of Medicine / Delaware Public Health Association (Academy/DPHA). The Academy/DPHA needed to better understand the state's healthcare workforce – in particular focusing on deserts of care. A team of Fellows provided assistance building an analysis and decision support system to aid strategic



decision making about the potential policies and programs that could be implemented to relieve community burden. The first phase of this work was completed during the FY23 Fellow cohort. The project was launched publicly in August 2023, allowing for a broad range of Delaware stakeholders to be informed about healthcare workforce data in the state and enabling community-level decision making about workforce needs. This work continues to be supported in FY24.

Community Engagement

Tech Impact's Data Innovation Lab Fellowship program was a result of many conversations with community members at the onset of the COVID-19 pandemic. Throughout conversations, it became clear that mission driven organizations were not utilizing data driven decision making as effectively as possible. This limited their ability to provide services to communities in need in an optimal manner. Conversations with community partners and government agencies helped provide inspiration and guidance for how to build a solution that would provide the talent and skills that local organizations needed to take advantage of data driven decision making.

During the same time frame, a separate need began to emerge for recent technology graduates to gain experience as they transition into work. Delaware has a need for highly skilled data professionals in its workforce. The Fellow model provides the training and experience to help successfully transition into full time employment while providing access to complex, real-world issues that attract these technologists. Candidates have frequently cited the opportunity to solve complex problems in the real world as a reason to pursue the Data Science Fellow role.

The Data Science Fellowship emerged as a workforce development pipeline to attract and retain highly skilled, highly educated talent in Delaware. Data science is one of the most sought-after skill sets in the job market today. Creating a pipeline to attract and retain this talent is critical to ensuring that Delaware builds the workforce of the future. The Fellowship model provided a unique way to solve the challenge of mission driven organizations needing data skills and recent technology graduates needing experience simultaneously.

The Data Innovation Lab's work is centered around ensuring that communities have access to the resources that they need. Inherently, that means that the Data Innovation Lab utilizes equity centered practices to meet its goals. When completing community projects, the Data Innovation Lab provides guidance to its partners about how to consider equity initiatives from a data perspective. Frequently, this means that we help to ensure that populations are appropriately accounted for. Further, the data products that our team produces are thoroughly vetted to ensure accessibility compliance via adherence to web content accessibility guidelines (WCAG).

One of the best ways to ensure that equity practices are being considered during project implementation is by ensuring that the team completing the work is representative of the community that is being impacted by the project. To this end, Tech Impact strives to curate a cohort of Fellows that is representative of the communities we serve. We help ensure this by actively identifying recruitment pathways that enable diverse candidates to participate in the Fellowship program. Historically, the Data Innovation Lab Fellowship has been exceptionally diverse – including higher than industry average rates of women and people of color.

OGOV TECH IMPACT EXTENSION

Project Identification Number: 22200
Funding amount (Budget): $1,500,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $750,000.00

Project Overview

Tech Impact's ARPA SLFRF project is focused on building Delaware's workforce of the future while addressing the public health needs of the state. The program establishes a Data Innovation Lab Fellowship, whereby rising technologists from across the country are recruited to move to Delaware in order to grow their technical skillsets as data scientists, data engineers, front-end developers, and other associated roles. As part of their Fellowship, they utilize their skills in order to assist mission driven organizations with their capacity to use data for decisionmaking. Following completion of the Fellowship, Tech Impact partners with participants to place them in tech roles in Delaware. This ARPA SLFRF funding additionally enables Tech Impact to retain some Fellowship participants as "Senior Fellows" who can continue their training while simultaneously helping with the training of the newest cohort of Fellows.

At the end of FY24, Tech Impact selected its first cohort of Senior Fellows. Four individuals were selected to participate as Senior Fellows. These individuals officially began their new roles on June 1, 2024 following the completion of the first year of their Fellowship.

In alignment with the goals of the first-year fellowship, the Senior Fellowship aims to extend technical and nontechnical training opportunities. Tech Impact has continued to utilize several key elements as part of the training program for all FY25 Fellows: development of learning plans for each participant, project-based learning, masterclasses, and weekly peer knowledge sharing.

The Senior Fellows worked with the Program Manager to develop a customized learning plan, outlining their goals and priorities for the year. This serves as a "living document" for constant reflection between the Fellow and the Program Manager. The Program Manager further meets with each individual biweekly to align on goals and provide feedback throughout the program.

To continue upskilling, the Senior Fellows were assigned projects to lead. Expanding on their time during the first year of the fellowship, the Senior Fellows have begun to implement best practices and build upon their project management skills, preparing them for the workforce after their time in the program has finished. This transition from first-year fellow to Project Lead has led to a few hiccups in team management and cohesion, as this is the first time the Senior Fellows have had official project management roles. In light of these hiccups, the Senior Fellows have received personalized coaching on project management and will participate in agile workshops in FY25.

Programmatic Data

Similar to the first-year fellowship, there are three main areas that should be considered for review:

- Training,
- Job Placement, and
- Organizations Assisted

Training

Throughout their yearlong commitment, Fellows participate in a variety of workshops and training sessions. These are curated based upon the needs seen by their direct manager. In Q3, there have so far been 19 distinct training workshops that have been delivered to Fellows.

Further, throughout their commitment, Fellows are placed into "innovation projects", which allow them to continue honing their technical and non-technical skills on projects that are meaningful to them. This allows them to push their skillsets beyond the limitations of what is required of them during project-based work with partners. Fellows have aligned on five innovation projects that they will work on throughout the year in teams. These projects will expose them to production level work and research skills.

Each Senior Fellow is working with the Program Manager to develop a customized learning plan, outlining their goals and priorities for the year. They will spend 1-2 hours per week progressing through coursework of their choice.

Job Placement

Cohort	Fellows	Completed Program		Placed in Jobs		Placed in Jobs in Delaware	
		Count	*Rate*	*Count*	*Rate*	*Count*	*Rate*
FY25	4	4	100%	3	75%	2	50%
Total	**4**	**4**	**100%**	**3**	**75%**	2	**50%**

Organizations Assisted

A key component of the Fellowship program is project-based work for the Fellows in partnership with local mission, driven organizations. Work performed for State of Delaware agencies and divisions is included as part of the funding agreement. In FY24, Fellows directly partnered with 6 state agencies or organizations: the Delaware Department of Labor, Delaware Workforce Development Board, Office of the Governor, and Delaware Department of Technology & Information, Delaware Department of Natural Resources & Environmental Controls, and the Delaware State Housing Authority. Additional partners are currently being sought out. In addition, Fellows partnered with 23 nonprofit organizations to improve their ability to use data for decision making. These engagements were varied in their structure – some focusing on specific capacity building projects, others focused on consulting activities, while others focused on innovation projects.

Client Impact, Interviews, and Success Stories

Tech Impact's ARPA SLFRF project has two key community impacts:

1. Developing the workforce of the future by ensuring rising technologists are placed in high impact organizations in Delaware.

2. Helping mission-driven organizations to become more data-driven, allowing them to better meet their missions.

Workforce Development

The Data Lab Senior Fellowship provides a workforce program for rising technologists to further hone their skillset. In the FY25 cohort of senior Fellows, one of the Fellows was able to significantly leapfrog their typical career pathway following their time in the cohort. After completing their time with Tech Impact, they received a job working with World Central Kitchen as a data engineer. The training that they received through the Data Lab Fellowship allowed them to secure a significant career opportunity



that would have not been otherwise available to them. Further, this role is aligned with the goals of the Fellowship – to attract talent into mission driven work that will further help the community.

An additional story, closer to home, is that one of our Senior Fellows was hired by Tech Impact following the completion of their Fellowship. After having completed the Fellowship, and Senior Fellowship, they are now continuing to offer support as the Program Manager for the Fellowship.

Mission-Driven Data

One example of the work that the Senior Fellowship program was able to accomplish was partnering with the State of Delaware to build a proof of concept focused on navigating benefits cliffs. This work was led by one of the Senior Fellows in partnership with several of the Fellows on the team. The initial work is being designed as a pilot with the intent of scaling it. Our partner at the State of Delaware would not have been able to work towards this issue without the additional bandwidth and capabilities of the Senior Fellowship Program.

Community Engagement

Tech Impact's Data Innovation Lab Fellowship program was a result of many conversations with community members at the onset of the COVID-19 pandemic. Throughout conversations, it became clear that mission driven organizations were not utilizing data driven decision making as effectively as possible. This limited their ability to provide services to communities in need in an optimal manner. Conversations with community partners and government agencies helped provide inspiration and guidance for how to build a solution that would provide the talent and skills that local organizations needed to take advantage of data driven decision making.

During the same time frame, a separate need began to emerge for recent technology graduates to gain experience as they transition into work. Delaware has a need for highly skilled data professionals in its workforce. The Fellow model provides the training and experience to help successfully transition into full time employment while providing access to complex, real-world issues that attract these technologists. Candidates have frequently cited the opportunity to solve complex problems in the real world as a reason to pursue the Data Science Fellow role.

The Data Science Fellowship emerged as a workforce development pipeline to attract and retain highly skilled, highly educated talent in Delaware. Data science is one of the most sought-after skill sets in the job market today. Creating a pipeline to attract and retain this talent is critical to ensuring that Delaware builds the workforce of the future. The Fellowship model provided a unique way to solve the challenge of mission driven organizations needing data skills and recent technology graduates needing experience simultaneously.

The addition of the Senior Fellows into the program was driven by needs seen in our community partners. One key challenge of a yearlong Fellowship program is that the churn of new Fellows leads to issues with knowledge management. In addition, many Fellows who participated in the program sought additional training. The Senior Fellowship program allows for an additional year of training where Fellows can hone leadership skills and technical skills while continuing to serve community partners.

The Data Innovation Lab's work is centered around ensuring that communities have access to the resources that they need. Inherently, that means that the Data Innovation Lab utilizes equity centered practices to meet its goals. When completing community projects, the Data Innovation Lab provides guidance to its partners about how to consider equity initiatives from a data perspective. Frequently, this means that we help to ensure that populations are appropriately accounted for. Further, the data products that our team produces are thoroughly vetted to ensure accessibility compliance via adherence to web content accessibility guidelines (WCAG).

One of the best ways to ensure that equity practices are being considered during project implementation is by ensuring that the team completing the work is representative of the community that is being impacted by the project. To this end, Tech Impact strives to curate a cohort of Fellows that is representative of the communities we serve. We help ensure this by actively identifying recruitment pathways that enable diverse candidates to participate in the Fellowship program. Historically, the Data Innovation Lab Fellowship has been exceptionally diverse – including higher than industry average rates of women and people of color.

OGOV ACADEMY OF MEDICINE

Project Identification Number: 19108
Funding amount (Budget): $5,000,000.00
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $5,000,000.00

Project Overview

Delaware Health Force (DHF) is a public-private partnership to gather and aggregate healthcare workforce data; and introduce geographic mapping and population demographics/trends; all to better inform policy decisions and resource allocations based on the needs of the community. This is the core Data and Research component of the initiative. The second component of the initiative is the expansion of the Delaware Academy of Medicine/Delaware Public Health Association's Delaware Mini Medical School program, encouraging youth to consider a healthcare career. The third component is an expansion of the Academy/DPHA's Student Financial Aid program, extending its reach to nurses, medical

and dental assistants, and behavioral health professionals as determined to be in a shortage status within the Delaware workforce. Finally, the fourth component is the Graduate Medical Education Expansion program which will operate statewide at both physician and higher-level medical graduate levels in other disciplines.

This reporting quarter includes information regarding the late spring and planned summer sessions of the Delaware Mini Medical School cohorts, planning for the 2025 Delaware Healthcare Workforce Summit, enhancements to the data dashboards at https://dehealthforce.org, the DHIN chronic disease research initiative, and more.

The late spring Delaware Mini Medical School series was held from April 16th to May 21st. This series was conducted in partnership with the Sussex County Health Coalition and highlighted healthcare experts from ChristianaCare. Topics and speakers below:

- "Unlocking Your Future: Exciting Careers in Healthcare," presented by Tabassum Salam, MD, Brian Levine, MD, Tamekia Chisholm, MSN, and Liz Masten, PA
- "Tales of Emergency Medicine," presented by Julie Shamis, MD; Andrew Haas, MD, and Jide Okafor, MD
- "The Case of the Yellowing Man," presented by Bridget Peters, DO
- "Breaking through barriers: tackling medical complexities locally and globally," presented by Emmanuel Mensah, MD & Stephanie Guarino, MD & Laurie McNamara, LCSW
- "The Case of a Woman with Rheumatoid Arthritis (RA) Not Responding to Typical Treatments," presented by Devanshu Verma, MD & Amanda Runyon, PharmD
- "The Curious Case of a Toothy Ovary," presented by Mary Iacocca, MD, Thomas Chou, MD, PhD & Shanice Bedassie, PA

During the 3nd quarter of 2025, the inaugural daytime summer 2025 series with instructor leadership from Bayhealth, Beebe Healthcare, ChristianaCare, Nemours Children's Healthcare, and TidalHealth was planned. This novel multi-hospital sponsored series is being operated in conjunction with each hospital's summer youth volunteer programs. The series will include:

- Monday, July 7th – Behavioral Health presented by Nemours
- Tuesday, July 15th – Neurosurgery presented by TidalHealth
- Monday, July 21st – Nursing presented by Beebe Healthcare

- Thursday, July 31st – Diagnostic Imaging presented by Bayhealth
- Thursday, August 7th – Child Life presented by Nemours
- Wednesday, August 13th – Laboratory Sciences presented by ChristianaCare

Plans are also well underway for two fall 2025 series sponsored by downstate partners.

For additional information, please visit https://delawareminimed.org

Student Financial Aid has a total of 30 loans out at this time, amounting to $493,280.47. Of those loans, 10 are ARPA funded, amounting to $93,197 in loans.

Loans types by educational focus/degree include:

- DPT – Doctor of Physical Therapy
- BS – Nursing
- BS – Medical Diagnostics
- BS – Behavioral Health
- Assoc – Nursing
- MSW – Masters Social Work
- BS – Sonography

The Graduate Medical Education Expansion officially concluded three quarters ago, and the following is a follow-up report we commissioned from sub-recipient, ChristianaCare, about ongoing successes of the program.

ChristianaCare Health Services Academic Affairs Delaware Healthcare Workforce Development - Post-Grant Survey Summary

One year after the conclusion of our grant-funded workforce development activities, we sought to hear from participants through a survey administered by email. Respondents included department or program leadership as well as individual participants. The two questions in the survey were “How have you and/or your department used the knowledge, skills, or resources gained from the educational program?” and “Are you and/or your department continuing any learning or initiatives that were started by the funded educational program? If yes, how many additional professionals have been impacted?” This is a summary of the 28 responses received, which demonstrate sustained workforce development

gains through ongoing training programs, improvements in professional skills of participants, and expansion and sharing of many of the education programs.

Below is a detailed overview of the survey outcomes for each program:

Residencies, Fellowships and Clinical Technical Education

The two additional Psychiatry resident physicians whose inaugural year of training were funded by this program continue their training. The ongoing costs of their 4-year residency are being borne by the health system. They will start year three of their residency program and anticipate graduating into independent practice in June 2027.

Two out of three Advanced Practice Clinicians (APC) whose fellowship was supported by this grant remain in practice at outpatient sites within the health system. The APC fellowship continues to be supported by the health system, and in 2025 is expanding to welcome our inaugural APC Fellow in Neuro-Cognitive Diseases who will train at the Swank Center for Memory Care in Wilmington.

Nine Medical Assistants were trained using grant funds. All 9 have been retained for the past year in employed roles at ambulatory offices within the health system. The Medical Assistant University program remains in existence, a recent cohort of 9 graduates started full employment in May 2025. Plans are being considered to expand the program to Vocational Technical high school co-op programs or for pre-professional students seeking shadowing experience.

Continuing Medical Education for Clinicians

The VitalTalk: Navigating Serious Conversations course continues after the use of grant funds to bring skills training on delivering serious news, prognosis and goals of care to patients and families. Supported by the grant, two participants had undergone faculty development and are now serving as trainers for new physician learners. The Department of Family Medicine has made VitalTalk training mandatory for new hires, and 36 new physicians are expected to complete the program in 2025.

Supported by the grant, caregivers from the Hope Center attended the National Health Care for the Homeless Conference and Policy Symposium. They have utilized those learnings to create a solid foundation on Medical Respite operations and workflows. They continue to utilize conference content for Trauma Informed Care training and other operational skills development to move closer to achieving certification of the program. The program leadership emphasized that they have learned to refine their intake and exit process and now capture data and track outcomes and the impact they have made for the entire health care system.

Sustaining Training and Education Through Faculty Development

Residency directors and key faculty members of three different residency programs who had received faculty development from master educators at the Carl Shapiro Institute for Education and Research at Beth Israel Deaconess Medical Center shared the varied ways in which they have applied their training. Content from the course has been applied extensively in the Internal Medicine residency program, thus impacting over 30 residents in that specialty. A member of the faculty of the Department of Surgery commented that "We have a diverse range of medical learners that rotate though our clinical service and/or are involved in the care of our patients. The Shapiro Institute program has helped me to provide thoughtful, productive feedback to enhance the experiences of our medical learners." Furthermore, as they transition towards a novel assessment structure for surgeons-in-training, based on Entrustable Professional Activities, the teaching faculty will utilize the skills they acquired during this faculty development course. Our Emergency Medicine residency program director also commented:

"This program was attended by several faculty and academic leadership. It has helped create a professional identity around education within our department and allowed many of our faculty to have a shared language. I have received informal feedback from my faculty that it was excellent and they wish they could go again."

Sustaining Training and Education Through Leadership Development and Education on Emerging Topics

Funds from the grant were used to deliver a longitudinal leadership development course for emerging physician leaders, on topics including communication, financial management, influence, change creation, and quality improvement. One survey respondent, a colorectal surgeon, reflected that these learnings "Helped me become a good leader, able to run teams better." He continues to apply these skills in the process of developing a multidisciplinary team for the treatment of rectal cancer, which involves the whole colorectal department - 6 surgeons and professionals from other departments such as oncology, radiation oncology, pathology, radiology and cancer care staff. Another physician participant, a medical director of a specialty clinic, is applying operation flow and process improvement lessons from the course.

An additional group of physicians participated in the Total Leadership program. This professional development course was focused on guiding physicians to become more effective leaders, find purpose in professional endeavors, reduce stress, and contribute toward important causes while fostering greater support for generating change. Eleven survey respondents shared how they fostered their personal growth through learnings from this course, such as this participant: "The program provided me with opportunities to dream, document and deliver upon my own personal leadership goals. I often



reflect upon the cohort and the experiences the program afforded me. I am stronger, more self-aware and succinct in discussing my short- and long-term leadership goals. I look for ways to create four-way wins, in the domains of work, home, community and self as I plan my work." Several participants also described how they shared the book and course content with team members and in the coaching and mentoring of junior leaders in their department.

The LEED-R (Leadership Excellence Education-Residents/Fellows) course was delivered using funds from the grant. The course director noted that many participants returned to their departments with noticeable changes in skills with the improved ability to prepare presentations (personal and professional) and increased interest in leadership opportunities during residency/fellowship. The members of the cohort have kept in contact and continue to consult and support each other. The health system has continued to support this program for this academic year.

We received four responses from participants in the MIT xPro AI program, who described that their learning profoundly enhanced departmental understanding of AI integration, leading toward more aggressive implementation of AI techniques and fostering crucial collaborations for AI projects. One respondent shared that "The program enabled several useful things 1) increased base familiarity and shared knowledge about AI, making exploring programs, projects, and funding less intimidating and more forward thinking 2) prompted collaboration and creating informal and formal partnerships within the institution for AI related projects. As a direct consequence of the program, I was able to better understand a funding opportunity available and form a competitive proposal. I was able to quickly connect with those already doing AI-related work within the institution and determine what resources were needed for the proposal. This also helped me to better understand the availability of data within the institution and how to better position resources for future proposals for funding, clinical work, and research work accessibility. I would say no fewer than 12 different professionals were involved in this proposal, and the funded educational program helped me communicate and align goals successfully."

Community Education

Funds from the grant were used to create an outdoor Food as Medicine Learning Lab on the campus of Christiana Hospital in Newark. It has fulfilled our vision of serving as a classroom for our healthcare professionals to explore the tenets of food as medicine so that they may share this wisdom with the diverse patient populations that they serve. We started a two-week "Farmacology" elective for residents and fellows in the garden Learning Lab and over 20 residents/fellows will participate this academic year. We are leading a multi-site pilot study to measure the effect on this training opportunity on the wellbeing of residents. Furthermore, we were able to successfully apply grant funds from the Physical Activity, Nutrition, and Obesity Prevention (PANO) Program of the Advancing Healthy Lifestyles (AHL) program of the Division of Public Health of Delaware Health and Social Services to deliver an educational

program on Culinary Medicine to 232 healthcare providers across Delaware. The health system has hired a full-time garden manager who helps maintain and grow the garden and its educational offerings. We have hosted 4 more culinary medicine workshops in the garden and 50+ employees have attended each session.

Summary

The post-grant survey overwhelmingly affirms the substantial positive impact of the funded educational programs within the state. They have not only trained new clinicians for Delaware's healthcare workforce but also empowered individual professionals and enhanced departmental capabilities through practical skill application, collaboration, and resource augmentation. We feel we have obtained our goal of establishing a foundation for sustained learning and initiatives. The impressive reach, evidenced by hundreds of additional professionals benefiting indirectly, underscores the profound and comprehensive value of the grant funding in strengthening the healthcare workforce.

Core Data and Research

The passage of SB122 in both houses of our legislature is great news for the future of more comprehensive and less ambiguous data from the Division of Professional Regulation. Delaware Health Force is already hard at work with DPR on the new questions and format for data collection.

Specifically, access to employment status, employment location, and educational data will now be available. This data collection will ramp up across the next two and a half years as the various license types cycle through their staggered renewal schedule in DPR.

The NUCC taxonomy has been implemented at the classification level on our side of the data mapping tool for both advanced nursing and physician (D.O. and M.D.) licenses. The next level of granularity will be the specialization level.

By way of example:

Board of Medical Licensure>

Physician>

M.D. or D.O.>

Family Medicine (classification)

Family Medicine – Addictions (specification)

There will also be a new mapping tool for Health Provider Shortage Areas, Rural Areas, and a new/different affiliate tool from Stroudwater that provides additional rural health insights that go beyond our scope of healthcare providers to include facilities, prevention, health outcomes, and utilization (to name a few).

The new Tableau data visualization tools continue to be refined, and have the capacity to run an array of reports based on current data, as well as trends over time as well as projections. It is likely that not all tool capability will be published as, without good understanding, the results from the use of these tools can be confusing.

An exhaustive analysis, based on national data and citations, of ideal ratios of providers to population at the NUCC specialization level has been completed. The decision of how public facing to make this tool will be made once the NUCC specialization level has been activated. As with some of the new dashboards, if a user doesn't understand how to use the tools, the results can be misleading, and really need an expert hand to aid in query and analysis. The agentic analytics capability in Tableau has been acquired, and AI leveraged to source the ideal ratios data. In both instances, double-checking and verification is a part of the data continuity process.

The 2025 Healthcare Workforce Summit details are below (subject to change due to elected officials' availability).

Wednesday, September 24, 2025

8:30 AM to 3:00 PM

Bayhealth Conference Center at the Blue Hen Corporate Center

665 South Bay Road

Dover, Delaware 19901

Registration is now open – https://lp.constantcontactpages.com/ev/reg/z88qjvg

300 in-person capacity. Additional attendees may join via zoom webinar

Topics to include:

- Morning keynote by the founding director of the Indiana University's Bowen Center for Health Workforce Research and Policy



- Lunch keynote panel discussion from Delaware cabinet secretaries, including DHSS, Education, Insurance, and Labor
- Upstream education – how early to post-secondary education impacts our workforce
- Update from "The Hill" focusing on nursing and related healthcare topics
- Dental care shortages, solutions, and innovations
- Chronic disease outcomes and our healthcare workforce – public report release
- Medicaid and our workforce – challenges and opportunities
- Workforce wellness from the bedside to the C-suite

DHCC Workforce Subcommittee / DHF Advisory Committee Areas of Focus

As noted previously, the Delaware Health Care Commission's Workforce Subcommittee acts, in its entirety, as the Delaware Health Force Advisory Committee to maintain a high level of consistency in focus and direction.

The following section reflects current priorities.

Health Workforce Subcommittee Priorities, Emerging Priorities, and Other Thoughts/Ideas

- Data/Surveys/ Licensure - need to refine the data further to provide more information on the current workforce and their state-wide distribution as well as information to enable forecasting of the future workforce needs.

Data and surveys: SB122 – Healthcare Workforce Data Collection – Passed 06/25/2025

Enhancing data analysis and predictive analysis of future workforce, matched to needs and demands as determined through population, and chronic disease heat maps. The data refinement would be achieved by the addition of surveys as a part of licensure requirement.

We need to streamline the licensure and credentialing process to aid in the recruitment of healthcare professionals to the state.

To analyze the data and determine the status and the inventory of healthcare professionals in the state matched to health workforce demands, we need to develop and require individuals to complete surveys as a part of the licensing requirement. We need to know specifically where they are practicing in the state, days and hours of operation, and health insurance mix.



We should also look into the detailed steps of licensure and credentialing and try to streamline this process. This is a particular concern for the licensure of dentist in the state.

Data Analytics:

It is necessary that we constantly monitor and update the core data repository on licensed or certified health care providers (HCPs) in Delaware under agreements or arrangements with the Division of Professional Regulation - Delpros, Division of Health Care Quality (CNA data), Behavioral Analyst Certificate Board (Behavioral Health Technicians and Analysts), Centers for Medicare and Medicaid Services (CMS provider data), and the Community Health Workers Association of Delaware (for CHW data). Collaborate, as needed, with the Delaware Health Information Network, Delaware Population Consortium, and others to produce retro- and prospective, trended reports.

We should regularly review population trends and resulting healthcare needs. Collaboratively review the workforce needs of employers of all sizes to meet patient needs. Align this work with others across Delaware (Delaware Workforce Development Board, healthcare industry and professional groups, etc.)

Data Refinement and Analysis

- Refine data by additional survey questions as used by other states to confirm work in the state, etc.
- Surveys to determine current vacancies and needs
- Surveys to determine capacity to educate and train health workforce

Provide data analysis on demand to policymakers and other interested parties who share our mission and vision.

- Maintain Salesforce-based infrastructure to accept Delpros data and integrate it with previously listed data sources, and share deidentified data through dehealthforce.org or by request if existing published report formats do not provide the requested information.
- Employ and contract with qualified data analysts and analytic firms as necessary
- Create benchmarking for the many types of healthcare providers and specialists based on population health needs and previously defined best practices and/or regulatory requirements

Health Initiative Fund



We need the state to invest funds ($3-5M) in the creation of a Health Care Workforce Initiative Fund to grow and strengthen our health care workforce. We have large gaps in funding for health care education at all levels of health care professionals. We need to financially support the development of strong pipelines for development of the healthcare workforce we need in Delaware. The committee overseeing the funds would review collaborative proposals that foster different aspects of the education, training, recruitment, and retention of our health care workforce. These proposals would require showing joint investments by the partners submitting the proposals and would require a plan to show sustainability for the initiatives. These funds could be used to initiate pipeline programs across middle schools and high schools and their partnerships with universities and hospitals. The funds could help support the development of preceptors, and payment of preceptors across our clinical sites and thereby enhance clinical training for our Delaware students. Funds could be used for the development of clinics throughout the state for medical and dental that help enhance our ability to recruit specialists from outside the state to come to Delaware to set up their practices. Funds could be used to enhance loan repayment programs. Also, funds could be set aside for student loans for service to rural and underserved populations.

- Clinical Training / Preceptors/ Enhancing healthcare workforce pipelines- need to work out financing and partnerships of hospitals and educational institutions, high schools, and middle schools to create health care career pipeline. Also need mechanisms to grow the next generation of health care workforce educators and fill the ever-expanding demand.

Expand clinical training for medical students and residents in the state to aid in recruitment and retention of physicians to the state as a short-term goal, as a potential medical school is being conceptualized and planned.

Encourage more healthcare professionals to practice in Delaware using more and broader reaching loan repayment programs, and scholarships, and including dental as part of the targeted programs.

Create partnerships across clinical and educational institutions both inside and outside of the state to enhance the ongoing training and support of our healthcare professionals and to grow more pipeline programs for healthcare providers, and career-ladders in healthcare.

- Health Care Education Roundtable

Proposed/potential statewide initiative aimed at fostering interdisciplinary collaboration among key stakeholders in the health ecosystem—hospital systems, educational institutions, public health organizations, and insurance companies. The objective is to create a strategic, solutions-focused forum



to address the evolving needs of health care delivery, workforce development, and population health across the state.

- Long Term Care

Recruit and Retain a Long-Term Care Workforce Strategy: We support implementing a multi-phase tiered approach to supply, attract and retain the long-term care workforce leveraging federal, state, and academic entities. This includes loan forgiveness for new graduates who work in LTC, tax credits for licensed LTC professionals, programs for affordable housing and childcare assistance, and increased subsidies to professionals' schools whose graduates work in nursing homes for at least five years. o Funded by: Federal and state governments.

- Delivering care to Rural and Underserved populations – need to work on geographic distribution, and telehealth options, etc. Can we establish more clinics in underserved areas that we can then recruit health care professionals to establish practices there.
    - Address barriers to care that negatively impact care coordination – eliminating external drivers of clinician and nurse burnout
    - Long-term public/private investments in the training infrastructure at FQHCs
    - Incentivizing clinicians to practice in underserved communities
    - Expand loan repayment eligibility to include frontline positions
    - Establish unique learning experiences in partnership with the State to make FQHCs attractive and includes funding, stipends, technical assistance, etc. (MOUD roll out)

Emerging Priority (s)

- SB147 - Dental and Dental Hygienist Compact

Primary Sponsor – Marie Pinkney Additional Sponsor: Keri Harris

Co-Sponsor(s): Cruce, Huxtable, Lockman, Mantzavinos, Paradee, Pettyjohn, Sokola, Townsend

Status: Introduced and assigned to the Health and Social Services Committee in the Senate. Originally placed on the committee agenda on May 21, 2025, and removed from the agenda prior to the meeting.

Other thoughts/ideas

- Mobile Integrated Healthcare/Community Paramedicine

SB223 passed in Delaware on 09/24/2024

This Act integrates mobile-integrated healthcare and community paramedicine programs into existing regulatory structures in this State by authorizing the establishment of mobile-integrated healthcare and community paramedicine programs in this State through the Office of Emergency Medical Services ("Office") in the Department of Health and Social Service's Division of Public Health ("Division"). Specifically, this Act does the following: (1) Authorizes an organization licensed as or actively seeking licensure as an emergency medical services provider agency to apply to the Office to establish a mobile-integrated healthcare or community paramedicine program. (2) Requires the Office to review applications to establish mobile-integrated healthcare or community paramedicine programs and make recommendations to the Director of the Division, who is required to approve applications that meet the requirements established by this Act and regulations adopted by the Office. (3) The Office is required to establish standards, approved by the Board of Medical Licensure and Discipline, for the establishment and operation of mobile-integrated healthcare or community paramedicine programs This Act takes effect immediately for purposes of the Office of Emergency Medical Services preparing to implement this Act, but is not implemented until the date of publication in the Register of Regulations of a notice by the Director of the Office of Emergency Medical Services that the Office is prepared to implement this Act.

Beebe Healthcare, Sussex EMS Partner for new Pilot Program to Help Residents with COPD

Worcester County, MD MIH Program – County Funded

New Hampshire Community Paramedicine

- Retired clinicians as Care Navigators

  Virginia – Virginia Cancer Patient Navigator Network

  California and New Mexico – community-based programs where retired clinicians assist in underserved areas, through academic partnerships and nonprofit initiatives

  Maryland and Massachusetts – cancer navigation and public health outreach

- Retired clinicians serve as CE trainers/educators

  California, Illinois, Texas, and Florida often accept CE instructors approved by national bodies like the APA, NBCC, or ASWB—even if the instructor is retired, if they meet content and credentialing standards.



Missouri, Mississippi, and Arizona recognize CE providers approved by national boards, which can include retired professionals affiliated with those organizations

Alabama, Arkansas, and Colorado also accept CE from APA- or NBCC-approved instructors, which includes many retired clinicians who continue to teach or consult.

Delaware Health Force recommends that if there are residual ARPA funds available, they be focused on developing additional residency slots in Kent and Sussex County healthcare institutions to focus on:

- Family Medicine
- Emergency Medicine
- Internal Medicine focused on Emergency Medicine
- ObGyn (acute need)
- Med/Peds
- Psychiatry (acute need)
- General Practice Dentistry (acute need)

In partnership with ChristianaCare, and with the full support of the Governor's office, Delaware Health Force was pleased to make a matching grant of $26,500 to support the Community Health Workers Association of Delaware in their progress toward certifying CHW's in Delaware – an important step for many reimbursement models that will lead to CHW employment and service stability over time.

In partnership with Rodel, Delaware Health Force will be conducting a roundtable, bringing education institution and healthcare institution leadership together to the table to have a candid dialog about strategic partnerships between the suppliers of newly trained professionals, and consumers – the healthcare facilities looking to hire new talent.

Use of evidence

As stated in previous reports, Delaware Health Force is fundamentally driven by data. The core data and research component is its own best example of data to decision making, and the enhancements of last quarter enhance the depth of future data sets.

The ideal ratios project is based on extensive data research, peer reviewed knowledge, as well as national guidance from leading healthcare associations and thinktanks.

Programmatic Data

Delaware Mini Medical School has surpassed 4,200 students; the original goal for the duration of the program was 3,000 students. The program is on track to meet or surpass a new goal of 5,000 students before the APRA funded program concludes in December 2026.

Student feedback includes the following selection of statements:

- Thank you so much for the series!
- I believed that these sessions were very intriguing and gave great insight on medical occupations and the path to these various fields.
- Loved the lectures! All speakers were great and the information was super interesting.
- I really enjoyed all of the information. Very thorough and easy to understand.
- I am very appreciative for the opportunity to expand my knowledge in medical fields and will definitely be back next year to learn more.
- This was a great opportunity that I really appreciate especially that is was free where now everything costs. Thank you for providing this!
- I really enjoyed this experience and look forward to future sessions.
- I feel that this year's series carried a variety of different topics. It was also very nice to have multiple speakers during the presentations. I felt that I learned a lot from them.
- Learning a lot about different treatment options to discuss with oncologist. Thank you.
- Thank you for this program!
- Great presentations and presenters this session
- Thank you for another successful round of classes!
- This was a great session! I loved how the presenters used cases as examples and didn't spend the whole session talking about how they got to their job (even though that is an important beginning step).
- Very good program!
- Always enjoy the lessons and learning about new medical practices.
- Thank you so very much for the opportunity to attend the Mini Medical School sessions.

Student suggestions for potential future topics:

- Maybe Cardiac Syncope or Dehydration, like young athlete health issues. Or maybe incorporate more radiology case examples into future sessions, like how to interpret basic imaging like X-rays or CTscans in common clinical cases.
- Ortho issues that kids and teens sustain and what is/can be done. And, of course, rheumatology issues, etc. for younger patients . Absolutely love Dr. Verma's presentations. He's my doc and just as personable and thorough in person!
- The diagnosis and treatment for chiari malformation and scoliosis
- The main focus course prerequisite for any medical field
- Diabetes Prevention and Management High Blood Pressure Management
- More stuff on tools they use
- Dental careers
- Living and dealing with multiple cancers
- Genomic Medicine and Personalized Healthcare
- Neurology
- Psychology/Neuroscience
- Emergency medicine
- Dentistry, oncology, and more topics from pediatric doctors would be interests of mine to see in future Mini Medical School sessions.
- I'd like to see more cancer related topics in the future.
- Differential diagnosis, pathologies
- Some on women issues
- Early onset dementia, Parkinson's, brain injuries, tumors

Client Impact, Interviews, and Success Stories

Data and Research Initiative: routine feedback from a number of sources regarding how the public facing data analytics tools made tasks like community needs analysis, resource allocation, and planning all easier for various stakeholders and divisions of the State.

Student Financial Aid: recipients of loan funds who have completed their education and are now gainfully employed in Delaware, and repaying their loans.

Graduate Medical Education: those trained in the various programs are better prepared for the upcoming or existing medical careers.

Delaware Mini Medical School: while it will be years before younger students engaged in the program will have completed their educational journey and being their practice career, feedback from older students shows that Mini Medical School sparks curiosity and commitment to a career in the health sciences.

Community Engagement

From the content covered in Delaware Mini Medical School, to the data collected for the core data and research tools, we are deeply committed to listening to the needs of our various stakeholder groups.

Engagement comes via surveys, public meetings, and conversation/feedback from the advisory board of Delaware Health Force and the larger Delaware Health Care Commission.

We have made a deep commitment to engaging rural needs, which often align with equity goals, barriers to access, and are often populated by POC and low-income individuals.

OGOV KIND TO KIDS FOUNDATION

Project Identification Number: 19109
Funding amount (Budget): $600,000.00
Project Expenditure Category 2.25-Addressing Educational Disparities Academic Social and Emotional Services
Expenditures to date: $600,000.00

Project Overview

Objective:

The objective of Kind to Kids Foundation's UGrad Education Program is to improve educational outcomes for Delaware's students in foster care, specifically high school graduation rates and grade succession rates.

The primary goals of the program are:

1. Increase grade succession rates for children in foster care
2. Increase high school graduation rates for children in foster care
3. Improve academic success for children in foster care.
4. Facilitate academic or career success for youth aging out of foster care and transitioning to young adulthood.

Barriers:

Barriers include:

- Significant negative impact on mental health of foster children from the Covid pandemic and the resulting aftermath – isolation, reduced ability to meet with trusted adults, disrupted school and social work systems
- Education barriers resulting from short staffing of social workers in the state's foster care system worsened by the Covid pandemic
- Education barriers due to shortages of teachers and overwhelmed staff in the state's education system .

Achievements:

The program exceeded all goals, achieving a 100% high school graduation rate and a 100% grade succession rate for all foster students enrolled in the program. Excellent results!

Use of evidence

The UGrad education program utilizes evidenced based interventions, such as those from *My Life*, a number one scientific rating program that is well supported by program evidence.

- support children and youth in learning how to direct their lives and achieve their educational and transition to adulthood goals.
- Student-directed relationship support



- Coaching in applying achievement, partnership, and self-regulation skills to identify and reach goals (e.g., set goals, problem-solve, find information and help, negotiate, find allies, focus on accomplishments, manage discouragement)
- Support for experiential activities aimed at goal achievement and guided skill practice
- Workshops that bring together participants and successful near peers who also have lived experience in foster care, for learning, peer support, and networking
- Each student identifies and works towards self-identified educational and/or transition goals, shares his or her goals and support needs with important adults during a youth-led meeting, and develops at least one individual plan for future support with a trusted adult.

Common goals include:

- Increased self-determination
- Increased quality of life
- Increased educational and transition planning knowledge and engagement
- Increased achievement of goals and accomplishments
- Increased independent living, career, and postsecondary preparation
- Increased use of transition services
- Increased time spent on homework and credits toward high school graduation
- Increased employment and high school completion

The UGrad program provides services to children and youth in foster care from kindergarten through college and addresses the following: Challenges faced by youth transitioning out of the foster care system such as lack of information, opportunity, support, and skill needed to actively strive toward their chosen goals; lack of experience in successfully managing barriers that emerge during transition; lack of adult allies; and lack of confidence and feelings like frustration, anger, fear and hopelessness, which are often associated with prior exposure to trauma, life instability, and restriction.

The program maintains twice weekly meetings with staff and biweekly meetings with students to review goals. A customized salesforce dashboard and spreadsheet are utilized with checklists for fidelity to program goals, policies and evaluation reports and standards.

Programmatic Data

In Delaware, approximately 600 children and youth are currently in foster care. A child is removed from their family home most often because of abuse or neglect. The poor outcomes of children in foster care are well documented. Research shows a consistent theme: children in foster care face significant barriers to their educational progress, starting from before school begins and extending through postsecondary education. Foster youth experience a host of barriers and are at high-risk of dropping out of school, leading to troubling outcomes.

Every year, an average of 75 of these students age out of the foster care system – this occurs when a youth turns 18 years old. Without intervention, many foster youths lead tragic lives of homelessness, incarceration, substance abuse, and poverty.

Foster youth who have aged out of the child welfare system cost an average of $20,500 in social expenses and lost productivity each year, resulting in a total annual cost of **$12.3 Million** for the state of Delaware.
"The Economics of Emancipated Foster Youth," financial study by University of Cincinnati Economic Center

Positive school and life experiences can counteract the negative effects of child abuse, neglect, separation and lack of permanency. Education provides opportunities for improved well-being in physical, intellectual, social and emotional domains during critical developmental periods and supports economic success in adult life. *National Factsheet on Educational Outcomes of Children in Foster Care.*

Recognizing the critical need for supporting the education of children in foster care, Kind to Kids Foundation established **UGrad Academy.**

UGrad Academy achieves a **98% high school graduation rate** for children in foster care. The rate is dramatically higher than both the national (56%) and Delaware's rate (53%), and higher even than the state's average for non-foster care peers (88%). *KidsCount, National Youth in Transitions Database, 2023*

UGrad Academy addresses a wide range of factors influencing the disparities in education outcomes and the unique needs of children in foster care. The program provides consistent educational and emotional support. Foster children as young as kindergarten through college are paired with educational advocates who deliver mentorship, advocacy and guidance.

UGrad Academy is Delaware's ONLY program that provides educational and emotional support after foster youth transition out of foster care, leading to improved outcomes and success in life.



Children in foster care have experienced unstable family lives, neglect and abuse. Aside from the immediate physical injuries that children can experience through maltreatment, there can be lifelong impact from the trauma they have endured that affect their physical, mental, financial, and academic wellbeing throughout their adult lives. Frequent placement changes and the lack of permanent support faced by foster children are highly destabilizing and contribute to anxiety and social instability. Former foster children are almost twice as likely to suffer from Post-Traumatic Stress Disorder (PTSD) as U.S. war veterans. *Harvard Medical School (HMS), the University of Michigan and Casey Family Programs.*

A positive PK-12 education experience has the potential to be a powerful counterweight to the abuse, neglect, separation, impermanence and other barriers these vulnerable students experience. A coordinated effort by education agencies and child welfare agencies is necessary to improve the educational outcomes for students in foster care.

Understanding the vital importance of a consistent, caring and emotionally healthy adult in a child's life, UGrad Academy provides high level interaction by trauma-informed trained staff that delivers real time support and interventions. The individualized, student-centered program leads to improved academic and life outcomes for this vulnerable group of children.

In addition to the difficulties of the elementary school years, foster youth face a number of barriers to academic success and degree completion in the high school and college environments.

> While more than 80% of foster children express a desire to earn a college degree less than 10% actually do - **0% in Delaware** - and are unlikely to graduate from college. Children in foster care often face steep challenges to school success. *US Dept of Education, 2021 https://www2.ed.gov/about/inits/ed/foster-care/index.html)*

When foster teens "age out" of the system, there is limited support to help them transition into the "real" world. Research clearly documents how these teens struggle to make it on their own.

> The transition to young adulthood is a critical period. Without intervention, 47% of Delaware teens will not graduate from high school. With no education or a job to sustain themselves, many will lead tragic lives of poverty, homelessness, substance abuse and incarceration. *NYTD, Kidscount, 2022*

"Foster youth experience significant transitional issues. Youth aging out of foster care may lack the requisite decision-making competencies for coping with these challenges. These youth may need support with decision-making relating to alternatives and inferential reasoning about decision consequences… transitional services need to be augmented to prepare foster youth for independent life." "*Decision-making skills of emerging adults aging out of foster care" Sciencedirect.com*



There are limited support services provided to this vulnerable population. The state provides independent living services (IL) that offer streamlined assistance with basic needs such as housing and financial aid. IL services can begin at age 16 through age 18, at which time a youth can discontinue or elect to continue services until the age of 21. The philosophy is that of developing self-sufficiency, and youth are expected to contact IL when assistance is needed. IL social workers often manage high case-loads between 30 – 50 youth, which makes it difficult for individual connection. Without a close relationship, many foster teens do not reach out for assistance.

The youth are attempting to cope with a world for which they are drastically unprepared, and at the same time they have lost the support of school teachers, foster parents, and counselors. The youth are often susceptible to manipulative practices and people, and may not realize they are in a dangerous or harmful situation until it becomes critical in nature. Without guidance, youth can make poor decisions that quickly lead to devastating results. UGrad Academy provides consistent, quality connection with teens during these extremely vulnerable times in their lives. The connection to a healthy and stable adult provided by the UGrad program reap huge rewards as children and youth work together with their UGrad Advocate to make healthy decisions and take constructive action towards education, employment, and relationships, giving them the stability and support to succeed in life.

UGrad Academy provides education advocates to help children and youth succeed with their education, and in life. Advocates trained in trauma informed care partner with the youth and their support team, including foster parents, social workers, teachers and guidance counselors to provide educational support tailored to a student's individual needs.

UGrad Advocates meet with the students biweekly in person, and connect at least weekly with them via phone, text and/or facetime. Grades are monitored and barriers to education are promptly addressed. UGrad Advocates facilitate their education throughout their middle and high school years and as they transition to young adulthood. The student-centered academic program helps youth engage and invest more in their education towards graduating from high school and future success in life – whether job employment or college career.

UGrad Academy provides one-on-one tutoring and connects students with academic resources such as special education needs, college counseling, and career preparation, and addresses common obstacles, such as transitioning between schools, transportation, and retrieving course credit. With educational and emotional support, children become more stabilized in school and in their living situations, resulting in reduced placement disruptions and greater success in school.

Advocates provide advocacy, mentoring and support for foster children and maintain a 15 student/caseload, leading to dramatic results and success with their education. Advocates deliver

individualized academic and career support to children experiencing foster care with academic advocacy within the education and foster care systems, one-on-one intensive tutoring, skill building lessons such as time management and study skills, instruction on school policies, referrals to available support, and vital increased communication with their team of support.

The statewide program currently has served over 100 students annually.

- Learning Challenges: 36% of enrolled youth have special education needs and/or an Individualized Education Plan (IEP)
- Ethnicity: 80% African American, 11% Caucasian, 6% Hispanic, 3% other
- Education Level:
  - 17% Elementary School
  - 19% Middle School
  - 46% High School
  - 14% College
  - 4% Trade School
- County
  - 50% New Castle County (30)
  - 27% Kent County (16)
  - 23% Sussex County (14)

Evidence And Studies Published To Support The Work that UGrad Continues To Provide

- UGrad Academy achieves a 98% high school graduation rate for children in foster care. T is dramatically higher than both the national (56%) and Delaware's rate (53%), and higher even than the state's average for non-foster care peers (88%).
  KidsCount, National Youth in Transitions Database, 2022

- Children in foster care have experienced unstable family lives, neglect and abuse. Aside from the immediate physical injuries that children can experience through maltreatment, there can be lifelong impact from the trauma they have endured that affect their physical, mental, financial, and academic wellbeing throughout their adult lives. Frequent placement changes and the lack of permanent support faced by foster children are highly destabilizing and contribute to anxiety and social instability. Former foster children are almost twice as likely to suffer from Post-Traumatic Stress Disorder (PTSD) as U.S. war veterans.
  Harvard Medical School (HMS), the University of Michigan and Casey Family Programs.

- A positive PK-12 education experience has the potential to be a powerful counterweight to the abuse, neglect, separation, impermanence and other barriers these vulnerable students experience. A coordinated effort by education agencies and child welfare agencies is necessary to improve the educational outcomes for students in foster care.

Understanding the vital importance of a consistent, caring and emotionally healthy adult in a child's life, UGrad Academy provides high level interaction by trauma-informed trained staff that delivers real time support and interventions. The individualized, student-centered program leads to improved academic and life outcomes for this vulnerable group of children.

In addition to the difficulties of the elementary school years, foster youth face a number of barriers to academic success and degree completion in the high school and college environments.

While more than 80% of foster children express a desire to earn a college degree less than 10% actually do - 0% in Delaware - and are unlikely to graduate from college. Children in foster care often face steep challenges to school success.

US Dept of Education, 2021 https://www2.ed.gov/about/inits/ed/foster-_care/index.html

- When foster teens "age out" of the system, there is limited support to help them transition into the "real" world. Research clearly documents how these teens struggle to make it on their own.
- The transition to young adulthood is a critical period. Without intervention, 47% of Delaware teens will not graduate from high school. With no education or a job to sustain themselves, many will lead tragic lives of poverty, homelessness, substance abuse and incarceration. *NYTD, Kidscount, 2022*
- "Foster youth experience significant transitional issues. Youth aging out of foster care may lack the requisite decision-making competencies for coping with these challenges. These youth may need support with decision-making relating to alternatives and inferential reasoning about decision consequences… transitional services need to be augmented to prepare foster youth for independent life." *"Decision-making skills of emerging adults aging out of foster care" Sciencedirect.com*
- In the U.S. today, approximately 400,000 children and youth are in foster care at any given time and each year about 20,000 of these students emancipate (i.e., age out) of foster care. A positive PK-12 education experience has the potential to be a powerful counterweight to the abuse, neglect, separation, impermanence and other barriers these vulnerable students experience. Additionally, participation in and persistence to a postsecondary credential can



enhance their well-being, help them make more successful transitions to adulthood, and increase their chances for personal fulfillment and economic self-sufficiency.

National research shows that children in foster care are at high-risk of dropping out of school and are unlikely to attend or graduate from college. A coordinated effort by education agencies and child welfare agencies is necessary to improve the educational outcomes for students in foster care.

https://www2.ed.gov/about/inits/ed/foster-care/index.html

- Children and youth in foster care represent one of the most vulnerable student populations in the United States. Of the approximately 437,000 children in foster care in 2018, approximately 270,000 were school-aged. Studies have demonstrated that students in foster care are more likely than their peers to struggle academically and to drop-out of school before graduation. These outcomes are due, in large part, to the high mobility of this student population, who experience much higher levels of residential and school instability than do most other student populations. These students must be provided support that will ensure they have equal access to education resources and opportunities.

https://oese.ed.gov/offices/office-of-formula-grants/school-support-and-accountability/students-foster-care/

Client Impact, Interviews, and Success Stories

Kaden

Kaden (age 11) began in the UGrad program in March with very poor attendance, very poor grades of F's and D's, with major concerns that he would not pass the 6th grade. The UGrad Advocate met with all of his teachers and guidance counselor to develop a plan to catch Kaden up in his classes. UGrad met with him at least weekly to provide one on one support as he completed his school work. UGrad developed an "Attendance Challenge" with Kaden and his foster family to monitor and motivate him to increase his attendance. Kayden's attendance and academic standing dramatically increased. He began UGrad with F's and D's and finished the year strong with A's, B's and one C, passing the 6th grade. He earned his incentive for completing the Attendance Challenge and demonstrating such overall improvement. Kaden feels confident in his academics and is looking forward to the 7th grade.

Jason

Jason (age 16) began in the UGrad program with failing grades of 0% and 22% due to excessive absences, and missed tests and assignments in all of his classes. The UGrad Advocate met with all of Jason's teachers to find out what he needed to do to improve both his attendance and his grades. UGrad



then developed an intensive system with Jason, and provided encouragement and direction. His attendance dramatically improved. UGrad developed strong communication with his team of support - his teachers and guidance counselor. They notified UGrad whenever he missed a class, test or assignment. Jason demonstrated dramatic overall improvement and completed all of his classes in the 10th grade in the 90's, 80's and high 70's

Daynna

Before engaging in the UGrad Academy program, Daynna (age 16) was scoring in the 60's in her classes. She struggled with Geometry with a 60% grade in Marking Period (MP) 1 and a failing score of 7% in MP 2. Daynna was enrolled in UGrad Academy during MP 3. When assessing her educational needs, it was discovered that Daynna did not have her Geometry textbook all school year due to a miscommunication during various placement changes. UGrad advocated for her to acquire a Geometry textbook and arranged for it to be provided to her new placement setting. UGrad provided intense services by meeting with Daynna on a weekly basis via Zoom to assist her in understanding her assignments, completing her coursework, and submitting things on a timely basis. UGrad academy provided a tutor to meet with her twice a week, which made a significant impact in her academics, subject knowledge and confidence. UGrad recognized that Daynna appeared defensive when asking for help or attempting to advocate for herself when struggling with material. UGrad helped her develop healthy communication and self-advocacy skills with her teachers and school staff. In her last court hearing, her assistant principal testified that Daynna is a big advocate for herself this school year and they have seen her academic growth. Daynna received an 81% in marking period 3 and a 91% in marking period 4 in geometry. Her attendance has significantly improved as well and she finished MP 4 with outstanding grades in the high 90's, with her lowest being an 87%. In marking period 4, she had developed a great confidence in her education. She now contacts UGrad advocate daily via phone calls, texts, facetime and zoom.

Ryder

Ryder (age 16) had a new foster care placement and had fallen behind in his school work in MP2. He had poor grades, was failing in some classes, had many absences and had a lack of motivation. In December, 2020, Ryan was enrolled in the UGrad program. UGrad advocate outlined a study schedule and talked with Ryder multiple times each week to help him stay on track with classes and assignments. UGrad communicated with his guidance counsellor, educational diagnostician, all his teachers, along with his parents and social worker. UGrad provided intense support as Ryder worked to finish a marking period of overdue assignments. UGrad developed an outline of work and gave Ryder weekly reminders of overdue assignments through facetime, text messages, follow up calls. Ryder has developed excellent communication skills with a positive attitude. UGrad talks with Ryder a few times a week and



encourages him to follow the study schedule that was designed for him. In both MP3 and MP4, Ryder pulled his grades up to A's and B's and made the Honor Roll.

Kyla

Prior to enrollment in UGrad Academy, Kyla (aged 17) was doing remote school from her bedroom, and rarely left her room. She was not attending her classes. She had three F's and was in danger of failing the grade. Kyla was enrolled in UGrad Academy during MP 2. UGrad advocate lobbied for her to attend 4-day hybrid because she was struggling with remote learning. Her grades improved when UGrad worked with Kendra to attend hybrid classes. With UGrad help, Kendra then maintained perfect attendance. She even kept up her assignments and grades despite a transition to a new foster home placement in late March and delays in transportation for in-person hybrid learning. UGrad arranged for zoom meetings with teachers to facilitate school learning and monitor assignments. UGrad communicated with her guidance counselor and all her teachers. Kyla and UGrad communicate through weekly text messages and calls, and biweekly visits, where UGrad encourages her to keep up the good work. In MP3/MP4 she got A's and B's and made the Honor Roll. She also received an attendance award and the JROTC Purple Heart award.

Bella

Bella (age 18) was at high risk for failing her senior year of high school due to a failing grade in Advanced Algebra, and a failure to complete a total of 4 self-paced Edgenuity courses in order to qualify for graduation. Kind to Kids Foundation provided and paid for a tutor to help Bella bring her Advanced Algebra grade up and work on her Edgenuity courses. Bella greatly benefited from tutoring. She grew more confident in the subject knowledge, which led to increased class participation. The UGrad Advocate maintained consistent communication with Bella's Algebra teacher and tutor to ensure that she stayed on track to pass the course. UGrad encouraged Bella to attend her teacher's office hours for extra support, which she did. UGrad prompted Bella to complete her 4 self-paced Edgenuity courses. Together, the UGrad Advocate and Bella developed a plan of completion with due dates and goals. She was able to finish her Edgenuity course work prior to the due date and earned a gift card incentive. Bella graduated from Cesar Rodney High School and will be attending Albright College as a Sociology major. The UGrad Advocate will continue to support her as she transitions to college-level education.

Damian

Damian (age 15) was attending school and classes when he entered the UGrad program. He is in an ILC classroom, and has an IEP for behavioral issues. He previously had issues with behavior and managing emotions. With support and encouragement from UGrad Academy, Damian decided that he could do better and set goals to get on the honor roll and to have a better attitude. He worked hard and achieved



both goals. The UGrad incentive program works well for Damian, and he receives an incentive gift card when he meets his goals. Since joining the program, Damian has not had any reported behavioral concerns.

Gabby

Gabby (age 18) was failing all three of her 3 classes due to not attending nor completing the coursework, and was a high risk for failing her senior year of high school. UGrad began to work with her during marking period 2. Her Advocate reached out to her teachers and guidance counselors to gather what Gabby needed to do in order to pass the semester. The Advocate then reviewed this information with Gabby and her foster parent. UGrad texted and called Gabby every night to remind her to set an alarm for class. The Advocate also called during class times to motivate and encourage her to hop onto her Zoom classes. She increased her attendance in classes and submitted her work. She earned a gift card incentive for her improvement. In the second semester, she was back on track to graduate. Gabby was also taking a Cosmetology class, at the time in hopes of getting her license in cosmetology. She had to complete ELA 4, Co-op, and World History to successfully graduate. She started the semester off strong, with good attendance and assignment completion. Mid semester, she ran away from home, which diminished contact with her entire team. By not attending classes or completing her assignments she quickly fell off track to graduate. Her Advocate continued to make efforts to engage with her, but she rejected contact from all of her team members. The Advocate continued to deliver support with texts, emails and voicemails to encourage her to re-engage academically. The Advocate also maintained consistent communication with teachers and guidance counselor and encouraged staff to reach out to Gabby in the hopes of re-engaging her academically. Eventually, Gabby began to respond and complete her assignments. The Advocate asked her teachers to talk to Gabby and encourage her to re-engage in her other classes, in the hopes of getting her back on track to graduate with her class. This plan was successful and Gabby began to meet with her teachers in person at school to make up her missing work. As a result, she pulled her grades up and was eligible to graduate with her class. Gabby graduated from Howard School of Technology.

Community Engagement

Kind to Kids Foundation incorporated and utilized high level engagement with the community in the planning phases of UGrad education program to determine the need and the justification to move forward.

This engagement included extensive meetings with administration and staff of Delaware's Division of Family Services and Department of Education. Established community meetings such as CPAC and Education for Foster Student meetings were attended to both glean understanding and data on the



extent of the need and specific areas of concern and present strategies as the program was developed. In addition, focus group meeting were held with students in foster care. Meetings and surveys were conducted with a foster student's team of support including: foster parents, social workers, teachers, counselors and education decision makers. Primary and secondary data sources were obtained in the development of the program, utilizing both quantitative and qualitative information.

The program serves children and youth in foster care who are in the highest level of disproportionate communities served. The majority of students are minority populations, with 80% served are African American. As the children exit the foster care system, many are homeless and unemployed without a family of support.

The average annual cost for a Delaware youth who has aged out of the foster care system is $20,500 through age 26 – a total annual cost of $12.3 Million. This does not include the costs related to the child welfare system, or the long-term effects of trauma on well-being (*Economics of Emancipated Foster Youth, University of Cincinnati, 2017).*

ANNUAL COST – In an average year, Delaware has a population of approximately 440 young adults between the ages of 18 – 26 who have aged-out of the DE foster care system. This population incurs an annual cost of $9.1 million ($20,500/foster youth, 55 youth/year)

This financial impact considers costs related to involvement in unemployment, criminal justice, homelessness and healthcare systems, and does not include costs related to child welfare system. It does not take into consideration the long-term effects on self-esteem and emotional well-being after enduring childhood trauma. *Extrapolated figures based on estimates from "Ecomomics of Emancipated Foster Youth" University of Cincinatt Study, 2015*

Delaware's rates of unemployment, high school drop-out, homelessness, poverty, incarceration and substance abuse for youth aging out of the foster care system all exceed the national average. *(KidsCount, 2022)*

UGrad Academy has 0% of students incarcerated and 0% homeless compared to Delaware's rates of 38% incarcerated and 32% homeless. Over 80% of the nation's incarcerated population are high school dropouts — costing taxpayers an estimated $38.7 Billion per year. Relative to individuals who complete high school, the average high school dropout costs the economy an additional $266,000 over their lifetime in terms of lower tax contributions, higher reliance on Medicaid and Medicare, higher rates of criminal activity, and higher reliance on welfare.

UGrad Academy obtains employment rates for foster teens of 84% vs the National rate of 62% and Delaware's rate of 38%.

In conclusion the community engagement strategies support equity goals for this highly disproportionate community of children and youth in foster care, who are comprised of an 86% minority population.

KIND TO KIDS FOUNDATION EXTENSION

Project [Identification Number]: 22285
Funding amount (Budget): $400,000.00
Project Expenditure Category: 2.25-Addressing Educational Disparities Academic Social and Emotional Services
Expenditures to date: $400,000.00

Project Overview

Objective:

The objective of Kind to Kids Foundation's UGrad Education Program is to improve educational outcomes for Delaware's students in foster care, specifically high school graduation rates and grade succession rates.

The primary goals of the program are:

1. Increase grade succession rates for children in foster care
2. Increase high school graduation rates for children in foster care
3. Improve academic success for children in foster care.
4. Facilitate academic or career success for youth aging out of foster care and transitioning to young adulthood.

Barriers:

Barriers include:

- Significant negative impact on mental health of foster children from the Covid pandemic and the resulting aftermath – isolation, reduced ability to meet with trusted adults, disrupted school and social work systems



- Education barriers resulting from short staffing of social workers in the state's foster care system worsened by the Covid pandemic
- Education barriers due to shortages of teachers and overwhelmed staff in the state's education system .

Achievements:

The program exceeded all goals, achieving a 100% high school graduation rate and a 100% grade succession rate for all foster students enrolled in the program. Excellent results!

Use of evidence

The UGrad education program utilizes evidenced based interventions, such as those from *My Life*, a number one scientific rating program that is well supported by program evidence.

- support children and youth in learning how to direct their lives and achieve their educational and transition to adulthood goals.
- Student-directed relationship support
- Coaching in applying achievement, partnership, and self-regulation skills to identify and reach goals (e.g., set goals, problem-solve, find information and help, negotiate, find allies, focus on accomplishments, manage discouragement)
- Support for experiential activities aimed at goal achievement and guided skill practice
- Workshops that bring together participants and successful near peers who also have lived experience in foster care, for learning, peer support, and networking
- Each student identifies and works towards self-identified educational and/or transition goals, shares his or her goals and support needs with important adults during a youth-led meeting, and develops at least one individual plan for future support with a trusted adult.

Common goals include:

- Increased self-determination
- Increased quality of life
- Increased educational and transition planning knowledge and engagement



- Increased achievement of goals and accomplishments
- Increased independent living, career, and postsecondary preparation
- Increased use of transition services
- Increased time spent on homework and credits toward high school graduation
- Increased employment and high school completion

The UGrad program provides services to children and youth in foster care from kindergarten through college and addresses the following: Challenges faced by youth transitioning out of the foster care system such as lack of information, opportunity, support, and skill needed to actively strive toward their chosen goals; lack of experience in successfully managing barriers that emerge during transition; lack of adult allies; and lack of confidence and feelings like frustration, anger, fear and hopelessness, which are often associated with prior exposure to trauma, life instability, and restriction.

The program maintains twice weekly meetings with staff and biweekly meetings with students to review goals. A customized salesforce dashboard and spreadsheet are utilized with checklists for fidelity to program goals, policies and evaluation reports and standards.

This is an extension of the Kind to Kids Foundation project (19109).

OGOV UNITED WAY DE FELLOWSHIP

Project Identification Number: 19162
Funding amount (Budget): $1,000,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $1,000,000.00

Project Overview

The Governor's Summer Fellowship is a joint partnership between the United Way of Delaware (UWDE), the Delaware Department of Education (DDOE), and the Office of Governor John Carney. The program will use APRA funds to support elementary and middle school aged youth to enroll in high-quality summer learning experiences. It is anticipated that approximately five 5 sites will be selected as part of the summer fellowship. Each site enrolling between 50 and 100 youth participants and hiring between 5 and 10 summer fellows. Youth summer learning program Focus on areas most vulnerable in the state that were impacted the greatest by COVID-19. Youth participants who reside in or around Delaware's

Promise Communities became engaged in a six (6) to eight (8) week summer experience that integrates academic preparation, social/emotional learning, and physical well being. They were able to participate in field trips, engage with guest speakers, and participated in community-based activities or service learning projects. All of these were designed to promote peer engagement, positive community relationships and develop college/career skills and orientation. Accomplishments include goals being met for number of kids and fellows. In addition, Real Talk Webinars were conducted featuring Delaware 211 and Stand by Me. The BookNook assessment tool was implemented by most organizations for pre and post literacy assessments. Challenges were the time constraints experienced to get all organizations on BookNook and getting pre and post assessments for additional students. In addition, there was an opportunity for youth to participate in the summer youth employment program, which in turn allowed the capacity for more children to attend summer camp for free. 47 Fellows and 475 campers were served through this project.

Use of evidence

The Governor's Summer Fellowship is a partnership between the United Way of Delaware UWDE the Delaware Department of Education DDOE and the Office of Governor. The program will use APRA funds to support elementary and middle school aged youth to enroll in high-quality summer learning experiences. ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Youth engagement and enrollment for the program will be captured in the fall of 2022. ARPA Delaware will gather utilization and outcome determinations for this project.

Client Impact, Interviews and Success Stories

"This program is a 'win' on so many levels," said Secretary Mark Holodick of the Delaware Department of Education. "It gives our high school students — and potential future educators — the opportunity to earn money gaining valuable work experience this summer while also helping our community-based organizations with a critical workforce challenge so they can provide quality summer experiences to our younger students."

OGOV LEEP

Project Identification Number: 19297
Funding amount (Budget): $2,548,690.06
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job

training subsidized employment supports or incentives
Expenditures to date: $1,548,690.06

Project Overview

The P2B Housing Initiative – Workforce Affordable Housing Pilot is a dual-impact program designed to transform Wilmington's local economy by advancing two core goals: creating affordable housing and equipping local, minority-owned businesses and workers with the tools to thrive in the construction industry. Funded by ARPA, the initiative uses live renovation projects to not only preserve and develop affordable housing units but also to build and scale a sustainable, community-rooted construction ecosystem. The centerpiece of this effort is L.E.E.P.'s Pathways to Business (P2B) program, which focuses on growing small, under-resourced construction firms by pairing them with hands-on technical assistance, business mentorship, and access to a reliable, trained workforce.

At its core, the project is about growing small businesses by teaching them how to form strategic partnerships, build internal capacity, and develop a skilled labor pipeline. Companies such as Prado Vision, Forever Us Contracting, Dunnell & Associates, Direct Flooring, Joel Amin Plumbing, Dependable Construction, LSN Contractors, and Cedric Roofing have all been awarded work through the initiative—learning how to manage public-funded projects, meet insurance and compliance requirements, and coordinate effectively with one another. In tandem, L.E.E.P. launched the Delaware 1st Cooperative, a union, worker-owned company made up of graduates from L.E.E.P.'s first residential Pathways to Apprenticeship (P2A) cohort. This Cooperative not only provides labor to these P2B contractors but is also being developed as a niche service provider in masonry and drywall finishing, working under a retired union mason and other trade professionals to grow into a self-sustaining business.

Barriers such as permitting delays, complex design timelines, and the need for technical upskilling among workers and businesses have challenged the timeline but not the mission. L.E.E.P. has responded by offering wraparound support, targeted training, and business development assistance to ensure that local contractors not only survive—but scale, hire, and lead future projects. Renovation work has launched at 38 E 23rd Street, 801 S Harrison Street, and 609 and 622 W 8th Street, with local firms managing all scopes of work—from demolition to finishing. The E. 23rd Street project, in partnership with Matthew Williams, also served as the relaunch site for "The LIT Crew"—a community-facing youth and cultural empowerment initiative. Collectively, this initiative is creating new homes, stronger companies, a connected community, and a legacy workforce ready to rebuild Wilmington from the inside out.

Staying true to L.E.E.P.'s founding mission—to serve as a bridge between the community and organized labor—the P2B Housing Initiative is deeply rooted in partnerships with local unions, particularly LiUNA

Local 199 and other building trades. These partnerships ensure that the training and job opportunities provided through the initiative lead to long-term, sustainable, union careers for residents from historically marginalized communities. Through our Pathways to Apprenticeship (P2A) program, pre-apprentices gain not only hands-on experience on live job sites but also direct access to union membership, career mentorship, and wage security. The union's role in curriculum design, field supervision, and skill validation ensures our workforce meets the highest industry standards, while our commitment to equity ensures that Black, Brown, and justice-impacted individuals are not left behind in the region's housing and infrastructure development. By integrating union pathways into every phase of this initiative, L.E.E.P. ensures that local workers are not just employed—they're empowered to build careers with dignity, benefits, and a voice in shaping their communities.

Use of Evidence

The P2B Housing Initiative is built on a foundation of evidence-based interventions that target the root causes of workforce underdevelopment, small business stagnation, and housing instability in Wilmington's most economically impacted neighborhoods. L.E.E.P. has designed this initiative using proven strategies backed by research and federal agency guidance—including best practices identified by the U.S. Departments of Labor and Housing and Urban Development, as well as national workforce development studies.

At the heart of the initiative is L.E.E.P.'s sector-based training model, rooted in our Pathways to Apprenticeship (P2A) program, which has trained over 200 individuals in the last two years with a placement rate exceeding 70% in union careers. Drawing from this success, the P2B Housing Initiative launched a new residential construction-focused training cohort tailored to address workforce gaps in home renovation and small-scale development. This training incorporates hands-on instruction, soft skills, financial literacy, safety certifications, and trauma-informed support—an essential feature given the prevalence of systemic barriers such as substance abuse, incarceration, and housing insecurity in our participant population.

The initiative also invests deeply in small business development through the Pathways to Business (P2B) program. P2B provides minority- and women-owned construction firms with individualized support to grow and scale. Services include mentorship from industry professionals, business operations training, field supervision, estimating support, bonding and insurance guidance, and coordinated labor pipelines. Notably, the Delaware 1st Cooperative—a union worker-owned company formed by graduates of L.E.E.P.'s first residential P2A cohort—has served as both subcontractor and labor provider on multiple housing sites. Their participation exemplifies a scalable workforce-business model that fosters equity, ownership, and sustainability from within the community.



To ensure accountability and transparency, L.E.E.P. has identified and quantified budget allocations tied to evidence-based strategies. Following an internal budget review and in alignment with U.S. Treasury guidance, approximately $138,000 of the initial project funds were designated for these activities. In response to increased demand for services and expanded worker and business support, this figure was increased by 15%, totaling $158,700. These funds have supported trauma-informed case management, sectoral job training, labor coordination, and technical assistance for P2B contractors. Expenditure categories aligned with these interventions include staff salaries for case managers and technical advisors, stipends for workers, subcontracted mentors and trainers, and small business consulting.

These strategies reflect best practices in economic revitalization and directly support the initiative's goal: to equip local workers and small businesses with the tools they need to lead Wilmington's housing redevelopment from within. By strengthening both the supply side (a skilled, trauma-informed workforce) and the demand side (community-rooted, capacity-building contractors), the P2B Housing Initiative delivers a comprehensive, community-centered approach to economic justice. These activities fully meet the Treasury's criteria for evidence-based interventions under the "Negative Economic Impact" expenditure category.

Programmatic Data

The P2B Housing Initiative is grounded in extensive demographic, programmatic, and comparative data that points to the urgent need for integrated workforce and small business development in Wilmington's most economically distressed communities. Wilmington's 19801, 19802, and 19805 ZIP codes have long struggled with intergenerational poverty, systemic disinvestment, high unemployment, housing insecurity, and disproportionately high rates of incarceration, especially among Black and Brown residents. These ZIP codes are also where L.E.E.P. is strategically focusing its work.

To address these conditions, L.E.E.P. (Labor, Economics, Education, and emPowerment) launched the P2B Housing Initiative as a comprehensive solution that leverages American Rescue Plan (ARP) funding to support both the development of affordable housing and the creation of a local workforce and contractor pipeline to rebuild these communities from within. The initiative combines the strength of two signature L.E.E.P. programs: Pathways to Apprenticeship (P2A) and Pathways to Business (P2B).

Under the P2A program, more than 200 individuals have completed pre-apprenticeship training, with over 70% placed into union-based careers in partnership with LiUNA Local 199 and other building trades. With this funding, a new residential-focused cohort was launched to meet the increasing demand for skilled labor in small-scale home renovation and affordable housing projects. Participants received OSHA 30 certification, construction safety and math instruction, hands-on training in demolition, drywall,

masonry, painting, and finish carpentry—preparing them for long-term union careers and on-the-job placements with local contractors.

To strengthen the connection between workforce training and actual employment opportunities, L.E.E.P. founded Delaware 1st Cooperative, a newly formed, union worker-owned business made up of graduates from the residential P2A cohort. This cooperative has already performed subcontracting work on multiple P2B Housing Initiative projects, including waterproofing and masonry work at 801 S. Harrison Street and drywall preparation and repair at 38 E. 23rd Street. The cooperative continues to receive on-the-job mentorship from a retired 25-year union mason and partners with contractors in the P2B program to gain experience and expand their service offerings. This is a clear example of L.E.E.P.'s approach to solving economic disparity by building a lasting community-owned economic infrastructure.

Through the P2B program, local contractors—many of whom are minority-owned and based in Wilmington—receive support to scale their businesses. This includes training in estimating, back-office support, bonding, insurance readiness, workforce coordination, and technical mentorship. Notable P2B contractors engaged in this quarter's renovation work include Forever Us Contracting (awarded the demolition contract for 801 S. Harrison), Prado Vision, LSN Contractors, Cedric Roofing, Dunnell & Associates, Joel Amin Plumbing, Direct Flooring, and Dependable Construction (selective demolition at 38 E. 23rd St). The objective is not only to grow these businesses, but to connect them with a steady, trained labor force—while enabling them to serve as anchors for neighborhood revitalization.

L.E.E.P. also integrates trauma-informed case management into all its workforce programs, recognizing that many participants are returning citizens, experiencing housing insecurity, or coping with the long-term effects of poverty and community violence. With dedicated staff and wraparound services, the initiative ensures these barriers do not derail long-term success. Case managers provide support around transportation, documentation recovery, behavioral health referrals, housing stability, and expungement services.

A key extension of this work is L.E.E.P.'s new partnership with the Ferris School, Delaware's secure care facility for adjudicated youth. This pilot initiative creates a direct pipeline for young men nearing release to enter the P2A residential training program. It includes VR-based pre-apprenticeship training using Oculus Quest headsets loaded with industry-certified Transfr VR software, as well as 3D printing education using Digilab software. Graduates of this pilot will transition into hands-on union training with Local 199, supported by case management and individualized reentry planning. This strategic investment in justice-involved youth expands the reach of the ARP-funded work and creates new pathways for those who are most at risk of falling through the cracks.

In addition to these core programs, L.E.E.P. partnered with Matthew Williams of Community Focused Reinvestment Corporation to support a community Juneteenth event that marked the re-launch of The LIT Crew—a youth engagement initiative designed to encourage civic pride and cultural identity. This effort coincided with the kickoff of renovation work at 38 E. 23rd Street and helped engage the neighborhood in the broader vision of community-led development.

These programs and partnerships demonstrate a comprehensive, data-driven, and community-empowered approach to economic revitalization. Through L.E.E.P.'s leadership and the P2B Housing Initiative, ARP funding is being used to transform lives, grow local businesses, and rebuild neighborhoods—one block at a time.

L.E.E.P.'s long-term strategy to bridge the gap between community and organized labor is further exemplified by the organization's leadership of the Rysheema Dixon Townhomes, a catalytic affordable housing project located at 1316–1324 North Claymont Street. Funded by Cinnaire's Catalyst Fund, this development honors the legacy of the late Councilwoman Dixon, a champion for equity and affordable housing in Wilmington. This project represents more than bricks and mortar—it is a living testament to what is possible when community-based organizations lead development with a focus on equity, ownership, and opportunity.

L.E.E.P. is committed to using this opportunity to deepen the participation of small, minority-owned contractors from the P2B program and to create hands-on work opportunities for graduates of the residential P2A program. Contractors such as LSN Contractors, Dunnell & Associates, Prado Vision, Direct Flooring, Forever Us Contracting, Cedric Roofing, and Joel Amin Plumbing—all of whom are Wilmington-based—will be prioritized for work on this site, alongside Delaware 1st Cooperative, whose trained union labor force provides essential services such as drywall finishing, masonry, and waterproofing. This model ensures that wealth generated from public and philanthropic investments stays within the community and strengthens the local economic ecosystem.

Beyond this project, Delaware 1st Cooperative is also expanding its reach through work with community-based nonprofits such as the Claymont Coalition for Environmental Justice. These partnerships allow workers trained through L.E.E.P. to contribute meaningfully to environmental restoration and sustainable construction projects while continuing to refine their skills. This multi-layered engagement strategy exemplifies L.E.E.P.'s unique role as a trusted community bridge—connecting unions, nonprofits, small businesses, and residents in a coordinated effort to transform historically excluded communities through workforce development, economic empowerment, and place-based investment.



At the core of L.E.E.P.'s mission is the belief that union careers can and should be accessible to all—especially to those living in the very communities being rebuilt. By training local residents, supporting the growth of small contractors, fostering worker-owned businesses, and cultivating strong ties with organized labor, L.E.E.P. is designing an equitable infrastructure for inclusive economic development. These efforts create a replicable model for building sustainable, community-rooted housing and workforce systems that generate long-term value for both people and place.

Client Impact, Interviews and Success Stories

The P2B Housing Initiative is already transforming lives and neighborhoods by combining affordable housing redevelopment, small business support, and workforce training. Through this initiative, L.E.E.P. is addressing the root causes of economic instability, lack of job access, housing insecurity, and limited small business growth—by creating a pipeline of opportunity that includes both people and place.

Since receiving ARPA funds, L.E.E.P. has substantially completed the rehabilitation of two residential properties—609 W. 8th Street and 622 W. 8th Street—both of which will be made available as affordable rental housing for Wilmington residents. These properties were revitalized by local contractors from the P2B program, including Prado Vision, Forever Us Contracting, Dunnell & Associates, Direct Flooring, Joel Amin Plumbing, LSN Contracting, Cedric Roofing, and members of the Delaware 1st Cooperative. These businesses were intentionally selected as part of L.E.E.P.'s commitment to local hiring and small business scaling.

In partnership with JP Morgan Chase, L.E.E.P. hosted a volunteer day at 609 W. 8th Street, where bank employees worked alongside staff and community members to prepare the home for move-in readiness. The event not only supported physical improvements but also symbolized corporate commitment to equitable development. With all systems operational and finishing touches completed, this unit is now ready to welcome its first tenant—representing one of the initiative's earliest tangible successes.

Simultaneously, major work is underway at 38 E. 23rd Street, a cornerstone of community revitalization efforts. This property is being redesigned not only as affordable housing but as a community anchor that will include a ground-floor produce market tied to Conscious Connections Urban Garden. The renovation is being led by Dependable Construction, with other P2B contractors providing labor and specialty services. The project has reignited the legacy of the LIT Crew, a culturally inspired youth and community movement originally imagined by Matthew Williams. L.E.E.P. partnered with Williams to relaunch the LIT Crew during a Juneteenth community event and to tie their messaging and engagement into the completed project. Once finished, 38 E. 23rd will house not only residents, but the spirit of neighborhood pride, youth creativity, and healthy living.



A fourth key site, 801 S. Harrison Street, is undergoing commercial renovation to serve as L.E.E.P.'s new headquarters. This building will become a community resource hub and training facility, strengthening L.E.E.P.'s capacity to deliver wraparound services, hold classes, and host community forums. Renovation work at this site has also been contracted to local P2B firms, including Forever Us Contracting for demolition and Delaware 1st Cooperative for basement plaster parging and waterproofing.

Delaware 1st Cooperative itself is one of the most powerful outcomes of the initiative. This newly formed, union worker-owned company is made up entirely of Wilmington residents—graduates from L.E.E.P.'s inaugural residential Pathways to Apprenticeship (P2A) cohort in partnership with Laborers Local 199. The cooperative provides drywall, plaster, and masonry services and is building a reputation for skilled, quality work while training under a 25-year union mason. In addition to completing subcontracted work on all three ARPA-funded projects, the cooperative is actively supporting other non-profit agencies, including Claymont Coalition for Environmental Justice, demonstrating its long-term potential as a replicable model for economic mobility.

In terms of workforce outcomes, seven new apprentices have been placed into union careers as a result of the initiative—six in residential construction and one in commercial trades. These are graduates of the P2A program, which blends hands-on job readiness with construction math, OSHA certification, and trauma-informed support. Over 200 individuals have graduated from P2A to date, with more than 70% placed into union apprenticeships, demonstrating the model's proven success.

One standout success story is Issa Clarke, a recent P2A graduate who completed the program in February and quickly secured a family-sustaining union job with LiUNA Local 199. On the L.E.E.P. website, Issa's testimonial reflects the powerful impact of the program:

"The L.E.E.P. Program has changed my life. It taught me to believe in myself… and create the future I want."

Another area of innovation lies in L.E.E.P.'s partnership with the Ferris School for Boys, where a pilot post-release program has been launched to deliver virtual reality (VR)-based job training using Oculus headsets and 3D modeling software. Through this partnership, L.E.E.P. is preparing justice-involved youth to join the residential pre-apprenticeship pipeline with Local 199. These young men—many of whom have never had access to job readiness programming—will now have a structured, supported pathway into union careers and the opportunity to participate in projects that rebuild the same communities they come from.

Every component of the P2B Housing Initiative—whether a house being renovated, a contractor scaling up, or a young man starting a new life—ties back to L.E.E.P.'s core mission: to be the bridge between the community and organized labor. By placing local workers and contractors at the center of housing

revitalization, and by integrating culturally rooted, trauma-informed, and community-driven programming, L.E.E.P. is proving that economic justice and community development go hand in hand.

Community Engagement

L.E.E.P.'s P2B Housing Initiative was intentionally designed through robust community engagement that prioritized the voices of impacted residents, local contractors, small businesses, and grassroots organizations. The planning process began with a detailed community needs assessment survey, which was distributed across Wilmington's Promise Communities to gather data on barriers related to housing, employment, workforce entry, and small business growth. The results of that survey directly informed the structure and priorities of the initiative.

To further build momentum and refine the design of both the P2A (Pathways to Apprenticeship) and P2B (Pathways to Business) programs, L.E.E.P. hosted several community information sessions and interviews. These sessions provided prospective participants and local contractors with the opportunity to give feedback, learn about program expectations, and shape recruitment and training goals. These efforts were essential in organizing the first cohort of residential construction apprentices and aligning them with the workforce needs of small Black- and Brown-owned contracting firms operating in Wilmington.

As part of a partnership with Eastern Region Carpenters and LiUNA Local 199, L.E.E.P. facilitated multiple strategic planning sessions and labor recruitment events to connect community residents with union opportunities and to ensure that contractors working on affordable housing projects could develop a sustainable workforce pipeline. These sessions brought together small contractors, union leaders, and community stakeholders to discuss how to scale existing businesses while creating viable career paths for new workers. This resulted in successful partnerships with over a dozen small firms and the launch of Delaware 1st Cooperative, a union worker-owned company composed of P2A graduates.

One of the most impactful community engagement efforts took place during Juneteenth 2024, when L.E.E.P. partnered with local artist and organizer Matthew Williams to host "The Return of the LIT Crew" event. Held in collaboration with Conscious Connections near the 38 E. 23rd Street renovation site, this event reignited community excitement about the intersection of culture, healing, and development. It also introduced the vision for E. 23rd Street as a future community-centered wellness and education hub, connected physically and programmatically to the adjacent urban garden.

L.E.E.P. also engaged the community through hands-on volunteerism. In Fall 2024, JP Morgan Chase employees joined L.E.E.P. staff, apprentices, and neighborhood residents for a Volunteer Day at 609 W. 8th Street, one of the project's affordable housing properties. Volunteers helped prepare the unit for

future occupancy, reinforcing the collective effort behind the initiative and providing an example of how public-private partnerships can support neighborhood revitalization.

Throughout the planning period, L.E.E.P. has consistently collaborated with organizations such as the Claymont Coalition for Environmental Justice, the Delaware Environmental Oversight Committee, and local housing advocates to ensure the housing initiative aligns with environmental justice goals and community sustainability. This work reflects L.E.E.P.'s broader mission: to serve as the bridge between community members and organized labor, empowering residents not just to benefit from development—but to lead it.

L.E.E.P.'s community engagement strategy is grounded in its equity-driven mission to dismantle systemic barriers and expand access to economic opportunity for historically underserved communities. From the outset of the P2B Housing Initiative, the organization has taken intentional steps to ensure that planning, implementation, and ongoing participation are shaped by those most impacted by poverty, discrimination, and structural disinvestment—particularly Black and Brown residents of Wilmington's Promise Communities (ZIP codes 19801, 19802, and 19805).

Our equity goals are not only embedded in the outcomes we seek but also in how we design and deliver services. Community engagement efforts were focused on accessible outreach, including in-person information sessions, door-to-door canvassing, direct interviews, and community events held in neighborhoods where internet access and institutional trust may be low. By showing up in these communities—in spaces where residents already gather—we were able to reach justice-involved individuals, disconnected youth, low-income families, and people with housing instability who are too often left out of traditional workforce and housing development opportunities.

The Juneteenth "Return of the LIT Crew" event at 38 E. 23rd Street and the Harvest Festival with Conscious Connections are examples of how cultural relevance and trusted community leaders were used as entry points to engage those with historical skepticism toward government or formal institutions. These events were co-created with artists, garden stewards, and returning citizens to ensure representation and empowerment.

Furthermore, the program prioritizes access for nontraditional workers, including those without high school diplomas, women, and those with limited formal job experience. Through our trauma-informed care model, financial literacy training, and on-site case management, we work to reduce re-entry barriers and provide wraparound support that allows participants to complete training and access long-term employment. We also promote language inclusivity by providing bilingual support and simplifying application and enrollment materials.

This community-based engagement ensures that the P2B Housing Initiative doesn't just serve communities of color and low-income individuals—it is led by and developed with them. In doing so, L.E.E.P. is reshaping traditional development models to center equity, shared power, and sustainable community growth.

At the heart of L.E.E.P.'s mission is a bold and uncompromising commitment to end intergenerational poverty by serving as the bridge between the community and organized labor. This mission is not abstract—it's rooted in the lived experiences of Delaware residents, particularly in cities like Wilmington, who have long been locked out of opportunity, even as development happens around them. L.E.E.P. believes that everyone deserves a seat at the table and a pathway to thrive, not just survive. By connecting individuals directly to union careers, fair wages, and sustainable housing, we're not just providing jobs—we're rebuilding dignity, purpose, and generational wealth within our communities.

This work echoes the legacy of Dr. Martin Luther King Jr., particularly his final campaign in Memphis with sanitation workers, where he stood shoulder-to-shoulder with laborers fighting not just for higher pay, but for the recognition of their humanity. Dr. King's powerful message— "All labor has dignity"—remains a guiding light for our work. At L.E.E.P., we embrace this legacy by fighting for systems where Delaware's residents can work where they live, earn family-sustaining wages, and gain the tools and training to transform their communities from within.

Through every house renovated, every apprentice trained, every small contractor supported, and every garden tended, L.E.E.P. is building a new narrative—one where labor, justice, and community wellness are intertwined. We're creating a structure of care that not only trains workers, but also wraps them in support: trauma-informed services, peer mentorship, emotional wellness resources, and a community that refuses to leave anyone behind. That's the power of our mission—and our promise to the state of Delaware.

Labor Practices

As part of our commitment to building both high-quality capital projects and equitable employment pathways, the P2B Housing Initiative has implemented a range of strong labor standards to guide all workforce practices tied to capital expenditures. All contractors awarded work under the initiative are required to certify their wages, ensuring that every worker is paid a minimum of $23.00 per hour, which exceeds the minimum wage and reflects our commitment to providing family-sustaining compensation. While we do not mandate that contractors become signatory with labor unions, we actively encourage union partnership and proudly note that the Delaware 1st Cooperative—a union worker-owned firm

born from L.E.E.P.'s inaugural Residential P2A program—is signatory with Local 199 and operates as a residential union contractor.

Additionally, to support economic recovery and equity in hiring, we include a local hire provision in all project contracts, requiring that at least 35% of the workforce come from within the Wilmington Promise Community Area—Delaware's most impacted zip codes (19801, 19802, and 19805). This practice ensures that local residents benefit directly from publicly funded development and are given a real opportunity to work where they live.

By incorporating these labor standards, the P2B Housing Initiative ensures that economic recovery is inclusive, capital investments deliver community impact, and our workforce development efforts translate into real jobs on real projects. We see this as an essential part of transforming Wilmington's neighborhoods and delivering on the promise of the American Rescue Plan through strong, accountable, and justice-driven implementation.

OGOV TECH IMPACT DWDB MOBILE APP

Project [Identification Number]: 19781
Funding amount (Budget): $1,458,902.07
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $730,000.00

Project Overview

The Career Mobility Application is designed to engage job seekers as well as reengage those that have abandoned the workplace with job opportunities and training programs. The application will connect unemployed/underemployed Delawareans with job opportunities, upskilling and credentialing opportunities, and provide an awareness of the multitude of open jobs and career opportunities in the State of Delaware. The application will match unemployed/underemployed individuals with opportunities based upon their needs and interests as they seek to upskill, re-enter the workforce or advance their careers.

The project plan is focused upon quarterly releases aimed at iteratively improving the application. Q1 2024 has been focused upon building a minimum viable product (MVP) of the application. MVPs are traditionally solutions that include the minimum feature set to launch into a market and begin testing the needs of end users. Tech Impact worked with its partners at the Delaware Workforce Development Board (DWDB) to develop concepts for the initial MVP.



To achieve this goal, Tech Impact had to complete several key tasks:

1. Multiple iterations of wireframes were developed for the MVP. The wireframes were continuously refined based upon feedback from the DWDB.

2. Initial, basic branding for the application was developed. This would allow for the application to be shared more easily in the community.

3. A contractual relationship was entered with a local application development company, io projects, in order to develop an initial iOS application. The final version of the tool will be developed for both iOS and Android, but development in iOS was an initial priority due to the relatively strict guidelines for app store acceptance.

4. User experience testing was required to ensure that the application met appropriate standards for deployment to relevant app stores.

Tech Impact encountered two major barriers during development in FY24.

1. Development of the iOS application took significantly longer than was expected based upon initial estimates from the local application developer hired for the work. This caused significant delays in the project.

2. Tech Impact had selected a partner to assist with user experience testing. It was important that the partner had access to community members who are representative of the target market for the application. The original testing partner backed out of the agreement at the last moment. Tech Impact then needed to source an additional testing partner, which caused further delays.

Each of these challenges has been overcome. The iOS application has been developed. An additional testing partner was secured. Further, this testing partner is willing to work with Tech Impact for all additional testing needs. This will streamline the process moving forward.

Tech Impact completed user testing with its partner and developed the Android counterpart to the previously developed iOS app in Q3.

Tech Impact launched an MVP of the application in October 2024 at the Warehouse in Wilmington, DE. Focus since the launch has been placed on understanding the data needed to develop future iterations of the application. A survey was launched for potential participants to gather feedback. Interviews with participants also began. During this process, several major bugs were identified with the app that are being rectified.

In Q1 2025, Tech Impact finalized branding of the Career Mobility Application. The branding is based upon significant research into community needs from both end users and programs. Given this research, Tech Impact settled upon the brand “Career Moves”. The research also allowed Tech Impact to build out a robust development roadmap for the remainder of the lifecycle of the application.

The team also focused on development of a platform for providers to input their data. Until this point, data for the app was focused on the Employment and Training Provider List, which is provided by the Delaware Workforce Development Board. Shifting to a provider-centric model allows for more providers to be added to the application, which increases the number of opportunities available for end users to find training.

Further, to solve some of the challenges around development, Tech Impact determined that it would be best to insource this work. Tech Impact hired an application developer who began to port over the work of the vendor into a common code base.

Tech Impact was able to officially launch the application in May 2025. The re-launched application builds upon the knowledge gained after release of the MVP to partners. It directly addresses some of the key needs of community members and program providers. A longer product roadmap was developed, focused in on directly addressing more of these needs. The next iteration of the application is due to be launched in August/September 2025. In the meantime, the focus of the project has shifted more directly to marketing. Digital and Out of Home marketing channels have been the primary drivers of growth on the application. However, it has been determined that more “boots on the ground”, community driven marketing is necessary. To this end, Tech Impact is launching a search for a “Community Liaison” that can directly work with community members and programs to assist them in using the application.

Use of evidence

An evaluation plan is incorporated as part of the project budget for the Career Mobility Application. The development plan is currently under development. It is expected that the development plan will evolve as the second iteration of the application is developed.

Programmatic Data

Since relaunch of the application, approximately 158 individuals have utilized the application on mobile. We expect these numbers to continue to rise as marketing channels are put to work and as a Community Liaison is onboarded.

Client Impact, Interviews, and Success Stories

At this time, there is no data available. Initial data will become available upon release of the application to the public and then will be continuously monitored through project completion.

Community Engagement

Tech Impact partnered with the DWDB to plan this project. The DWDB identified the need for this application based upon the continued work with workforce training partners and community members in need of upskilling.

During Q4 2024 and Q1 2025, Tech Impact engaged in robust user research to understand how to position the application appropriately and to develop a feature roadmap. The user research was focused on the communities that will be served by the application, which included people of color, people with low incomes, limited English proficient populations, and other traditionally underserved groups. The research was conducted in multiple steps:

First, a survey was provided online and via community partners. Survey participants were compensated for their time following best practices for user research. Several thousand individuals responded to the survey, though it was determined that several hundred were legitimate Delawareans. The data from this survey provided a backbone for design decisions made later on in development.

Second, survey participants were able to indicate if they were interested in more in-depth, follow-up conversations. Approximately 10 of these conversations were held, which provided much deeper insight into the pain points individuals felt around career mobility and career training.

Third, similar conversations were held with program providers. Ultimately, individuals looking for job training are the mercy of the training that is available. This means that we must have a deep understanding of provider needs, so that they were be incentivized to place their programs onto the app. Approximately five in-depth conversations were held in support of this.

Tech Impact has continued to invest in user research beyond these initial conversations. One significant investment that Tech Impact has made is in a user research platform that will allow for us to continuously gain feedback from end users about their needs as it relates to future product releases.

OGOV DELAWARE TECHNOLOGY PARK

Project Identification Number: 20921
Funding amount (Budget): $250,000.00
Project Expenditure Category 2.32-Business Incubators and Start-Up or Expansion Assistance
Expenditures to date: $250,000.00



Project Overview

Essentially all appropriated funds have been expended. ARPA Phase 1 is complete. The Growth Stage Incubator was completed and accepting tenants April 1. Simultaneously, the CAFE Accelerator launched in the Fin Tech Innovation Hub. Eight of twelve private offices have been leased, two co-working spaces, and five memberships. We plan an open house dedication is September for invited tenants of the building and selected community.

Use of evidence

A software tracking tool is under development and should be complete by end of the next quarter. Tracking is important for scheduling logistics, event activities, training, and capturing tenant profiles and growth plans. Job creation and capital infusion will be recorded. Training will be offered, and attendance measured. Progress will be discussed monthly. It is expected that the products and services from tenants will have community value in improving financial health and equity.

Programmatic Data

It is the early days for tenants so not much programmatic data. We do know it is a very inclusive community with seven minority and two women-led companies.

The companies are all vastly different from each other and are appreciative of the mentorship from our Incubator Manager.

Client Impact, Interviews, and Success Stories

As mentioned in Chapter 3, the Incubator tenant founders represent diversity, equity and inclusion. Most of these companies are working products and services that will benefit the underserved community.

The first cohort of 6 companies in CAFE turned out to be phenomenal. All of them have well developed products and services for the LMI community.

Many have received growth capital to continue to scale their efforts. The cohort companies will have national impact as three come from Washington, DC, two from New York, and one from Delaware. All want to remain connected to the network of the FinTech Innovation Hub and the Growth Stage Incubator. Several community events involving the cohort companies were held in the building, including the Delaware Bankers Association, the American Bankers Association, the FinTech Council of America, UD workshops, and local leaders.

Community Engagement

CAFE Accelerator is hoe based in the Incubator with a Managing Director. IT is a separate non-profit from Delaware Technology Park. See below what CAFÉ does. Completion of a ten-week cohort program was on May 30.

CAFE Accelerator Highlights

Our accelerator is an equity-free program at no cost to fintech companies designed to support and scale "real world" innovations by nurturing revolutionary businesses. We focus on startups that create technologies with a mission to level the financial playing field. By collaborating with financial institutions, investors, and various partner organizations, we connect cutting-edge fintech solutions to communities in innovative ways. WE connect founders with bankers, investors, and other organizations for customers, talent, partnerships, and funding.

Startups in the CAFE FinTech Accelerator Program benefit from expert mentorship in client-centric sales, including pitching, storytelling, and selling into financial institutions, as well as forming strategic partnerships. The program also offers comprehensive insights into financing for growth, covering valuations, financial forecasting, venture capital, and CDFIs. Additionally, our startups receive essential guidance on legal matters and cybersecurity to ensure long-term stability and growth.

Please see attached photos of CAFE Accelerator Team in break area, and an incubator tenant in private office, all in the Growth Stage Incubator.

DIVISION OF ACCOUNTING

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN



CAFE Accelerator Team Working in Incubator

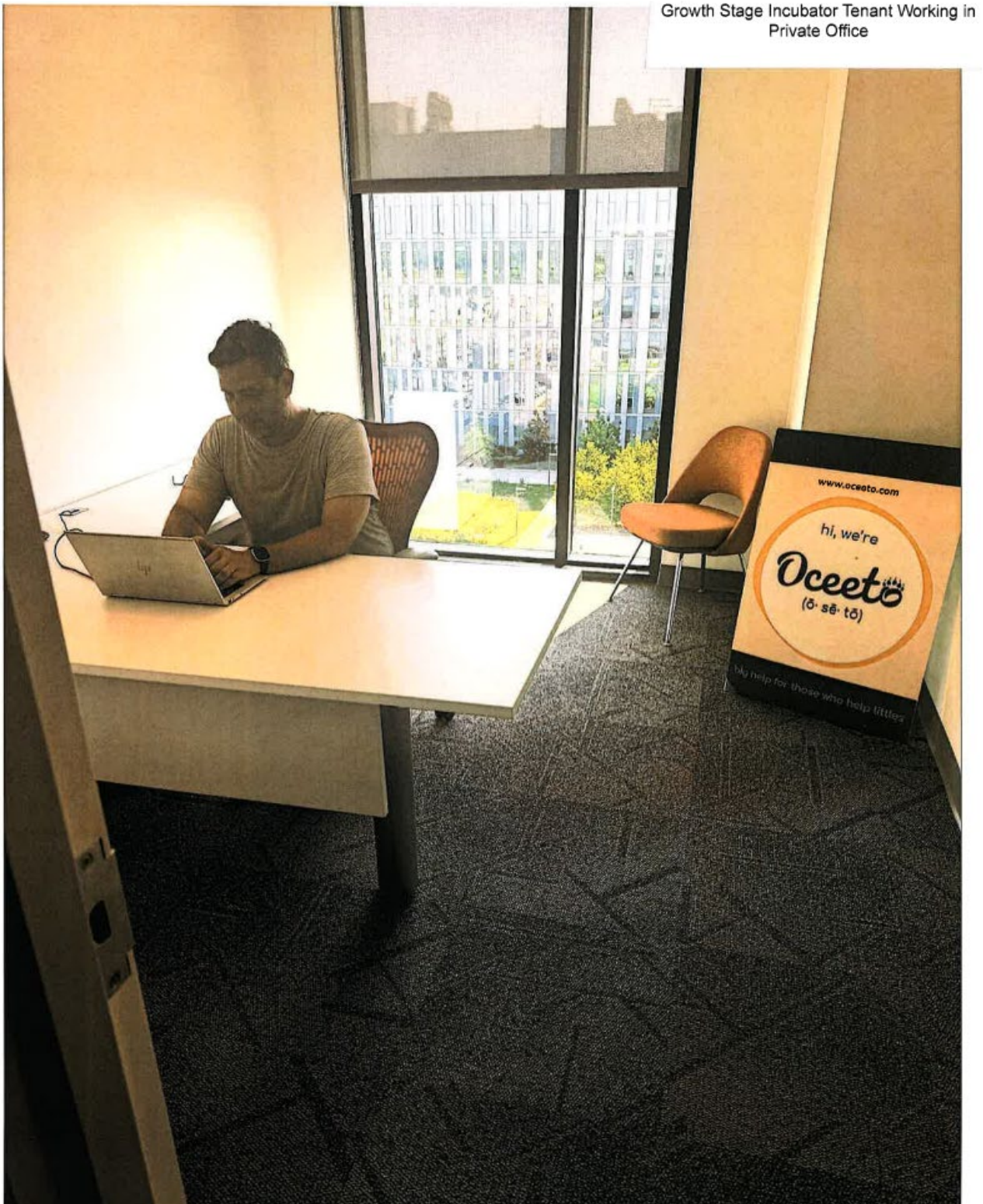
DIVISION OF ACCOUNTING

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE AMERICAN RESCUE PLAN



Growth Stage Incubator Tenant Working in Private Office

OGOV FAITHFUL FRIENDS

Project Identification Number: 20983
Funding amount (Budget): $250,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $165,000.00

Project Overview

In March 2023, Faithful Friends Animal Society (FFAS) was the grateful recipient of a $250,000 grant from the State of Delaware ARPA Grant Program. The funds are to be used for the implementation of an animal welfare education and career training program in partnership with New Castle County Vocational Technical School (NCCVT). In addition, we received $25,000 in capital support for the purchase of equipment needed for our new Animal Adoption and Community Resource Center in New Castle, DE.

Goal: NCVTT students will gain an understanding of animal shelter management including animal and housing care responsibilities, volunteer and staff integration, and introduction to veterinary technician and nursing care.

Student Objective: 10-12 Biomedical Science and Allied Health students will work in this specialized workforce program facilitated by FFAS for 6-9 months. Post-graduate students will have the opportunity to continue at FFAS based on performance evaluations.

Animal Care Objective: 250 cats and 65 dogs will receive daily care and enrichment from the students involved in the workforce program.

Achievements: The students are doing well in their roles and are enjoying working with the animals. According to the Dog and Cat Department managers, the students show up on time for their scheduled shifts and have been team players. The dog caretaker position is especially physically and mentally demanding, but the students have handled it in a professional manner.

Barriers: Student availability is challenging and often changes, making scheduling shifts difficult. This is the nature of working with high school-aged students, so we adapt accordingly.

Use of evidence

The NCCVT Supervisor of Career and Technical Education will provide the St. Georges Technical High School's student information to FFAS Animal Welfare Operations Director. The animal care team will track each student's

success using evaluation forms (see below) and each student will be paired with an animal care manager. All reporting will be tracked in Google Workplace. FFAS will follow federal policy tracking guidelines.

NCCVT provides a training evaluation form to assess each student's performance on the employability skills below. The skills are evaluated on a 10-6 scale with 10 = outstanding and 6 = unacceptable. FFAS animal care managers will complete the training evaluation at the end of each of the four marking periods which are 45 days in length.

Evaluated skills include:

1. Accuracy of work/job skill
2. Attitude
3. Communication Skills
4. Cooperation with others
5. Initiative
6. Observation skills
7. Personal Appearance
8. Potential
9. Punctuality/Attendance
10. Quality of work

FFAS cat and dog manager(s) will evaluate each student's performance based on the goals of the animal welfare/education workforce program using a FFAS Student Performance Review at the end of each marking period.

Evaluated competencies include:

1. Basic understanding of Animal Shelter Management
2. Animal and housing care responsibilities
3. Importance of a cohesive team of staff and volunteers integrated into the daily operations of a shelter environment

4. Understanding of dog, cat, and small mammal husbandry and dietary needs
5. Basic veterinary technician care skills and nursing care
6. The healing touch and therapy provided from our adoptable dogs and cats

Programmatic Data

From July 1, 2023 through June 30, 2024, seven Biomedical Science and Allied Health students from the New Castle County Vocational Technical School have conducted their grant-related work at FFAS: Abigayle Beyer, Lincoln Barnett, Joshua Gee, Ariana Fonda, Lindsey Macedo, Na'Sir Turner, and Wesley Ferrell. Combined, they have logged 939.85 hours in the Canine Department and 1,023.14 hours in the Feline Department.

They have gained an understanding of animal shelter management, care responsibilities, volunteer and staff integration, and an introduction to veterinary technician and nursing care.

Client Impact, Interviews, and Success Stories

Testimonial from Lynn Albright, Cat Department Manager:

"It has been a pleasure collaborating with the St. George's biotechnology students through this program. Our student Cat Caretakers have shown dedication, responsibility, and compassion in their roles. Their commitment to providing quality care for the cats has made an impact on both the animals and our team. These students have become valued contributors, and even as many of them graduate, we are hopeful they will continue to be part of our organization. We are deeply grateful for the support that made this partnership possible."

Testimonials from students:

Nasir: "In my 1 year of working at Faithful Friends Animal Society, I've gained many experiences and shared many fun memories and made lots of friends. I'm glad I chose to work at Faithful Friends."

Lindsey: "Working with Faithful Friends Animal Society was a co-op opportunity given to me by both the school and the shelter. I am grateful to be able to have the working experience for my senior year. I worked with the shelter even before I started my school and continued to work with them after and I have developed an even bigger interest in the veterinary job field. Thanks to the job, I learned how to deal with others in a work environment and how to manage my schedule for it as well. I'm grateful for the opportunity given to me as it helped me realize that I will continue to study veterinary for college."

Vinny: "During my time at Faithful Friends, I learned a lot of crucial life skills that translate over to success, with the main one being the value of hard work and passion. Being a Cat Caretaker has pushed me to always strive to be the best version of myself. I am constantly learning new tactics to improve my cleaning skills and help everyone around me, and to me, realizing that has made my months working here incredibly fulfilling. I am so glad to be in a positive workspace full of people who look forward to accomplishing one thing: to make sure animals here are given the best life they can have."

Community Engagement

By the order of the Governor, the COVID-19 public health emergency caused all schools in Delaware to transition to virtual learning on March 16, 2020 for the remainder of the school year. Beginning August 18, 2020 and through October 2020, all schools reopened in a virtual format. Beginning October 2020 and through June 2021, schools offered a hybrid option. (Parents could choose to have their students attend in person or remain virtual). In August 2021, all schools went back to full time in-person learning. Now that students are back in the classroom, students need services to address the impact of lost instructional time. The U.S. Treasury's Final Rule on the use of Coronavirus State and Local Fiscal Recovery Funds states that, in designing services under this eligible use, "recipients may wish to reference guidance from the Department of Education on strategies for addressing lost instructional time."

We have reviewed this guidance in the report titled "Strategies for Using American Rescue Plan Funding to Address the Impact of Lost Instructional Time." One of the report's ideas for reengaging students is to use community partnerships to support reengagement: "As students return to in-person instruction following the COVID-19 pandemic, community partnerships can allow districts to expand learning beyond the classroom and re-engage student's learning." FFAS's proposed partnership with St. Georges Technical High School (specifically its Biomedical School Program) is intended to expand learning beyond the classroom and to strengthen students' connection to their school.

In addition, while not all students participating in the program will be coming from low to moderate income households themselves, much of the work they will be doing is connected to programs that are designed for low to moderate income households and from other marginalized communities (e.g., low cost Community Veterinary Clinic, free Pet Food Bank, Low-cost Spay-Neuter Program, Pet Lifeline, Services provided to New Castle County Hope Center).

Labor Practices

We requested $25,000 in capital funding for a commercial washer and dryer which will support the daily operations in our new Animal Adoption and Community Resource Center. The purchase was made and all capital funding expended. We purchased the washer and dryer from E.P. Commercial Laundry in



Williamstown, NJ. As this was not an ongoing capital project, no specific labor practices needed to be established.

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Project Identification Number: 20984
Funding amount (Budget): $750,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $750,000.00

Project Overview

Objective:

Equip 120 Delaware residents by the end of 2026 with the technical, professional, and life skills needed to thrive in high-demand technology roles. This bold vision is guided by Code Differently's core values: Be Bold, Empower, Grow, Innovate, and Nurture. It's not just about reaching a number, it's about reshaping access, proving capability, and redefining what workforce development can and should be. Since its founding in 2018, Code Differently has provided software engineering training to hundreds of Delawareans. This proven track record underscores a simple truth: underserved does not mean under-capable. When given the right access, tools, and opportunity, untapped talent can be, and does thrive.

Barriers:

Learners come to the program facing real and compounding challenges. Housing and food insecurity, income loss during full-time training, lack of access to childcare, transportation hurdles, and the high cost of tech learning tools are everyday realities. These are not always incidental inconveniences; they are systemic barriers that too often exclude talented individuals from opportunity. In many of the communities we serve, unemployment rates exceed 7–8%, roughly double Delaware's average of ~4% and well above the national rate, reflecting the entrenched inequities Code Differently set out to challenge. For example, Wilmington and Dover (Delaware's largest cities) saw unemployment around 7–8% in recent years, compared to ~3.6–4.0% overall. It is exactly in these high-need areas that transformation must begin. Nearly half of all Delawareans live in just eight zip codes identified as "Promise Communities," which experience *"staggering poverty levels"* and reduced access to opportunity. These are the neighborhoods Code Differently prioritizes. We believe opportunity should exist for all people, no matter where they live.

Bold Action:

Code Differently met these barriers head-on with holistic support. Strategic partnerships with local nonprofits, healthcare providers, and corporations enabled wraparound services so learners could stay focused and present in their journey. Stipends and free access to laptops, software, and learning platforms were provided to 100% of learners. Participants received free mental health counseling, temporary housing assistance, DART bus passes, and on-site food pantry access. By tackling basic needs like shelter, nutrition, childcare, transportation, the program allowed learners to fully engage in training without having to choose between paying bills and building a future. Code Differently's people-centered approach (described by one partner as a *"visionary organization dedicated to promoting diversity, equity, and inclusion in technology education and careers"*) combines expert training with robust support services to help learners overcome obstacles and achieve their potential.

Achievements:

Over the past year, Code Differently enrolled 37 learners in 2024 and 21 more in early 2025, with an additional 26 set to begin in August. That brings total enrollment to 84, representing ~70% progress toward the 120-participant goal. More importantly, these learners weren't just enrolled, they were transformed. Every participant navigated a rigorous, 20-week full-stack coding bootcamp that challenged them to grow both technically and professionally. The average program completion rate stands at 83%, a strong indicator of engagement and resilience given the intensive nature of training and the barriers learners face. This completion rate not only far exceeds typical workforce program benchmarks (for instance, WIOA youth programs average ~62% credential attainment), it even approaches Code Differently's historical completion rate of 89% achieved in prior years.

Gaining skills that align directly with today's collaborative, fast-paced tech workforce.

All learners earned an industry-recognized Scrum Master certification, mastering agile project management techniques such as sprint planning, stakeholder communication, backlog refinement, and daily stand-ups. These are skills that align directly with today's collaborative, fast-paced tech workforce. In Q2 2025, the program expanded its credential offerings to further strengthen job readiness. In addition to Scrum Master, 100% of learners in the most recent cohort completed the Responsive Web Design certification through freeCodeCamp, demonstrating practical proficiency in HTML, CSS, and responsive layout strategies essential for modern web development roles. To round out the experience, learners began pursuing the new CompTIA AI Essentials certification. This course introduces core artificial intelligence concepts like generative AI, prompt engineering, ethical AI implications, and current

trends. Through hands-on labs and performance-based assessments, learners are building foundational AI fluency that prepares them to apply emerging technologies in real-world environments.



Real-World Application

Through the organization's growing externship program, over 95% of eligible learners applied their classroom skills in high-impact industry placements with partners like Navigating Cancer, GreenSOL, Arplan, My Sika Box, Allen House Studios, WC3, University of Delaware Athletics, Couture Greek, The Industry Engineer, and Secured Health. These hands-on externships allowed learners to step into roles as backend developers, QA engineers, technical writers, and software project leads, contributing to projects in healthcare, fintech, education, e-commerce, and more. Several of these placements became direct pipelines to permanent roles:

- *Joseph* – Excelled as a software extern at Secured Health, where his contributions were so valued that he was offered an equity stake in the startup, a rare and powerful acknowledgment of a newcomer's impact.
- *Kimberlee* – Led a technical documentation overhaul at her host company, an initiative that continues to shape internal operations long after her externship ended.
- *Chelsea* – Parlayed her new skills and confidence into an academic pathway, returning to college to pursue a Physics degree and further expand her tech toolkit.

- *Other graduates* – Launched into full-time tech roles with employers such as JPMorgan Chase, Harvard Business Services, and the University of Delaware, proving that the program opens doors to both industry and higher education.



Internally, Code Differently leveraged this year to enhance its own systems and strategy. The application and onboarding process was streamlined, cutting enrollment timelines and making it easier than ever for new learners to begin training. A new Managing Director of Employer Partnerships was hired to deepen alignment between employer needs and graduate readiness; a role that has already expanded job development and placement opportunities (notably, our own Terrance Bowman was recognized by Technical.ly as one of the top 20 RealLIST Connectors of 2025 in the regional tech community for his work bridging talent to opportunity). The curriculum was continuously refined based on learner feedback and assessment data. Tutoring interventions were strengthened for those struggling with key concepts, ensuring no one falls through the cracks. And in partnership with JPMorgan Chase, a new Financial Literacy Lunch-and-Learn series was introduced, teaching learners about budgeting, saving, and managing the higher incomes they would soon earn, preparing them for financial stability beyond the classroom.

Meanwhile, the soul of the program and the community thrived. Bi-weekly learner-led “Code & Coffee” sessions provided a forum for peer learning, collaboration, and leadership. Achievements were celebrated through cohort potlucks and birthday recognitions. The community even shared personal milestones: the entire cohort excitedly anticipated the arrival of our first-ever “Code Differently baby” as one member prepared to welcome a newborn. And when tragedy struck, with the unexpected loss of a beloved alumnus, the community mourned together. We paused the schedule to honor his memory, offering counseling and reflection sessions. This moment, though painful, underscored the depth of connection forged here; Code Differently isn’t just a training program, it’s a family that supports each other through victories and hardships alike.

What Code Differently achieved this year was not simply job training, it was a bold, systemic disruption. It was a public commitment to say that *underserved* does not mean *undeserving*. It was proof that, when given access and tools, untapped talent can meet the highest expectations of industry. As learners move forward into their careers, their stories ripple outward, uplifting families, strengthening communities, and diversifying industries that need their voices. And as the next cohort prepares to begin, Code Differently stands ready once again to welcome, to teach, to support, and to transform.

Use of evidence

Evidence-Based Approach: At the heart of Code Differently's model is a commitment to innovation powered by evidence. Every aspect of the program is informed by data from recruitment and instruction to support services and job placement, enabling a cycle of continuous improvement. This year, we embedded digital tools and real-time evaluation methods to keep the program agile, learner-centered, and accountable for outcomes. The result is not only tailored support for each learner but also transparency for stakeholders and a high degree of accountability for public funds.

Our innovation strategy is anchored in a robust Key Performance Indicator (KPI) framework spanning five critical categories: Enrollment, Skills Acquisition, Credential Attainment, Completion, and Employment Outcomes. Each KPI is tied to specific, measurable metrics. For example, we track outreach engagement and application conversion rates for Enrollment; assignment and assessment scores for Skills; certification exam readiness and attainment for Credentials; attendance and project completion for program Completion; and job placement, retention, and salary gain for Employment Outcomes. Data is collected across multiple systems – HubSpot CRM for outreach and enrollment, GitHub for project contributions, Google Forms for surveys, in-house assessment trackers, and attendance logs providing a 360° view of performance. Importantly, these KPIs are monitored in real time (with dashboards updated weekly) and reviewed formally each month. If a metric falls below its threshold, it triggers an immediate response plan.

Iteration in Action: This evidence-driven mindset means the program responds quickly to emerging needs.

For example, when assignment completion rates in a cohort fell below the target (indicating some learners might be struggling), instructors immediately deployed increased academic support: additional evening tutoring sessions and one-on-one coaching to reinforce key concepts. When the average enrollment onboarding timeline crept beyond our 12-business-day goal, the operations team conducted a rapid process review identifying paperwork bottlenecks and simplifying communications ultimately reducing the timeline back under 10 days for the next cohort. Attendance is another critical metric: we require a 90% attendance rate for program success. We implemented an automated alert system that



flags staff the moment a learner's attendance drops below this threshold. In response to these alerts, our Professional Development Coach reaches out within 24 hours to the learner to understand the barriers, whether it's a transportation issue, a family obligation, or health challenge and to reinforce time management strategies or connect the learner with needed resources. These timely, datainformed interventions have significantly improved retention and engagement, contributing to the strong 83% program completion rate.

New Tools and Enhancements (Q2 2025): This year we introduced and expanded several platforms to

sharpen our evidence-based practices:

ClickUp (Project Management): Originally adopted in 2024, ClickUp matured into a fully embedded tool across all our teams in 2025. We use it to track cohort milestones, assign task ownership, and monitor deliverables in instruction, operations, and partnerships. This has made our internal workflows more visible and efficient. We also added formal retrospectives at the end of each sprint (every 2 weeks), a practice borrowed from agile software teams. During these retrospectives, staff analyze what went well and what can be improved, capturing lessons learned in ClickUp. As a result, adjustments (like tweaking the pacing of a module or improving how we onboard a new employer partner) are made in near real-time, rather than waiting until year-end.

HackerRank (Technical Assessments): In 2025, we implemented HackerRank to simulate real-world coding tests and technical interviews. Learners complete timed coding challenges that mirror those used by tech employers to evaluate candidates. This has sharpened learners' problem-solving under pressure and revealed performance insights to instructors. For instance, our most recent cohort showed marked improvement after just one week of practice: the median score on the first HackerRank test was about 50%, which jumped to 70% on a similar test a week later as learners became more comfortable with timed coding. HackerRank also allows us to benchmark learner performance against industry standards, helping ensure our graduates are meeting expectations. (It's worth noting that technical interview practice is often a gap in bootcamps, our addition of this tool gives our learners an extra edge.)

TestGorilla (Baseline & Soft Skills): We continue to use TestGorilla as a baseline diagnostic tool at program entry. Every applicant completes assessments in problem-solving, communication, and time management before the cohort starts. Instructors use this data to "meet learners where they are", tailoring early lessons and supports to actual skill levels rather than assumptions. As the program progresses, TestGorilla's video interview feature provides practice with behavioral and soft skill questions. We had industry volunteers (hiring managers from partner companies) review these recorded responses and rate them. Several learners earned ratings of 3 out of 5 stars or higher; a solid showing for first-timers. More importantly, 100% of current cohort participants surveyed said they felt increased



confidence in demonstrating communication and professional skills after these practice runs. By demystifying the interview process and providing targeted feedback, we're helping learners build poise and self-assurance for the job hunt.

GitHub (Technical Progress Tracking): GitHub remains a cornerstone of our curriculum, serving as both a learning platform and a performance tracker. All coding work from exercises to full projects is done through GitHub, allowing instructors to monitor each learner's coding contributions (commits), collaboration patterns (pull requests and code reviews), and issue tracking. This year, we tracked a striking statistic: from March to May 2025, the total lines of code added by the cohort doubled, indicating not only increasing code output but also more ambitious, feature-rich projects as skills grew. Instructors could literally see the progression from simple HTML pages in Week 1 to full-stack applications by Week 20 through the commit history. If a learner wasn't committing code regularly, that was a red flag triggering a check-in by a Teaching Assistant. If a team's project board showed tasks piling up, instructors could intervene to help with project management. GitHub data has become our early warning system and our evidence of growth, a real-world indicator of each student's journey from novice to junior developer.

Curriculum Trackers: We implemented a more granular curriculum tracking system, essentially a shared dashboard listing every assignment, quiz, and project with due dates and completion status for each learner. This live tracker is reviewed in weekly data meetings by the instructional team. If certain assignments show a high rate of incomplete or subpar submissions, we use that insight to revisit topics or pair learners with tutors for extra help. By spotting patterns (e.g., "Week 4's JavaScript unit had lower quiz scores across the board – let's add a review session"), we can adapt the curriculum in the moment rather than after the fact.

Externship Evaluations: To ensure our training is translating to workplace readiness, we collect structured evaluations from externship supervisors at mid-point and end of each placement. These evaluations rate each learner on communication, initiative, teamwork, technical ability, and professionalism in a real company setting. The feedback has been extremely positive, for instance, supervisors consistently highlight our learners' initiative and problem-solving skills but we also use any constructive feedback to inform final weeks of training. If a supervisor notes a learner needs more exposure to, say, agile ticketing systems or cloud deployment, we can incorporate that into the remaining class time or one-on-one coaching. It's another data loop feeding improvement.

Operationally, we ensure that our use of resources is just as evidence-driven. The finance team uses QuickBooks alongside a dedicated time-and-attendance system to track expenses and staff effort devoted to the program. We reconcile expenditures monthly and map them against program outputs (e.g., dollars per graduate, dollars per credential earned) to evaluate cost-effectiveness. This strict

project cost accounting guarantees that SLFRF funds are used appropriately, transparently, and exclusively for eligible activities, and it helps identify any needed adjustments (for example, if a certain support service is underutilized, we might reallocate funds to another area of need based on uptake data).

In summary, innovation at Code Differently isn't about chasing shiny new tools it's about building a responsive, evidence-driven system that remains nimble and equitable while grounded in real-world expectations. With every new data point and insight, the program becomes more adaptive to learner needs and more accountable to the public trust. It's a virtuous cycle: data -> insight -> action -> better outcomes -> repeat. This year, that cycle has kept us on track to meet our goals and continually raise the bar for what effective, inclusive tech training can look like.

Programmatic Data

Scaling Reach & Achieving Results: In just over a year of SLFRF-funded operations, Code Differently's

Adult Software Engineering Program has grown dramatically, exceeding first-year targets and positioning for long-term impact. To date, 111 unique learners have enrolled in the adult program (including the inaugural program year), making strong progress toward the three-year goal of 120. This includes:



While the 2023 cohort predates this project's federal funding, enrollment in 2024–2025 alone already totals 58 learners, surpassing our first-year goal of 40. In all, we have achieved 48% of the 120-person target within roughly half the grant period. The average completion rate among these cohorts stands at 83%, an exceptionally strong figure given the intensive 20-week training and the significant life challenges many participants face. (For comparison, many reputable coding bootcamps report completion rates around 70–75%, and WIOA workforce programs often see even lower rates – our 83% showcases the effectiveness of our support system.) This high retention and completion is not by accident: it reflects the myriad evidence based interventions described earlier that keep learners engaged and supported through the finish line.

Who We Serve – Participant Demographics: Code Differently's data systems go far beyond counting participants; we track who our learners are and where they come from to ensure we are reaching those furthest from opportunity. A snapshot of the recent Q1 2025 cohort illustrates our reach into underserved communities:

Income: 80% of learners entered the program earning $30,000 per year or less. Many were unemployed or working low-wage jobs, well below Delaware's median income. (Several were in the $15k–$20k range, barely above poverty level for a single adult.)

Education: 80% did not hold a college degree. Our typical learner has a high school diploma or some college, but lacked access to a four-year CS degree pathway, a gap we aim to fill with an alternative route into tech.

Race/Ethnicity: 70% of participants identified as people of color. This far exceeds the diversity of the tech industry at large; nationally, Black and Hispanic workers together hold only about **17%** of high tech jobs despite making up roughly 30% of the overall workforce. By intentionally recruiting in underserved communities, Code Differently is helping to **close the representation gap** in tech.

Gender: 35% of participants were women. While tech has historically been male-dominated (women make up only ~27% of the U.S. tech workforce), our cohorts are trending above that average. We continue to strive for gender balance through targeted outreach and an inclusive learning environment.

Geography: 55% resided in Delaware's designated **Promise Communities** which are high-poverty neighborhoods disproportionately impacted by systemic inequities. We focus outreach on these zip codes (such as Wilmington's East Side, Southbridge, parts of Dover, etc.) to recruit those who have historically been left out of the tech boom.

Opportunity Youth: Notably, 40% of participants in the latest cohort were "opportunity youth", meaning young adults aged 18–24 who are neither working nor in school. This population faces some of the highest unemployment rates; nationally, young adults consistently have the highest jobless rates of any age group (around 9.8% for ages 16–24 in mid-2024, roughly double the overall rate). By engaging these disconnected youth, we are helping to break the cycle of poverty and joblessness at a critical life stage.

These statistics aren't just numbers, they are proof that we are reaching exactly the communities the program was designed for: low-income, under-educated, underemployed Delawareans, largely from communities of color and high-need neighborhoods. In other words, we're not skimming the surface,

we're digging deep to find the talent that's been overlooked. And by doing so, we're not only changing individual lives, but also moving the needle on broader equity goals in the workforce.

Real Skills, Real Tools, Real Experience:



A key aspect of our program is that evaluation and feedback are baked into every step of the learner's journey. It starts from day one: before the program even begins, each participant completes a baseline skills assessment (via TestGorilla). This gives us a data-driven profile of their starting point in technical and soft skills. If a learner scores lower in, say, logic puzzles or time management scenarios, instructors note that and proactively provide resources and mentoring in those areas. This individualized approach sets a tone: we are responsive, not rigid. We measure what matters and then act on it.

Throughout the program, we use industry-standard tools and practices to both teach and evaluate. GitHub, as mentioned, is our central hub. When a student pushes code to GitHub, it's not a theoretical exercise, it's exactly how professional software teams collaborate. We can see each person's contributions and progress in real time. For example, if a learner hasn't pushed any code in a few days, a TA will reach out: "Everything okay? Need help with that assignment?" Conversely, when we see a flurry of successful commits, we celebrate it: "Great job, you built that feature!" This immediate feedback loop keeps learners motivated and accountable.

In Q2 2025, we introduced HackerRank timed coding challenges to further simulate real job processes. Learners initially found it challenging to solve algorithms on a clock (as most do!), but with practice their performance improved dramatically. This not only boosted their coding proficiency, but also their confidence by program's end, a mock technical test felt familiar rather than scary. It's another example of using evidence (test scores, completion time) to target practice where needed.



Externships as Capstone Evaluation: The externship program continues to be a capstone experience that is both an evaluation and an opportunity. By working on real projects for partner companies, learners put their skills to the test in an authentic environment; there's no better measure of job readiness. The structured feedback from supervisors gives us an external validation of our training outcomes. In the past year, Code Differently learners have externed at organizations including:



GreenSOL	My Sika Box	WC3 (Wilmington Capital Center Collaborative)
where externs helped develop sustainable energy software solutions.	a fintech startup in global payments, where four externs built features for culturally aware financial products.	where externs contributed to civic tech tools.

Secured Health	University of Delaware Athletics	Couture Greek
a health tech company improving community health systems; our externs Montez and Meiko enhanced parts of their platform for patient data security.	where learners worked on analytics dashboards for sports programs.	a local apparel business; externs Olivia, Dylan, and Rasheed designed an interactive custom-design web app to help this small business expand its digital reach.

Midway through each externship, and at the end, supervisors submit evaluations rating each extern on key competencies. Consistently, they report high engagement, strong technical ability, eagerness to learn, and positive teamwork from our learners. This feedback not only tells us that learners are truly ready for employment, but it also often leads directly to job offers or extended contracts (as seen with multiple hires described in the next section).

Outcomes That Matter /Jobs and Credentials: Ultimately, the success of Code Differently is measured by outcomes: credentials earned, jobs landed, and salaries increased. By those measures, this year was a resounding success:

100% of learners earned at least one industry-recognized credential. Every graduate left with tangible proof of their skills, whether Scrum Master, Responsive Web Design, AI Essentials, AWS Cloud Practitioner, or another certification. This far exceeds typical workforce development benchmarks (nationally, only about 78% of workforce program participants attain a credential on average). Even compared to formal WIOA programs (which recently reported ~62% credential attainment for youth),



our 100% rate stands out. It speaks to our emphasis on not just training but also validation of skills to industry standards.

Employment/Education Placement: Several of the 2024 graduates to date have secured full-time employment in tech or continued on to higher education programs in STEM fields. The remaining graduates are actively interviewing or completing advanced credentials (like the current cohort finishing their AI certification), with strong prospects. All alumni who obtained tech jobs have reported a net income increase compared to their pre-program earnings. In many cases the difference is staggering, post-program income gains of 200–300% are common. For example, two graduates from our early 2025 cohort who were previously earning under $15,000 annually are now making about $70,000 in their new software roles; a life-changing leap in earning power. (For context, Code Differently covers about $20,000 in training costs per student through grants , so a graduate earning ~$65k in their first job is an incredible return on investment in just their first year of employment.)

Salary Growth: On average, graduates of Code Differently's program earn around $65,000 in their new tech positions. This is in line with entry-level software developer salaries and represents a dramatic increase for our learners, many of whom came from minimum-wage backgrounds. A jump from say $12/hour retail job to a $65k/year tech career is not just an economic outcome it's generational uplift. It enables homeownership, savings, paying for higher education, and investing back into the local economy.

Retention and Advancement: It's still early to measure long-term career trajectories, but initial signs are encouraging. Our first cohorts (2023–early 2024) have now been in the workforce up to a year, and we've seen promotions and raises already for some. Employers report that Code Differently graduates are well-prepared and often outperform their entry-level peers in terms of readiness and grit. We believe this is due to the intensive nature of our program and the "real-world" rigor we incorporate (agile projects, soft-skills training, etc.).

Continuous Improvement Through Data: Perhaps the most powerful evidence of impact lies in Code Differently's ability to adapt and improve in real time. We don't wait for an annual review to make changes, we have instituted monthly KPI reviews among the leadership and staff. In these meetings, we examine every metric: Are attendance rates holding above 90%? Is each learner making steady progress on skill assessments? How many mock interviews has each person completed? What are the latest externship eval results? This constant monitoring creates a feedback loop that keeps the program agile and laser-focused on learner success. For example, earlier this year we noticed a dip in assignment completion around Week 8 (a notoriously challenging point when projects ramp up). Within days, we organized extra evening study halls and redistributed some project workload by Week 9 and completion percentages rebounded. When onboarding timelines stretched too long, workflows were reviewed and



restructured. What's working stays, and what isn't gets fixed quickly. This culture of responsiveness is only possible because we collect and act on data at every level.

Internally, we also matured our use of tools like ClickUp (as mentioned in the Innovate section) to manage team tasks and capture learnings. Every cohort now ends with a team retrospective where instructors, support staff, and management discuss what we learned and how to make the next cohort even better. One outcome of these retrospectives was the decision to integrate a financial literacy component (after feedback that some grads struggled with budgeting their new higher incomes). Another was increasing the length of our career readiness module from 2 to 3 weeks, based on data showing that more practice interviews correlated with higher placement rates.

Operational Excellence: Behind the scenes, Code Differently runs a tight ship to ensure every dollar is spent wisely and in service of outcomes. We utilize QuickBooks for detailed financial tracking and adhere to strict grant reporting standards. The SLFRF emphasizes evidence and evaluation, and we've aligned our reporting to those standards including sharing data and reports when possible. Our fiscal management was audited the previous year with zero findings, and we continue to refine processes to maximize cost-effectiveness (for instance, leveraging free or lowcost software tools and volunteers from industry to supplement grant funds). This financial diligence isn't just about compliance, it directly supports sustainability and scalability. By proving we can deliver results efficiently, we strengthen our case for future funding and partnerships that can help us grow beyond the initial 120 learners.

In conclusion, Code Differently's commitment to "Grow" is about more than increasing headcount, it's about growing our impact in a measurable, transparent way. Every decision is grounded in evidence, every success is quantified, and every challenge is met with data-driven action. With this strong foundation, Code Differently is on track to meet its 2026 goals, and build a model for tech workforce development that can be replicated and scaled to benefit even more communities in the future.

Client Impact, Interviews, and Success Stories

Code Differently's mission is rooted in empowerment, not just through technical training, but through holistic support, unlocking opportunity, and instilling the confidence that untapped talent truly deserves to thrive. Over the past year, this mission came to life in dozens of success stories: graduates stepping into meaningful tech careers, learners applying new skills to real-world projects, and communities feeling the ripple effects of these transformations. Here, we highlight some of the individual and community impacts that showcase what Code Differently is all about.

Enrollment & Progress: Thus far, 58 learners have enrolled under the ARPA-funded adult Software Engineering program (37 in 2024 and 21 in the first half of 2025), with another 26 adults slated to join in August 2025. This represents a strong push toward our three-year goal of 120 participants. But the true

measure of success isn't just how many start, it's what happens after the program. And on that front, the outcomes are inspiring.

Job Placements and Continuing Education: Several recent graduates have already launched into full-time roles in high-demand tech positions or pursued further education. Notable examples include:



Dasia – Hired as an Operations Analyst at JPMorgan Chase, where she's using her new tech and analytical skills to streamline financial operations.



James – Landed a job as a Software Developer at Harvard Business Services, Inc., a Delaware based company, contributing to their web development team.



Yafiah – Employed as the Lead Web Administrator for New Castle County Government, spearheading accessibility-focused web projects that serve thousands of local residents. (Yafiah's journey was so compelling that Technical.ly recently featured her story from being a Code Differently bootcamp student to becoming a key IT staffer in local government, as an inspiration to others entering tech.)

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Zion – Now working with the University of Delaware's innovation and entrepreneurship programs, leveraging his coding skills to support tech initiatives on campus.



Rich - Came full circle to become an Instructor with Code Differently. As an alumnus, he's now teaching and mentoring the next generation of learners, exemplifying the pay-it-forward ethos of our community.

Beyond these individual successes, one of the standout achievements has been our burgeoning partnership with ChristianaCare, Delaware's largest healthcare provider. What began as two Code Differently learners placed in apprenticeships at ChristianaCare has blossomed into a pipeline: both initial apprentices performed excellently and transitioned into full-time roles, prompting the organization to expand the partnership. To date, seven Code Differently graduates (many of them opportunity youth) have been hired into technology roles at ChristianaCare. This collaboration not only illustrates the impact of targeted workforce training but also shows how forwardthinking employers can be part of the solution by embracing non-traditional talent. In this case, a major employer addressed its tech talent needs while advancing its diversity and community impact goals is truly a win-win. We anticipate this model being replicated with other employers in the coming year.

It's important to note: these aren't just job placements, they are life-changing opportunities. Many of these individuals entered the program unemployed or in low-wage jobs under $30k. After the program, they have increased their salaries by 200–300%, launching careers that put them on a path to financial stability and growth. For example, a graduate now earning $70,000 in a software role is making several times what they did before, lifting them from poverty-level income to middle-class in one leap. This kind of economic mobility is the ultimate goal of our work. And it addresses a critical need in the labor market: according to the U.S. Bureau of Labor Statistics, employment of software developers, QA analysts, and testers is projected to grow 17% from 2023 to 2033, which is much faster than the average for all occupations . The tech sector needs talent, and Code Differently is helping ensure that talent comes from all backgrounds. Moreover, we're helping to bridge the persistent diversity gap in tech. Black and Hispanic individuals make up roughly one-third of the U.S. workforce but hold only about 16–17% of tech jobs . Our program directly tackles this disparity, over 70% of our graduates are Black or Hispanic, proving that with intentional recruitment and support, we can diversify the tech talent pipeline and fill the jobs of the future with homegrown Delaware talent.





Capstone Projects / Innovation in Action: Every cohort culminates in a Capstone Project, where teams of learners build and present real-world software solutions of their own design. These projects allow learners to showcase their technical skills, creativity, and teamwork and they often address real needs in the community. Every single learner successfully completed and presented their capstone to a panel of tech industry professionals, demonstrating not only their coding abilities but also their problem-solving, communication, and project management skills. Some highlights from this year's capstones:

Digital Vendor Marketplace: One team developed a digital storefront platform tailored for small produce and flower vendors in Wilmington's urban farm network. They identified that many local vendors lacked an online presence, leading to missed sales, wasted perishable goods, and limited customer reach. The team's solution was a mobile-friendly web app that allows vendors to create profiles, showcase their daily inventory, and accept online orders. It included features like real-time inventory updates, a community delivery scheduling system, and integrations with digital payment platforms popular in underserved communities. By helping small vendors go digital, this project addressed food waste and supported local entrepreneurship.

Career Readiness Mobile App: Another group built an application aimed at job seekers who struggle to navigate the job hunt. This "career coach in your pocket" app helps users track job applications, set interview prep reminders, access resume and cover letter templates, and receive daily tips on improving job prospects. It was designed specifically with underserved job seekers in mind, those who might not have access to formal career services. The idea came from the learners' own experiences overcoming employment barriers. The resulting app provides an all-in-one tool to organize and empower job seekers, effectively closing a digital gap for people who may not have had guidance in pursuing better jobs.

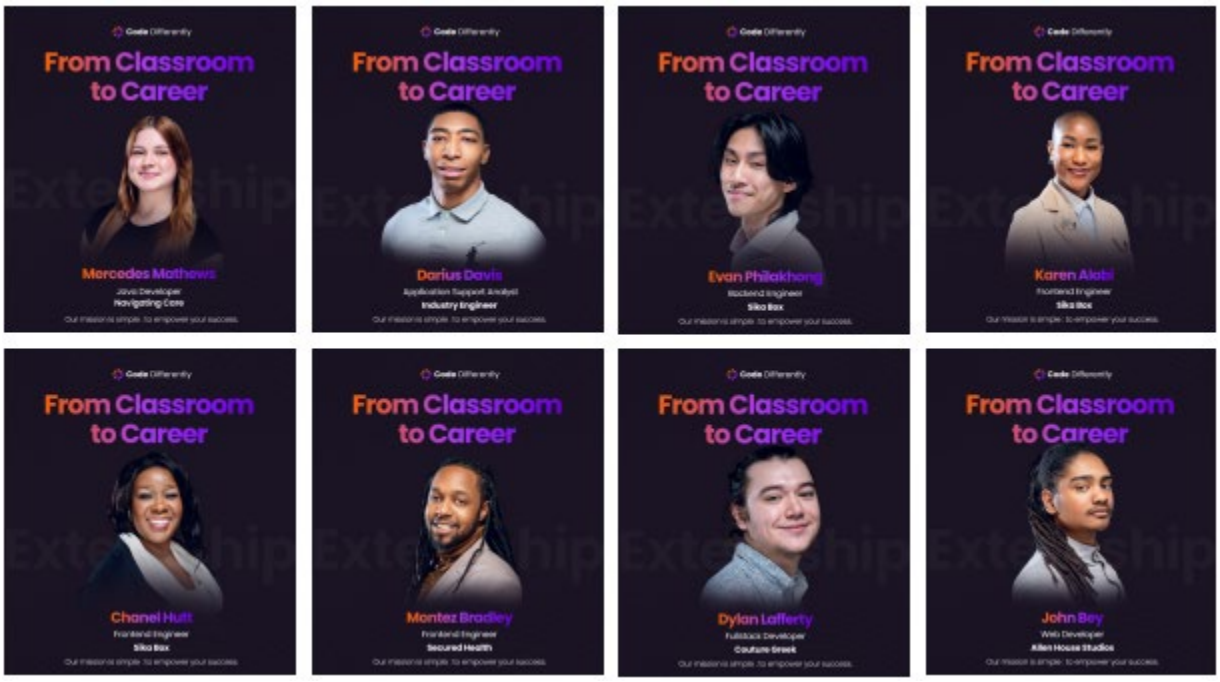
Community Plant Tracker: A third capstone tackled environmental sustainability by creating a plant tracking and care app for community gardeners. Delaware has many urban gardening initiatives, and this team built an app that lets users catalog the plants in their garden (with a focus on native species), get

tailored care instructions, and receive alerts for watering or fertilizing schedules. It also provides localized tips on sustainable gardening and connects users to a community forum to share cuttings, seeds, or advice. The broader goal was to promote greener living and community engagement in environmental efforts. The app encourages users to plant native and pollinator- friendly species, contributing to local ecology while fostering a sense of community among gardeners.



These projects were presented at our Demo Day event, drawing an audience of employers, mentors, and local officials. The feedback from judges was overwhelmingly positive – not only were the applications functional and creative, but they addressed real problems. For our learners, hearing validation like "I could actually see this product being used in the market" was incredibly empowering. It cemented the idea that they are now developers and problem-solvers, capable of contributing to industry and society.

Externships – Learning by Doing: As discussed, externships are a cornerstone of Code Differently's model, and this year they continued to yield powerful outcomes. By working on-site (or virtually) with companies on real projects, learners both solidify their skills and prove their value to potential employers. Some notable externship engagements included:



Navigating Cancer: Mercedes, one of our learners with a background interest in healthcare, externed with Navigating Cancer, a company that provides digital tools for oncology patient management. She contributed to front-end improvements on their patient portal, gaining experience in health tech. Her supervisors noted her keen eye for UX design and the empathy she brought to a project aimed at easing the journey for cancer patients.



My Sika Box (US) Inc.: This fintech startup focuses on global payment solutions and addressing challenges of payment processing across different cultures and countries. We placed four highly motivated externs on Sika Box's development team. They worked on innovative features for the company's platform, such as integrating mobile payment options popular in African markets and enhancing security for crossborder transactions. The externs brought fresh perspectives, strong technical skills, and a collaborative mindset to a company shaping the future of inclusive finance. Sika Box's leadership was so impressed that they've continued to mentor these externs post-program. In fact, Code Differently publicly thanked Sika Box for "investing in the next generation of tech professionals", highlighting how the company's mentorship exemplified the value of experiential learning and inclusive hiring. Success highlights from this partnership include:

- *Hands-on fintech experience:* Externs gained experience in a live financial technology environment, working with APIs and payment gateways in real time.
- *Exposure to global systems:* They learned about the architecture of global payment systems and agile workflows in a fast-paced startup.
- *Career confidence:* By the end, externs reported significantly increased industry readiness and technical proficiency evidenced by their ability to contribute code to production systems.
- *Mutual benefit:* The company benefited from the externs' contributions to mission-critical projects, while the externs walked away with an invaluable resume credential and professional network. (One extern commented, "I didn't just learn about fintech, I became part of it.")

Secured Health: As mentioned, Secured Health, a health-tech company, hosted multiple externs focusing on community health solutions. The externs (Montez and Meiko among them) helped improve backend data flows for a patient referral system. Secured Health's CTO, Sean Crenshaw, praised their impact, saying "They are eager to learn and have helped us tremendously". He noted that the externs tackled tasks ranging from debugging code to suggesting new features, demonstrating both technical acumen and initiative. This externship not only gave the learners real-world health IT experience, but also helped Secured Health accelerate features that directly benefit community clinics in Delaware. It was a perfect example of how partnering with workforce programs can advance a company's goals while training future employees. (In Sean's own words: "Thank you Code Differently for giving us the opportunity to work with your amazing externs!")

Couture Greek: This is a local small business that creates custom Greek-letter apparel and accessories for sororities and fraternities. Three of our externs (Olivia, Dylan, and Rasheed) teamed up to build an interactive apparel customization tool for the company's website allowing customers to choose designs, colors, and lettering styles and see a real-time preview. This project utilized full-stack skills (React frontend, Node.js back-end) and had immediate business impact by enhancing the customer experience and expanding the company's online reach. The externs got to experience working with a non-tech founder, translating business needs into technical specs – a great lesson in client communication and entrepreneurship. The result was so successful that Couture Greek's owner joked she wants to hire them all full-time if her business continues to grow!

Through these externships, learners applied their classroom knowledge to meaningful work and, in the process, built confidence and professional networks. Many of the externship hosts remarked on the fresh energy and perspectives the learners brought. And for the learners, these experiences often cemented their identity as tech professionals. They weren't students anymore; they were colleagues and contributors.



Professional Development & Networking: Empowerment at Code Differently goes beyond coding. We embed professional development throughout the program to ensure learners grow as communicators, leaders, and continuous learners. This year featured a robust lineup of activities:



Tech Talks: We hosted numerous guest speakers and "Tech Talk" sessions to expose learners to different career paths and to demystify the tech industry. Guests included Chris Mathews (an IT director at Barclays), Valerie Goldman (a security engineer at Okta), Wisdom Mills-Owoo (product manager at Navigating Cancer), and Alexis Samuels (software engineer at JPMorgan Chase). In candid conversations, they shared their own journeys, discussed current industry trends, and gave advice on navigating corporate culture. These talks were powerful inflection points; learners often said afterward, "I can see myself in their story." It widened their horizons beyond just the junior roles they were training for and encouraged them to dream big (management? entrepreneurship? Why not!).

Mock Interview & Networking Day: In Q2 2025, we organized our first-ever Employer Partner Networking and Mock Interview Day. Representatives from TD Bank, JPMorgan Chase, and the New Castle County Dept. of Community Development (NDCCDP) joined us in person to conduct mock technical and behavioral interviews with the learners. Every learner rotated through multiple interviewers and received on-the-spot feedback. This experience was invaluable. It transformed anxiety into confidence. One participant said, “After being grilled by JPMorgan’s VP and realizing I could answer his questions, I feel ready for anything!” Employers also appreciated the chance to see the upcoming talent; a few even identified candidates they wanted to follow up with once they completed the program. The event concluded with open networking, learners practiced their “elevator pitches” and swapped contacts with company reps. For many, it was the first time they had mingled with professionals in such a setting, and they left feeling energized and validated.

Cohort Culture and Confidence Building: Day to day, we foster a cohort culture that builds identity, voice, and belonging. Learners run bi-weekly “Code and Coffee” meetups where they discuss new tech they’re learning or even non-tech topics like work-life balance. This peer-led format gives them leadership experience. We also invite alumni mentors to speak to current cohorts or help as TAs, which strengthens our community across cohorts. Little touches matter too. We ensure every graduate gets professional headshots taken for their LinkedIn profiles. It may seem small, but having a polished LinkedIn presence and feeling “I look the part” adds to a graduate’s confidence when approaching employers.



One standout example of empowerment through Code Differently’s community is Yafiah’s story. Yafiah Abdullah, mentioned above, came to us after finishing college with a CS degree but feeling unsure how to break into the industry. She credits Code Differently for bridging the gap between academic knowledge and real-world application. With our support, she sharpened her practical skills and gained the confidence to pursue a role in local government IT. Today, at 22, she manages critical web platforms serving thousands in New Castle County and is even planning to attend law school to become an IP attorney in tech . Yafiah recently featured in Technical.ly’s “How I Got Here” series for her accomplishments, a proud moment for her and for us. Her journey embodies the full-circle nature of Code Differently:

developing local talent to serve local community needs, all while challenging the norms of who belongs in tech. As Yafiah herself advised in her interview, "Be as persistent as possible… Technology is always changing. You have to adapt quickly" – words of wisdom she's earned through experience.

Community Impact: The successes of Code Differently's learners have positive ripple effects that extend to families and the broader community. When a graduate like Dasia secures a role at a firm like JPMorgan Chase, it's not only her life that improves; her family gains financial stability, her peers see a role model, and her employer gains diversity of thought. When Zion uses his skills to support UD's innovation programs, he's feeding back into the state's entrepreneurial ecosystem. When Yafiah improves the county's website accessibility, thousands of residents (including those with disabilities) get better access to services. These are the downstream impacts that are harder to quantify but deeply felt.

We also measured post-program quality of life improvements through surveys. Graduates report increased confidence in navigating not just technical tasks but also public speaking, networking, and advocating for themselves at work. Many are now taking on mentorship roles in their communities, teaching younger siblings or friends basic coding, or simply spreading the word that tech is an option for people like them. In essence, each graduate becomes an ambassador, helping to change perceptions and inspire others.

Finally, we must celebrate the joy and pride we see in our learners. Empowerment was visible in the smiles and tears on graduation day, when learners presented their journey slideshows – showing photos from Day 1 (some looked nervous, skeptical) to Day 100 (confident, professional, triumphant). These moments remind us that the technical skills are just one part of the picture. The true outcome is personal transformation. Code Differently has helped individuals realize their own potential and worth, which is a powerful catalyst for change in all aspects of their lives.

In summary, Empowerment at Code Differently means delivering the kind of support, opportunities, and validation that allow individuals to take charge of their futures. Over the past year, we have seen unemployed residents become software engineers, seen shy beginners become community leaders, and seen local employers and institutions transformed by the infusion of new, diverse talent. This is the impact we set out to achieve, and it's only the beginning.

Community Engagement

At Code Differently, community engagement isn't a box to check, it's the foundation of everything we do. Long before any program launch or grant proposal, we start by listening to those who matter most: the learners, the employers, and the community stakeholders who are our partners in this mission. This nurturing, community first approach ensures that our programs are responsive, inclusive, and aligned with real needs. It also supports our equity goals by intentionally involving voices from historically



underserved groups in shaping the project. Here's how community engagement drove the planning and execution of this initiative, and how we continue to nurture those relationships.

Planning with Community Input: In the earliest planning stages of the Adult Program (funded by ARPA/

SLFRF), Code Differently conducted a series of employer feedback sessions. We sat down with startups and large firms alike, including GreenSOL, My Sika Box, Secured Health, ChristianaCare, and JPMorgan Chase, to ask a simple question: What skills do you need in your entry-level technologists, and what gaps do you see in typical candidates? Their answers directly shaped our curriculum. Employers emphasized in demand skills like front-end frameworks (React), back-end development (Java), quality assurance practices, and teamwork and project experience. They noted that many college grads lacked hands-on collaborative coding experience. This insight led us to double-down on team project work in the curriculum. Employers also flagged soft skills like communication and punctuality as differentiators, hence our heavy integration of those elements. In essence, these sessions ensured the training model was aligned to industry needs while remaining accessible to those underrepresented in tech.

Complementing employer input, we also pursued community-facing engagement. We hosted and attended public info sessions, often in partnership with local community organizations and venues that are trusted spaces. For example, we worked with the Community Education Building (CEB) in Wilmington, a hub that houses several nonprofits to hold focus groups with potential learners and community members. We asked about interest in tech careers, perceived barriers to participation, and what support services would make a program like this feasible for them. We also connected with groups serving specific populations (like the Latin American Community Center for outreach to Latinx residents, and Wilmington HOPE Commission for returning citizens) to understand their constituents' needs.

From these surveys, focus groups, and community meetings, we heard loud and clear that support services would be as important as the training itself. Transportation was a common theme – thus, we secured donated DART bus passes and even arranged a carpool sign-up for those with cars to help those without. Some community members suggested offering stipends to offset lost income; we baked that into the grant proposal. Essentially, the community co-designed the support structure of the program.

Equity-Focused Engagement: Our community engagement strategies explicitly target those who have faced significant barriers. We recognize that people of color, low-income individuals, those with limited English proficiency, and other underserved groups have historically been left out of tech training programs.

To counter this, we went to where these communities are, rather than expecting them to come to us. We held info sessions at libraries in Southbridge, at community centers in Northeast Wilmington, and virtually in Spanish for Latino communities. We worked with re-entry programs (like Generation Work

and the Wilmington HOPE Commission) to recruit justice-involved young adults, knowing that their voices need inclusion. By engaging these groups directly, we showed that we see them and we want them in our program. It builds trust when a community sees that a program is designed with their input and for their benefit.

Ongoing Community Steering: Engagement didn't stop once the program launched. We established a

Community Advisory Committee comprising a mix of alumni, employer partners, and community organization reps. This committee meets quarterly to review progress and provide feedback. For example, after Q4 2024, the committee suggested increasing financial literacy content (which led to the JPMorgan Chase lunch-and-learns mentioned earlier). They also advised on how to handle the delicate situation when one of our alumni passed away – it was actually a community advisor who helped connect us with a grief counselor and organize a small remembrance event. These are insights we wouldn't necessarily have internally, which is why having community voices at the table continuously is so valuable.



Partnerships as Two-Way Streets: We view our partner organizations as true collaborators, not just sources of jobs or referrals. When ChristianaCare, for instance, considered partnering with us, we involved them from the planning phase to ensure mutual benefit. They helped shape the healthcare



data analytics elective we offer. In return, we prepared a pipeline of candidates suited to healthcare IT roles. This deep partnership model has now become a template. We're in talks with other major employers to replicate it. The message is clear: we're not simply asking companies to hire our grads; we're asking them to help craft the workforce they want to hire, by advising on training and then engaging with the talent early (through externships, etc.). This approach nurtures a sense of shared ownership of the outcomes.

Engaging Underserved Communities & Ensuring Equity: Let's talk concrete numbers for the reporting period (Q3 2024 – Q2 2025) to illustrate how our engagement strategies translated into equity outcomes:

Income: As noted, 80% of learners came from households earning $30k or less. By prioritizing recruitment in low-income areas and offering stipends, we eliminated cost barriers that often exclude low-income adults from bootcamps. These efforts were vital in achieving this level of economic diversity among participants.

Race: 76% of learners identified as people of color (well above the tech industry average of ~12% Black/ Hispanic). This reflects intentional outreach in Black and Latinx communities and partnerships with groups like the Delaware Hispanic Commission and NAACP Delaware. We didn't rely on generic ads; we built trust by working through community leaders and culturally relevant messaging. As a result, our cohorts look like the communities we serve.

Gender: 34% were women, higher than the national tech workforce average (~27% female). We attribute this to women-focused info sessions (we held a "Women in Tech Zoom Chat" with female alumni and instructors answering questions in a supportive environment) and to providing childcare support, which removed a key barrier for many women.

Neighborhoods: 54% lived in Promise Communities (high-poverty zip codes like 19801, 19802, etc.). This stat tells us we succeeded in drawing participants from the exact neighborhoods targeted by Delaware's equity initiatives. By engaging local community centers, churches, and even going door-to-door with flyers in some areas, we got the word out where it usually doesn't reach. Many said they joined because "I heard about it from a neighbor" or "I saw a flyer at the community center" – evidence of grassroots outreach in underserved areas.

Opportunity Youth: 49% of our participants were aged 18–24 and not in school or stable employment prior – the highest-risk group for unemployment (around 10% in Delaware, double the overall rate). We specifically tailored our messaging to resonate with these young adults (emphasizing that you don't need a college degree, that this is a chance to fast-track into a career). We also met them where they are: Instagram and TikTok campaigns, visits to adult ed high school completion programs, etc. Our

Generation Work partnership funneled many such youth to us, and in turn we delivered solid outcomes for them, creating a model for re-engaging disconnected youth.

These engagement efforts all support our equity goals: to serve those who have faced significant barriers and to ensure that the benefits of this program (skills, jobs, income gains) flow to communities who need them most. By involving these communities from planning through implementation, we've built a program that feels inclusive and welcoming. Many participants remarked that they never would have thought to pursue tech if not for Code Differently reaching out to them in their neighborhood and making it accessible.

Community Engagement Highlights

We hosted focus groups with past learners to design new support services. Their feedback led to adding mental health counseling availability (which we provide through a partnership with a local counseling center). This came in handy not only for everyday stress management but also in extraordinary moments, like when we collectively grieved the loss of an alumnus, Pablo. The community focus was evident in how we responded, providing space and counseling for his peers. It underscored that equity includes emotional well-being; our learners, many of whom have trauma or high stress in their lives, deserve that support as part of leveling the playing field.

Through our affiliation with the Tech Council of Delaware's Talent Committee, we voice the needs of underrepresented talent at a strategic level. This year, we contributed to the state's Tech Talent Pipeline report, advocating for more inclusive hiring practices and apprenticeship models statewide. We also participated in Clean Slate Delaware expungement clinics, where we did outreach to justice-involved individuals, letting them know a past record is not a barrier for joining Code Differently. This direct engagement with a population often excluded from opportunities brought in several learners who might have assumed tech was off-limits due to their background until we told them otherwise.

Internally, we've made changes to our marketing to enhance engagement with specific communities. A member of our outreach team is bilingual and has deep ties in the Latino community, improving our reach among Spanish-speaking residents. Another staff member, Terrance Bowman (Managing Director of Employer Partnerships), was recognized in Technical. ly's RealLIST Connectors 2025 for being a key networker in the tech ecosystem, reflecting how our team members are building bridges both inside and outside Code Differently.

We leverage social media storytelling to engage and inspire. Our social posts frequently highlight learner achievements, partner shoutouts, and day-in-the-life snapshots of the program. For example, when our 100% of the current cohort received Externship placement, we blasted that news, showing the

community that our learners can compete with the best. These stories nurture a sense of pride and possibility in the community: when one succeeds, it lifts others.

In planning and executing this project, community engagement and equity have been two sides of the same coin. By engaging the community, we designed a more equitable program; by focusing on equity, we knew we had to deeply engage the community. This virtuous cycle will continue. Going forward, we plan to formalize a Learner Steering Committee (comprised of current participants) to give more immediate feedback during the program. We also plan to hold public quarterly meetings to report out progress (in non-jargon, accessible terms) and invite commentary – essentially making the community a partner in accountability too.

The bottom line is, Code Differently thrives because it is of the community and for the community. We believe those closest to the problems are closest to the solutions, and we honor that by ensuring their voices guide us. As we look to the future, we will continue to B.E.G.I.N. every initiative. Be Bold,

Empower, Grow, Innovate, Nurture, in partnership with the people we serve. This approach not only builds a stronger, more relevant program, it also builds trust and momentum toward a more equitable tech workforce in Delaware.

OGOV DELAWARE TECHNOLOGY PARK EXTENSION

Project Identification Number: 22281
Funding amount (Budget): $450,000.00
Project Expenditure Category 2.32-Business Incubators and Start-Up or Expansion Assistance
Expenditures to date: $375,000.00

Project Overview

The Delaware Technology Park DTP project is to establish an Incubator in the Fin Tech Innovation Hub on UD's STAR Campus. The mission is to support underserved or emerging entrepreneurs working on solutions to improve financial health and equity for lower to middle income populations and communities. This population was most severely impacted by Covid and seeking recovery.

The supplemental 200,000 added to the original award of 250,000 will allow the current scoped project to gain traction to attract new company starts in the Incubator. The original proposal anticipated 10 companies by the end of 2024. With the additional funds we can complete the space fit outs and extend management compensation. By the end of 2026 completion of award spend out, we expect to have 15 companies and 50 new jobs.

This project is an extension of the Delaware Technology Park project (20921)

OGOV CODE DIFFERENTLY EXTENSION

Project Identification Number: 22408
Funding amount (Budget): $3,000,000.00
Project Expenditure Category 2.10-Assistance to Unemployed or Underemployed Workers e.g., job training subsidized employment supports or incentives
Expenditures to date: $2,624,000.00

Project Overview

Code Differently is the leading diversity, equity and inclusion technology education and workforce solutions company in the State of Delaware. We design and deliver technology career-focused training products and services to address the employability skills divide and strengthen the economic outlook of the most under-served and under-represented populations. Our people-centered support services and key partnerships help learners overcome personal and communal barriers that impede the completion of technology education and workforce training. The result is skills advancement and employability, income stability, and more sustainable communities.

Objective:

Code Differently will provide workforce development training and career services to prepare 120 low and moderate income Delaware residents to become technology-enabled professionals for career opportunities in high need technology occupations through December 2026.

Barriers:

The participants admitted into the program have displayed barriers to high income employment. In addition to earnings barriers, the expenses associated with taking advantage of training are usually underestimated. While this program has some stipend dollars to help participants cover some basic needs, we are relying on community partnerships to meet nearly 50% of the stipend needs.

Many adults are barely making the minimum income level necessary for survival for their households. The most vulnerable communities simply don't have the financial means to cover the additional, minimal, and direct costs of attending training beyond tuition. Examples of these barriers are:

- Income loss while attending training programs (typically 14 - 20 weeks)
- Housing and food insecurities



- Learning tools, software, and equipment needed
- Availability and expense of childcare during training
- Inability to cover travel (gas, parking, etc.) required to attend training
- Health care, support services, and other bare necessities.

Achievements:

As a continuation to our $750K ARPA awarded in 2023, Code Differently is targeting 120 individuals throughout the duration of this project through December 2026.

- Established an externship program allowing cohort participants to receive real world training; bridging the gap between education and real-world experience.
- Expanded partnership with Community Education Building and partners to provide free mental and physical health screenings for participants, and access to the food pantry.
- Code Differently exceeded the goal of enrollment of 40 individuals in 2023, enrolling a total of 53 for the year. With the additional enrollments, Code Differently has continued support of individuals through their job search and involvement with Code Differently offerings through 2024.
- Code Differently has successfully enrolled 14 in the current cohort of which 12 successfully completed training.
- Provided 100% of the participants with equipment, textbooks, and program supplies to aid in their learning and development.
- Established and implemented a seamless pipeline process, enabling out-of-school youth participants to smoothly transition from the youth program to the adult program.
- Shifted our program to a majority in-person environment allowing a deeper and stronger learning experience, furthering team building and collaboration, and additional support throughout the training. Established transportation support and offset travel costs for individuals living in Kent/Sussex County to allow for increased in-person attendance.
- Updated our programming to ensure that participants are receiving instruction on the most industry relevant skill sets.



- Implemented new systematic efforts to improve participant progress and understanding of the curriculum, resulting in faster mitigation should additional tutoring be required to assist the participant in their progress.

- Established a partnership with Wilmington University that awards our cohort alumni 18 college credits towards a BA in many of the Computer Science curriculums.

- Established regularly scheduled "Tech Talks" that are required mentor and networking events for participants to hear from and connect with Industry professionals.

- Demonstrated continuous success through ongoing partnerships with community organizations, effectively supporting stipends, transportation, and financial literacy education for program participants.

This project is an extension of the Code Differently project (20984)

OGOV DELAWARE RESTAURANT ASSOCIATION WORKFORCE EXTENSION

Project [Identification Number]: 22587
Funding amount (Budget): $500,000.00
Project Expenditure Category: 2.10-Assistance to Unemployed or Underemployed Workers eg job training subsidized employment employment supports or incentives
Expenditures to date: $500,000.00

Project Overview

DRA ARPA funding to provide workforce development training and other supportive services.

This is an extension of the Delaware Restaurant Association Workforce project (18446).



Revenue Replacement

OGOV Downtown Dover Partnership

Project [Identification Number]: 23123
Funding amount (Budget): $15,200,000.00
Project Expenditure Category: 6.1-Provision of Government Services
Expenditures to date: $2,000,000.00

Program Overview

120 S. Governor's Ave. (to prepare for a mixed-use, mixed-income project)

OBJECTIVE:

- Pre-development site-readiness: Readying of site, designing building/City approval of design, and amassing of funding to build within +/- 12 mos. (Target Fall 2026.)
- Finalize building design (materials, building height, specific space uses) and costs to best suit the aesthetics of the historic district in which the property is located while bringing budget into line with the "affordable luxury" concept.
- Finalize sources of funding to confirm of the capital stack is targeted for completion by December 2025.

BARRIERS:

- We do not have visible, known barriers at present. We are pleased and on target with progress.

ACHIEVEMENTS/PROGRESS:

- Site has been prepared for redevelopment, including demolition of an existing building, and is now a grasscovered area within a high metal safety fence. Land maintenance continues.
- Limited Phase II, GPR soil testing is completed in preparation for new build.
- Design/Build team has continued to refine architectural concept/design, and amass $52.M for the project, including, but not limited to:
    1. Successfully prepared and submitted LIHTC (Low Income Housing Tax Credit) application May 2025.
    2. New Markets Tax Credits application submitted.



- DDP Submitted successfully submitted Congressionally Directed Spending requests to three DE Federal Delegation member offices, with outcome of Senator Blunt-Rochester's selection of the DDP project for consideration at the federal level. This application centers on subsidizing 60 -90 units of workforce housing and wellness amenities.
- Continued to explore use of Downtown Development Districts program funding, as well as other funding sources.
- Held an Open House on June that provided updates on the two ARPA projects and other related master plan projects. The public was invited through Constant Contact (list of over 3000 locals), news and radio media releases. Attendees included residents, workers, downtown contractors seeking to work in Dover, and downtown merchants concerned about road improvements associated with the Capital City 2030: Transforming Downtown Dover! master plan priorities. +/- 60 attended, plus +/- 10 Design/Build/DDP team members.
- SEE ATTACHED SURVEY RESULTS AND COMMENTS.
- The First City of Dover Historic District Review is scheduled for July 17, 2025.

<u>Mobility Center/Parking Garage (within land mass bounded by S. Governor's Ave./Minor Street Alley/S. Bradford St.):</u>

OBJECTIVE:

- Predevelopment site readiness to prepare for build of mobility center, including assessments (land/building), remediation, and demolition of two buildings; amass all parcels needed for entire project; merge various parcels into one property title. In addition, begin to estimate and finalize costs, seek vendors and contractors in preparation for the build. Begin construction on/about October 31, 2025; begin parking by December 2026.

BARRIERS:

- Team continues to work through increased cost due to increasing labor/materials costs.
- Request by local employer to move into one of these two new re-development projects required us to consider the significant benefits and pivot our plans to accommodate same. It has required additional design to include revised building infrastructure, and expense.

ACHIEVEMENTS/PROGRESS:

- After several months of negotiations, consideration to accommodate commercial tenant(s) is being confirmed for half of the first floor of building. This additional investment in design and cost will result in better value of the space in terms of generating better rental income (vs. parking space "rental"), retaining a key downtown employer with +/- 100 employees, and



creating a more favorable first floor pedestrian experience for the longrun, with additional employees, increased foot traffic, and retail opportunities – all very positive.

- The decision to rework the plan to include first floor commercial/retail was made in early stages of the consideration to not impede the progress and to allow us to anticipate a more firm final project cost.
- Some building design revisions/cost estimations has taken place to accommodate commercial tenant(s).
- We are in final negotiation with proposed tenant.
- Revised design will bring highly sought after micro-retail opportunities for several local entrepreneurs/retailers.
- Architectural concept and site plan, previously approved, will be revisited by the City of Dover planning office within July and any additional design revisions required will be incorporated appropriately.
- Demolition of two buildings to make way for the Mobility Center complete.

Previously reported:

- All surveys are complete, with metes and bounds defined; all parcels now being prepared for transfer to DDP's new non-profit entity, the Capital City Transformation Alliance, Inc.
- Several Phase I's and II's were completed, with one additional portion of property anticipated to receive an assessment within several months. Surveys and geotechnical study are ongoing.
- Design was approved by City Historic District review/Planning Commission.
- Associated cost proposals for the proposed commercial fit-out are anticipated to be in hand by summer 2025.

Use of Evidence

Evidence-based interventions are being incorporated into our program, with both the Mobility Center and the 120 S. Governor's mixed-use project, keeping in mind that the Mobility Center is the project that will be constructed in this SLFRF program. (The mixed-use project will encompass pre-development work only with ARPA funds within this SLFRF program.)

DDP will use Programmatic Data as in Chapter 3 herein as evidence/markers of evaluating the outcomes of the program, including: # of businesses gained, Public Accommodations Tax figures, vacancy, crime, public and private investment, parking (numbers), etc.

Programmatic Data

Prior to COVID 2020, the central business district of Dover had been designated as a "high-priority

redevelopment target area" by both the state and city, as evidenced by designation by the State of Delaware as both an Opportunity Zone and a DE Downtown Development District. Downtown Dover and adjacent residential neighborhoods suffer from physical decline and disinvestment, as exhibited by a 50% + vacancy rate of downtown commercial properties and low homeownership (51.7% non-owner occupied.) https://www.census.gov/quickfacts/dovercitydelaware.

COVID exacerbated all of these issues in this challenged business district, including business retention/recruitment obstacles, vacancy, safety, vagrancy, and lack of strong investment, which, together, have severely limited the center city from rising to its highest and best capacity as a thriving area of commerce and homeownership, and particularly for those of low- and moderate income. Thus, the negative impacts largely center on economic development issues.

Negative Impacts of COVID to the downtown Dover business district/adjacent neighborhood

The below narrative details specific issues incurred by the business district as a result of COVID, as well as the ways the redevelopment project will mitigate the issues.

Issues associated with COVID:

- Small businesses churned from 2020 to the present, with businesses closing/opening, all trying to survive amidst miniscule foot traffic, increasing vagrancy, inability to staff their businesses, and real/perceived safety concerns.

	Numbers collected (2019-2023) by the DDP reveal the dip in annual net gain of businesses in the downtown district:
Year	**Net Gain**
2019	8
2020	1
2021	0
2022	2
2023	8

The DDP worked with small business owners immediately following the COVID shutdown, offering minigrants to bolster them against income losses through the shutdowns. The attached survey/application provided DDP with an understanding of how COVID impacted them most significantly, including their status at the time and sales estimates, and codified which relief



funding/programs they applied for and received. In addition, a media release is attached to provide an overview of the program and outcomes.

Lack of shoppers: The dwindling Tourism tax income dipped significantly from pre-COVID numbers in Kent County, DE as illustrated with Public Accommodations Tax figures (PAT – ATTACHMENT C) as provided by Kent County Tourism:

Fiscal Year	PAT Paid to Kent County Tourism
19	461k
20	380k
21	324k
22	413k
23	541k
24	580k projected

Further, with closure of State occupied buildings during COVID, and currently, with still only a fraction of workers actually working in those offices, foot traffic has decreased to a small fraction of pre-COVID numbers of shoppers. And subsequently, sales dollars generated to retailers and restaurateurs - dollars that once provided a living for many merchants, restaurateurs, and their employees - remain remarkably reduced.

Commercial building vacancy increased: During and post-COVID, downtown businesses that relied mostly or solely on foot traffic were unable to be open for business. As a result, businesses failed - both temporarily and permanently - and vacated their spaces, either as a result of “closing up shop” or decreasing their footprint in favor of a smaller location or into their homes. It is important to note that while 2023 reflected a relatively strong “net gain” number of 8 businesses (equaling the pre-COVID number of 8), the downtown commercial vacancy Post-COVID rate remains above 50%. And when first floor/commercial vacancy is high, as one would witness in Dover’s “missing teeth” syndrome of inconsistent open stores and eateries amidst high vacancy, shoppers have sought other shopping locations.

Safety, vagrancy, parking: These three concerns are the most often cited issues expressed to the Downtown Dover Partnership staff and colleagues as people consider visiting the city, and continue to be cited now more than ever with the post-COVID, year round reduction in more traditional foot traffic.

- People regularly report being pan-handled by vagrants, causing them to feel uncomfortable and unsafe, and they regularly report that they’ve witnessed nuisance (and at



times, worse) crimes during a recent visit. Without consistent and plenty of "eyes on the street," these issues will persist.

- People in general cite that there is insufficient parking, suggesting that a well-lit, consistently manned, safe parking facility in a reasonably close distance from their shopping/eating destination would effectively address that concern.

- Prospective business owners specifically express concern that there is insufficient parking downtown and that this is yet one more reason not to invest in a downtown business location. Thus, this represents a business recruitment issue.

During and post-COVID, the electronic network has been stretched, particularly in downtown Dover where even prior to the COVID onset, the infrastructure was challenged. With so much more reliance on the electronic access/communications, the need for reliable Wi-Fi and network communications is essential for the growing number of individuals, and both virtual and brick and mortar businesses that rely on the network for sales and communications.

Client Impact, Interviews and Success Stories

One of the most significant impacts of the pending redevelopment projects is the significant interest expressed by a downtown tenant that has 100 +/- employees who has been disillusioned about being in downtown, even considering vacating downtown Dover – and possibly the state - altogether. Upon DDP's revealing the plans for these projects to their leadership team, the company asked to be relocated into one of these projects. (See Chapter One, Item 2. for details.) We've introduced them to the DE Prosperity Partnership and the DE Division of Small Business for possible funds to assist with this retention effort.

The June 26, 2025 Open House provided good opportunity for public input through one on one conversations between +/- 60 public attendees and members of DDP, the City, Dover Kent Metropolitan Planning Organization and the design build team. (See Attachment B.)

Previously reported:

January 16-17, 2025 Open Houses for public input were held in concert with the Downtown Dover Fire & Ice Festival. Approximately 500 people attended to view the transformational master plan plan (*Capital City 2030: Transforming Downtown Dover!*), and virtual exhibits of the mobility center. These open houses have also provided updates on the implementation of these two catalytic projects. Immense



public support and enthusiasm for these projects has been expressed through conversations at these events.

While initial meetings with Historic District Commission (HDC) indicated HDC member disappointment about demolition of these buildings, there were no concerns expressed such as picketing, negative editorials, or otherwise found on site or seen in the news. Work is proceeding expeditiously and with no concerns from the community or otherwise.

Community Engagement

Held an Open House on June that provided updates on the two ARPA projects and other related master plan projects. The public was invited through Constant Contact (list of over 3000 locals), news and radio media releases. Attendees included residents, workers, downtown contractors seeking to work in Dover, and downtown merchants concerned about road improvements associated with the Capital City 2030: Transforming Downtown Dover! master plan priorities. +/- 60 attended, plus +/- 10 Design/Build/DDP team members. SEE ATTACHED SURVEY RESULTS AND COMMENTS, Attachment B.

Previously reported:

The master plan engaged over 850 members of the community and thought leaders from around the region/state to learn needs, challenges, opportunities, etc.

June 3, 2024 DDP Public Meeting Feedback –Exit Poll Results (Mobility center architectural design concepts and overall centers provided in previous quarter.

DDP engages potential contractors, residents, and small business owners by way of an invitation to Express interest through three Expression of Interest (EOI) surveys (See text box below.) Members of our design/build team regularly review the responses to engage further dialogue with respondents. To date we have received:

- o 23 Residential EOI's (up from 21 last quarter)
- o 58 Contractor EOI's (up from 53 last quarter)
- o 12 Business owner EOI's (up from 11 last quarter)

As previously reported:

- Public sessions are marketed to the entire community through electronic means, newspaper press releases, and on-site signage. We have found that a broad demographic regularly attends these sessions, including business owners, residents, and workers.

- There have been meaningful conversations regarding using both the local and minority workforces, followed up by further discussions. See also Chapter 6 herein, Labor Practices, wherein specific initiatives will seek to engage qualified local and minority workers.
- See also Attachment B for recent Open House and survey responses.

The following is located on the DowntownDoverPartnership.com website homepage, and a QR code on DDP staff business cards directs many to our website to find the EOI's and to learn more about the plan/projects therein:

Come be a part of the transformation: Contractors may complete an Expression of Interest to be considered for work on local projects. CLICK HERE. Business Owners may complete an Expression of Interest to indicate an interest in being considered as a prospective tenant for existing and/or new commercial building spaces in downtown Dover. CLICK HERE. Residents may complete an Expression of Interest to indicate interest in considering downtown housing when it becomes available. CLICK HERE.

Labor Practices

The project team includes Colonial, EDiS, Mountain Consulting, and Becker Morgan Group all of whom are headquartered in Delaware and under contracts related to the project.

Several opportunities have been executed by small, disadvantaged contractors during our pre-development phase, including the Open House held on June 26,2025.

Expenditures to date do not include construction labor as the project design is still in progress. Prior to soliciting subcontractors, a workforce development plan will be finalized and executed. This plan will be centered around providing workforce development opportunities for local and disadvantaged contractors by offering training, mentorship, and resources to help them compete for opportunities with this project and ultimately grow their skills and businesses.

OGOV More Than Fitness

Project [Identification Number]: 23998
Funding amount (Budget): $250,000.00

Project Expenditure Category: 6.1-Provision of Government Services
Expenditures to date: $250,000.00

Project Overview

This is funding for the More Than Fitness Main Building Restoration Project. The nonprofit organization, More Than Fitness, seeks to restore and enhance the structural integrity of their main building, ensuring its longevity and usability for its community programs. The Project will provide the necessary repairs to make the building safe for public use. By ensuring the longevity of this building More Than Fitness aims to address several of the pandemic's ongoing effects, including the increased demand for community programs focused on physical and mental health, skill building, and social reintegration.

OFFICE OF MANAGEMENT AND BUDGET (OMB)

DHCI HOSPITAL PROJECT

Project Identification Number: 18396
Funding amount (Budget): $5,787,062.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $5,363,316.75

Project Overview

This funding is being used to construct a new skilled nursing facility (SNF) to replace the existing Delaware Hospital for the Chronically Ill (DHCI) in Smyrna, Delaware.

Use of Evidence

We are currently under the design phase to construct the new 120 bed long term care facility within the Town of Smyrna, which will be located on the existing grounds of the DHCI campus. Construction is likely to start in the first quarter of 2024 with the completion date of December 2026. Some of the building components that will be within the new facility include, but are not limited to, the following:

- Patient Rooms including Isolation Rooms
- Kitchen for central feeding



- Dining Hall
- Activities Center
- Visitation Space
- Nurses Stations
- Physical Therapy Space
- Dental Care
- Exercise Room
- Laundry for both central laundry and residential machines
- Staff Training Rooms
- Ground Improvements such as Courtyards with Walking Trails

It should also be noted that the building will comply with all accessibility requirements of the Americans with Disabilities Act in addition to all building codes.

This state-of-the-art facility is vital to the health and safety of the Delaware Hospital of the Chronically Ill's residents and will provide the Delaware Department of Health and Social Services Division of Services for Aging and Adults with Physical Disabilities the tools they need to continue to provide high quality care to Delawareans who need support.

- The University of Delaware, in collaboration with the Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) and other non-governmental organizations, conducted a feasibility study in 2019 at DHCI. Findings and recommendations were produced in early 2020, at the height of the COVID-19 Pandemic. Leveraging this timely information and the availability of Federal funding to support major public health projects, DSAAPD applied for and was awarded federal funding through the American Rescue Plan Act (ARPA). Funding is directly applied to all aspects of construction for the new SNF, a new DHCI.

ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Client intake counts and services provided will be tracked upon the completion and beginning of operations for the facility. Contractor and construction activity will be monitoring for procurement and labor policies federally and locally.

Programmatic Data

Rendering of proposed Site and Building



This project is designed to improve patient outcomes and operational efficiency by reducing the risk of infection, expanding space for specialized care, and creating an environment that supports dignity, independence, and mental wellness. The current facility has an average census of 85–90 residents, many of whom have complex, chronic medical conditions. Upon completion, the new building will increase DHCI's capacity by approximately 25%, while also offering flexibility to support future public health crises or emergency care needs.

Success Stories
This project is still in the design phase and success stories are not yet available.

Community Engagement

Schematic designs and project updates were publicly shared with the Town of Smyrna at council and planning committee meetings.

Labor Practices

All construction and renovation activities associated with this project are being completed in accordance with the State of Delaware's prevailing wage requirements, ensuring that all workers are compensated fairly and in compliance with state labor laws. In addition, the State has implemented a Community Workforce Agreement (CWA) for this project to promote the hiring of skilled local labor, create



pathways to employment for Delaware residents, and support participation in state-registered apprenticeship programs. The CWA also helps facilitate labor stability, timely project delivery, and a commitment to workforce development.

To further promote equity and economic inclusion, the project includes clearly defined Disadvantaged Business Enterprise (DBE) goals and objectives. These goals are designed to increase opportunities for minority-owned, women-owned, and veteran-owned businesses to participate in the planning, construction, and supply chain activities associated with this project. Outreach efforts, tracking mechanisms, and reporting protocols have been established to ensure meaningful engagement with the DBE community and to promote supplier diversity throughout the project lifecycle.

OMB Admin Oversight Personnel

Project Identification Number: 18480
Funding amount (Budget): $98,917.14
Project Expenditure Category: 7.1 Administrative Expenses
Expenditures to date: $98,917.14

Project Overview

This funding line is for staff salaries to manage the oversight of all ARPA SLFRF grants awarded. These positions are dually incumbent with the Office of the Governor where the ARPA Delaware grant management team resides.

OMB Admin Oversight Personnel

Project Identification Number: 18481
Funding amount (Budget): $393,351.19
Project Expenditure Category: 7.1 Administrative Expenses
Expenditures to date: $393,351.19

Project Overview

This funding line is for staff salaries to manage the oversight of all ARPA SLFRF grants awarded. These positions are dually incumbent with the Office of the Governor where the ARPA Delaware grant management team resides.

COURTS HOLDING CELL UPGRADES

Project Identification Number: 18490
Funding amount (Budget): $2,626,572.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $2,109,096.08

Project Overview

This funding is being used to construct a replacement holding cell water closet and lavatory within the Leonard L. Williams Justice Center.

Use of Evidence

Currently, the Delaware Courts are experiencing a backlog in the court cases stemming from the COVID 19 pandemic. These funds are intended to help address and reduce that backlog by increasing the courts' capacity to safely hold detentionees and prisoners. This will also improve the public safety of the building, reduce overcrowding, and help prevent the spread of COVID 19.

Programmatic Data

Upon completion, the upgraded facility is expected to support the daily processing of up to 30 additional detainees, helping to reduce case delays and expedite judicial proceedings. By reducing bottlenecks caused by inadequate holding conditions, the courts estimate a potential increase in daily throughput for high-volume case dockets, including preliminary hearings and arraignments.

Success Stories

A similar infrastructure upgrade at the Sussex County Courthouse in 2022 reduced detainee transport times by 40% and allowed the court to process an average of 12 more cases per day. Within six months, that facility reported a 22% reduction in the pre-trial detention population. This precedent supports the Justice Center's expectations for improved operational efficiency and detainee management.

Community Engagement

The project was informed by feedback from the Office of Defense Services, the Department of Correction, and the Delaware Center for Justice, which emphasized the importance of dignified and sanitary holding conditions. In coordination with the Courts and local community advocacy groups, a stakeholder working group met in early 2024 to review design and safety standards. The group emphasized trauma-informed design and ensured the renovations would meet both legal requirements and human dignity standards.

In addition, public updates were provided through the City of Wilmington's Public Safety Committee meetings, where community members were given the opportunity to ask questions and provide input on courthouse operations and facility improvements.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

DNREC LAB PROJECT

Project [Identification Number]: 18550
Funding amount (Budget): $27,270,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $19,101,800.54

Project Overview

This funding is being used to construct a new DNREC laboratory building.

Use of Evidence

As a result of the challenges posed by the COVID-19 pandemic and emerging contaminants in water, it has become clearly evident that consolidation of state laboratories is necessary in order to ensure closer coordination and integration among programs that work to achieve related outcomes (e.g., the water programs), and, by doing so, to also achieve financial and operational savings. Thus, laboratory consolidation is essential for Delaware to ensure a safe and successful future in both human health and environmental health.

Epidemiologic wastewater surveillance has been proven to provide predictive information about health through the early identification of infectious organisms and chemicals in communities, housing complexes, office buildings, schools, and other public structures, from two weeks to one month prior to the identification of the first patients appearing in hospitals, clinics, and doctor offices.



DNREC and the Delaware Department of Health and Social Services, Division of Public Health (DPH) recently developed the State of Delaware Epidemiology Wastewater and Surface Water Surveillance Program ("DEWSWS Program"). DNREC and DPH developed the DEWSWS Program to allow for the early identification, mitigation, and prevention of public health and environmental health impacts from infectious organisms and emerging chemical contaminants that can lead to chronic and life-threatening diseases.

Programmatic Data

The new lab will unify currently dispersed laboratory functions and services, including those related to water testing, air quality monitoring, soil analysis, and epidemiologic wastewater surveillance. This consolidation is projected to improve testing turnaround times and reduce operational redundancies. It will also enhance data sharing and joint research initiatives between DNREC and DPH, ultimately allowing Delaware to respond more rapidly and effectively to both public health and environmental threats.

Success Stories

The DEWSWS (Delaware Epidemiology Wastewater and Surface Water Surveillance) Program—jointly created by DNREC and DPH in the wake of COVID-19—has already produced measurable outcomes. In 2022, the program identified increased levels of SARS-CoV-2 in wastewater in New Castle County schools, triggering a targeted testing and mitigation effort that helped prevent a broader outbreak. Similarly, the program has aided in early detection of PFAS (per- and polyfluoroalkyl substances) in drinking water sources, leading to timely mitigation actions and updated consumer advisories.

Community Engagement

The project has partnered with Delaware State University and the University of Delaware to build a workforce pipeline for the new lab. Students in public health, biology, and environmental sciences will have opportunities for internships and research collaboration, fostering local talent and supporting Delaware's long-term scientific capacity.

Labor Practices

All construction and renovation activities associated with this project are being completed in accordance with the State of Delaware's prevailing wage requirements, ensuring that all workers are compensated fairly and in compliance with state labor laws. In addition, the State has implemented a Community Workforce Agreement (CWA) for this project to promote the hiring of skilled local labor, create

pathways to employment for Delaware residents, and support participation in state-registered apprenticeship programs. The CWA also helps facilitate labor stability, timely project delivery, and a commitment to workforce development.

To further promote equity and economic inclusion, the project includes clearly defined Disadvantaged Business Enterprise (DBE) goals and objectives. These goals are designed to increase opportunities for minority-owned, women-owned, and veteran-owned businesses to participate in the planning, construction, and supply chain activities associated with this project. Outreach efforts, tracking mechanisms, and reporting protocols have been established to ensure meaningful engagement with the DBE community and to promote supplier diversity throughout the project lifecycle.

OMB Food Warehouse

Project Identification Number: 18541
Funding amount (Budget): $10,000,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $7,551,726.82

Project Overview

Funding for new construction of a dry cold and frozen food warehouse including space for program administration. This will allow the centralization and expansion of the program's capacity. Operationally the program will be able to expand its cold storage allowing for more perishable foods to be received. In addition, the new location will make for a more centralized distribution center.

Use of Evidence

The purpose of the new warehouse for the Food Distribution program is to allow the centralization and expansion of the program's capacity. Operationally, the program will be able to expand its cold storage allowing for more perishable foods to be received. In addition, the new location will make for a more centralized distribution center for all that use the program.
The program is to assist those who face food insecurities. During the pandemic, the program helped supply food pantries throughout the State for distribution. In addition, the program assists in providing free breakfasts and lunches for over 125,000 students as well as provides assistance to economically disadvantaged Delawareans.



With the relocation and expansion of the Food Distribution program, the State will be able to help additional disadvantaged people who suffer with food insecurity both during the pandemic and going forward.

Programmatic Data

The Food Distribution Program currently supports over 125,000 students through school meal programs, delivers essential supplies to hundreds of food pantries, and partners with community groups to serve thousands of low-income families. During the COVID-19 pandemic, the program became a lifeline for countless residents, delivering millions of pounds of food statewide at a time when demand surged, and supply chains were strained.

With the new facility, the program is projected to increase its storage capacity enabling better inventory control, reduced food waste, and more frequent distribution to rural and underserved areas. The improved logistics will support year-round operations with less reliance on third-party cold storage providers, saving both time and taxpayer dollars.

Success Stories

During the height of the pandemic, the program operated out of temporary and constrained spaces yet managed to distribute meals to school-aged children and supply food boxes to families through drive-through events and local community centers. The flexibility and responsiveness of the team highlighted the urgent need for a purpose-built facility that can meet both day-to-day and emergency response needs.

Community Engagement

The planning for the new warehouse has involved close coordination with the Delaware Department of Education, Department of Health and Social Services, food banks, local non-profits, and school districts. Community stakeholders helped identify key operational pain points such as delays in receiving perishable goods, limitations in frozen storage, and inefficiencies in distribution routes—all of which the new facility is designed to solve.

Labor Practices

All construction and renovation activities associated with this project are being completed in accordance with the State of Delaware's prevailing wage requirements, ensuring that all workers are compensated fairly and in compliance with state labor laws. In addition, the State has implemented a Community Workforce Agreement (CWA) for this project to promote the hiring of skilled local labor, create pathways to employment for Delaware residents, and support participation in state-registered

apprenticeship programs. The CWA also helps facilitate labor stability, timely project delivery, and a commitment to workforce development.

To further promote equity and economic inclusion, the project includes clearly defined Disadvantaged Business Enterprise (DBE) goals and objectives. These goals are designed to increase opportunities for minority-owned, women-owned, and veteran-owned businesses to participate in the planning, construction, and supply chain activities associated with this project. Outreach efforts, tracking mechanisms, and reporting protocols have been established to ensure meaningful engagement with the DBE community and to promote supplier diversity throughout the project lifecycle.

OMB HVAC UPGRADES PROJECT

Project [Identification Number]: 18551
Funding amount (Budget): $0.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $0.00

Project Overview

Funding for two Office of Management and Budget projects for Heating Ventilation and Air Conditioning, HVAC upgrades, and/or replacements in the Carvel State Building and the Jesse Cooper Building. OMB anticipates that the cost of both State facilities of the two HVAC improvements to be in the range of $10 million. This is a hold project from which each HVAC project will draw funds from.

1. **OMB HVAC UPGRADES CSOB 7th FLOOR**
   Project [Identification Number]: 18804
   Funding amount (Budget): $2,400,000.00
   Project Expenditure Category: 1.14-Other Public Health Services
   Expenditures to date: - $1,963,699.26

2. **OMB HVAC UPGRADES CSOB 8th FLOOR**
   Project [Identification Number]: 18805
   Funding amount (Budget): $1,922,062.62
   Project Expenditure Category: 1.14-Other Public Health Services
   Expenditures to date: $1,540,467.23

3. **OMB HVAC Upgrades CSOB 11th Floor**



Project Identification Number: 18806
Funding amount (Budget): $2,200,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: - $1,464,080.25

Use of Evidence

HVAC systems can help to mitigate the airborne spread of COVID-19 and other air-borne viruses. Given the concern about airborne transmission, and based on a recent assessment of OMB's building systems, its reported strategy is to:

- upgrade its Building Systems in order to improve air quality in buildings by significantly changing heating, ventilation, and air-conditioning (HVAC) systems, including replacing fixed-speed fan motors with variable-speed ones to enhance the control of airflow and allow for a minimum setting that produces lower speed airflow;
- introducing sophisticated airflow-control systems, such as those that are sensitive to pressure, to allow for smoother adjustment of airflow;
- installing high-performance air-purification systems, in some cases the complete replacement of HVAC equipment; and
- installing state-of-art Building Automation Systems (BAS) to aid in the control of all building HVAC systems from a Facilities Control Center.

Labor Practices

Not Applicable currently. This project is still in the design phase of the project. However, we will be following State of Delaware prevailing wage requirements for this project.

OMB HVAC UPGRADES CSOB 7TH FLOOR

Project Identification Number: 18804
Funding amount (Budget): $2,028,090.42
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $1,996,242.28

Project Overview



Funding for two Office of Management and Budget projects for Heating Ventilation and Air Conditioning, HVAC upgrades, and/or replacements on the 7th floor of the Carvel State Office Building.

Use of Evidence

HVAC systems can help to mitigate the airborne spread of COVID-19 and other air-borne viruses. Given the concern about airborne transmission, and based on a recent assessment of OMB's building systems, its reported strategy is to:

- upgrade its Building Systems in order to improve air quality in buildings by significantly changing heating, ventilation, and air-conditioning (HVAC) systems, including replacing fixed-speed fan motors with variable-speed ones to enhance the control of airflow and allow for a minimum setting that produces lower speed airflow;
- introducing sophisticated airflow-control systems, such as those that are sensitive to pressure, to allow for smoother adjustment of airflow;
- installing high-performance air-purification systems, in some cases the complete replacement of HVAC equipment; and
- installing state-of-art Building Automation Systems (BAS) to aid in the control of all building HVAC systems from a Facilities Control Center.

Programmatic Data

All construction and renovation activities associated with this project are being completed in accordance with the State of Delaware's prevailing wage requirements, ensuring that all workers are compensated fairly and in compliance with state labor laws. In addition, the State has implemented a Community Workforce Agreement (CWA) for this project to promote the hiring of skilled local labor, create pathways to employment for Delaware residents, and support participation in state-registered apprenticeship programs. The CWA also helps facilitate labor stability, timely project delivery, and a commitment to workforce development.

To further promote equity and economic inclusion, the project includes clearly defined Disadvantaged Business Enterprise (DBE) goals and objectives. These goals are designed to increase opportunities for minority-owned, women-owned, and veteran-owned businesses to participate in the planning, construction, and supply chain activities associated with this project. Outreach efforts, tracking mechanisms, and reporting protocols have been established to ensure meaningful engagement with the DBE community and to promote supplier diversity throughout the project lifecycle.

Success Stories

There have been HVAC modernization efforts completed at the other buildings throughout the State which has led to immediate results, including improved airflow regulation and occupant comfort. In both cases, facility staff reported decreased complaints about indoor temperature fluctuations and improved response times for system adjustments, while Facilities Management observed a reduction in emergency HVAC service calls within six months.

Community Engagement

Not Applicable currently. This project is still in the design and construction phase of the project. However, we are wrapping up the 8th floor, just waiting on substantial completion to be issued.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

OMB HVAC UPGRADES CSOB 8TH FLOOR

Project Identification Number: 18805
Funding amount (Budget): $1,647,729.96
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $1,629,835.26

Project Overview

Funding for two Office of Management and Budget projects for Heating Ventilation and Air Conditioning, HVAC upgrades, and/or replacements on the 8th floor of the Carvel State Office Building.

Use of Evidence



HVAC systems can help to mitigate the airborne spread of COVID-19 and other air-borne viruses. Given the concern about airborne transmission, and based on a recent assessment of OMB's building systems, its reported strategy is to:

- upgrade its Building Systems in order to improve air quality in buildings by significantly changing heating, ventilation, and air-conditioning (HVAC) systems, including replacing fixed-speed fan motors with variable-speed ones to enhance the control of airflow and allow for a minimum setting that produces lower speed airflow;
- introducing sophisticated airflow-control systems, such as those that are sensitive to pressure, to allow for smoother adjustment of airflow;
- installing high-performance air-purification systems, in some cases the complete replacement of HVAC equipment; and
- installing state-of-art Building Automation Systems (BAS) to aid in the control of all building HVAC systems from a Facilities Control Center.

Programmatic Data

All construction and renovation activities associated with this project are being completed in accordance with the State of Delaware's prevailing wage requirements, ensuring that all workers are compensated fairly and in compliance with state labor laws. In addition, the State has implemented a Community Workforce Agreement (CWA) for this project to promote the hiring of skilled local labor, create pathways to employment for Delaware residents, and support participation in state-registered apprenticeship programs. The CWA also helps facilitate labor stability, timely project delivery, and a commitment to workforce development.

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Success Stories

There have been HVAC modernization efforts completed at the other buildings throughout the State which has led to immediate results, including improved airflow regulation and occupant comfort. In both cases, facility staff reported decreased complaints about indoor temperature fluctuations and improved

response times for system adjustments, while Facilities Management observed a reduction in emergency HVAC service calls within six months.

Community Engagement

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Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

OMB HVAC UPGRADES CSOB 11TH FLOOR

Project Identification Number: 18806
Funding amount (Budget): $2,200,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $2,186,098.99

Project Overview

Funding for two Office of Management and Budget projects for Heating Ventilation and Air Conditioning, HVAC upgrades, and/or replacements on the 11th floor of the Carvel State Office Building.

Use of Evidence

HVAC systems can help to mitigate the airborne spread of COVID-19 and other air-borne viruses. Given the concern about airborne transmission, and based on a recent assessment of OMB's building systems, its reported strategy is to:

- upgrade its Building Systems in order to improve air quality in buildings by significantly changing heating, ventilation, and air-conditioning (HVAC) systems, including replacing



fixed-speed fan motors with variable-speed ones to enhance the control of airflow and allow for a minimum setting that produces lower speed airflow;

- introducing sophisticated airflow-control systems, such as those that are sensitive to pressure, to allow for smoother adjustment of airflow;
- installing high-performance air-purification systems, in some cases the complete replacement of HVAC equipment; and
- installing state-of-art Building Automation Systems (BAS) to aid in the control of all building HVAC systems from a Facilities Control Center.

Programmatic Data

All construction and renovation activities associated with this project are being completed in accordance with the State of Delaware's prevailing wage requirements, ensuring that all workers are compensated fairly and in compliance with state labor laws. In addition, the State has implemented a Community Workforce Agreement (CWA) for this project to promote the hiring of skilled local labor, create pathways to employment for Delaware residents, and support participation in state-registered apprenticeship programs. The CWA also helps facilitate labor stability, timely project delivery, and a commitment to workforce development.

To further promote equity and economic inclusion, the project includes clearly defined Disadvantaged Business Enterprise (DBE) goals and objectives. These goals are designed to increase opportunities for minority-owned, women-owned, and veteran-owned businesses to participate in the planning, construction, and supply chain activities associated with this project. Outreach efforts, tracking mechanisms, and reporting protocols have been established to ensure meaningful engagement with the DBE community and to promote supplier diversity throughout the project lifecycle.

Success Stories

There have been HVAC modernization efforts completed at the other buildings throughout the State which has led to immediate results, including improved airflow regulation and occupant comfort. In both cases, facility staff reported decreased complaints about indoor temperature fluctuations and improved response times for system adjustments, while Facilities Management observed a reduction in emergency HVAC service calls within six months.

Community Engagement

Not Applicable currently. This project is still in the design and construction phase of the project. However, we are wrapping up the 8th floor, just waiting on substantial completion to be issued.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

OMB HVAC UPGRADES JESSE COOPER BUILDING

Project Identification Number: 18807
Funding amount (Budget): $3,336,903.49
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $2,975,107.49

Project Overview

This project involves, but is not limited to, replacing the heating hot water chemical feed system, exhaust fans, heat pumps, VAV boxes, VAV Air Handling Units, chilled water pumps, heating hot water pumps, fan coil units, and air-cooled chiller at the Jesse Cooper Building in Dover, Delaware.

Use of Evidence

HVAC systems can help to mitigate the airborne spread of COVID-19 and other air-borne viruses. Given the concern about airborne transmission, and based on a recent assessment of OMB's building systems, its reported strategy is to:

- upgrade its Building Systems in order to improve air quality in buildings by significantly changing heating, ventilation, and air-conditioning (HVAC) systems, including replacing fixed-speed fan motors with variable-speed ones to enhance the control of airflow and allow for a minimum setting that produces lower speed airflow;
- introducing sophisticated airflow-control systems, such as those that are sensitive to pressure, to allow for smoother adjustment of airflow;
- installing high-performance air-purification systems, in some cases the complete replacement of HVAC equipment; and



- installing state-of-art Building Automation Systems (BAS) to aid in the control of all building HVAC systems from a Facilities Control Center.

Programmatic Data

These upgrades will significantly reduce the risk of airborne disease transmission in high-occupancy facilities, including administrative offices, public service centers, and state-managed health buildings. Early modeling indicates the potential for a 40% improvement in indoor air quality (IAQ) metrics, including particulate matter reduction and CO2 ventilation rates.

Energy efficiency gains are also a core benefit of this investment. Preliminary estimates show that buildings outfitted with BAS and variable-speed drives can reduce HVAC-related energy consumption by 20–30%, resulting in long-term cost savings and reduced greenhouse gas emissions.

Success Stories

There have been HVAC modernization efforts completed at the other buildings throughout the State which has led to immediate results, including improved airflow regulation and occupant comfort. In both cases, facility staff reported decreased complaints about indoor temperature fluctuations and improved response times for system adjustments, while Facilities Management observed a reduction in emergency HVAC service calls within six months.

Community Engagement

Not Applicable currently. This project is currently in the construction phase of the project.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

DOC VENTILATION CHILLERS NORTHERN REGION

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT



Project Identification Number: 18808
Funding amount (Budget): $1,108,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $1,108,000.00

Project Overview

Replacement of ventilation chillers at DOC facilities in the Northern region of the State to support COVID-19 mitigation efforts and to support public health in key settings such as correctional facilities.

Use of Evidence

This funding will be used to replace the existing chillers with new. The chillers that are currently in place are over 20 years old. These pieces of equipment are essential to the overall building health, the building environment, and air quality for not only State employees, but the public.

Not to mention, maintaining proper building conditions is essential in assisting in public health and helps control the spread of many diseases and viruses among the population.

Programmatic Data

Well-functioning chillers are vital in managing facility-wide air circulation and temperature control—two major components of any infection prevention and control plan. Improved air quality helps reduce the spread of respiratory viruses, including COVID-19, influenza, and other airborne pathogens. The upgrades will bring DOC facilities in line with CDC and ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers) recommendations for ventilation in congregate settings.

Once fully implemented, these replacements are projected to reduce HVAC-related service calls, improve energy efficiency, and extend the life of associated air handling systems by another 15–20 years. Most importantly, they will enhance the safety of nearly 4,000 incarcerated individuals and more than 2,500 DOC staff across Delaware.

Success Stories

The success of that localized upgrade has informed this broader, statewide approach, with DOC and Facilities Management identifying chiller replacement as one of the most cost-effective ways to improve building health in correctional environments.



Community Engagement

Although public access to DOC facilities is limited, DOC leadership has engaged the Office of the Ombudsman, correctional employee unions, and the Delaware Coalition for Prison Reform in discussions about facility infrastructure, COVID mitigation, and long-term public health planning. These stakeholder conversations have helped shape HVAC-related capital investment priorities and highlighted the need to improve air quality not just for inmates, but for the employees and service providers who work in these environments daily.

In addition, oversight and coordination with the Division of Facilities Management ensure this project is aligned with broader state capital improvement strategies. Regional planning teams within DOC have assessed each facility's HVAC infrastructure to prioritize replacements based on risk and operational need.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

DOC VENTILATION CHILLERS CENTRAL REGION

Project Identification Number: 18809
Funding amount (Budget): $ 1,283,547.85
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $ 1,283,547.85

Project Overview

Replacement of ventilation chillers at DOC facilities in the Central region of the State to support COVID-19 mitigation efforts and to support public health in key settings such as correctional facilities.

Use of Evidence



This funding will be used to replace the existing chillers with new. The chillers that are currently in place are over 20 years old. These pieces of equipment are essential to the overall building health, the building environment, and air quality for not only State employees, but the public.

Not to mention, maintaining proper building conditions is essential in assisting in public health and helps control the spread of many diseases and viruses among the population.

Programmatic Data

Well-functioning chillers are vital in managing facility-wide air circulation and temperature control—two major components of any infection prevention and control plan. Improved air quality helps reduce the spread of respiratory viruses, including COVID-19, influenza, and other airborne pathogens. The upgrades will bring DOC facilities in line with CDC and ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers) recommendations for ventilation in congregate settings.

Once fully implemented, these replacements are projected to reduce HVAC-related service calls, improve energy efficiency, and extend the life of associated air handling systems by another 15–20 years. Most importantly, they will enhance the safety of nearly 4,000 incarcerated individuals and more than 2,500 DOC staff across Delaware.

Success Stories

The success of that localized upgrade has informed this broader, statewide approach, with DOC and Facilities Management identifying chiller replacement as one of the most cost-effective ways to improve building health in correctional environments.

Community Engagement

Although public access to DOC facilities is limited, DOC leadership has engaged the Office of the Ombudsman, correctional employee unions, and the Delaware Coalition for Prison Reform in discussions about facility infrastructure, COVID mitigation, and long-term public health planning. These stakeholder conversations have helped shape HVAC-related capital investment priorities and highlighted the need to improve air quality not just for inmates, but for the employees and service providers who work in these environments daily.

In addition, oversight and coordination with the Division of Facilities Management ensure this project is aligned with broader state capital improvement strategies. Regional planning teams within DOC have assessed each facility's HVAC infrastructure to prioritize replacements based on risk and operational need.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

DOC VENTILATION CHILLERS SOUTHERN REGION

Project Identification Number: 18810
Funding amount (Budget): $1,108,000.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $1,108,000.00

Project Overview

Replacement of ventilation chillers at DOC facilities in the Southern region of the State to support COVID-19 mitigation efforts and to support public health in key settings such as correctional facilities.

Use of Evidence

This funding will be used to replace the existing chillers with new. The chillers that are currently in place are over 20 years old. These pieces of equipment are essential to the overall building health, the building environment, and air quality for not only State employees, but the public.

Not to mention, maintaining proper building conditions is essential in assisting in public health and helps control the spread of many diseases and viruses among the population.

Programmatic Data

Well-functioning chillers are vital in managing facility-wide air circulation and temperature control—two major components of any infection prevention and control plan. Improved air quality helps reduce the spread of respiratory viruses, including COVID-19, influenza, and other airborne pathogens. The upgrades will bring DOC facilities in line with CDC and ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers) recommendations for ventilation in congregate settings.

Once fully implemented, these replacements are projected to reduce HVAC-related service calls, improve energy efficiency, and extend the life of associated air handling systems by another 15–20 years. Most importantly, they will enhance the safety of nearly 4,000 incarcerated individuals and more than 2,500 DOC staff across Delaware.

Success Stories

The success of that localized upgrade has informed this broader, statewide approach, with DOC and Facilities Management identifying chiller replacement as one of the most cost-effective ways to improve building health in correctional environments.

Community Engagement

Although public access to DOC facilities is limited, DOC leadership has engaged the Office of the Ombudsman, correctional employee unions, and the Delaware Coalition for Prison Reform in discussions about facility infrastructure, COVID mitigation, and long-term public health planning. These stakeholder conversations have helped shape HVAC-related capital investment priorities and highlighted the need to improve air quality not just for inmates, but for the employees and service providers who work in these environments daily.

In addition, oversight and coordination with the Division of Facilities Management ensure this project is aligned with broader state capital improvement strategies. Regional planning teams within DOC have assessed each facility's HVAC infrastructure to prioritize replacements based on risk and operational need.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

OMB DSCYF Wharton Hall

Project Identification Number: 19177



Funding amount (Budget): $15,995,305.24
Project Expenditure Category 1.12-Mental Health Services
Expenditures to date: $15,044,999.4

Project Overview

This funding will be used to renovate, Wharton Hall, a behavioral health facility which currently seventy-five to one hundred children each year.

Use of Evidence

As discussed above, this project is a permissible public health expenditure for behavioral healthcare. In addition to providing much needed behavioral health services for Delaware youth, this renovation project will also free up emergency department rooms, which are becoming scarcer due to the needs of Covid-19 patients.

The IFR recognizes the impact the pandemic has made on the behavioral health needs of society. For instance, the IFR states “the toll of pandemic-related stress” has “increased the need for behavioral health resources.”1 The IFR further discusses the need for States to either create new services to address the growing need for behavioral health services or enhance the services currently available.2 Reducing parental stress and behavioral health challenges will help to reduce the risk of children having long-term harms from the pandemic.

Programmatic Data

This project will expand the facility’s capacity to provide intensive inpatient and crisis stabilization services for children with behavioral health needs. With the renovation, Wharton Hall will be able to improve its patient-to-staff ratios, reduce room-sharing in sensitive cases, and provide more comprehensive wraparound care, including family therapy, education continuity, and post-discharge planning.

The renovated facility will help divert youth from emergency departments—particularly those not equipped to address psychiatric or emotional crises—thereby freeing up resources for acute medical needs. It is estimated that with expanded space and upgraded infrastructure, Wharton Hall will be able to increase its annual treatment capacity.

Success Stories



Wharton Hall plays a critical role in Delaware's youth behavioral health system, providing inpatient and crisis stabilization services to children with complex mental health needs. However, in recent years, the facility has faced growing demand that has at times exceeded its available space and staffing resources. This has resulted in delayed admissions and, in some cases, the need to refer youth to out-of-state facilities for appropriate care. The proposed renovations will help address these limitations by improving the therapeutic environment, increasing operational flexibility, and enhancing the facility's ability to provide timely and effective care for children in crisis. Strengthening in-state treatment capacity is essential to ensuring that Delaware youth can access high-quality behavioral health services close to home.

Community Engagement

The U.S. Treasury's Interim Final Rule (IFR) recognizes that the pandemic has significantly worsened the behavioral health challenges faced by children and adolescents. Wharton Hall's renovation supports the IFR's guidance for using public health recovery funds to either create or enhance behavioral health services. The renovated facility will help Delaware meet this guidance by:

- Addressing a documented increase in youth behavioral health crises
- Reducing the burden on general emergency departments
- Providing early, intensive interventions to prevent long-term adverse outcomes
- Supporting whole-family care to reduce pandemic-related parental stress and promote healing

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

OMB DNG 12 PENN'S WAY LAND PURCHASE

Project Identification Number: 18822
Funding amount (Budget): $ 5,873,388.14
Project Expenditure Category: 3.4-Public Sector Capacity: Effective Service Delivery



Expenditures to date: $5,873,388.14

Project Overview

This funding will be used for the purchase of land (with improvements) to create a Pandemic Readiness Center at the 12 Penn's Way address located in New Castle, Delaware.

Use of Evidence

This funding would be utilized as a Pandemic Readiness Center once it receives some renovations to fit DENG's purpose. The center would house pandemic response equipment and supplies as well as the consolidated Delaware Army Guard Aviation Medical resources in the building. A portion of the lots surrounding the building will be converted into a paved parking area to be used as a testing and vaccination site. The parking lot will be developed to address traffic flow and include appropriate security measures. Approximately half of the requested funds would pay for all three properties. The other half of the funds would pay for renovations of the commercial building on 12 Penns Way and the creation of the parking lot that will be used for testing and vaccinations.

As DENG has been assisting in the State's response to mitigate COVID-19 since the beginning, they are aware of the need. As COVID-19 continues to be an issue, a Pandemic Readiness Center ideally located close to all the major thoroughfares in New Castle County would allow the Guard to provide prompt response from one location as well as provide a testing and vaccination site that has been developed for that purpose. Giving the Guard the capability to help the mitigation even more.

The Guard's purchase of the property would make it public property. The investment in improving the property is to further assist in the mitigation of COVID-19.

Programmatic Data

This investment directly supports Delaware's long-term public health infrastructure and emergency preparedness. During the height of the COVID-19 pandemic, the Delaware National Guard played a pivotal role in standing up pop-up testing and vaccination sites, distributing PPE and food, and augmenting hospital and public health operations. A permanent, centralized facility will:

Increase response time by allowing rapid deployment of personnel and supplies

Improve logistics coordination for statewide health emergencies



Expand Delaware's ability to stage mass public health events in a safe, secure, and accessible location

Reduce strain on schools, churches, and other community facilities that were previously repurposed for testing/vaccine operations during COVID-19 surges.

Success Stories

During the height of Delaware's COVID-19 response, the Delaware National Guard played a crucial role in expanding statewide testing capacity and supporting public health efforts:

- Beginning in May 2020, the Guard supported community-based testing sites, helping facilitate thousands of COVID-19 tests across Sussex and New Castle Counties nationalguard.mil+6nationalguard.mil+6de.ng.mil+6.
- In dozens of drive-through and walk-up testing events, Soldiers and Airmen assisted in administering tests—one site in Sussex County tested over 750 individuals in a single day, with more than 35% testing positive nationalguard.mil+7nationalguard.mil+7de.ng.mil+7.

Community Engagement

The proposed location at 12 Penns Way offers convenient access to I-95, Route 141, and Route 13, placing the site within a 15-minute drive for over half of New Castle County residents. The location was selected following consultation with DPH, DEMA, and DENG leadership, all of whom identified the need for a purpose-built, central facility to improve pandemic logistics and community response times.

The project also aligns with the broader goals of the U.S. Treasury's Coronavirus State and Local Fiscal Recovery Funds (SLFRF), which encourage long-term investments in infrastructure that improve public health and pandemic preparedness. By converting the site to publicly owned property, the state ensures full control over its long-term use and accessibility during emergencies.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.

OMB DEMA EOC UPGRADES

Project Identification Number: 21282
Funding amount (Budget): $290,500.00
Project Expenditure Category: 1.14-Other Public Health Services
Expenditures to date: $268,034.77

Project Overview

DEMA seeks ARPA funding for modifications to the States EOC. This investment would update the DEMA Emergency Service Coordinator Area (ESC) to make it configurable to include conferencing capabilities for workstations so critical work partners could be in the building but still access partners working remotely. DEMA will replace the existing ESC screens with smart technology to increase display adaptability for improved situational awareness during pandemic and other disaster events.

DEMA will upgrade the current training rooms to include ceiling-embedded microphones to allow DEMA to offer virtual training. Additionally, DEMA will consolidate staff to the second floor to enable the use of the entire floor. The modifications would also include obtaining LEED Certification to include water re-use, low use/high efficiency motion lighting, high efficiency windows, waterless urinals, solar panels, and/or wind turbine to reduce energy costs as close to zero as possible. These changes would allow DEMA to do its part toward positive climate change and make it more resilient to a long-term response operation when external power is not available.

ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Project status will be tracked at the contractor level for compliance with federal and state regulations, procurement policies and long-term utilization of the project.

Use of evidence

ARPA Delaware will collect quarterly project status updates and compliance reviews, meeting with the project leads as well as reviewing sample invoices and transactions. Quarterly project reviews and compliance checks will be used to ensure funding is used expeditiously and accordance with the project plan. Project status will be tracked at the contractor level for compliance with federal and state regulations, procurement policies and long-term utilization of the project.

Programmatic Data

The upgraded facility will directly support DEMA's ability to manage multi-agency emergency response efforts under hybrid conditions. By enhancing conferencing capabilities, ESC teams will be able to conduct real-time coordination with public health officials, first responders, utilities, local governments, and federal partners regardless of physical location. This improvement is critical in pandemic scenarios, where remote coordination must be seamless and uninterrupted.

The virtual training enhancements will expand DEMA's capacity to deliver disaster preparedness training, exercises, and briefings to hundreds of emergency responders and municipal officials across the state without requiring in-person attendance—helping to build readiness while reducing travel and logistical costs.

Success Stories

During the COVID-19 response, DEMA was required to support extensive virtual operations, often limited by existing hardware and room configurations. Despite these constraints, the agency successfully coordinated the deployment of millions of masks, gloves, and vaccines, and played a central role in organizing testing sites, sheltering operations, and supply chain management. These experiences reinforced the urgent need for a more flexible and technologically advanced EOC.

Other states that have implemented similar upgrades—such as Maryland and New Jersey—report improved coordination and faster decision-making during real-time emergencies, as well as expanded capacity to train thousands of emergency management professionals per year through hybrid models.

Community Engagement

Throughout the planning phase of the EOC modernization, DEMA engaged with frontline emergency personnel, including 911 dispatch coordinators, county emergency operations teams, and public health liaisons who frequently rely on the EOC during real-time activations.

Labor Practices

All construction and renovation activities associated with this project are being performed in compliance with the State of Delaware's prevailing wage requirements. Contractors are required to adhere to established wage rates, ensuring that workers are compensated fairly and equitably for their labor. The State is committed to supporting high-quality jobs through public infrastructure investments by promoting workforce protections, encouraging the use of skilled local labor, and complying with all federal and state labor laws. This approach not only supports economic development but also helps ensure projects are completed safely, efficiently, and to a high standard of quality.