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PLAN ACT



Performance Report
Capital Projects Fund
2024 Report

State of Delaware
2024 Performance Report



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EXECUTIVE SUMMARY

Delaware's plan for use of the funds provided through the Capital Projects Fund is to help communities throughout Delaware that were hardest hit by the pandemic, resulting in an economic downturn caused or exacerbated by the life-changing COVID-19 pandemic. As of June 30, 2024, Delaware has been approved and allocated \$112.8 million. Delaware Library Projects, first approved in August 2022, represent \$40 million, Multi-Purpose Community Facility Projects, approved in May 2023, represent \$65 million, Housing Projects, approved in July 2023, represent \$5.7 million, and the remaining approved funds of \$900k are dedicated to administrative and compliance oversight responsibilities. We focused on towns and cities with unmet needs and with residents underserved by education, work and health monitoring support systems. We worked closely with mayors, county executives, state executive branch officials, and state legislators to determine where the multi-purpose community facility projects were most needed in each of Delaware's three counties. The approved ARPA CPF funds are distributed geographically, racially and socio-economically in each of our state's three counties to meet community services needs throughout Delaware.

Each project was reviewed to ensure the required criteria set forth by the U.S. Treasury had been met. These criteria include:

1. The Capital Project invests in capital assets designed to directly enable work, education, and health monitoring.
2. The Capital Project is designed to address a critical need that resulted from or was made apparent or exacerbated by the COVID-19 public health emergency.
3. The Capital Project is designed to address a critical need of the community to be served by it.

All Delaware ARPA CPF projects will be used strictly for capital costs. No operating expenses will be permissible.

The priorities of Governor Carney, outlined below, are brought into focus with each of these approved projects.

Expanding economic opportunity for all Delaware families - with a focus on disadvantaged communities that were hit hard during the pandemic, including job training, access to education, housing, and health monitoring.



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Dedicating financial resources to make sure children have access to a world-class education, including social emotional supports that help them focus on learning, including investments in multi-purpose community facilities, such as Boys and Girls Clubs and community centers. Investing in our communities, to make sure Delaware families statewide have safe, affordable places to live, work, and raise a family by providing community-based nonprofit support, affordable housing, community investments, access to quality medical care, and broadband access.

Progress to Date on Outcomes – The Delaware Library projects continue to move forward in the planning and design phases with several projects set to break ground before Fall of 2023. The Multi-Purpose Community Facility projects were approved on May 1. Multiple webinars were held to advise awardees of the requirements surrounding the ARPA CPF grant. We continue to work with the approved partners to obtain budgets and signed agreements.

Challenges/Opportunities Identified During the Reporting Period – Long lead times have been the main concern from subrecipients as they move forward in their capital project. These lead times have been mitigated by assessing project needs identifying specific materials that may cause a delay and pre-ordering said materials to avoid any potential delays in construction. We also continue to work with subrecipients for the approved Multi-Purpose Community Facility program plan. Each subrecipient has been responsive and is currently developing their plans to move forward. As of June 30, 2023, 13 approved agreements have been finalized: 9 library projects and 4 multi-purpose community center projects.



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USES OF FUNDS

a. *Delaware Library Projects*

Over \$40 million has been dedicated to build new or renovate existing libraries across Delaware. Libraries have been a critical partner throughout the pandemic providing assistance to citizens across the state by administering COVID-19 testing, vaccinations, distribution of information, and more. Of the 9 approved library projects, 5 will be new construction projects and 4 will be renovations to upgrade existing facilities.

The majority of projects are nearing completion with the Harrington Library set to open Fall 2024. Additional renovation projects continue and are nearing completion. The Delaware ARPA team continues to meet regularly with each subrecipient to discuss the progress of each project.

b. *Multi-Purpose Community Facility Projects*

The Milford Food Bank project is complete. ARPA CPF funds were able to assist in the development of this massive new facility. The total cost of this facility is over \$34 million with ARPA CPF funds providing nearly \$6 million. Several other projects have expended approximately half of their award. We expect significant progress over the next 3-6 months.

The Delaware APRA team continues to meet with subrecipients on a regular basis to monitor activities and ensure compliance with each approved project.

c. *Housing Affiliated Multi-Purpose Community Centers*

The five projects within this program plan have been approved for funding as of July, 2023. All projects continue to make progress. The Delaware ARPA team continues to work with all subrecipients holding frequent discussions to stay updated on progress and any potential obstructions that may impact the progress of each project.



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PROMOTING EQUITABLE OUTCOMES

a. *Objectives:*

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, when selecting our approved library and multi-purpose community facility projects, we focused on towns and cities with unmet needs and with residents underserved by education, work, and health monitoring support systems. We worked closely with mayors, county executives, state executive branch officials, and state legislators to determine where the multi-purpose community facility projects were most needed in each of Delaware's three counties. All approved ARPA CPF funds are distributed geographically, racially, and socio-economically in each of our state's three counties to meet community services needs throughout Delaware. These projects will serve the hardest hit areas and most vulnerable communities 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 CPF. With over \$100 million dedicated to approved projects throughout the State, we have conducted significant outreach and made significant progress in the distribution of funds to the area's 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. *Outcomes*

Intended outcomes are focused on closing gaps in employment, education, poverty, access to healthcare services, access to internet, 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 worked with our partners to ensure demographic and programmatic information is obtained so we can verify the success of the project and the impacts that have been made based on a variety of information received.



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LABOR PRACTICES

Each project follows their internal policies and procedures. For the Delaware Library projects, several facilities must follow the State’s prevailing wage requirements and labor agreements based on the State law. In addition, many project must follow the State’s procurement policies, as set forth in the Division of Accounting’s Budget and Accounting Manual. For those projects that are not required to follow these procedures, we have encouraged prevailing wage requirements and advised that the procurement guidelines under 2 CFR 200 must be followed if there are no set guidelines already in place. Community benefit agreements and local hiring are strongly encouraged for each project. The Food Bank of Delaware has advised that they prioritize local hiring with over 80% of all workers on this massive project being local hires. All subrecipients are required to provide details regarding the labor practices associated with their specific project and how they adhere to Federal and State regulations.

COMMUNITY ENGAGEMENT

Delaware has met with legislators, local leaders, nonprofits and others across the State to engage the community and create awareness of the approved 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 Investment Recovery Fund. Over 300 applicants responded to this application process for projects to be created to provide new and enhanced services through capital upgrades, improvements, and new construction, 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.



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PROJECT INVENTORY BY PROGRAM PLAN CATEGORY

Delaware Library Projects

Selbyville Library

Project Identification Number: 19799

Funding amount Budget: \$7,000,000.00

Expenditures to date: \$7,000,000.00

Project Overview

The objective of this project is to construct a new 14,000+ sq. ft. library that will provide expanded services to the growing community of Selbyville.

The building project started the second quarter of 2024 by achieving the milestone of becoming watertight. After working with the electrical subcontractor on outlet and data placements, permanent power was established. Drywall ceilings and soffits have been finished and painted in some areas. Tile walls and flooring in the toilet rooms are also complete.

Completion continues to be forecasted for September 3, 2024, with owner handover on September 26, 2025.

Promoting Equitable Outcomes & Critical Needs

All funds are being used for the design and construction of the new facility, which will better meet the needs of the rapidly growing community. As a place of learning, the library offers opportunities for early literacy, health resources, and job readiness by providing free access to materials, community partners, and special events. Libraries serve all, including, but not limited to: children, families, older adults, people new to the country, people with disabilities, BIPOC, and LGBTQ people by providing a place to go to for information, nutrition, and recreation free of charge. Selbyville is a rural town without regular public transportation; therefore, the services of the library are necessary for people with limited means. The new library will also help with economic growth in Selbyville's downtown area, since increased public interest in the library will draw more people into town.



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Client Impact, Interviews and Success Stories

Currently about 5000 sq.ft., the Selbyville Public Library, had over 31,000 visitors, offered over 600 programs with an attendance of 8,000 people of all ages in FY24. Among those programs are computer classes, classes for learning English, story times, book clubs, and educational opportunities for everyone in the community.

However, despite all the tremendous effort put forth by staff, the library cannot continue to serve the community without expanding. The largest meeting space in the library holds 25 people, which seriously restricts its ability to serve. The community is eager for the new facility.

Community Engagement

The process began with a Needs Assessment in 2015, which included analysis of the demographics of the community and what services they would like to see offered in the new facility. The Selbyville Public Library formed committees made up of members of the public that advised the library on design, fundraising, and logistics. One of the committees even formed a historical society that was much needed to preserve the history of the town. The library partners with schools, agencies, and other organizations to ensure our services support and promote racial and social equity. We are tentatively planning a community walk through after a certificate of occupancy is granted but before furniture and materials are in place. This will create excitement for the ribbon cutting which will tentatively take place in October of 2024.

Labor Practices

The library's Board of Commissioners implemented a request for proposal process and held interviews with applicants to hire a Construction Manager at Risk. The Board selected Whiting Turner as the Construction Manager at Risk for the project. In July of 2023. Whiting Turner put the project out to bid and then completed scope review to make sure strong labor standards and a high-quality construction practice were achieved, while granting strong employment opportunities to workers of the companies bidding the project. Whiting Turner requires all bidders to complete the pre-qualification process in order to eligible to bid.



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Civil Rights Compliance

Selbyville Public Library strives to serve all members of their community. People of any race, color, national origin (including English proficiency), disability, age or sex (including sexual orientation and gender identity) are all welcomed to the library and to participate in any program or service offered, free of charge.

Georgetown Library

Project Identification Number: 19800

Funding amount Budget: \$250,000.00

Expenditures to date: \$125,000.00

Project Overview

Objective

ARPA funds are being used at the Georgetown Public Library to replace the HVAC equipment at the library. This is because the cost of fixing the equipment has become excessive. This Capital Project will directly benefit the health of the patrons and staff at the library by providing agreeable temperatures and modern ventilation. In turn, the project will help the patrons as they utilize the library for work and education purposes, such as applying for jobs and studying for school.

Barriers

We have hit some barriers with this project over the last year. Specifically, we have had to take time to learn exactly what the project entails. We know that there are problems with the HVAC, but we were not sure what those are. We hired an engineering firm to assess the building, and there were various issues identified that need to be fixed. These were the findings:

Summary / Recommendations

A. Replace the existing building automation system (BAS).

a. With an inability to control even the basic functions of the HVAC system, there is little opportunity to improve any current shortcomings of the HVAC system. The new system should incorporate cloud-based access to prevent loss of control due to a computer system "aging out". Cloud-based access will also allow the staff to monitor the system remotely should a problem arise.

B. Incorporate demand-controlled ventilation (DCV) in the HVAC system.



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a. Demand controlled ventilation utilizes CO2 level sensors within the occupied spaces to accurately control the amount of ventilation air being brought into the facility. While a minimum amount will always be required to keep the building “breathing” properly, lowering the amount of humid air being brought into the building under low-load conditions can greatly improve overall humidity control within the facility. Further, when integrated with the new BAS noted above in item “A”, this system can be commanded to provide full building flushes when concerns arise regarding airborne pathogens such as COVID-19 and the flu.

C. Add active dehumidifiers in the collection areas of the building.

a. Since the current systems do not incorporate any active dehumidification, adding several ducted, high efficiency dehumidifiers to serve the general collection areas can provide significant improvement in the overall environmental control of the facility. The units can be integrated into the BAS system as well, allowing for efficient control and adjustment of operating parameters as required.

D. Replace water source heat pumps with appropriately-sized units with capacity control.

a. The existing units are approaching the end of their service life (estimated 15 years on average per ASHRAE) and will need to be replaced. When this occurs, it will be critical to ensure that appropriately-sized units are installed. Further, contemporary geothermal water-sourced heat pump units are offered with variable-speed compressors, which better match the cooling system to the load to greatly improve temperature control and dehumidification of the airstream.

b. When replacing the units, it will be important to ensure that both the water side and air-side of the units are properly rebalanced to maximize performance and energy efficiency.

As the recommendations are completed, renovated systems included in this report will be brought up to current standards for control and for ventilation, and will provide a functional, controllable, and maintainable system for the end-users.

We have had to take the time to decide which renovation is the most important. We will begin by replacing the BAS, because the BAS we currently have is not communicating with the units. We have two controls, and only one is allowing us to change the temperature in the building. Also, they require a Windows XP computer to be reprogrammed, and the last version of this device that we had access to is no longer working.

The BAS is the most important, but now we are seeking funding elsewhere to decide whether we can proceed with the rest of the project. The estimate for the entire scope of work is roughly \$1.1 million.



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The final barrier has just been navigating the use of federal funds. This is our first time receiving federal funds and we are taking our time spending them to make sure that we are following all of the regulations.

New barriers as of 12/31/2023 include mechanical issues. The company has completed the control upgrades, but in doing so they found mechanical issues with various parts of the HVAC system. Additionally, there are mechanical issues that were identified by Studio JAED. After consulting with the Governor's Office and with BDO, the Library Board voted to continue using the company that has upgraded the controls to do the service / mechanical work.

Achievements

We had a repair done to a leaking geothermal HVAC well that was flooding the grounds outside of the library.

We have selected an engineering firm to help guide us in the bidding process. They have been able to do a complete evaluation of the building and we just finished accepting bids. Our Board meets in July to select the contractor.

12/31/2023

Building Systems & Solutions, the company selected to upgrade the controls, has completed their control upgrades. They have installed a software on administrative staff computers that allows staff to interact with the HVAC and make the rooms more comfortable. For example, I was able to increase the temperature in a room that was very cold before the start of a meeting. That ensures that the group using that meeting room will be likely to return to rent the room in the future.

3/31/24

We ran into some issues this quarter. In January, while BSS was addressing some issues with the valves, there was a leak that occurred overnight in both mechanical rooms. The leak was stopped as soon as it was discovered, and BSS put us on emergency heat. They repaired the valves and took us off emergency heat a few days later. In the process of treating the leak, it was discovered that there was existing mold in the outside mechanical room. This was not from the 2024 leak, but must have existed from a leak prior to 2020 (when the current director started working at the library). This leak would have been related to the HVAC system, as that's the only source of water in that room. We have had to deal with mold remediation this quarter, but now that is resolved.



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We met with BSS about starting the AHU replacements (technically the meeting happened in the next quarter on 4/16/24). They will start with AHU 6 because now that one is having issues. It is leaking freon, so it is currently off, meaning we only have 7 or our 8 units functioning properly. Once we start these replacements, things should move quickly.

6/20/2024

The proposal to replace AHU6 was accepted. They will be adding a dehumidifier device to help with the humidity in the library. Therefore, the price of the quote will go up a bit, but this is a required component of the device.

Promoting Equitable Outcomes & Critical Needs

Georgetown Public Library is located in Georgetown, Delaware. The population of Georgetown is 39.3% Hispanic or Latino, and 37% White Alone, not Hispanic or Latino. In the library, we have ESL classes, programs in Spanish, and meetings with local social service agencies that are held in Spanish.

Additionally, since our project is improving the HVAC in the library, it will make the building a more comfortable place for people to spend their time. There is a population of people in Georgetown who do not have a place to live, so having a cool place in the summer and a warm place in the winter is essential.

The Georgetown Public Library has also partnered with the state to offer a teleservices kiosk for patrons to use. Patrons are able to come to the library and have virtual meetings in a private space with providers such as doctors. This is a benefit to the community because it allows people to get the care they need, even if otherwise they might not be able to go directly to their doctor due to the inability to travel. This service is a direct result of offering more healthcare options as a result of the COVID pandemic.

Finally, the library was a benefit to the community during the COVID pandemic because it served as a location for people to pick up free COVID test kits. There was a critical need for this in Georgetown because people might not have been able to travel to other locations to pick up kits.

Client Impact, Interviews and Success Stories

I have discussed this project with the staff who have been here for years. They explained that the temperature in the building has historically been uncomfortable no matter the season. For example, in



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the Summer staff would need to have fans set up. In the Winter, they would have to wear gloves and coats to work. Patrons would often complain and ask if the temperature could be adjusted, but we had no control over that. With up to date controls, we will be able to regulate the temperature and make sure it feels comfortable to patrons and staff. The staff are very excited to finally be comfortable at work, and it will increase library patronage to have a place that feels good to be in.

One staff mentioned recently that this has been the most comfortable she has ever been in the library with regard to temperature, and she has worked here 12 years.

Our staff mentioned they no longer feel uncomfortable coming to the library due to the temperature.

Labor Practices

Each of the potential contractors that we are contacting is from Delaware, so we are prioritizing local hires. We have informed each of the potential contractors that this project must be bid with Davis Bacon Wage Rates in conformance with the Federal ESSER funding requirements. A community benefit agreement does not seem necessary in this case since this is not a new building. Rather, we are simply upgrading the HVAC in an existing building. We do not have a project labor agreement in place, and instead will answer these questions:

If no, how will you ensure there is a sufficient supply of appropriately skilled and unskilled labor resources available throughout the life of the project? We will be in constant communication with the contractor and the engineering firm to make sure the workers are appropriately skilled.

If no, how will risks of labor disputes and disruptions be reduced? Labor disputes and disruptions will be handled by the contractor. If it impacts the work on the library, the library board will address the issue.

If no, how will a safe and healthy workplace, in accordance with OSHA, be provided? A safe and healthy workplace will be determined by the contractor and if there are adjustments that need to be made, the library will make them.

If no, will workers on the project receive wages and benefits that will secure an appropriately skilled workforce in the local or regional labor market? The contractors were told to comply with Davis Bacon Wage rates.

If no, does the project have a completed project labor agreement? There is not a completed project labor agreement.



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Community Engagement

The community was informally surveyed to determine the need and justification for this project. This included conversations around comfort level while attending library programs and events. For example, when groups would reserve the meeting rooms, they would ask for the temperature to be adjusted. Since we have no method of adjusting the temperature, groups have had to use box fans or open windows in order to be comfortable at the library. These reports showed the need for improving the HVAC at the library. Additionally, during COVID our staff were providing curbside service to patrons. They had to go in and out of the building multiple times a day, and it was never comfortable for them when they came back in. Hopefully, we never have to resort to curbside again, but if we do we need the building to be comfortable for the staff to enter and exit.

Since Georgetown is a community of more Hispanic and Latino persons than not Hispanic and Latino persons, our library is a resource for this community. For example, patrons come in for ESL classes or to print passport applications, and they receive essential services at the library. Also, this is a rural area and not everyone has access to the internet at home because the broadband does not reach everywhere yet. The library provides free WiFi and computers for patrons to use for education and employment opportunities that they would not otherwise be able to access.

Harrington Library

Project Identification Number: 19801

Funding amount Budget: \$5,568,913.00

Expenditures to date: \$5,568,913.00

Project Overview

Objective

The objective of our project is to build a new library facility in the City of Harrington. We will be moving from an old funeral home that is roughly 2500 to a new facility, actually built to be a library, that will be a little over 15,000 sq ft.

Barriers

The main barrier for this project has been that we found out we will have to pay prevailing wage because the library is owned by the City of Harrington and this is a stipulation that goes along with



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building projects for the city. We have hopefully found enough funding to cover any overage that prevailing wage may incur. Another barrier has been the rising cost of building supplies and order chain supplies in a post-covid building process.

Achievements

We have been guaranteed to get our special funding additional matching funding through the Delaware Bond Bills Monies and the Friends of the Library received a check from Longwood Gardens to make up any shortages in funding, so we are officially fully funded for the project. We are on schedule and should finish the construction by the end of August 2024.

Promoting Equitable Outcomes & Critical Needs

All of the funds will be used to serve the residents of Harrington and all the surrounding communities by building a bigger, better library. This area has a high poverty rate and new library gives all the children and residents here a better chance at more services that will improve their quality of life. For example, we should be able to expand our snack program for children under the age of 18, our meeting spaces for one-on-one tutoring, and offer more job seeking services in a larger facility. Our new library will serve as a building block that will help our local population take a step up in the world.

Client Impact, Interviews and Success Stories

The best way to show project impact is probably by going to our Facebook and seeing all the excited comments about our groundbreaking ceremony that took place on June 14th 2023. We also have signage in the library, and patrons come in and discuss their excitement over the long overdue building project, now made possible with the ARPA funds.

Labor Practices

Prioritize local hires. We are also bidding at prevailing wage

Community Engagement

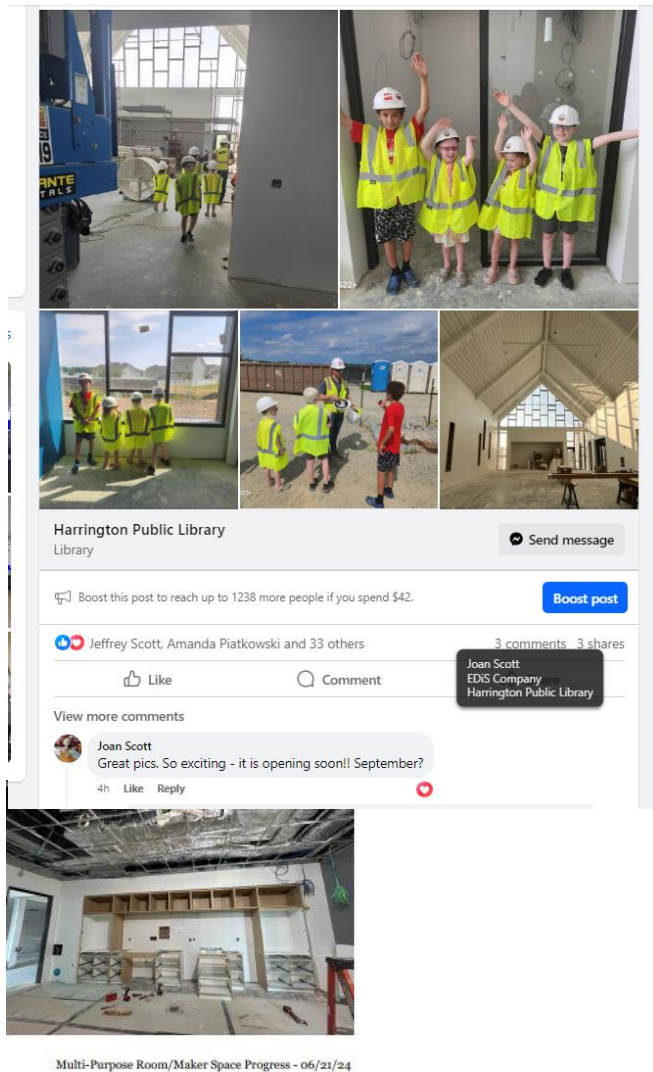
The building of the library has been a generational project that started back in the late 1970's when we were in a trailer downtown. Over the course of decades, we have had community meetings, fundraisers, proposals, project starts and stops, and many other forms of public engagement. However, the same barrier always seemed to hold us back, namely the reality that we were a poor community serving mostly poor residents that could not afford to build the type of facility that our town so desperately needed. With the funding we have received we were able to restart our previous project from the



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2010's and begin right away with finally finishing the plans for the new library. The Friends of the Library are also holding fundraising events to give the local community a chance to feel like they had a hand in helping to get the new library. As mentioned previously, we also try to tie the community in with Facebook, so that everyone in the surrounding towns has buy in to this project and to the new library when it is completed.





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Lewes Library

Project Identification Number: 19802

Funding amount Budget: \$750,000.00

Expenditures to date: \$234,750.00

Project Overview

Through June 30, 2023, we have established a working group comprised of representatives from the Lewes Public Library (LPL), the architectural firm Becker Morgan Group (BMG), and the recently hired construction management group Whiting-Turner (WT). The initial design is complete and BMG's civil engineers are conducting site surveys to determine structure placement.

BMG is developing specifications for security, lighting, and sound projection. BMG is also working with solar consultants to determine the applicability of panels to the pavilion's roof, and whether or not our existing solar system is robust enough to handle the additional load, or if other options need to be explored.

The LPL was granted the rest of the funds required to complete this project through the fiscal year 2024 State of Delaware Bond Bill.

Promoting Equitable Outcomes & Critical Needs

Prior to the start of the pavilion design the LPL worked with a number of local organizations, city affiliates, representatives from the Cape Henlopen School District, and the University of Delaware Marine Studies campus to solicit design input ensuring the space would be flexible enough to serve a variety of populations and programs.

Labor Practices

Whiting-Turner has performed work in Delaware for over 75 years and has completed over 40 projects in Sussex County. They are committed to making a positive impact within our community. As stated in their presentation, "generally, on our projects, we can achieve 80% Delaware subcontractor participation".



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Community Engagement

In addition to multiple representatives from the Lewes Public Library (LPL) including staff of varied departments, we held focus groups including representatives from the City of Lewes Planning Department, the University of Delaware Marine Studies Program, the Friends of the Lewes Public Library, Lewes in Bloom, and the City of Lewes Parks and Recreation Commission. Prior to holding in-person focus groups including the above participants, we sent notifications to additional community organizations including Coastal Concerts, Clear Space Theatre, The Lewes Historical Society, and Children’s Beach House among others, outlining our general plan and concept and requesting feedback. For the most part, arts programs in Sussex County for children, teens, and adults are expensive. Summer camps and sports are expensive. We collaborate with hundreds of organizations to bring recreational, educational, and cultural programs, classes, and workshops to the public for free. We have become a great equalizer in eastern Sussex County.

Much of the time people think of Lewes as a wealthy retirement area, and while that may be true for most families and retirees living within the City limits, the LPL serves a robust population outside of the City of Lewes including people living in poverty, high-risk individuals, and people of color.

Civil Rights Compliance

The LPL welcomes everyone. Notwithstanding people under the influence of drugs and/ or alcohol, or those violating the library’s Acceptable Behavior Policy, the LPL will not deny service for any reason. We strive to provide equal access to resources and experiences to everyone.



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Milford Library

Project Identification Number: 19803

Funding amount Budget: \$900,000.00

Expenditures to date: \$117,200.00

Project Overview

Milford Public Library is upgrading our 25 year old HVAC system to provide cost effective heating and cooling along with improved air quality. Our Feasibility Study has been completed and we are in the design stage. Concurrent with the HVAC upgrade, we are conducting a Needs Assessment to determine how to better use our existing building and what changes might be needed if expansion is decided. As such, we have paused the HVAC project in order to determine whether there needs to be changes in the HVAC design that will affect the results of the Needs Assessment report. Also, because of spiraling costs we have sought and received further funding to insure we are able to finish the project. We hope to move ahead with the HVAC upgrade within the next quarter report time period.

Promoting Equitable Outcomes & Critical Needs

Milford Public Library is open to all, irrespective of race, culture or ethnicity. We serve the whole community. Our Vision Statement is "A Library for everyone, today and tomorrow." Our building is located in the heart of Milford, Delaware and accessible by automobile, public transportation, bicycle and foot. We pride ourselves on being the hub of the community and are ready to serve our patrons whatever the need. However, our old, outdated HVAC system breaks down regularly which causes fluctuating temperatures, malfunctioning systems and general heat/cold extremes. The new HVAC system will provide a more comfortable and welcoming environment to all our patrons, staff, and visitors, plus function properly, with cost effective results. It will also provide a safe, air quality controlled building.

Community Engagement

Upgrading our HVAC system will create a more comfortable environment for our patrons, especially those who spend a significant time in our classrooms and study rooms. We provide programs for people studying English, learning life skills, enjoying socialization, as well as reading and/or listening to books. We have a social worker on staff who meets the ever growing needs of our low income and unhoused patrons.



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Newark Library

Project Identification Number: 19804

Funding amount Budget: \$4,000,000.00

Expenditures to date: \$438,990.25

Project Overview

DEMOLITION OF THE EXISTING 26,000 SQ. FT BUILDING AND CONSTRUCTION OF A NEW 40,000 SQ. FT. LIBRARY WITH 150 PARKING SPACES. THE CURRENT BUILDING WAS CONSTRUCTED IN 1974 AND EXPANDED AND RENOVATED IN 2003 BUT HAS BEEN OPERATING OVER CAPACITY FOR SOME YEARS.

The capital project has begun with the onboarding of both the architectural and construction management firms. Initial project meetings have taken place and the public engagement process has begun.

Promoting Equitable Outcomes & Critical Needs

The mission of the New Castle County Newark Free Library is to create opportunities for lifelong learning, advance literacy, and strengthen connections within the community. The library serves a diverse community with pockets of high-poverty and homelessness. Examples of collections, programs, and services that will be offered in the new library are:

Library Collections: In addition to a large collection of print and AV materials for all age groups and interests, the library will have these special collections for check-out to library patrons.

- Toniebox - an imagination-building, screen-free digital listening experience that plays stories, songs, and more.
- Library of things – a collection of useful tools and instruments for musical play
- Museum passes for free visits to local museums

Library programs: In addition to regular programming for all ages, the library will host job fairs, community festivals, concerts, early literacy and computer classes

Community Spaces: In addition to study room and meeting room spaces, the library will have a Makerspace and Media Lab where the public can access equipment and technology like glowforges, 3D printers, media equipment, etc. to experiment and create.

Client Impact, Interviews and Success Stories



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The new library will replace an existing smaller facility built in 1974 which is no longer able to meet community needs and has limited parking. In FY2023, the library checked out 417,755 items to patrons, had 107,829 visits as the COVID-19 pandemic subsided, and registered 3,143 new borrowers.

Labor Practices

All Contracts will be per Davis Bacon utilizing the latest prevailing wages as determined by the State. There may be some very selective work that is done through NCC Bid Vendors and thus would be outside of Davis Bacon. Most contractors will inevitably come from local companies. Smaller selective work outside of the core contracts will come directly out of our local bid vendor pool or from local contractors.

Community Engagement

Initial engagement with the Friends of the Newark Free Library and other library users has been key to moving the project forward. Users of the existing library have provided feedback on deficiencies of the current spaces in addition to what they would like to see in new building.

The ongoing community engagement process is planned to be multi-faceted and seek the widest possible engagement through electronic surveys and community meetings for various stakeholders, including multilingual school communities.

Civil Rights Compliance

New Castle County meets all federal requirements of Civil rights Compliance. We will provide all necessary documents when requested.

Rehoboth Beach Library

Project Identification Number: 19805

Funding amount Budget: \$3,000,000.00

Expenditures to date: \$300,000.00

Project Overview



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The first quarter of 2024 brought some delays to the project. We have been trying to work with the City of Rehoboth Beach to amend an existing agreement that places requirements on a one of three lots that the current library sits on and was donated by the town. This agreement requires library services be conducted on this lot. After several community meetings it was decided by the Community Task Force and the Board of Directors of the Library to concentrate library services on the other two lots upon which the library sits. As a result, we have been trying to switch the agreement from the original lot to the other two. The City has continuously delayed the approval of this agreement and have kept adding additional restrictions that in the opinion of the library Board of Directors are not in the best interest of the library. We therefore in April are withdrawing our request and are directing our architect to begin exploring other design options. We are still planning to be able to start the renovation in early to mid-2025.

As an update from the report provided below, the architect provided three options for renovation of the facility. The Community Task Force and the Board of Trustees of the library agreed on an option. The architect is now developing conceptual drawings for review and discussion. We are anticipating these drawings will be shared with everyone in March of 2024.

This project is in the very early stages. A renovation of our library located in downtown Rehoboth Beach is being planned. We formed a task force of Community members to give us feedback on what services and programs they would like to see. The library will also include collections, meeting rooms, study rooms, computer, and internet access among other features. The task force is nearing completion and their information will be turned over to the Board of Directors and Becker-Morgan Architects for design to begin. Once we have a design, we will go through the RFP process for the selection of a construction manager and be able to have better estimates for the project. Some of the request so far include the following: new books, new periodicals, collections on-site, high speed internet, printer, copier, tax services, notary, computers, tablets, hot spots, AV, tech support and comfortable areas to read and relax.

We have not encountered any major barriers for this project so far. Traffic and parking issues for our patrons to be able to access services and programs at the library are of concern. While we are looking for other solutions to these concerns, we will do the renovation for the downtown location to provide the desired services to the downtown population, the immediate surrounding residents, and the influx of visitors to our area, especially from May-October.



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Achievements so far include the success of dealing with an inaccurate headline in the local newspaper giving the impression that the library was leaving downtown. This has never been the intent of the Board of Trustees! The biggest achievement so far is the creation of the Community Task Force which for the most part has alleviated the concerns about the library leaving town and allowed us to involve the community in the planning of the project. Design being able to start sometime in August is also an achievement.

Based on the option that was chosen by the Community Task Force and the Board of Directors an agreement with the City of Rehoboth Beach needs to be amended to reflect the two lots closest to the ocean guaranteeing library services in the facility. This is expected to be completed by the end of February which will allow conceptual design to fully begin.

The library withdrew their request to the City of Rehoboth Beach in regards, to amending an existing agreement with the City. Becker Morgan Group, as architects for the project were directed to develop design options for the entire building to be renovated and to consider possible expansion of space. The Community Task Force was brought into the process to give feedback on future designs. When cost were estimated it was anticipated to be above an acceptable budget due to the expansion of space and moving the elevator and adjacent stairs. The architect was then directed to develop drawings that were limited to the existing building, leaving the elevator in its current location. Once the conceptual design with some options are, completed the Community Task Force will be reconvened and recommendations will be taken to the Board of Trustees for further consideration.

Promoting Equitable Outcomes & Critical Needs

The funds will be used to provide an environment where resources, internet access, services and programs will be available to all residents and visitors to our community regardless of race, sexual orientation, or socio-economic status. The offerings at the library will enhance patron's ability to search for jobs, complete and submit resumes for potential employment, learn about subjects that can enhance their lives, have access to gathering areas, meeting rooms and private areas for tutoring or business meetings.

Community Engagement

As future designs are developed, we will convene the Community Task Force whose meetings are open to the public to receive public input. We hope to reconvene this group in May of early June of 2024.



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A task force of volunteer diverse community members was solicited through the library, local newspaper, civic organizations, and homeowner’s associations. This task force has been meeting bi-weekly for 2-3 months. The first few meetings were geared to providing information to the members about the possibilities that could be incorporated into the library, the remainder of the meetings have been and will be devoted to them sharing their feedback. Once initial design is started, they will still be involved to some degree. Also, surveys have been conducted with outreach to the entire library service area through a needs assessment conducted by Becker-Morgan Group and another survey by Horizon Philanthropic. Press releases and editorials have also been published along with some social media outreach.

After initial options of possible designs presented by the architect to the design committee (composed of community members and board members) and the full task force, one option was chosen by the task force to recommend to the board for further design. The Board of Directors reviewed and accepted the recommendation and will have it further developed by the architect. This process is expected to be brought back to the task force and Board of Directors in March of 2024, after acceptance, complete conceptual design will be completed.

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Civil Rights Compliance

Libraries aim to offer services and programs that meet the needs of all members of their community including people of color, people with low incomes, limited English proficiency and any other underserved groups. We have tried to solicit input from many groups to determine what their needs



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are and how the library can help meet them, especially, in regards, to furthering education and improving economic situations.

North Wilmington Library

Project Identification Number: 19806

Funding amount (Budget): \$11,000,000.00

Expenditures to date: \$0.00

Project Overview

As a vibrant gathering hub, the North Wilmington Library Campus will welcome all members of the neighborhood into a joyful space and serve as a catalyst for learning and connection for the North Wilmington community. The North Wilmington Library Campus Hub, powered by Delaware Libraries, will be a regional model for cultural, technological, and economic vitality.

The site for the facility has been purchased, the project is in design development, and community engagement is ongoing.

Promoting Equitable Outcomes & Critical Needs

Project goals are:

- Foster innovation
- Center North Wilmington's black community
- Connect community partners
- Support the job seeking population
- Provide a place for teens to turn their passions into careers
- Foster a co-working environment
- Provide a place for upskilling to increase financial stability
- Support community members experiencing homelessness

Advisory Committee goals are:

- Working with local partners
- Engaging youth and children
- Fostering a thriving and enterprising neighborhood



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- Improving quality of life
- Intergenerational collaboration

Steering Committee goals are:

- Public space
- A welcoming sense of arrival
- Civic nature
- Encouraging pedestrian life
- Connecting to the North Wilmington Library Branch

Client Impact, Interviews and Success Stories

Outcomes/impacts, projected for 3, 5, and 10 years are:

- Cultural Commons
- Health & Wellness
- Business Incubator
- College & Career Pathways
- Content Creation
- Food Justice

Community Engagement

Community engagement has been ongoing throughout the project. Margaret Sullivan Studio is facilitating a human centered design process, engaging with the community and the staff of the Wilmington Institute Free Library and the North Wilmington Branch Library. Focus groups have included civic associations, PTAs, artists, and seniors. Further focus groups are planned, including one for teens. There is an Advisory Committee and a Steering Committee. Both are representative of the community.

The project vision, mission, and goals are a direct result of input from these community groups and include:

- Adult basic education classes
- Career online high school
- Cultural identity
- Digital literacy instruction and guidance



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- Diverse programs that will reach patrons of all ages and stages
- English language classes
- Resource/technology assistance for various population groups

Duck Creek Library

Project Identification Number: 19807

Funding amount Budget: \$7,800,000.00

Expenditures to date: \$4,750,000.00

Project Overview

The major objective for this project is the construction of a new 22,000+ sq. ft. library that will provide expanded services to the growing community.

Update on progress from January to April: Things have been slow to progress over the last few months due to many factors. Weather has been the major factor in most of this. We have not been able to put together two or more weeks of work in without a substantial amount of rain. While we still were able to push and get 95% of the footings, piers and foundation in place for the new building, the easement set us back just about a month. The delay with the easement was the legal part of it along with the underground debris the site contact encountered while installing the sanitary and storm water mains. This was an unforeseen issue. What should have taken about a week took us nearly two weeks and several truckloads of new fill. April is looking good. At this time the easement work is complete and the town should be wrapping up there parts Monday of next week. Contractors are ready to push on as soon as the poles are clear and we can install the last of the piers, footers and foundation. We are still looking at mid-April for steel to start.

Progress for April, May & June continued. Following is a report from the contractor Project Manager.

1. 50% of exterior framing is in place and will continue. Interior framing will start next week as well.
2. Decorative wood roof decking and joists are in place in areas where it will be exposed.
3. Mechanical/Plumbing rough-ins have started. Roof drains and piping are current being installed. Mid-July the large mechanical rooftop equipment will be onsite and installed.
4. Roofing on both building will begin mid-July.
5. Once the roofing is complete, the building will be dry and more interior work can begin.

Promoting Equitable Outcomes & Critical Needs



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All funds are being used for the design and construction of the new 22,000+ sq. ft. library which will better meet the needs of the growing community. This will be a facility with a learning environment where resources, internet access, services and programs will be available to all residents regardless of race, sexual orientation, or socio-economic status. The library will offer opportunities for early literacy, health resources, and job readiness by providing free access to materials, community partners, and special events. This allows families and historically disenfranchised people offerings at the library that will enhance patron's ability to search for jobs, complete and submit resumes for potential employment, learn about subjects that can enhance their lives, have access to gathering areas, meeting rooms and private areas for tutoring or business meetings. The Duck Creek Regional Library will be a trusted resource that people turn to when they need help. The library's staff will give caring assistance to people when they are vulnerable. Smyrna and the surrounding communities are rural without regular public transportation; therefore, the services of the library are necessary for people with limited means.

Community Engagement

The community engagement this quarter has included post on social media and press releases. We have also encouraged attendance at our monthly meetings for updates on the project. Community engagement for the second quarter of 2024 continued with social media and press releases. We had our annual meeting in June with increased attendance from the public.

Labor Practices

A request for proposal process including interviews with contractors was used to select a Construction Manager at Risk. Richard Y Johnson (RYJ), was selected as the CM@risk. In September, RYJ put the project out to bid and then completed scope review to make sure strong labor standards and a high quality construction practice were achieved, while granting strong employment opportunities to workers of the companies bidding the project. RYJ requires all bidders to complete the pre-qualification process in order to eligible to bid.

Civil Rights Compliance

Libraries aim to offer services and programs that meet the needs of all members of their community including people of color, people with low incomes, limited English proficiency and any other underserved groups. We have tried to solicit input from many groups to determine what their needs are and how the library can help meet them, especially, in regards, to furthering education and improving economic situations. We are also investigating the option of having a drive-up window.



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Multi-Purpose Community Facility Projects

First State Community Action Agency

Project Identification Number: 21166

Funding amount Budget: \$500,000

Expenditures to date: \$500,000

Project Overview

This project has renovated two community facilities in Sussex County, Delaware and purchased vehicles to connect youth and their families to community-based services at those facilities. These renovations and capital expenditures have increased access to anti-poverty services and programming for low-income Delawareans in rural areas of Bridgeville, Georgetown, and surrounding areas of Sussex County. Use of ARPA CPF funds has increased access to programs addressing needs in these rural low-income communities such as workforce development, education, enrichment, civic engagement and leadership development, health, housing, food and nutrition, economic education, and more for youth and adults.

In this reporting period the renovations at the Coverdale Community Center were completed and the building went into use.

2 passenger vans were purchased in October 2023 and 1 additional passenger van was purchased in March 2024.

Promoting Equitable Outcomes & Critical Needs

The ARPA CPF funds used in this project are improving facilities - and increasing access to facilities by providing transportation - where programming is provided that aims to reduce poverty in low-income communities in Delaware.

First State Community Action Agency currently provides 21 programs aimed at building whole, empowered families and inclusive, healthy communities equipped with the knowledge and tools that they need to thrive. Our organization is strategically aligned into three focus areas – Client-Based Services, Community Services, and Special Projects and Populations. Each organizational domain focuses on core activities that align with the end goal of family and community empowerment and independence. Community organizing, capacity building, leadership and skill development, technical



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support, advocacy, and direct services are all strategies the agency employs to combat the root causes of poverty. By providing a comprehensive array of services on both the family and community level, First State is working to systematically eliminate the causes and conditions of poverty. Improvements to our facilities will increase the quality and quantity of services we provide. Vehicles will allow us to connect youth and families to those services.

3 passenger vans are now in service. The vans are being used to transport students from schools in the 19947-zip code to our after-school program sites. There are an average of 60 students utilizing the vans 5 days per week. In this reporting period, that reflects 3,600 rides for youth to educational afterschool programming. A total of approximately 7,200 trips have been made since they were put into service. The vans will also be used for field trips and other enrichment activities for both the after-school program participants and students in our College and Career Readiness program.

The Coverdale Crossroads Community Center has been in use since March. The Community Council meets in the building several times per month. A large community event was held to showcase the building. The event was a joint effort between First State staff, community residents, and other non-profits serving the community. 94 people attended the event. Vendors were onsite to include: Network Connect, Seaford Community of Hope, Amerihealth, KAT Force, Victory Temple Soul Saving Church, Contact Lifeline, Allstate, UD Nutrition Program, Stand By Me, COPD Coalition, DHSS Public Health, Tidal Health, Birth to Three, and Delaware State Police. Attendees were able to get free health screenings, Narcan training, connections to community resources, and food.



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Photos from the event:



Community Engagement

As a federally-recognized Community Action Agency, we are required to complete a triennial Community Needs Assessment that includes representation and feedback from the communities we serve (individuals, families, and communities in Delaware with incomes at or below 200% of the Federal Poverty Level). We completed this process in Spring 2022. Focus groups, key informant interviews, surveys, and other tools were used to ensure that we gathered the feedback we need from our service population to continue to provide appropriate services. The capital expenditures of the ARPA CPF funds received for this project will allow for expansion of services and increased access to anti-poverty



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programs and services that were identified as needed by low-income Sussex County residents during this process.

The Coverdale Crossroads Community Center renovation project is located within one of Sussex County's Impacted Communities (https://sussexcountyde.gov/sites/default/files/PDFs/ImpactedCommunities_Final.pdf). This community is 87% African American and 86% households in the community are considered Low to Moderate Income Households. The community has identified significant needs related to infrastructure, housing, workforce development, youth educational and enrichment opportunities, food and nutrition, and public safety. These needs were amplified during the COVID-19 pandemic. Programming in the Community Center will work to address these needs.

The 308 N. Railroad Ave. facility in Georgetown facility is located squarely in a neighborhood known as Kimmeytown. Kimmeytown was historically working-class neighborhood that has metamorphosed into a predominately Latino community. The neighborhood is also where approximately 90% of Georgetown's unsheltered population lives. Services in this facility meet the needs of these two unique populations, as well as the greater needs of the overall low-income Sussex County population.

Code Purple Kent County

Project Identification Number: 21167

Funding amount Budget: \$550,000.00

Expenditures to date: \$550,000.00

Project Overview

To expand the day center to provide public access to Wi-Fi to help employment searches, workforce development, and online educational opportunities. We have been able to achieve the success of having visitors to our site show great success in their mental health journey to reach their personal health goals. These guest obtained valuable information, resources and services including harm reduction information, resources for addiction treatment and housing and services including personal therapy sessions.

Promoting Equitable Outcomes & Critical Needs

The Better You center focuses on marginalized communities and has hosted classes for black, indigenous and people of color to help build equitable means for business growth, personal health and wellness.



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The unhoused are also a focus of our outreach as we reach out with our mobile unit to encampments and rural areas to help raise awareness of the Better You center. This in turn helps us reach citizens experiencing opioid use disorder and other health illnesses including wound care needs and infections.

Client Impact, Interviews and Success Stories

35 individuals helped to find housing and shelter. 14 youth assisted with shelter or permanent housing placement. Over 100 naloxone kits distributed from site

Community Engagement

We have partnered with 15 other non profits through the Kent County Alliance to allow the space to be utilized by other groups. We have had monthly group meetings to discuss how to better grow our outreach and expansion. Public engagement includes meetings with local politicians at their town halls this quarter including Eric Buckson, Lyndon Yurrick, Dover High School Board and Committees for community outreach and local city hall meetings with the new committee for unhoused individuals.

Civil Rights Compliance

Our organization does not discriminate against anyone and complies with Title VI of civil rights act.

Food Bank of DE – Milford

Project Identification Number: 21174

Funding amount Budget: \$5,842,346.00

Expenditures to date: \$5,842,346.00

Project Overview

The global pandemic has caused FBD to reach its breaking point in the current 16,000 square foot building in Milford. The FBD has purchased an 11.5-acre parcel of land which is shovel ready adjacent to the Delaware Veterans Home and the Greater Milford Boys and Girls Club. The new building will be approximately 67,000 square feet and will include the following features to increase FBD's impact on hunger in Kent and Sussex counties. The entire capital campaign budget is projected to be \$34 million. This request will fund a significant portion of the overall campaign.



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The requested funding will focus on funding a portion of the capital expenses focusing on 6 key priority areas:

- Expanded cold storage to safely and efficiently store more nutritious, perishable foods like meat, dairy products, fruits and vegetables.
- Expanded warehouse space to increase efficiency and capacity to serve those in need.
- Dedicated space for a Healthy Pantry Center to provide food assistance and community resources directly to our neighbors.
Expanded volunteer room for volunteer activities like food sorting and meal box creation to meet our daily production needs.
- Dedicated classroom and practical space to train Delawareans for careers in warehousing/logistics through our L.O.G.I.C. (Logistics, Operations, General Warehousing and Inventory Control) and Culinary programs.
- Outdoor garden space to grow our own foods and to provide educational opportunities for the community and joint programming with our neighbors the Greater Milford Boys and Girls Club and the Delaware Veterans Home.

Since the new 70,000 square foot facility on the 11.5-acre Milford campus opened in January 2024, the facility has had the following impacts to the community over its first 6 months of operations:

- 3,535,194 pounds of emergency food assistance has been distributed through our network of Hunger Relief Partners throughout Kent and Sussex counties and Food Bank distribution programs
- The new 5,000 square foot volunteer room has benefitted from over 4,800 volunteer visits donating over 12,000 volunteer hours
- The Healthy Pantry Center assisted 10,688 of our neighbors in need of emergency food assistance
- 5,000 starter plants have been planted throughout the 3.5 acre production garden
- 41 Delaware Food Works students have graduated from or are currently enrolled in the traditional Culinary School, Kitchen School for adults with disabilities and LOGIC warehousing training program.
- The Culinary School managed and operated onsite café has generated over \$16,000 in revenue going back into the training program while also providing valuable employment experience



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Promoting Equitable Outcomes & Critical Needs

This grant supported the construction of the Food Bank of Delaware's new 70,000 square foot building located in Milford serving food insecure residents of Kent and Sussex counties, many of whom are from communities disproportionately impacted by the long-term impacts of the COVID-19 crisis. The new building is projected to be completed and fully operational by January 2024.

The new building will have the following impacts on Hunger in southern Delaware:

1. **Cold Storage/Warehouse:** Our network of Hunger Relief Partners connect the Food Bank of Delaware to our neighbors struggling with food insecurity. In Kent County, we work with over 350 partners who helped us distribute over 8 million pounds of food last fiscal year. Our partners include faith-based organizations, senior centers, nonprofit organizations and more. (A list is available upon request). Over the past five years, food distribution out of the Milford branch has increased by 79 percent. Our new warehouse in Milford will allow us to expand our refrigeration and freezer capacity so we can distribute more fresh foods to our neighbors in need. Expansion will allow us to store and distribute 3,727,936 additional pounds of fresh foods like fruits and vegetables, dairy products and meats. This is a 114% percent increase. Our dry storage space will increase drastically, as well, allowing us to distribute over 4 million pounds of additional food assistance. This increased capacity will result in a projected increase of 50% in total product distributed to those in need throughout Kent and Sussex counties.
2. **Healthy Pantry Center:** Ensuring that families have access to nutritious foods and community resources is critical. To help meet this immediate need, the Food Bank of Delaware opened its Milford Healthy Pantry Center in 2019 by creating space within the conference room for this service. The pantry offered curbside service to neighbors in need. Boxes of food and refrigeration lined the conference room and building entryway and Food Bank staff and volunteers bring out carts full of food to visitors' cars. The pantry's operation in that was not feasible and as a result, the Food Bank is leasing space in the current industrial park to operate the pantry and house office space until the new facility is built. Last year, 2,684 households were served through the Milford pantry. The Healthy Pantry Center in the new building will have the capacity to serve up to 100 individuals/households each day receiving approximately 100 pounds each visit. The new Milford pantry will have the capacity to distribute over 2 million pounds for food assistance each year.
3. **Expanded Volunteer Room:** A wall divider splits a 3,600-square-foot room intended to be used for volunteer activities and the culinary classroom. When the pandemic hit and culinary classes were cancelled, the divider was opened to make for a bigger volunteer room. Despite potential health



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concerns, committed volunteers still took the time to support us to meet the increase in need. The bigger room allowed volunteers to social distance and sort and pack more food for neighbors in need. When culinary class resumed, a temporary wall was built to make space for a classroom. As a result, the classroom and volunteer room are now smaller. Last year, we had 3,632 volunteer visits for a total of 10,305 hours donated. The new Food Bank facility will enable us to construct a 5,000-square-foot volunteer room that includes orientation space and a safe, welcoming working environment. The new space will create the space and capacity to host up to 80 total volunteers each day (current capacity is 30 volunteers each day) in the new building to assist the organization with meeting its daily production needs.

4. **Employment Training Space:** The L.O.G.I.C. (Logistics, Operations, General Warehousing and Inventory Control) training program began at the Food Bank in Newark in 2018. Since then, 60 students have successfully completed the program. Residents of Kent and Sussex County frequently request to participate in the program at the Milford branch. Because of limited space, the program is not able to operate out of the facility. To train more adults for careers in warehousing/logistics, the Food Bank will replicate its successful L.O.G.I.C. program at the new Milford branch. According to the Kent County Economic Partnership, warehousing and distribution are among the top targeted industries for central Delaware. Providing low-income Delawareans with valuable job skills and supplying a pool of trained employees for this growing sector with high-paying starting wages is a win-win. In addition to classroom and warehouse space for the L.O.G.I.C. program, the new facility will also feature a dedicated training kitchen and classroom space for The Culinary School. The new facility will allow the organization to provide employment training to an additional 36 students annually through the warehousing and logistics program (L.O.G.I.C.).

5. **Community Garden:** As part of the new Milford Food Bank facility, we plan to create a 3+/- acre community garden. The new garden will provide an opportunity for us to grow food for our neighbors in need, but to also provide educational opportunities to our community. Produce grown will be distributed onsite at the Healthy Pantry Center and through community partners. Partnerships with the Delaware Veterans Home and the Greater Milford Boys and Girls Club will be established to provide educational and volunteer opportunities to the residents of the veteran's home and students who participate in Greater Milford Boys and Girls Club programming. A memorial will be built in the garden to honor our veterans. In addition, the new garden will enhance the learning experience for the culinary program. Fresh vegetables, fruits and herbs grown in the garden can be incorporated into lesson plans, catering opportunities for the community and more. Once fully operational, the garden will be able to



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produce an estimated 15,000 pounds of fresh produce each year. The garden will also benefit from over 1,500 volunteer and community visits taking advantage of the educational curriculum.

Community Engagement

The Food Bank of Delaware prides itself on having 761 partners across the state which includes schools, emergency food pantries, senior centers, community centers, state service centers, homeless shelters and other community agencies. This number constitutes all program partnerships, including backpack distribution sites, senior meal box distribution sites and locations where we host mobile pantries. The number of actual partner agencies is 146 (excluding schools and state service centers). The Food Bank's Community Partner Relations Experience team is responsible for creating and maintaining meaningful relationships in recent months, we have begun having monthly partner calls with our agencies, which has been very well received. Additionally, we have created a new position entitled Agency Experience Manager to work with our agency partners. Our relationship with our agencies in the past has been punitive in nature and she is now working with them in a collaborative manner. This new relationship model is paying dividends. In this way, we are not returning to our former model of telling them what to do, but rather offering an exciting opportunity for growth while ensuring them that we will provide the support and technical assistance for effective integration. As part of the monthly partner calls, we will let these agencies share their experience in hopes that will encourage others to join along as they see fellow partners having success with the new model. This strategy encourages increased engagement from our community partners to gain valuable insight to the needs of their communities including what type of foods are most needed/wanted.

The building designed and campus layout are a result of multiple meetings with our new industrial park in particular the Delaware Veterans Home and the Milford Boys and Girls Club. The site layout includes a 5-acre community garden which intentionally separates the main food bank operations and vehicle traffic from the Veterans Home limiting the disruption to the residents. The garden offers not only a tranquil setting, but also acts as an operational buffer between the two agencies.

Client Impact, Interviews and Success Stories

<https://www.fbd.org/kitchen-school-students-graduate-with-confidence-high-expectations/>

<https://www.fbd.org/mobile-pantry-offers-an-oasis-in-sussex-county-food-desert/>

<https://www.fbd.org/serious-industrial-accident-student-looks-at-bright-future/>

<https://www.fbd.org/food-bank-pantry-assists-local-family-facing-challenges/>



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<https://www.fbd.org/new-rewarding-volunteer-opportunities-at-the-food-bank-of-delaware/>

Civil Rights Compliance

The Food Bank of Delaware maintains all required Civil Rights and Nondiscrimination compliance policies, available upon request.

Food Bank of DE – Newark

Project Identification Number: 21175

Funding amount Budget: \$1,900,000.00

Expenditures to date: \$1,900,000.00

Project Overview

The Food Bank of Delaware (FBD) has support in the amount is \$1,900,000 to expand our statewide food insecurity response from the main facility in Newark through identified capital improvements. The long-term impacts of the COVID-19 crisis and sustained increase in demand for services has accelerated FBD's needs to further expand the infrastructure at 222 Lake Drive in Newark. Prior to the global pandemic, FBD distributed 8.5 million lbs of food assistance each year, FBD now plans to distribute 16 million lbs + of food on an annual basis. The funding will allow the organization to operate more efficiently while maximizing our capacity to continue to meet the long-term impact on the increased number of neighbors in need of food assistance and other critical social services.

The project's design phase has been completed with all required zoning approved by New Castle County. The construction management firm, Whiting Turner, has completed the budget/drawdown schedule for the project beginning in May 2024 with a projected completion projection of September 2024.

Update: The construction project began in mid-June with the following actions:

Parking lot: Site work has started and phase 1 has been completed with the needed vegetation and trees cleared. Next phase will begin at the end of July which will include site work to level and complete site clearing reading the site for the final phase of parking lot construction and required lighting. The site has been cleared and the Erosion and sediment controls have been installed. The next steps will be to fill the parking lot area and install storm water controls.



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Healthy Pantry Center: The HPC operations have been temporarily moved to another part of the facility to ensure that our neighbors in need will continue to be served during construction and services will not be interrupted. The HPC was cleared and construction began in mid-June. Demolition has been completed and walls are currently being framed, electrical, plumbing and HVAC systems are currently being installed. We have constructed the perimeter demising wall and created the new openings in the drywall. We will continue to fit out the mechanical and electrical systems and begin to drywall the walls.

Promoting Equitable Outcomes & Critical Needs

The Food Bank of Delaware (FBD) has been awarded the \$1,900,000 grant to expand our statewide food insecurity response from the main facility in Newark through identified capital improvements. The long-term impacts of the COVID-19 crisis and sustained increase in demand for services has accelerated FBD's needs to further expand the infrastructure at 222 Lake Drive in Newark. Prior to the global pandemic, FBD distributed 8.5 million lbs of food assistance each year, FBD now plans to distribute 16 million lbs + of food on an annual basis. The requested funding will allow the organization to operate more efficiently while maximizing our capacity to continue to meet the long-term impact on the increased number of neighbors in need of food assistance and other critical social services. Request includes:

1. Parking (\$800,000): Parking will be added to the existing 23-acre campus, converting a wooded area adjacent to the lake at the front entrance to the facility gaining an additional 71 spots, doubling our current capacity. This parking lot will be utilized by volunteers daily given its proximity to the Volunteer Room entrance. Since returning to more normalized operations, parking is insufficient forcing staff, visitors, and volunteers to park on the street/cul de sac. The facility averages 75-100 total visits per day



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when factoring in staff, volunteers, employment training students, community partners, and visitors. When there is a special event such as employment training class graduation, current parking is strained even further as normal operation levels are maintained.

2. Office expansion in Newark (\$600,000): The expanded organizational chart will continue to be a critical resource to meeting the long-term increase in demand for our services. Since 2021, FBD staff working primarily in the Newark facility has expanded from 43 employees to 69 employees. The requested funding will add 11 additional offices surrounding the Healthy Pantry Center. Staff functions which will fill these new offices will include; Healthy Pantry Center Coordinator, Home Delivery Coordinator, Community Pantry Relations, Backpack Program Coordinator, Nutrition, SNAP Outreach, Supportive Training and Employment Program (STEP) Coordinator. These positions currently share open space workstations or are located in the Healthy Pantry Center/warehouse open floor plan.

3. The Healthy Pantry Center (HPC) (\$500,000) construction will focus on indoor and outdoor improvements to enhance the customer experience and accessibility. The HPC serves approximately 50 households per day in a contactless service model keeping neighbors, staff, and volunteers safe. Currently there are two service models to provide food assistance to our neighbors in need:

- Contactless where neighbors remain in their car while staff and volunteers deliver preselected and packed food options.
- Home Delivery options where Amazon drivers make pre-order food box pickups for delivery.

As FBD continues to move away from operational changes in response to COVID-19, HPC staff will endeavor to have neighbors in need return for onsite services. The requested funding will further support this goal through the following HPC capital improvements:

- Converting the space to a true retail experience to empower our neighbors to select items to meet their family's needs in a dignified setting. The current HPC is open to the warehouse with a chain link fence separating the spaces. The proposed improvements will enclose the HPC and remove the chain-link space to enhance the onsite experience of our neighbors and volunteers supporting the operations of the HPC. Rear loaded, retail style refrigeration/freezers will also be added ensuring that there is adequate access to fresh dairy, proteins and produce.
- HPC waiting room where neighbors in need can wait and/or receive services in a private and dignified manner.



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- The outdoor area where neighbors will access the HPC is currently uncovered and would benefit from a roof to offer protection from the elements.

Labor Practices

Whiting Turner, the Food Bank of Delaware’s Construction manager, has continued to hire local firms to ensure keeping these funds within our state. Whiting-Turner competitively bid out the project using their prequalified trade contractors. Whiting-Turner has bonded the large and crucial trades to assure the work can be done.

Community Engagement

The Food Bank of Delaware prides itself on having 761 partners across the state which includes schools, emergency food pantries, senior centers, community centers, state service centers, homeless shelters and other community agencies. This number constitutes all program partnerships, including backpack distribution sites, senior meal box distribution sites and locations where we host mobile pantries. The number of actual partner agencies is 146 (excluding schools and state service centers). The Food Bank’s Community Partner Relations Experience team is responsible for creating and maintaining meaningful relationships in recent months, we have begun having monthly partner calls with our agencies, which has been very well received. Additionally, we have created a new position entitled Agency Experience Manager to work with our agency partners. Our relationship with our agencies in the past has been punitive in nature and she is now working with them in a collaborative manner. This new relationship model is paying dividends. In this way, we are not returning to our former model of telling them what to do, but rather offering an exciting opportunity for growth while ensuring them that we will provide the support and technical assistance for effective integration. As part of the monthly partner calls, we will let these agencies share their experience in hopes that will encourage others to join along as they see fellow partners having success with the new model. This strategy encourages increased engagement from our community partners to gain valuable insight to the needs of their communities including what type of foods are most needed/wanted.

Healthy Pantry Center: The project funded through this grant includes the redesign of the Healthy Pantry Center. Program staff have spent time with pantry clients and Hunger Relief Program Partners to create program and space design elements to enhance their service experience. Since the new Healthy Pantry Center opened in Milford in January 2024, feedback and design ideas have been gathered from staff, volunteers and clients to inform design revisions to the Newark space currently under construction.

Parking lot: Feedback provided by staff, volunteers, supporters, neighbors in need accessing the facility for services and our corporate park neighbors are all supportive of the parking lot expansion. Every day,



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visitors to the facility are forced to park on the street making it a logistical and safety issue for the organization and our neighbors. This issue is a daily problem and when we have a large event with even more traffic, the problem is magnified.

Civil Rights Compliance

The Food Bank of Delaware maintains all required Civil Rights and Nondiscrimination compliance policies, available upon request.

Salvation Army

Project Identification Number: 21540

Funding amount Budget: \$183,516.00

Expenditures to date: \$183,516.00

Project Overview

The project will address poor air quality brought to light by the 2020 Covid Pandemic, as well as energy efficiency. This will be resolved by HVAC upgrades to the building. The project began and was completed in February of this year.

Promoting Equitable Outcomes & Critical Needs

The Salvation Army is historically located in high poverty areas in order to provide services to members of the community marginalized due to a myriad of factors. Our Mission has always been to meet human needs without discrimination.

Client Impact, Interviews and Success Stories

The project will provide a safer and more comfortable environment for clients to access critical services, as well as protecting the health of front-line staff.

Labor Practices

The Salvation Army was awarded the APRA-CPF grant to upgrade our building's HVAC system in order to ensure better air quality and energy efficiency. This project is contracted out to Modern Controls, Inc, which is a State preferred contractor and union tradespeople were utilized on this project, insuring fair wages, safety, and appropriately skilled tradespeople.



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Community Engagement

Replacing the outdated and ineffective HVAC system, will allow The Salvation Army to better serve the people of in our community. The Salvation Army is historically located in high poverty areas in order to provide services to individuals and households who are on the margin of society. The Salvation Army was founded on the principal of going into underserved areas to address, as well as break through, the barriers that prevent accessing critical services, while addressing safety concerns through improved air quality.

Civil Rights Compliance

The Salvation Army's best practices have always been to meet human needs without discrimination. As a recipient of USDA commodities we are required to take Civil Rights Training through the Department of Agriculture every year.

Community Education Seaford - Tri-State Community Partners, Inc.

Project Identification Number: 21545

Funding amount Budget: \$20,000,000.00

Expenditures to date: \$ 2,502,885.25

Project Overview

TSCP's goals for the project are 1) provide workforce training to a disadvantaged community, with particular emphasis in addressing healthcare workforce development; 2) creating access to healthcare that improves social determinants of health; 3) support entrepreneurs and small businesses through coworking incubator; 4) propel economic development, i.e., create jobs; and 5) provide family support, i.e., affordable childcare/early childhood education facilities.

The City of Seaford Innovation Center has completed construction documentation, received site plan approval, and is in the process of bidding out the sitework and buildings. The Civil Engineering team, Becker Morgan Group, has recently received approvals from the State Fire Marshal (SFMO), the City of Seaford, and the Sussex Conservation District (SCD). The civil team is awaiting final approval from the Delaware Department of Transportation (DelDOT), which is expected soon. DIGSAU, the project architect, has issued full construction documentation for four of the five buildings in this phase. The



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remaining building permit drawing will be completed by the end of August 2024. The General Contractor, GGA Construction, is currently completing the building and interior demolition. GGA has begun the public bidding process for four of the five buildings and expects to start awarding bids by the end of August 2024. Additionally, GGA has secured long lead-time items from the City of Seaford for transformers and electrical gear.

Simultaneously, the team has finalized lease agreements with TidalHealth, BrightBloom Centers, The Mill, Delaware Technical Community College, Vanderwende Creamery and Community Bank of Delaware.

Promoting Equitable Outcomes & Critical Needs

The population of Delaware is slightly more than 1 million people, with nearly 12% of the population living in poverty statewide; however, the western portions of the state reveal a poverty rate of over 16%. The state of Delaware is diverse, with over 30% of the population identifying as a minority. More than 40% of Seaford's population, the location of the project, identifies as a minority.

Nearly 17% of households in Seaford receive Food Stamps/SNAP benefits. Over 40% of Seaford's children reside in single-parent households. Approximately 85% of the population reports a computer in the home; however, only 77% of households reported broadband access. Of particular significance is that only 82% of the population has a high school diploma, and 14% has a bachelor's degree or higher. Without a high-quality education, people in this community face significant challenges in getting jobs. Additionally, work and employment flexibility are limited in this community, meaning working from home may not be an option due to a lack of technology or because residents work in service industry sectors that may not offer remote or hybrid work. 17% of Seaford residents lack a high school diploma.

Compounding the issues of racial disparities, language barriers, poverty, and educational challenges 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." The median gross housing cost with a mortgage in Seaford is \$1,273, and the median gross rent is \$916. The per capita income for this community is \$25,671 (\$2,139.25/month), and 11.4% of the population does not have health insurance.

Client Impact, Interviews and Success Stories



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Tri-State Community Partners Inc.’s goal is to create a unique Innovation District, City of Seaford Innovation Center (CSIC), in Seaford, Delaware, that demonstrates how a rural community like Seaford can overcome its historical economic impacts and the economic impact of the COVID-19 pandemic. The project provides the most effective conduits to improve the upward economic mobility of Seaford's residents. The following chart reflects average annual incomes in Sussex County by employment sector and, in part, helped inform the design of this project.

Industry	Avg. Annual Wage
Professional & Technical Services	\$87,933
Health Care & Social Assistance	\$61,275
Public Administration	\$54,051
Manufacturing	\$54,022
Agriculture, Forestry, Fishing, & Hunting	\$43,183
Educational Services	\$38,224
Retail Trade	\$34,781
Arts, Entertainment, & Recreation	\$27,892
Accommodation & Food Services	\$25,822

Recognizing the industries with the higher wage potential in the area, this project was designed with workforce development targeting those sectors. Delaware Technical will have a large footprint in the district, offering healthcare and industrial training programs that will increase economic growth on the western side of Sussex County, create a pipeline of trained workers for critical industries, and provide those workers with an opportunity to earn a family-sustaining wage. The projected job growth in Seaford as a result of project is as follows.

Sector	Baseline	Projected Job Growth	Average Income ¹
Construction	0	87 (short-term)	\$33,770 - \$126,460
Higher Education	0	20	\$59,510 - \$97,830
Small Business	0	45	\$49,310 - \$120,540
Nonprofit	0	11	\$35,520 - \$68,690
Healthcare	0	20	\$32,530 - \$352,680
ECE/Childcare	0	20	\$29,150 - \$51,890
Retail	36	56	\$29,840 - \$35,630



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Labor Practices

This project will place a high priority on employing local and highly skilled labor in order to provide a high-quality, long-lasting project. In coordination with the Construction Manager, strong labor practices are being established and will be documented to ensure there is a sufficient supply of skilled and unskilled labor and to reduce any disruptions of labor disputes. In addition, a workplace safety policy in compliance with OSHA will be developed and enforced on the project.

Community Engagement

The development team has presented at multiple Seaford City Council meetings and has committed to routinely presenting throughout the different phases of the project. The development team also set up and announced a public submission form online where anyone can submit feedback or comments on the project via a dedicated website. Nearly a hundred submission forms have been received to date. The submission forms have been a great source of feedback, community engagement and connections for local businesses interested in coming to the site and for subcontractors interested in working on the development. The development team also recently created a Facebook page that tracks the progress of the project and provides updates to the community. The development team has also routinely attended local Rotary meetings, Chamber of Commerce Meetings and presented to four different organizations the plans and intentions of the project. To date, the project has received overwhelmingly positive feedback from the community and the adjacent neighbors.

A community-wide groundbreaking ceremony took place on April 25th, 2024, with Governor John Carney joining the development team to share project updates, goals, and the long-term vision for the community. The groundbreaking was very well attended, exceeding expectations and underscoring the significance this project has to the local community.

Civil Rights Compliance

TSCP and all subrecipients on this grant do not discriminate on the basis of race, color, national origin (including limited English proficiency), disability, age, or sex (including sexual orientation and gender identity) in contracting, hiring, or leasing practices.



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Child Inc.

Project Identification Number: 21546

Funding amount Budget: \$150,000.00

Expenditures to date: \$150,000.00

Project Overview

Objective

CHILD, Inc.'s capital projects address health and safety issues at its 3 emergency shelters: Governor Terry Children's Center (GTCC), Delaware's only emergency shelter for abused, neglected and dependent foster children in the care/custody of the Division of Family Services, and CHILD, Inc.'s two emergency shelters for domestic violence victims and their children, Martha's Carriage House (MCH) and Sarah's House (SH). All three shelters are in New Castle County although shelter residents can be from anywhere in the State.

Barriers: The barriers to the completion of the projects based on the original timelines includes the unavailability of a crew from Delmarva Power to complete the required line hook-up for one of the generators. Also, generator equipment was on back-order by vendor. Our original target date to have all projects completed by 12/31/23 was, therefore, not met. All projects were completed by 1/31/24.

Achievements: Please see CHILD, Inc. – American Rescue Plan Capital Projects Fund matrix beginning on page 8 of this document for a status update on each funded project. Note that permission was given by the Governor's office via email of 1/22/24 for CHILD, Inc. to spend out the small grant balance (\$1,607.19) for an all-weather picnic table and bench for MCH.

Promoting Equitable Outcomes & Critical Needs

By providing emergency shelter, case management and supportive counseling with linkages to social services, CHILD, Inc.'s funded project supports victims of domestic violence and child maltreatment to have a safe haven while they heal from trauma and get back on their feet as stronger, self-sufficient individuals.

The victims, whom CHILD, Inc. shelters, have critical needs. The women and children who are sheltered at MCH and SH domestic violence shelters are considered to be homeless under HUD's Category 4:



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Fleeing/Attempting to Flee Domestic Violence definition of homelessness ([CoC and ESG Homeless Eligibility - Category 4: Fleeing/Attempting to Flee Domestic Violence - HUD Exchange](#)).

The youth in CHILD, Inc.'s emergency shelter are in the care/custody of Delaware's child welfare system which places them at risk for negative outcomes including homelessness, poverty, and lack of educational attainment

(Source: [Coming of Age: Employment Outcomes for Youth Who Age Out of Foster Care Through Their Middle Twenties | ASPE \(hhs.gov\)](#)).

Client Impact, Interviews and Success Stories

A young teen staying at the GTCC youth emergency shelter recently commented to the program director, "This place is like a good home. It's nice and it makes me feel safe." N.H.

Comment about the kitchen remodeling project from a client at MCH emergency shelter victims of domestic violence. She was learning to cook for herself and her family while staying at the domestic violence shelter.

"This is one of the most beautiful kitchens I have ever seen. I love to come in here to cook, sometimes just to sit alone and have a cup of coffee, it just makes me feel good. I love the colors; it makes you want to cook" T.S.





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Labor Practices

CHILD, Inc. supports small businesses in Delaware by hiring local contractors to complete the funded capital projects. We are supporting the economic recovery of these small businesses by providing work for their employees.

Community Engagement

Our planning process included interviews with staff who work in the CHILD, Inc. shelters and input from the women and youth who are sheltered in our buildings. The clients who seek safe haven at CHILD, Inc. include those who identify as people of color, those with low incomes and limited employment prospects often due to lack of educational attainment (diploma or GED), those who speak languages other than English. All shelter clients are homeless because they are fleeing domestic violence or child maltreatment. To be able to take refuge in a safe, welcoming environment enables the clients to focus on their long-term goals. Providing well-maintained, homelike emergency shelters for victimized members of the Delaware community creates a supportive, respectful environment for those who may have experienced barriers to services in the past and the physical environment welcomes and encourages victims to seek safety in our shelters.

Civil Rights Compliance

CHILD, Inc. does not discriminate against or deny services to any client on the basis of race, color, national origin or cultural identity, language, religion, socio-economic status, disability, age, sexual identity or orientation. While CHILD, Inc.'s domestic violence shelters exclusively house clients who identify as females, all domestic violence services, including emergency shelter, are available to persons who identify as males through alternative housing arrangements. Case management services are provided to male domestic violence victims at these alternative housing facilities.



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PAL Hockessin

Project Identification Number: 21547

Funding amount Budget: \$1,800,000.00

Expenditures to date: \$1,800,000.00

Project Overview

The problem facing the PAL is that the Hockessin building is 25 years old and is in a state of disrepair. We are in the process of installing air conditioning in the gym, which has raised concerns over the lack of energy efficiency. The lighting in the gym is not in line with the energy efficient LED fixtures available today, thus putting a strain on our organization's financial resources that should be used to provide services to the youth and families in our community, not to mention the strain this causes on the power grid. In addition, our roof is in need of major repairs to resolve leakages. The flooring and bathrooms are in need of updating to resolve safety concerns.

The solution to the problems outlined above involves major costly renovations. As a non-profit organization focused on serving the community, our funding all goes to youth health, wellness and prevention programming. The renovations will prove to attract more facility rentals. The additional revenue generated by the increase in facility rentals will enable us to offer more services to the community that are so desperately needed.

In the quarter October – December 2023, our contract expenditures have been \$1,299,882.50. This includes invoices from two contractors, DEDC and Summit Mechanical. The expenditures include materials and work for the HVAC system. The work on the floors, the roof, and the air handlers has been initiated.

Promoting Equitable Outcomes & Critical Needs

The PAL of Delaware's mission is to prevent youth crime in Delaware by providing youth between the ages of 8 and 18 with supervised athletic, educational, and social development activities; to reach out to youth with programs which address citizenship, self-esteem, substance abuse, and respect for law and order; and encourage participation and support by the community in PAL programs. PAL of Delaware serves youth to ensure equitable outcomes through a multitude of programs. In order to provide these programs in a safe environment, it is essential to provide a safe, energy efficient, updated building for our youth. Physical activities and STEAM programs are at the core of our programs, and it is essential we address an equitable approach to meet these critical needs of our youth.



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Client Impact, Interviews and Success Stories

This project is still in progress of its renovations. However, the building and programming that the PAL provides continues to impact not only their social emotional learning in a positive manner, but also provides the youth the opportunity to excel in school and remain in good standing in the community. Our services have provided hope and positive outcomes for youth with mental health and suicidal ideations, giving them a safety network of friends and mentors. As we improve our space with positive renovations, the PAL will be able to attract more youth, mentors and community partners.

Labor Practices

We ensure that the capital projects meet high-quality and safety standards. The contractors that were selected are reputable firms with solid background and history of fair pricing, able to supply sufficient manpower, and complete their specific scope of work within the established schedule so as to not lead to cost overruns and delays to the owner. PAL staff meets routinely with the contractor staff to ensure the project is moving in an effective and efficient manner. The PAL team, including the director and site manager, ensure that the contractors are operating safely. The contractors complete their activities while the youth are not in the building and all equipment and materials are safely stored away from youth.

Community Engagement

Our locations, including the Hockessin, are located in areas to provide a welcoming environment for our residents. Through collaboration with the New Castle County Police Department, the mission of the organization and the programs are enriched on a daily basis. Additionally, the PAL is an extension of the school districts and the communities that the 4 locations serve. Through our programs, we partner with local educational and community stakeholders to enhance our youth's physical, educational (STEAM), nutritional, and mental health skills. The PAL staff is composed of personnel with various community backgrounds including police, health and safety, mentoring, and education.

Civil Rights Compliance

The PAL prides itself on non-discrimination policies and programs. We provide an inclusive environment in the communities we serve. As posted in locations, our "institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, disability, and reprisal or retaliation for prior civil rights activity."



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Neighborhood Partners

Project Identification Number: 21548

Funding amount Budget: \$350,000.00

Expenditures to date: \$350,000.00

Project Overview

NeighborGood Partners (NGP) is the recipient of State CPF funds in the amount of \$350,000 towards the development of a two-story office building on the corner of N. New and W. Division Streets in Central Dover. The new building will house NGP’s Restoring Central Dover staff and a small business incubator to be hosted by Delaware State University. The building will be an asset to the community and will create an attractive anchor on a currently vacant lot.

By the end of June, the building was finished, just waiting for final inspections and approvals. We expect all to be completed by the end of the month. It is a very attractive anchor for downtown Dover.

A ribbon cutting is being planned and should take place in September.

Construction began on January 8, 2024, and by the end of March 2024, the building was closed and the roof finished. Windows and doors were expected to be fitted in early April, and then insulation and drywall will be installed. Projected completion date is July 2024.

The building will be approximately 5,300 square feet, with 2,350 square feet on the first floor and 2,950 on the second floor. The property is located at the corner of West Division Street and North New Street in Dover and is in a commercial C1-A zone.

Architectural Alliance developed the building renderings and plans which are attached, as is the site plan that was developed by Mountain Engineering.

Project Investment:	\$2,722,348.
Location:	223 W. Division Street, Dover, DE 19904
Investor Type:	Owner
Property Type:	Building – Commercial/Office Development
Eligible Use:	Commercial
Activity Type:	New Construction



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The building has one fire-rated stairwell. There will be bathrooms and kitchenettes on each floor, and accessible facilities for persons with physical disabilities on the ground floor.

The structure will be concrete slab on grade with a wood frame above. Exterior materials will be brick and siding, with a combination of fiberglass roof shingles and EPDM roof membrane on the sloped and flat roof areas. Exterior windows will be aluminum frame insulated glazing, thermally broken frames. The design complements the existing architecture in the community.

Groundbreaking occurred on January 8, 2024.

Promoting Equitable Outcomes & Critical Needs

NeighborGood Partners is dedicated to the transformation of downtown Dover through the implementation of its Restoring Central Dover initiative. There are a number of revitalization strategies underway, including the development of single-family homes to improve the overall rate of homeownership, which is very low, at about 31%. Another strategy is to develop small businesses, driven by the Launcher program that helps aspiring entrepreneurs develop a business plan and access resources. To date, 164 businesses have graduated from the program and 56 businesses have opened, some in downtown Dover.

The original plan was to build a three-story building to maximize the lot size, but it proved too expensive, and the design was modified to a two-story building in 2020. Various waivers were sought and approved, and planning permission was authorized by in 2020, and then reauthorized in October, 2022. Fundraising, Covid and soaring building costs all created a pause in construction, but we are now ready to break ground by year end.

The Restoring Central Dover Plan 2020 -2025 offers the following demographics for the plan area (75 blocks), including the site of the future building that illustrate the substantial needs in the community:

- Of a total area population of 3,746, a high percentage is made up of low-income renters, public housing residents and homeowners, as well as homeless individuals.
- 59% of population is African American
- 53% of the households are led by single mothers
- The median income of \$34,730, is 27% lower than the median income for Dover as a whole at \$47,754
- According to the American Community Survey, approximately 46% of Central Dover households



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earn less than \$30,000 annually

- A high unemployment rate of 10% and lower educational achievement levels characterize the neighborhood residents
- Vacant land and buildings comprise 13% of Central Dover's land use; vacant land 8%.
- Low rate of homeownership – 31%, and accompanying high rate of rental housing – 69%

Client Impact, Interviews and Success Stories

The building is almost completed, but services and programming have not commenced.

Community Engagement

Restoring Central Dover is a resident focused, resident driven plan guided by a 20-person Steering Committee comprised of residents, local officials, nonprofit partners, funders, and other stakeholders.

One of the three major goals of the Restoring Central Dover Plan, Phase II, 2020 – 2025 is:

- **POSITIVE DEVELOPMENT:** Strengthen existing housing, support new housing development, reinvest in commercial corridors, build community facilities, improve infrastructure, and advance economic and workforce development.

And a strategy is:

- Ensure NGP's new office building becomes a community asset and economic engine for Dover and a revitalizing force on Division Street.

Civil Rights Compliance

We at NeighborGood Partners have long been a proponent of anti-discrimination in our employment practices and our services. We are committed to advancing racial equity, diversity, and inclusion and are outraged at the recent acts of violence towards persons of color such as Ahmaud Arbery, Breonna Taylor, and George Floyd that have occurred in our country. They are stark reminders of the racial inequality that exists daily and all around us.

NeighborGood Partners's history is rooted in fighting the unfair housing practices and conditions experienced by many. We have been and continue to be community organizers, fighters against racial prejudice and the unfair stigma of "low-income housing", and providers of hope that the American dream of owning a house can become a reality for people of all colors.



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We have a moral obligation to the communities in which we work to be a bridge to help build a path to racial justice. Work must be done to change public policy, to fight racism and to provide moral leadership.

"Justice will not be served until those who are unaffected are as outraged as those who are." -Benjamin Franklin.

Junior Achievement of Delaware

Project Identification Number: 21549

Funding amount Budget: \$300,000.00

Expenditures to date: \$82,216.68

Project Overview

Have had delays in getting multiple quotes, changes in recommended procurement requirements, and limited times in our calendar when construction and equipment installation projects can take place, and the lead time required to sign contracts and provide down payment for materials before work can be scheduled with a contractor.

In order to be prepared to install video equipment once ARPA funds are received, we sought and were given permission to change out the video equipment purchase line item in our budget to instead be allocated to video equipment installation.

We then used non-federal funds to purchase some of this equipment so there will be no unnecessary delays once we receive funding for installation. Due to changes to our strategic plan, we are also substituting one of two previously planned teleconferencing systems for two projection systems.

Removing the existing lighted sign boxes is a prerequisite to installing electrical plugs and video monitors. Due to scheduling delays, we engaged TUPP Signs to remove the lighted sign boxes. They were not on our original vendors list, however, they were the company that originally installed all of the signs that needed removing.

Scheduling the video monitor installation and teleconferencing/projection system installation is taking longer than expected due to workloads of vendors.

The DE State Jobs, Port of Wilmington, and Childcare rating Suites in JA Finance Park are 95% complete. We await high-resolution logos/photos from Enstructure and from DE Department of Education. All new security walls and doors are framed out and construction on these and the handwashing sink is



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in progress.

A strategy for addressing issues with the foundation floor has been established.

Promoting Equitable Outcomes & Critical Needs

Junior Achievement of Delaware serves 20,000+ local students, primarily from public schools. Our service demographics represent the population of the public schools. Students from all 19 Delaware School Districts, students from charter schools such as Nativity Prep, Gateway Lab, Kuumba Academy, and Las Americas Aspira Academy, and students participating in programs such as Upward Bound and Jobs for Delaware Graduates.

Rural areas such as Western Sussex County and inner city Wilmington schools are prioritized for new and increased participation in JA's Work Readiness, Financial Literacy and Entrepreneurship learning experiences. Organizationally, we seek to recruit and retain adult role models who represent a diversity of ethnicities, life experiences, educational levels, and career successes.

As part of this project, the permanent exhibit of the Delaware Business Leaders Hall of Fame will be redesigned to demonstrate the diversity of Hall of Fame inductees/role models for the students we serve.

A soon to be announced JA Neighborhood Initiative will prioritize direct service to City of Wilmington and Rt 9 Corridor families and young adults up to age 25 at our Riverfront East JA Campus.

Client Impact, Interviews and Success Stories

Specific data related to the proposed upgrades will be made available once each aspect of the project is completed.

Generally speaking, the JA Learning Experiences that occur in the JA Campus community facility provide meaningful opportunities for young people to become "adults for a day," managing budgets, taking on job roles and responsibilities, and making connections between their educational journey and their future success.

Local evaluation data demonstrates that statistically significant numbers of students participating in JA Finance Park, for instance, positively change their response to what level of education they expect to complete (H.S. Diploma, 2-year college or 4-year college) from first measurement when they walk in the door to second measurement when they complete the simulation (a period of app. 3-4 hours).

Students report increased awareness of employability skills, local employers, and career paths.



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The Health Awareness program aspect of the project will involve private funding and coordination of community health resource providers from around the City of Wilmington and will be targeted toward families in the City of Wilmington. This programmatic project will be led by a Junior Achievement of Delaware board member from Highmark Delaware.

Community Engagement

Since 2004, the JA Campus community learning center has engaged over 130,000 students from communities across the State of Delaware and nearby Salem (NJ) and Cecil (MD) counties. Over 40,000 business, community and parent volunteers have been involved as role models/mentors to these students in partnership with more than 5,000 educators during this time.

Over the course of these years, multiple surveys, focus groups, academic evaluations, and spontaneous feedback sessions have informed ongoing continuous improvements to the learning experiences students receive at the facility. The JA BizTown and JA Finance Park simulations have each undergone three major technology (hardware and simulation software) upgrades as part of the rotating evaluation and upgrade schedule created by Junior Achievement USA to maintain the relevance and effectiveness of all of its K-12 products, curriculum, and learning experiences. During the 2023-24 academic year, we have sought and received the input of over 300 students in grades 5-12 from across the State, with emphasis on opinions of Students of Color, to reimagine the Delaware Pathways Suites in JA Finance Park and JA BizTown, and in the development of the new JA Pathway to My Dreams career awareness app.

The Health Awareness programmatic element of this project, which will be funded separately from ARPA, will engage multiple inner city health providers, neighborhood and community leaders, youth serving agencies, and public school administrators to ensure the participation and direct benefit of underserved populations in the City of Wilmington.

Civil Rights Compliance

Junior Achievement of Delaware and its parent organization Junior Achievement USA are committed to ensuring diversity, equity, and inclusion (DEI) is at the center of everything we do. We at Junior Achievement are dedicated to providing a positive, enriching learning experience free of bias that promotes greater economic opportunity and equity.



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Junior Achievement welcomes K-12 students, volunteers, educators, staff, and other partners and stakeholders, regardless of race, religion, age, gender, national origin, disability, sexual orientation or any other legally protected characteristic.

Junior Achievement of Delaware abides by all civil rights laws, has whistleblower and conflict of interest policies for board and staff. These statements constitute our civil rights compliance and monitoring. If additional elements are required or recommended, our staff and board will act accordingly.

FAME

Project Identification Number: 21559

Funding amount Budget: \$7,000,000.00

Expenditures to date: \$0

Project Overview

The CPF funding would enable this established nonprofit organization to purchase a new headquarters in Wilmington. FAME works with minority students and families to give them the education and job opportunities in the field of engineering. The facility provides access to public Wi-Fi, provides workforce development programs, and enables health monitoring through health awareness trainings and education.

Abatement will begin in August 2024. Demolition will begin immediately after.

Community Engagement

FAME, Inc. has developed planning committees to determine the need for the project as well as goals, strategies, key demographics, and opportunities for success.



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Boys & Girls Club

Project Identification Number: 21563

Funding amount Budget: \$1,569,000.00

Expenditures to date: \$500,900.00

Project Overview

A significant number of projects have been funded as part of the overall CPOF award. They include:

Brown Gym HVAC

This project involves replacing the HVAC system in our gym. Our current HVAC system in the gym is a forced air system that provides only heat. Gym air in the summertime presents a programming challenge in an environment with poor air quality. A new HVAC that provides cooling enhances viability of gym programs and provides a cleaner air environment for members. We are currently very limited in the number of youth we can serve in this part of our building.

Brown Playground Awning

This project also involves constructing a playground awning. Our current playground is completely exposed to sun and rain. Between bad weather days and high temperature days, we are very limited in when we can have youth outside. An awning would drastically increase the number of days per year we are able to have youth outside as it would provide shade on high temperature days as well as shelter from mild rain.

Brown Pavilion Repairs/Replacement

This project involves replacing our current pavilion. Our existing pavilion has a failing roof and unstable flooring. By replacing the pavilion and the concrete slab it sits on, we will be able to offer an open-air learning environment in all conditions. The more we are able to have staff and youth spend time outside, the higher the likelihood we keep covid transmission in our building extremely low.

Brown Sidewalk/Drainage

This project will allow us to make much-needed repairs to our sidewalk and drainage system. Our current sidewalk also serves as the roof over the boiler room; the support beam that makes this structure possible is beginning to rust. If this damage becomes worse, many areas of our building as well as our sidewalk will become inaccessible and our ability to serve youth will become extremely hindered. It is extremely important for youth to attend constructive afterschool enrichment programs. By fixing these issues, we will ensure families feel safe attending our program.



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Brown Security Enhancements

This project will help address additional security concerns associated with increased crime and gang-related activities in the neighborhoods surrounding the Fletcher Brown Boys & Girls Club. We will add additional fencing, outdoor lighting, and security cameras to improve security around the club and create a safer environment for kids and parents who use the club facilities.

Claymont Teen Center HVAC

This project involves replacing the HVAC system in our Teen Center. The current HVAC system is older and in need of repair. We are currently very limited in the number of teens we can serve given the need to ensure air is as clean as possible during the pandemic and cycles through the system as often as possible. By improving the air quality in the teen center, we will be able to serve more teens and give them increased focus and academic assistance, while assuring their health.

Claymont Playground Awning

This project also involves constructing a playground awning. Our current playground is completely exposed to sun and rain. Between bad weather days and high temperature days, we are very limited in when we can have youth outside. An awning would drastically increase the number of days per year we are able to have youth outside as it would provide shade on high temperature days as well as shelter from mild rain. This is extremely important not only to ensure staff and youth's health, but also because many working parents depend upon the Club for safe childcare, in order to remain employed.

Dover Playground Awning

See description for Claymont Playground Awning above.

Fraim Pool Roof and HVAC Replacement

This project involves replacing the HVAC system in our pool. The existing pool HVAC has failed and the area currently only has roof fans to remove poor air. A new HVAC will improve air quality and overall environment for swimmers and spectators, which include youth as well as senior citizens who are members of the Clarence Fraim Senior Center. It will help us assure their health and safety. In addition, a portion of the roof above the pool requires replacement. This section has deteriorated over time and is now leaking in several sections. We are currently very limited in the number of youth and senior citizens we can serve since this leaking creates dangerous conditions in the pool and compromises the overall air quality.

Georgetown Playground and Awning

This project involves constructing a playground and awning at this site to ensure youth and staff have access to outdoor activities even in varying weather circumstances. This Club is in need of a playground,



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and it is important to add an awning to this project from the start. At Clubs that have playgrounds without awnings, between bad weather days and high temperature days, we are very limited in when we can have youth outside. An awning drastically increases the number of days per year we are able to have youth outside as it would provide shade on high temperature days as well as shelter from mild rain.

Seaford Pool HVAC

This project involves replacing the HVAC system in our pool. Our current HVAC system in the pool is failing and is

in need of repair, particularly given that a pool environment needs to be able to control moisture. By improving the air quality in our building we will be able to safely serve youth, as well as community members who use the pool when we are not running youth programs.

Laurel Playground & Awning/Court

This project involves constructing a playground, awning, and outdoor sports court at this site to ensure youth and staff have access to outdoor activities even in varying weather circumstances. This Club is in need of a playground, and it is important to add an awning to this project from the start. At Clubs that have playgrounds without awnings, between bad weather days and high temperature days, we are very limited in when we can have youth outside. In addition, by installing an outdoor sports court, we will increase the variety of activities we are able to offer at our Club.

Newark Playground and Awning

See description of Georgetown Playground and Awning above.

Newark Parking Lot

This project will also allow us to make much-needed repairs to our parking lot. Many sections of our parking lot are currently inaccessible, and this presents a major safety hazard for the youth and families who depend on us for our childcare, as well as senior citizens who utilize parts of our building for programming. Our families are currently using an adjacent shopping center as overflow parking, which requires them to cross the street on foot even at times of heavy traffic. This is a safety concern and is a deterrent for families joining our program. By fixing our parking lot, we will ensure families feel safe attending our programs.

Barriers:



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Currently, no significant barriers have been encountered. Potential barriers include lead times for ordering and securing various equipment, including HVAC components.

Achievements:

The Fraim pool roof and HVAC project has been completed and has been returned to availability for club members, Senior Center members, and other community groups. Installation of the playground at Georgetown has been completed as has the installation of HVAC units in the Teen Center at the Claymont Club. Other projects are in engineering design and bid package preparation stages

Promoting Equitable Outcomes & Critical Needs

The Boys and Girls Clubs of Delaware has more than 40 sites that are located throughout Delaware. Most of these sites are in high poverty areas and serve children in low-income families. The children we serve come from a variety of backgrounds, and distinctive ethnic and racially diverse groups. All of the projects that have been funded are for sites that serve these families with critical needs.

Client Impact, Interviews and Success Stories

The Fraim pool has been returned for use by our club and Senior Center members, and other community groups. This is the result of the pool roof and HVAC replacement project funded through the ARPA CPF. The Boys & Girls Clubs of Delaware has made significant commitment to our Swim for Life program which has been implemented throughout Delaware. In addition to providing a safe environment where the children of the Fraim community can learn to swim, the members of the Fraim Senior Center are also provided with a daily resource for maintaining a healthy lifestyle and positive times for recreation activities.

The installation of the playground at the Georgetown site has provided outdoor recreation space for our child members and enhance the programs we are able to provide in our current Summer Fun Club programs.

Labor Practices

A sufficient supply of appropriately skilled and unskilled labor resources is made available throughout the life of the project through continuous recruiting of staff as needed. Market surveys of wages necessary to ensure adequate labor to complete various projects are constantly performed and wages are adjusted accordingly. Recruiting of labor is focused on local community throughout Delaware with a preference for local community residents.



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Community Engagement

Community engagement is a key component in evaluating capital improvements to our new and existing programs.

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.

Corporate Board:

The corporate board of directors are informed of our capital projects and budgets and regular updates are provided. The board is informed of the need for new investment 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 investments to support our programmatic initiatives.

Civil Rights Compliance

Statistics on all elements of civil rights and non-discriminatory practices are collected and maintained in our member management software, MvClubHub.



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Teach a Person to Fish

Project Identification Number: 21564

Funding amount Budget: \$35,000.00

Expenditures to date: \$35,000.00

Project Overview

Our objective with this grant was to create an efficient and spacious kitchen space from which we will prepare and store food that is distributed to communities in need in Sussex County, Delaware. We achieved approximately 70% of our goal to date with the majority of the funds expended to renovate the main Kitchen & Dry Storage spaces. The main barrier to progress was timing when the drawdown requests would arrive with when the money was due for work that was in progress. We have learned much through the process!

Promoting Equitable Outcomes & Critical Needs

We deliver a combination of prepared meals and whole foods (dry goods, produce, meats) to community food pantry partners for them to distribute to their clients in need. We prepare “heat & eat” meals for those clients who do not have access to kitchen preparation equipment, including those who are unhoused or living in shelters or hotels. To other food pantry partners, like Milton Food Pantry and First Baptist of Seaford, we deliver whole foods because their clients have the ability to cook for themselves, but may be financially taxed and unable to afford food or have limited access to fresh produce and healthier foods.

Client Impact, Interviews and Success Stories

We embarked upon this kitchen renovation project because it was difficult for us to process the quantity of meals that we produce weekly. In addition, it was next to impossible for us to properly store the quantity of food that we receive in donations to ensure that it didn’t go to waste before we’re able to cook and distribute it. Before we started the project In June 2023, we delivered 1095 meals and whole foods worth \$6,846. In June 2024, those numbers increased to 1509/\$7800. We have no numerical data to support how well-received our meals and donations are, except that our distribution partners are very satisfied with our relationship and assist more and more clients each month. One of our partners, the Community Resource Center (CRC) in Rehoboth recently provided anecdotal data that their unhoused clients call our meals “the happy meals”.

Community Engagement



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We and all of distribution partners assist clients of diverse ethnic and socioeconomic populations. People in need are never asked to justify their need in any way. If they are human, they are entitled to our help.

Our Youth

Project Identification Number: 21565

Funding amount Budget: \$150,000.00

Expenditures to date: \$150,000.00

Project Overview

OUR YOUTH, INC. employs part-time staff who bring a diverse collection of education, community-based skills, experiences - but their main thrive is to give each participant a total mentoring, counseling and cultural lesson.

It is a training firm specializing in innovative programs for hard to reach youth and teen populations. Based in New Castle County, Delaware, OUR YOUTH, INC. provides skills building workshops, training in outreach and communication, and program development for successful outcomes specifically geared toward youth and teens.

Item/Total Projected Cost

- Replace Roof 8,000.
- Repair Structural Foundation 8,000.
- Replace Exterior Siding 5,000.
- Replace Exterior Windows 4,000.
- Replace Exterior Doors 2,000.
- Replace Interior Steps 2,500.
- New HVAC System 15,000.
- Electrical Upgrades 11,000.
- New Insulation 4,000.
- Replace Drywall 11,000.
- New Interior Doors 5,000.



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- New Window and Door Trim 4,000.
- New Paint 5,000.
- New Interior Flooring 8,000.
- New Kitchen Cabinets 12,000.
- New Kitchen Countertop 4,000.
- New Kitchen Appliances 7,500.
 - o Refrigerator, Microwave
 - o Range, Dishwasher
- New Bathroom Vanities 1,500.
- Replace Electrical Fixtures 2,000.
- Upgrade Plumbing Fixtures 4,000.
- Exterior Concrete Wall Repairs 5,000.
- Cleaning 2,000.
- Dump Fees 4,500.
- Overhead Costs/10% Project Contingency 15,000.

Kent-Sussex Industries

Project Identification Number: 21566

Funding amount Budget: \$89,890.00

Expenditures to date: \$36,573.97

Project Overview

We intend to make improvements to our KSI Southern Campus in Georgetown. At the time of the initial grant request in 2021, we were still setting up the program site and needed technology equipment. Since the grant was received more than a year later, we are now deciding what we want to spend the money on. We have some additional technology needs and are in discussion of what specifically we will use the money for. We plan to spend the majority of the funds by the end of this calendar year.

Update 10/1/23-12/31/23 - Purchased some laptops, smartboards, and computers for our Georgetown location. We have also purchased a dishwasher. We have spent approximately one-third of the funds.

We are currently working with the plumbers to update the restrooms in our Georgetown location. They are waiting on countertops before they can complete the project and invoice us. These expenses will be reported in next quarter. We are also getting ready to contract with Advantech to install a security and building access system. This expenditure will also happen in next quarter.



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Promoting Equitable Outcomes & Critical Needs

Diversity and inclusion are important objectives in workforce development and community life. And individuals with disabilities must be given the same consideration and access to employment and community opportunities as any other people. KSI, as an organization, believes that work, community integration, and the opportunity to contribute and grow as a person, is important to all people, especially people with disabilities. Integration with others in our society helps to give our lives purpose and meaning. Community integration allows us to learn and be successful, and to interact with people in the pursuit of common goals or outcomes. Employment and community integration creates opportunities for choice, education, recreation, and socialization and allows us a chance to discover talents and skills we never knew we had.

KSI provides services for adults with disabilities without discrimination. Our service area reaches across Kent and Sussex Counties and lower New Castle County. We opened our program site in Georgetown in November 2021 in order to be able to serve more participants and expand our programs further into Sussex County. The majority (84%) of the people we serve are diagnosed with Developmental Disabilities and range in age from 18 to 65+. We serve a range of ethnicities, with 1% being Asian/Pacific Islander, 38% African American, 57% Caucasian, and 4% Hispanic. The majority of the people we serve still live with their natural families, thus keeping them out of the State housing system.

There can be no doubt that KSI provides a valuable service to the community, and plays a vital role in the rehabilitation of people with disabilities. KSI is able to assist individuals to obtain and maintain their optimal level of employment, by providing support systems, such as transportation, nutritional services, and training and coaching, that are at times necessary and vital to an individual's successful employment. These services reach beyond the needs of participants, by providing assistance to families in many forms such as, transportation to and from work, a job that enables the individual to contribute to the family financially, and the opportunity for family members to work and be viable citizens within their communities.

Funds will be used to improve the safety and security of our Southern Campus by installing a security access system. We also plan to purchase technology, such as smartboards, that will increase the quality of programming for the people we serve.

Client Impact, Interviews and Success Stories

People with disabilities in Kent and Sussex Counties are receiving life enrichment services in our Georgetown office. This allows them a place to go during the day to socialize and enjoy time with their



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peers while learning and maintaining daily living skills. While the participants are in our care, their families and care providers are able to get respite from daily care, and many have jobs as well.

KSI served 233 adults with disabilities in all of our programs in Fiscal Year 2023, and specifically 19 individuals in the Georgetown Location. We continue to grow this program.

Labor Practices

We have purchased computers, smartboards, laptops, and a dishwasher in this quarter. We do not plan on any building projects at this time.

As mentioned above we are working with the plumbers to upgrade the restrooms and will be installing a security/building access system.

Community Engagement

KSI adds great value to the community, through its provision of services to an often forgotten population, and by providing dependable, efficient work crews and top-notch sub-contract services to many businesses throughout Kent and Sussex Counties. KSI's success can be attributed to the support of its participants, dedicated staff, Board, referral agencies, funding agencies, and the entire community. Without such support, KSI would not be able to provide the services it does to Delawareans with disabilities who reside in Kent, Sussex, and Lower New Castle Counties.

Civil Rights Compliance

To ensure effectiveness of our plan, we will implement quantitative and qualitative reporting and monitoring procedures. KSI is committed to, and pledges full support to, equal employment opportunity (EEO) for all persons regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, status as a disabled veteran or veteran of the wars, including Vietnam, or any other non-job-related characteristic.

In developing our Affirmative Action Program, we commit ourselves to: recruiting, hiring, training and promoting persons in all job classifications without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, veteran status, or any other non-job-related characteristic; ensuring that promotion decisions are in accordance with equal employment opportunity requirements for promotional opportunities; ensuring all personnel actions relating to compensation, benefits, transfers, terminations, training and education are administered in a nondiscriminatory manner.



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To ensure that our goals may be achieved through good-faith efforts, we have established various levels of responsibility both to direct and to oversee our affirmative action efforts. The Director of Human Resources is designated EEO Officer of KSI. The Human Resources Department is responsible for monitoring affirmative action efforts, providing equal opportunity training, and recommending outside resources. Individual managers and supervisors are responsible for ensuring their decisions comply with principles embodied in Title VII, the Age Discrimination in Employment Act, the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act of 1974, and Executive Order 11246, and Revised Order No. 4.

Recognizing that equal opportunity can be achieved only through demonstrated leadership and aggressive implementation of a viable Affirmative Action Program, our AAP sets forth specific affirmative action and equal employment opportunity responsibilities for managers, supervisors, and all employees. We expect all employees to make every reasonable effect to carry out their AAP responsibilities in spirit as well as in letter to ensure equal opportunity is available to all. We further expect all employees to demonstrate sensitivity to and respect for all other employees and to demonstrate commitment to the company's equal opportunity and affirmative action objectives.

Kent-Sussex Industries, Inc. is committed to ensuring that no person shall, on the grounds of race, color, national origin, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 (PL 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, whether those programs and activities are federally funded or not.

Down Syndrome Association

Project Identification Number: 21571

Funding amount Budget: \$431,000.00

Expenditures to date: \$431,000.00

Project Overview

In January 2024, the Down Syndrome Association of Delaware (DSA of DE) opened its second office in Sussex County to serve individuals with Down Syndrome (Ds) and their families in the most underserved county of the state.



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DSA of DE purchased a building and property at 28607 W Meadowview Dr., Milton, DE, a location that has access to both Routes 1 and 9 and allows downstate families and individuals to save more than two hours driving to and from our original base in Newark.

The purchase was made possible by the American Rescue Plan, and the support of many individuals and businesses in the greater Delaware community, including the Welfare Foundation, the McDonald Foundation, the S.L. Townsend Family Fund, the Crystal Trust, and Sussex County Council. This support enabled our new Sussex County office to be purchased, renovated and opened a full year ahead of its original scheduled opening in 2025.

DSA of DE's new Sussex facility has a large fenced-in playground and features office, conference, and meeting spaces. With the establishment of the new Sussex County location, we now run programming and workshops in-person for downstate residents and have a "home base" for our already established and popular programs including Days of Summer Camp, New Parent Meet & Greets, Rock Your Socks preparations, and age-group specific programming.

Our Sussex office's grand opening on January 25, 2024, was a true celebration for the Ds community we serve across the state. With over 100 self-advocates, families, board members, representatives from our foundation and corporate supporters, and civic and community leaders in attendance, our grand opening showed how valuable this new location will be to our families in Southern Delaware. We were honored to have ARPA representatives speak at the event, and we continue to be so grateful for ARPA's support, which made this capital project possible and turned our dream of a Sussex location into a reality. The following press articles reflect media coverage of the event:

- Bay to Bay News: Down Syndrome Association of Delaware Opens New Office in Sussex County
- Cape Gazette: Down Syndrome Association of Delaware Opens Milton Facility
- Delaware Public Media: Down Syndrome Association of Delaware is Adding Another Location Outside of its Newark Office
- Delaware Business Times: Down Syndrome Association Opens New Office in Milton
- WRDE: New Down Syndrome Support Office Opens in Milton
- Coast TV News Coverage: New Down Syndrome Support Office Opens in Milton

Promoting Equitable Outcomes & Critical Needs



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With the establishment of DSA of DE's new Sussex County location, in one of the most underserved, rural counties in Delaware, we are better equipped to facilitate and expand our programs, camps, outreach, and workforce training opportunities to serve adults and children with Ds, and their families and caregivers residing in Southern Delaware.

We have found that many families in this area have a critical need for our services. We know there are at least 90 families with children or adults that have Ds in Sussex County, that have not had any resources or knowledge about our programs. In addition to this lack of knowledge, Sussex County residents had to travel more than an hour, one-way to our New Castle County location prior to the second location's opening in January 2024.

The Sussex County office in the city of Milton is a welcoming spot for children and adults to gather and provides space for staff to create and implement programs. For example, monthly and weekly educational programs and healthy lifestyle classes are being offered to teens and adults with Ds, and support groups and informational sessions for parents of children with Ds will be offered.

The Milton office will promote strong equitable growth and racial equity through serving many more families in Sussex County and southern Maryland that are low income or have English as a second language. Due to a significant percentage of Spanish speaking families in Sussex County and throughout the State that have a child with Ds, DSA of DE hired Ari Avila as a part-time Spanish-speaking Outreach Coordinator, thanks to the support of the Arsht-Cannon Fund.

Over the last two years, Ari has become a valued resourced and trusted supporter to the 80+ Hispanic families across Delaware who have a child with Ds. Through Ari's work as the bilingual outreach coordinator, she has steadily increased our presence growing our Spanish Facebook Page and Group. Our Facebook page, Asociación de Síndrome de Down de Delaware has grown from 135 followers in 2023 to 232 in 2024 and Grupo de padres de la Asociación de Síndrome de Down de Delaware has risen from 42 members in 2023 to 59 in 2024.

Ari facilitates recreational gatherings for Hispanic families across the state and writes and distributes a monthly Spanish language e-newsletter. She has also developed resource materials in Spanish for health providers who serve Hispanic families throughout Delaware so that we can reach families with a child with Ds when they are an infant, rather than as an adult. Ari's approach with Latino families is personal and warm—she will send handwritten notes, Facebook messages or phone calls. Her work guarantees



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Latino families have access to the support they need, connecting them to DSA’s resources and ensuring they feel understood.

The new Sussex location, made possible by ARPA funding, ensures that our programming to diverse and under resourced families is accessible and equitable.

Client Impact, Interviews and Success Stories

In 2022, DSA of DE identified the need for a Sussex County office during our Strategic Planning process through interviews and surveys with current and past DSA of DE families. In addition, we have prioritized board representation in Sussex County. In May 2024, we welcomed Mike Honeysett, a senior construction manager with Schell Brothers, to our Board. Mike lives in Milton with his wife and two children, Michaela and Charlie (Ds). Mike's oldest brother, Chris, had Ds and was excited to volunteer for DSA of DE due to his first-hand experience at the full life his brother lived and the lives he touched. Since the opening of our new location in Sussex County in January 2024, the response to our expansion has been tremendous—so many families are thrilled beyond measure with the new facility and location.

In our original proposal we anticipated serving:

- Number of families served in Sussex: 94 families within a 40-mile radius. (we believe there are many more families in the vicinity).
- Number of adults with Ds employed yearly: 28
- Number of full-time staff employed in the Sussex office: 2
- Yearly gross income to DSA from café sales: \$120,000 estimated

In our first six months from January to June 2024, we are on track to serve:

- Number of families served in Sussex: 152 families within a 40-mile radius of our Milton location (individuals with Ds)
- Number of volunteers: 167 volunteers
- Number of full-time staff employed in the Sussex office: 1
- Number of kids served in our Sussex County Days of Summer camp: 20 kids with Ds

The following press articles reflect media coverage of the summer camp:

- Cape Gazette: [Down Syndrome Association Hosts Summer Camp](#)
- Milton LIVE: [Down Syndrome Association of Delaware to host Days of Summer Camp FREE OF CHARGE at three locations throughout Delaware starting in late June](#)



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- WRDE: Local summer camp provides inclusive activities for children with Down Syndrome

Bilingual Outreach Coordinator: To measure the impact of our Spanish-speaking outreach coordinator, we will track the number of families that she works with including current families and new members. Through her outreach efforts, we have a goal of adding 30 new Hispanic families to our membership database.

- Number of Hispanic families served in Sussex County: 25
- Established partnerships with community organizations and medical professionals who serve the Hispanic community: Arsht-Cannon Foundation and La Red Health Center in Georgetown. Also formed partnership and have representation on the Sussex County Health Council.

Labor Practices

The professional leadership and board of DSA of DE have proven experience in accomplishing a similar project to the organization's expansion and development of a headquarters in Sussex County. In 2021, DSA of DE completed a capital project to build out and open offices to establish a Newark, New Castle County headquarters and Café and gift shop over an eight-month period.

DSA of DE's Executive Director, Lauren Camp Gates, benchmarked other similar models made by peer Down Syndrome Association organizations in other states. She worked closely with architects, contractors, and suppliers to design and refabricate the office, café, and gift shop space. She also managed the design and installation of the commercial-grade kitchen and dining space.

Our organization prioritized using local vendors, contractors, and electricians for the Sussex County project. We focused on forming partnerships with reputable vendors who gave us discounted nonprofit pricing based on their passion for the Ds community; our lead contractor has a daughter with Ds.

Community Engagement

DSA of DE serves more than 500 individuals with Ds and their families across the state. With approximately 1 in every 700 babies born diagnosed with Ds, our membership continually grows, and DSA of DE supports individuals and families from birth through adulthood. Individuals with Ds include all genders, all races and ethnicities, and a wide range of ages and socio-economic levels.



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DSA of DE is a beacon for those we serve, including new parents, families of older children and youth, and adults with Ds. We engage the Delaware community in three areas:

1. Outreach to medical community including physicians, therapists, and other medical personnel
2. Supports and community for parents caring for a child with Ds
3. Programs, trainings and events for children and adults with Ds

As noted earlier, the need for a Sussex County office was first identified in our Strategic Planning process in 2022. This was determined by surveys and interviews with current and former DSA of DE families and was part of our Strategic Goals and Objectives to: “‘Strengthen engagement with underserved communities and communities in southern Delaware’ and ‘Establish an office and job training program in Kent or Sussex County. (Year 3)’.”

Our organization is inclusive and serves people with Ds and their families of all backgrounds. Ds affects all racial and societal backgrounds and does not discriminate either. Many of the families we serve in Sussex County have extremely limited English proficiency. We have a Spanish-speaking Outreach Coordinator who is heavily engaging with families in this area. We are committed to removing all barriers to accessing our services to families in Sussex County, including but not limited to language and income.

Endless Possibilities In the Community, Inc. (EPIC)

Project Identification Number: 21573

Funding amount Budget: \$64,866.00

Expenditures to date: \$64,866.00

Project Overview

Endless Possibilities in the Community (EPIC) received funds to increase access to adaptive fitness through expansion of the EPIC Abilities program for adult with physical disabilities. The majority of the funds are allocated to equipment purchases for new service sites. We have an MOU with the YMCA of Delaware to expand EPIC services throughout the 7 YMCA of Delaware branch locations and are currently operating in 2 of the locations with plans in place to open in an additional 2 sites by the end of 2023 and will continue to expand through 2024.



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EPIC is also in negotiations with the 3 Managed Care Organizations in Delaware to become a Value Added Benefit under Medicaid. This will allow eligible members of Medicaid to participate in the EPIC Abilities program at no cost, thus allowing us to operate under a sustainable model. Becoming a vendor under Medicaid will provide us the resources to enroll more members as well as hire the qualified staff necessary to deliver the level of service and support to successfully maintain or surpass the physical goals of each client.

Promoting Equitable Outcomes & Critical Needs

EPIC main use of funds has to been to expand the adaptive fitness programming at the Bear YMCA location. The purchase of adaptive equipment such as massage tools to increase flexibility and range of motion, agility ladder to work on balance and gait, and other easily adaptive tools. Much of the equipment is compact and portable so it can be used throughout the entire YMCA building.

Client Impact, Interviews and Success Stories

Testimonial from participants

<https://www.youtube.com/watch?v=AInlKhVrgfc>
https://www.youtube.com/shorts/LPh_XT5IRAU

EPIC Abilities members exercising

<https://www.youtube.com/shorts/OgAfPX9olm0>
<https://www.youtube.com/shorts/iT8FfrsxPYA>

EPIC Abilities has increased the staffing and number of clients. We hired an additional Physical Therapy Assistant and have begun serving 5 additional clients.



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Challenge Program

Project Identification Number: 21574

Funding amount Budget: \$144,110.00

Expenditures to date: \$144,110.00

Project Overview

Objective:

The ARPA CPF funding in the amount of \$144,110 supported a portion of the siding costs and a portion of our subcontractor’s labor, as part of the CP Furniture Expansion Capital Project, which has a total budget of approximately \$4.2 million. The objective of the CP Furniture Expansion Capital Project (CP Studio) is to expand the services and employment opportunities The Challenge Program offers to a significantly underserved population, disconnected youth ages 18 to 24 who face one or more serious barriers to employment.

Barriers:

The original target for completion of the building was summer 2021. Due to the COVID-19 pandemic, we experienced significant cost overruns, supply chain issues, and delays associated with permits and inspections, causing our projected total costs to skyrocket from \$2.4 million to \$4.2 million. The project timeline was delayed approximately two years directly due to the COVID-19 pandemic.

Achievements:

We have completed the majority of the project as of July 2024. HVAC, sitework, and finishes are underway. To date, we have raised \$3.8 Million and are continuing to raise funds in the amount of \$400,000 for sitework and finishes, relocation and setup. We anticipate that we will relocate our equipment and staff to the new facility by the end of 3rd quarter 2024.

Promoting Equitable Outcomes & Critical Needs

The ARPA CPF funds supported The Challenge Program’s CP Studio Expansion Capital Project, which in turn supports the vulnerable community we serve: disconnected young adults ages 18 to 24, with significant barriers to employment, who are at high risk of living in poverty, experiencing gun violence, and being involved in the criminal justice system. Our trainees live primarily in low-income, high-crime neighborhoods next to our training facility and new CP Studio, which are located on the 7th Street Peninsula in Wilmington.

For over 28 years, The Challenge Program has been promoting economic growth and racial equity in underserved, underrepresented, high-poverty communities.

- Over 90% of the young adults we serve are People of Color: 85% of our trainees are Black, 3% are Latinx, and 5% are multi-racial.
- 95% of our trainees qualify as extremely low or low-income under federal income guidelines.



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- 70%+ have been arrested, and some have serious felony charges and prior incarceration.
- 70% were expelled or dropped out of traditional high school.
- Approximately 75% have experienced homelessness (lacking a fixed, regular nighttime residence).
- All our trainees carry histories of chronic stress and trauma; additional barriers include lack of ID, pregnancy/parenting, physical or mental disability, literacy/numeracy deficiency, and former foster care (many of our trainees face multiple barriers).

All Challenge Program trainees were unemployed or underemployed prior to the program. Our placement rates(70-75%+) demonstrate the effectiveness of our program in changing young adults' lives and advancing their careers. The majority find work in construction, where the average starting wage jumped to \$18/hour+ last year.

Client Impact, Interviews and Success Stories

During the grant period (July 1, 2023 – June 30, 2024), The Challenge Program provided 11,387 paid work experience hours to 52 unduplicated trainees, and an additional 970 hours of paid education and case management, equating to \$168,346.04 in earned wages paid directly to our trainees. In addition, 23 unduplicated trainees earned a total of 11 Forklift certifications and 16 Flagger certifications, and 7 trainees completed their GEDs. During the same period, we enrolled 18 new trainees, and 12 alumni were placed into gainful employment.

In December 2023, CP Furniture graduated our first Pre-Apprentice cohort with a 100% completion rate. Two have secured employment in the construction industry, and one is staying on at CP Furniture to complete 9 months of extended paid work experience. Three program alumni recently completed the spring 2024 cohort and are continuing to gain paid work experience at CP Furniture while they look for employment opportunities.

Young adults like Bryce have changed their lives gaining paid vocational training and supportive services at The Challenge Program and opportunities for further paid work experience at CP Furniture. Bryce enrolled in The Challenge Program in 2023 at age 20. He excelled and earned his Forklift certification. He then completed the first CP Furniture Pre-Apprentice cohort in December 2023. Bryce said, “CP is a great foundation and CP Furniture opened up another world of carpentry and woodworking. You gain certifications and skills you learn can shoot you further than you can see. It’s a life-changing thing.”

Labor Practices

We prioritize local hires. For example, ARPA CPF funds covered a portion of the salary for Scott Brown, a local contractor, with whom The Challenge Program has worked for many years. Scott has worked with our trainees throughout the construction of CP Studio, including the installation of the siding, which ARPA CPF funds supported. Scott has worked on many renovation projects with our trainees in low-income neighborhoods, including an historic rehab on two row homes on Wilmington’s East Side,



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featuring two affordable rental apartments above Jerry Dean’s, a restaurant owned by a long-time resident and the first Black-owned restaurant to open on East Side in 30 years.

Community Engagement

Throughout the planning phase for our CP Furniture Expansion Capital Project, which took place prior to the ARPA CPF grant period, we engaged with private organizations and public agency partners including DNREC, City of Wilmington, SBA, Barclays, DIGSAU Architects, and Brightfields. Significant funding for this capital project has been received from local foundations, corporations, Bond Bills, and Congressional Earmarks.

Community members are engaged in The Challenge Program’s work every day. Our trainees and the communities in which they live are low-income, underserved and have faced significant barriers to services. Over 90% of the young adults we serve are People of Color: 85% of our trainees are Black, 3% are Latinx, and 5% are multi-racial; and 95% of our trainees qualify as extremely low or low-income under federal income guidelines.

Our trainee crews improve the low-income, high-crime communities where they live by rehabbing homes and restoring vacant properties, making their own neighborhoods safer.

We partner with many community organizations and government entities which provide additional resources our trainees need, such as housing, food, access to public benefits, and mental health counseling. We also work closely with parole officers and the local criminal justice system. We have partnered with almost every local housing organization (including Habitat for Humanity, Wilmington Alliance, Woodlawn Trustees, Cornerstone West, and Latin American Community Center) in seeking funds for and executing projects to rehab dozens of homes and vacant properties in low-income neighborhoods.

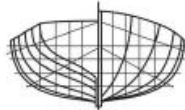
In 2024, we are partnering with a nonprofit, Sunday Breakfast Mission, renovating an affordable housing property near their facility which will provide housing for homeless individuals in their New Life Program.

Civil Rights Compliance

The Challenge Program is committed to equal employment opportunity. We will not discriminate against employees or applicants for employment on any legally recognized basis [“protected class”] including, but not limited to: race; color; religion; genetic information; national origin; sex; pregnancy, childbirth, or related medical conditions; age; disability; citizenship status; uniform service member status; or any other protected class under federal, state, or local law.



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THE CHALLENGE PROGRAM

The Challenge Program
 1124 East 7th Street
 Wilmington, DE 19801
www.challengeprogram.org

ARPA CPF – RECOVERY PLAN PERFORMANCE REPORT
2024 GRANT REPORT ATTACHMENT

CP STUDIO UPDATE AND PHOTOS

Our crews are completing work on CP Furniture’s new manufacturing shop (CP Studio), located at 1136 East 7th Street in Wilmington, right down the street from The Challenge Program. CP Furniture is The Challenge Program’s employment social enterprise which produces fine, handcrafted furniture. Program alumni are eligible to be hired as Pre-Apprentices and can complete one-year contracts at CP Furniture. The new facility more than triples the size of the existing shop and significantly expands training and employment opportunities for our alums, further preparing them for construction jobs that provide a living wage and a path to long-term success in life. Trainees and alumni have gained valuable paid working experience building a good portion of the new facility, including the dramatic timber frame, roofing and siding, as well as installing windows and doors.



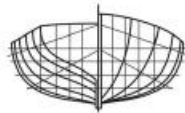
Challenge Program staff and crews constructed the timber frame in the shop (L); the completed timber frame (R).



Trainees and Challenge Program staff on top of the erected timber frame.



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THE CHALLENGE PROGRAM

The Challenge Program
1124 East 7th Street
Wilmington, DE 19801
www.challengeprogram.org



Trainees working on the façade



Completed façade, December 2023



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Mary Campbell Center

Project Identification Number: 21575

Funding amount Budget: \$6,400,000.00

Expenditures to date: \$450,000.00

Project Overview

The Mary Campbell Center (MCC) will be renovating and constructing an addition at their existing facility in Wilmington, Delaware. The Project includes a 39-room renovation, a 2,500 square foot additional which will include 4 more guest rooms. As this is an existing facility that is currently in operation, the construction will need to be phased. Guest rooms will be renovated, two at a time, which each phase taking 6-7 weeks. It's expected that construction will take approximately 126 weeks.

The Mary Campbell Center has engaged an architect and engineer to create the construction drawings. The construction drawings are complete.

The Request for Proposal (RFP) was published in the Wilmington News Journal for prospective construction management firms. MCC received interest from three firms: Nason Construction, Wohsen, and Brandywine Contractors, Inc. After receiving bids from all 3 contractors, MCC leveled the bids and interviewed the respective teams. MCC awarded the construction management contract to Brandywine Contractors Inc. based on them being the lowest qualified bid.

Brandywine Contractors Inc. (BCI) is in receipt of the construction drawings and published the request for bids in the Wilmington News Journal on April 8th, 2024. Bids were received May 9th, 2024.

The Mary Campbell Center has executed a contract with BCI to perform construction services for the contract. Additionally, BCI has proceeded to award contracts to the lowest qualified bid for all subcontractors working on the project.

The architect has submitted the drawings for permit and the permit for interiors has been received. BCI is currently engaging with subcontractors and is working on submittals with key subcontractors. BCI is scheduled to mobilize August 26, 2024.



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Kappa Mainstream

Project Identification Number: 21576

Funding amount Budget: \$1,300,000.00

Expenditures to date: \$1,075,000.00

Project Overview

Construction is progressing and is approximately 60% complete. Following completion of construction – the work inside to install the IT infrastructure to support computer gaming, coding, STEM equipment along with associated support infrastructure will begin. There was a significant delay of construction work in the 2nd quarter which will cause completion delay. Bidding is being received for solar panel installation which, when installed, will reduce the utility costs and carbon footprint for the entire facility.

The Achievement Center is located in the middle of the City of Wilmington crime “hot spot,” will support Kappa Mainstream Leadership’s mission to reduce the risk factors associated with crime and violence and serve as a safe haven for the youth residing in City of Wilmington zip code 19802. Kappa seeks to increase its community footprint and leverage its success by hosting community prevention initiatives on the second floor of the Achievement Center, which is currently unused space. By providing a mixture of promising and evidence-based community violence intervention initiatives, the Kappa Cares Initiative will stem and reverse the tide of violent crime and serve as a safe haven for youth in the 19802 community.

The first floor of the Achievement Center houses the Wilmington HOPE Commission. The Wilmington Hope Commission is a one-stop reentry service center for adults transitioning back into society after having served a term of imprisonment. The project will fit-out the vacant second floor of the Achievement Center with furniture, equipment, a staircase, installation of a code compliant elevator and IT infrastructure and equipment. This will enable youth to enter and use the building without direct contact with the clients of the Wilmington HOPE Commission on the first floor.

The work will include:

- Partition walls, Ceiling and Flooring, HVAC and Distribution, Ladies and Men's Restrooms, Electrical Power Distribution and Lighting,
- Reconfiguration of existing sprinkler system for life safety.
- Solar Panel installation for sustainability and possibly be used for training /instruction attendee on alternative energy system life skills.



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- Foundation work to enable installation of a code-compliant elevator for ADA , and stairwell for life safety on the back of the existing building which will be extended into the existing parking area.
- IT infrastructure including servers, storage, computers, monitors and supporting equipment to enable gaming/coding activities.
- Tutoring

Promoting Equitable Outcomes & Critical Needs

A review of the data reveals increased levels of violent crime within City of Wilmington zip codes 19801, 19802 and 19804. The City of Wilmington zip code 19802 is designated as an Opportunity Zone, which encompasses resource scarce and structurally deficient communities that routinely absorb the daily onslaught of crime and subsequent trauma. Sitting in the epicenter of zip code 19802 is the Achievement Center. Violence occurring within blocks of the Achievement Center routinely top local media headlines, with community residents consistently highlighting the need for positive programming and role models for community youth.

State testing data indicates that youth in the vicinity of the Achievement Center are “on average” below standard in reading, math and writing. This project will enable Kappa Mainstream to utilize processes that have proven to improve student performance and lower discipline issues with students.

The Project enable youth to have a safe space to “hand out” and be in the presence of positive role models that will guide them via interaction and directed programs to become productive members of their community.

Wi-Fi will be available with computers to assist with home work. STEM, Gaming and Coding programs will enable youth to be competent in the new arena needed for the future. Kappa men and their wives, Silhouettes, will be directly interacting with the youth.

Trauma, which is experienced by many youths in the community due to the high crime, will be address through utilization of cooperating agencies devoted to addressing Trauma in youth.

Client Impact, Interviews and Success Stories

Kappa League: Kappa operated a Kappa League program at one school for 30 years and at another for 15 years. This program let students participate in sports activities after school managed by professional



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men from Kappa. The interaction included tutoring when it was necessary. Many of the youth that participated are not only contributing members of the community, several are now leaders in their chosen professions.

Interviews with the school administrators showed that the participant's educational performance improved along with improved attendance and reduced discipline issues.

The model for this program is one used nationally by the Fraternity.

The Achievers Program

A six-month intensive mentoring program that instills and promotes excellence in African American young men. In partnership with the Wilmington Chapter of the Links, Inc, to date over 750 high school African American male juniors and seniors have participated in this award-winning program. The Achievers are exposed to African American role models through a series of workshops held at the Achievement Center designed to equip them for college and adult life. Wilmington Alumni and the Links award Achievers program participants scholarships at the Samuel E. Brown Fellowship Breakfast. The Achievers program has raised over \$770,000 in scholarships to date, \$56,000 was awarded in 2021. Rounding out the Achievers program is The Affair of Honor, a formal ceremony presenting the Achievers to the community. Historically, 95% of the youth that participate attended a College or University after high school graduation.

Learn 2 Live:6

Teaming up with the National Organization of Black Law Enforcement Executives (NOBLE), Kappa Mainstream Leadership hosts The Law and Your Community, an initiative that seeks to build trust and legitimacy between law enforcement and the community. This three-part initiative includes: (1) a presentation on community policing and how to engage with law enforcement; (2) a simulated police encounter – with participants experiencing what to do and not to do when stopped by law enforcement; and (3) a discussion with actual law enforcement officers who answer any questions attendees might have. Every high school and middle school in the Red Clay and Brandywine school districts have participated in this initiative.

Spelling Bee Literacy Initiative

Designed to prepare African American youth for participation in the statewide Spelling Bee program, the Kappa sponsors a special Spelling Bee program for Wilmington City youth.

Labor Practices



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See State of Delaware Davis Bacon Wage Rate For construction

Prime Contractor - Casale Construction, Inc. Mr. Anthony Casale, Principal.

Anthony Casale

Casale Construction LLC

828 S. Claymont Street, Wilm. DE 19801

tel 302.428.1301 | fax 302.225.6090

<http://casaleconstruction.com/>

Subcontractor. MoorWay Management , General Contracting Co, Inc. (Black Owned).

Rahim El, President

1 Hayden Avenue, Wilmington, Delaware 19804

Phone: 302-764-5002

Cell: 302-373-8982

Fax: 302-336-8275

Email: rahimel@moorwaymanagement.com

Subcontractors: Arron Electrical Services Inc. Minority (Black Owned Firm).

Mr. Aaron Reeves

Arron Electrical Services Inc

(678) 993-4140 (Cell)

(302) 764-5610

Email: Aaron@aaronsonselectricllc.com

Community Engagement

Community meetings were held to discuss the needs. We attended several meeting of the East Side Community Association. Here is a list of attendees at one of the public meeting specifically for this project.

First Name	Last Name	Address	City	State	Zip
Jannette	Saylor	29 E. 23rd. Street	Wilmington	DE	19802
Darius J.	Brown	1008 Clifford Brown Walk	Wilmington	DE	19801
Tyler P.	Brooks	1200 E. 22nd Street	Wilmington	DE	19802
Curtis	Dorsey	1307 E. 23rd. Street	Wilmington	DE	19802
Emma	Smith	1303 E. 23rd. Street	Wilmington	DE	19802



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Willfiam L.	Lindsey	1210 River Rd.	Wilmington	DE	19809-2441
Earl E.	Tate, II	113 E. 25th Street	Wilmington	DE	19802
Nancy	Carter	2319 Pine Street	Wilmington	DE	19802
Martha	Mason	4 Colony North Blvd., Apt. 438	Wilmington	DE	19802
Sylvon	Bryant	2204 N. Jessup Street	Wilmington	DE	19802
ChriStreetine A.	Taylor	2110 N. Pine Street	Wilmington	DE	19802
Hazel D.	Plant	523 EaStreetlawn Ave.	Wilmington	DE	19802
Shayne	Broadwater	1309 E. 23rd. Street	Wilmington	DE	19802
Tanya	Washington	800 N. French Street	Wilmington	DE	19801
Hilda M. Pierre	Chapman	108 EaStreet 23rd Street	Wilmington	DE	19802
"Rashad"	Jolly	532 Vandever Ave.	Wilmington	DE	19802
Lance W.	Bruce	2403 Lamotte Street	Wilmington	DE	19802
Charles E.	Brittingham	2100 N. Washington Street	Wilmington	DE	19802
Ethel E.	Moss	100 E. 24th Street	Wilmington	DE	19802
Jazn G.	Dennis	833 E. 17th Street	Wilmington	DE	19802

We interview School Administrators in schools where students from the surrounding area attend to determine the needs and how we could provide support.

Civil Rights Compliance

Kappa Mainstream Leadership, Inc. does not discriminate in any of its activities or programs based upon race, religion, color, national origin, gender, sexual orientation, gender identity, gender expression, age, status as a protected veteran, status as an individual with a disability, or other applicable legally protected characteristics.



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Claymont Community Center

Project Identification Number: 21626

Funding amount Budget: \$4,000,000.00

Expenditures to date: \$584,145.28

Project Overview

Achievements include:

- Community garden project construction continues. Project is expected to be completed in the next quarter.
- Parking & pavement project is completed. Our ¼ mile track was repaved. Small remaining amount will be used to repair cracked pavement.
- Multiple projects have been evaluated and we are waiting for bids. These include building façade, HVAC and plumbing.
- Our roof project involved a sealed bid process and a contractor has been awarded. Roof will be the largest single project at approximately 50% of our total amount.
- We are pleased that so many of our projects are underway. We are dedicating extra resources on the management of the projects.
- Mechanical, electrical and plumbing assessment completed. Lights in gymnasium repaired.

Promoting Equitable Outcomes & Critical Needs

Claymont Community Center has been an anchor in the community for nearly 50 years. During the COVID pandemic, we served as a testing location and 100,000+ tests were conducted here. Our building houses our programs and those of 20 other organizations. Last year, Claymont Community Center had over 95,000 visits to the Center. People from all over the community come to us for educational, recreational and human service needs. Many of the people we serve face significant barriers to service including chronic poverty, substance use disorder, low literacy and food insecurity.

The Claymont Community Center houses our four signature programs – Brandywine Senior Center, Food Closet, Empowered Youth Program and Learning Center. In addition, we host 20 organizations which operate their programs here.



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With these funds we are expanding our Food Closet to a community market and adding a garden. The Community Market & Garden will provide an updated and attractive space that will have a “corner market” feel. Families will have expanded food and fresh produce options. Healthy and food secure residents make for a strong cohesive community.

These funds have also been used to renovate our lobby. Typically, “social service” organizations have a sterile and run-down appearance which devalues people the minute they enter. Our updated lobby makes it welcoming, modern and attractive. Other areas of our building have benefited from much needed improvements.

Client Impact, Interviews and Success Stories

During our last fiscal year (7/1/23-6/30/24), we had over 95,000 visits to the Center. This demonstrates how much traffic there is through our building and the importance of what we are offering. Between our programs and those of our partners, we are offering services across the life span. Youth, seniors and families benefit from the programs here. The better our facility operates, the more impact we have in the community.

Improvements to our lobby have been well received. People have commented positively on how great it looks and how much they like it. It is more comfortable for people to wait in and conducive to people congregating while they are here.

Labor Practices

We utilize prevailing wage requirements and prioritize local hiring.

Community Engagement

We engaged the community during our recent Strategic Planning utilizing an on-line survey on social media, focus groups and stakeholder interviews. Three priority areas were identified:

- Prioritize Diversity, equity, inclusion and belonging
- Increase program accessibility and relevance for youth and people of color, while enhancing intergenerational connections across all programs
- Foster mental health awareness throughout the community



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This community input has shaped decision making and processes. Additionally, an overwhelming request was for the creation of a community garden. During the planning phases we have engaged local leaders and residents in the design elements.

We continue to maintain dialogue via various methods, with the clients we serve and those in the general community.

Civil Rights Compliance

Claymont Community Center does not discriminate in employment opportunities or practices on the basis of race, color, creed, age, national origin or ancestry, gender, marital status, veteran status, sexual orientation, gender identity, genetic information, or status as a qualified disabled or handicapped individual or any other characteristic protected by law.

This information is readily available at our location, electronically and shared with staff upon hire.

Annual civil rights training is required of some staff annually.



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Claymore Senior Center

Project Identification Number: 21628

Funding amount Budget: \$150,000.00

Expenditures to date: \$150,000.00

Project Overview

The Claymore Senior Center is a legacy of services to Wilmington's Community. A great number of the HVAC systems, condenser, and fans along with the electrical wiring and grid have not been updated since the inception of this usage for this building. An additional objective need includes wall repair from water damage in several hallways, gym area and other common areas.

One barrier to this project has been the dearth of experienced mechanic analysts. We have asked them to look at the most outstanding needs for the mechanical /electrical portions of this 32,000 sq ft building. This analysis permitted a new set of eyes to identify areas or building challenges.

Another challenge was the lack of capital funding for this building. Fortunately this year, our Center has received some badly needed capital infusion.

Promoting equitable Outcomes & Critical Needs

Part of these funds would be to upgrade a commercial existing kitchen. By the upgrade of the system, we would look to mirror a program promoting small business startups among the African-American and Hispanic population. A good portion of these startups do not possess the capital needed for business and capital expenses.

The kitchen would turn into a "collaborative kitchen". Usage of common equipment, building out lockers for the food services businesses, sharing the experiences and knowledge would lay the basis for the additional growth in this environment. The center is located in the Sixth District. The Sixth District possesses the 2nd highest poverty rate and dynamically growing Hispanic population.

Community Engagement



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Met with the local community neighborhood group to discuss plans for the Claymore Senior Center. Gave them a time frame for the project's start – and the elements of the capital project. Opened up the conversation for any questions and comments. Placed out the leaflets in immediate area for neighbors to attend this meeting.

People's Community Center

Project Identification Number: 21668

Funding amount Budget: \$67,703.00

Expenditures to date: \$67,703.00

Project Overview

The funded project was the rehabilitation of a church basement into a community center for case management, nightly hot meals for the neighborhood hungry, and an emergency cold-weather homeless shelter. After local stakeholders and the City of Dover paid for some renovation, the city Fire Marshal indicated that a new fire suppression system should be a priority. So with the ARP funding, we paid for the installation of a sprinkler system.

There was one expenditure, one contractor, and a single payment in the amount of \$67,703.

The work was completed in 2024. No further work is to be accomplished.

Promoting equitable Outcomes & Critical Needs

Before COVID, several churches downtown shared the responsibility to house, feed, and clothe community members who were experiencing homelessness or semi-homelessness. But in the spring of 2021, most of those congregations closed operations, and became no longer willing to allow unclean individuals into their buildings. They also became unable to provide the former level of volunteer assistance. Thus, the People's Church of Dover became the only downtown facility for feeding the hungry and housing the homeless. We converted our basement to an emergency men's shelter. We constructed barriers between the cots to reduce the likelihood of viral transmission. The problem was that there was only one single toilet downstairs. It became clear that some of the men did have jobs but had difficulty maintaining employment because it was difficult for them to maintain personal cleanliness. Since they were homeless, they seldom accessed health services, and thus had no masks and -- when they became available, no access to vaccinations.



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Thus, the health emergency exacerbated the inequities that had previously existed. COVID also made it even more difficult for the men to find employment, because the public became suddenly more aware of the need for hygiene, and more leery of people who appeared to be dirty or whose clothes smelled. Even with a mask, employers did not want even outdoor manual laborers who smelled badly. Our facilities now give men an option, so they do not have to turn to the underground economy to survive.

The now-completed capital project enables us to help the hungry and underhoused to present clean selves and clean clothing to potential employers, and will bring formerly unreachable persons into our facility, where they can access health services and nutrition. The number of homeless and hungry neighbors has increased because of the COVID crisis, and those numbers are about to increase further: we anticipate that new apartment evictions will bring many more desperate people to our building to seek food, shelter, showers, laundry facilities, masks, COVID testing, and vaccinations.

Thus, People's Community Center addresses four critical problems in the downtown community:

- a. unemployment, underemployment, and unemployability;
- b. increasing health disparities;
- c. inadequate nutrition; and
- d. threats to public health as a result of urine and feces on public greens.

The ARPA money enabled us to provide this facility, by complying with the Dover Fire Marshall's instructions to improve fire suppression in the building.

Labor Practices

We hired a single company. Bids were solicited from three local companies whose names were on a list of providers that had been approved by the Fire Marshal. Two companies responded with bids, from which we chose the lowest cost.

Community Engagement

Local stakeholders were a part of the planning process from the beginning of People's Community Center. The agenda for our work emerged only after extensive stakeholder consultation. We met with those who have been provided neighborhood services for years, and with local Black church leaders.



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We talk about our work at meetings of the Interdenominational Ministerial Alliance, a clergy group of (primarily) Black church pastors; meetings of the Friends of Dover homeowners' group; meetings with Downtown Dover Partnership; and city and state representatives. The primary community we serve is in daily communication with us.

Civil Rights Compliance

Here are approximate proportions:

Community Served

African American:	80%
Caucasian:	20%
Working Class:	90%

Employees and Managers

African American:	70%
Caucasian:	30%
Working Class:	70%



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St. Patrick's Center

Project Identification Number: 21669

Funding amount Budget: \$600,000.00

Expenditures to date: \$0

Project Overview

This project will rebuild the portico at the main entrance of the building to support increased storage and distribution of charitable food and refurbish the aging elevator.

The goals of this project are to upgrade the elevator for another 10 to 20 years of service, and to increase the amount of charitable food St. Patrick's Center can distribute by replacing the existing ground-level storage unit with a food-safe storage unit that will increase the amount and type of food St. Patrick's Center SPC can utilize.

We have completed our feasibility report for the construction project and are entering the design phase. There have been no expenditures.

Community Engagement

Saint Patrick's Center is a community social service organization. Our services reflect the needs of the neighborhood. We engage and occasionally survey individuals who come in for services, to better meet their needs. Under our current food capacity, we are limited in our ability to provide fresh produce, dairy, and other healthy and culturally appropriate products in sufficient volumes considering the high food insecurity in our neighborhood.

Civil Rights Compliance

Saint Patrick's Center has a non-discrimination policy in compliance with Title VI. Title VI materials are posted throughout the facility and on our buses. We are required through other contracts to be compliant with Title VI, and are audited on our practices by the Delaware Transit Corporation.



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Kingswood Community Center

Project Identification Number: 21749
 Funding amount Budget: \$4,000,000.00
 Expenditures to date: \$0

Project Overview

The project proposes a new Kingswood Community Center (KCC) facility, with an expanded Early Learning Academy, health resource center, fitness areas, senior center, and community space. The current facility, built in 1958, has outgrown its original design and is in need of significant upgrades. The vision for a new KCC is not just about expanding physical spaces but also about catalyzing the revitalization of the Riverside community in northeast Wilmington. Aligned with the mission established in 1946, the center aims to empower residents to achieve economic, social, and personal well-being. Riverside faces economic challenges, including high poverty rates and limited opportunities. The REACH Riverside Development Corporation, in collaboration with the WRK Group (comprising REACH, KCC, and The Teen Warehouse), seeks to transform Riverside through mixed-income housing, education pipelines, and community wellness initiatives. The focus on a new KCC facility is integral to attracting moderate-income residents and breaking the cycle of concentrated poverty.

The new KCC campus is an economic development engine. Kingswood Community Center is a major driver of economic development in Northeast Wilmington. Unlike a typical community center, Kingswood plays a central role in developing economic vitality through business expansion and job creation. It is estimated that the expanded KCC will enable the creation of 50 new, permanent jobs due to the expansion of the ELA, expansion of the EMPOWER program, and the leasing of 18,000 SF of the new building to Nemours Children’s Health. The construction of the new Kingswood facility will also create 163 temporary construction-related jobs.

The table below shows projected wages and number of permanent jobs generated by each of the co-located partners at the new KCC facility:

Entity/Program	Job Type	# Jobs	Est. Wages
Kingswood Early Learning Academy	Faculty	21	\$48,000
Kingswood EMPOWER Program	Navigational Coaches	5	\$60,000
REACH Riverside	Professional/Managerial	2	\$70,000
Facilities	Facilities	2	\$40,000
Nemours Children’s Health	Professional	20	\$80,000



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100% of the new full-time employment opportunities listed above meet the criteria of a Quality Job. A Quality Job is one that (A) pays a living wage, and (B) builds wealth by meeting at least three (3) of the following: (1) is full time, (2) provides health insurance, (3) offers a retirement plan, (4) offers advanced educational, skills and/or technical training, and (5) provides opportunities for career advancement.

The KCC project envisions not only physical improvements but also conveys a message of dignity and respect for the community, positioning the new KCC as a catalyst for Riverside's revitalization and a symbol of hope and prosperity.

Overall Revitalization Achievements

As of December 2023, a total of over \$34 Million has been raised for the new KCC. 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 \$28M will go to housing around KCC (Imani Village); \$10M will go to Kingswood's EMPOWER economic mobility program for residents; \$7.5M will be used to support neighborhood development (expansion of the Early Learning Academy within the new KCC, design and construction of a park across KCC, and the use and rehabilitation of vacant properties near KCC); and the remainder will support the administration of the grant. The groundbreaking ceremony of the new Kingswood Community Center has been scheduled for August 8, 2024. The community, partners, and stakeholders have been invited.

Phase 1 of Imani Village (74 units) was built and fully leased and occupied by the end of 2022. Construction of Phase 2 was completed in May 2023, bringing another 67 units on stream. Phase 2 is fully leased. 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. 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.



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REACH has also 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, and new gateway at the intersection of 26th Street and Northeast Boulevard. The remaining \$4.8M will be used for the development of Phase 5 of Imani Village (72 units of senior housing).

In addition to the ELA and the Kingswood Community Center being economic development drivers for the neighborhood, 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 transformation plan. Other key projects and achievements:

- 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 either the former Family Dollar property on 26th Street and Northeast Boulevard (directly across 26th St from Northeast Auto Body) or at 1320 E. 23rd Street, a property owned by REACH. The existing Family Dollar location was shuttered in April 2024. When this property is acquired, it is anticipated that at least 12 new employment opportunities will be created.
- 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.



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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.

Barriers/Challenges

The primary obstacle confronting Kingswood Community Center in its endeavor to expand to a new facility lies in the recruitment and training of additional personnel, essential for delivering top-notch services to an expanded clientele. The labor market, particularly for early education teachers, presents a formidable challenge due to its competitive dynamics. Nevertheless, Kingswood has strategically allocated substantial resources to training initiatives, professional development programs, and competitive staff wages. This proactive approach positions KCC favorably in attracting skilled professionals. Managing the growth of services must be carefully calibrated to align with the operational demands associated with recruiting and onboarding staff. Adopting a measured approach to expansion is imperative, ensuring a seamless and efficient process as Kingswood evolves to meet the needs of its growing community.

Promoting Equitable Outcomes & Critical Needs

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. Riverside is 78% Black, 17% White, 5% Other; 8% Hispanic/Latino.

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.

The Kingswood Community Center, named in honor of Dr. Martin Luther King, Jr., has been a cornerstone of Riverside for over 75 years. Founded in one of the city's most economically challenged and crime-ridden areas, the multi-purpose facility has evolved to become a vital hub for the community. Offering extensive educational, mentoring, tutoring, and job training programs for young adults, as well as before and after-school care, summer camp programming, and a senior facility, the center has played a crucial role in supporting residents of all ages. Beyond education and community services, the KCC has taken on a broader role in promoting health and well-being. Providing health monitoring services, COVID-19 testing and vaccinations, flu vaccinations, transportation to medical appointments, and



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mental health services, the center collaborates with local hospitals and federally qualified health centers to ensure access to quality healthcare.

One of the biggest assets anticipated by the community as part of the new KCC is the expansion of the Early Learning Academy (ELA). There is a shortage of quality early education options in the area. Although there are many small, family-based childcare agencies in NE Wilmington, there is a lack of high-quality center-based programming. Within zip code 19802, only 10 of the 60 licensed childcare providers earn a Star 4 rating or higher (out of 5-Stars) representing a mere 17% compared to the state rate of 55%. In community visioning sessions for the new KCC, the ELA was the highest rated current program by residents (78% rated high performance) and the second highest priority for the new building (58%).

Kingswood's ELA program has a demonstrated track record of delivering high quality early education, and successfully managing growth. Since 2016, the ELA has grown from serving about 20 students annually to serving 65. Evidence-based curricula has been incorporated (Creative Curriculum® by Teaching Strategies), and Teaching Strategies GOLD is now employed to track student progress. In 2022, 2023 and 2024, 100% of graduating 4-year-olds were kindergarten-ready, meeting literacy and math standards as well as all other key developmental milestones. The ELA has also developed a highly skilled/trained and well-paid teaching staff. 100% of the school's managers hold master's degrees and all six lead teachers minimally hold a CDA - 33% hold a bachelor's degree and 33% hold an associate degree. The school is currently training all ELA staff for Montessori certification, considered one of the highest standards of training by Delaware's DOE. The ELA is one year into this two-year effort. Finally, the ELA has demonstrated financial sustainability through the expansion of revenue sources from state subsidies (Purchase of Care and Early Head Start) and fundraising support from the WRK Group development team.

The ELA is the early learning center of choice for many public housing families: 39% of Riverside/Imani Village's 99 children aged 0-5 years attend, representing 60% of all the ELA students. Demand will grow as the new housing phases are built – the number of 0–5-year-olds in Imani Village is expected to expand from 99 today to 220 in 2031 (+225% in # households).

Due to space constraints, KCC cannot serve more children in the current building. Therefore, one of the key objectives of the new facility for Kingswood Community Center is the expansion of the ELA. The new facility includes 17,000 SF of space for the ELA, up from 4,094 SF today. The new ELA will have 9-11



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classrooms vs. today’s 5 classrooms, be able to provide infant care, and will have a secure entrance with drop-off area and adjacent playground space.

The ELA will be the foundation of the education pipeline established in Imani Village, building long-term relationships with current families and attracting new and market rate residents to the target housing. It will promote social cohesion by connecting young families, many of whom will maintain long-term friendships, and reducing resident turnover as community connections are strengthened. The expanded ELA will create approximately 15 new permanent, living wage jobs. Most importantly, the ELA will be a critical asset promoting life-long educational success for neighborhood children.

The current facility, built in 1958, has outgrown its original design and is in need of significant upgrades. The new KCC will help bring a world-class early education program to over three times the current number served – from 70 children to 200+. The investment of the ARPA CPF funds will promote strong, equitable growth, including racial equity in a community of critical need.

Client Impact, Interviews and Success Stories

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.





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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!

Overall Revitalization Impact

The revitalization impact in the community is best seen through the eyes of Riverside and Imani Village residents, whose stories are told below. The videos can be viewed from the following links:

[2023 Impact Video](#)

[2022 Impact Video](#)

[2021 Impact Video](#)

[2020 Impact Video](#)

[Imani Village-Clarissa's Story](#)



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Josie Haile-Kingswood Community Center

Overall Revitalization Impact, Resident Statement:

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



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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.

Labor Practices

The Construction Manager (CM) for the new Kingswood Community Center is EDiS. EDiS is a locally based nationally recognized construction management firm. EDiS has implemented the prioritization of DBE/MBE/WBE organizations within their vetting and scoring procurement processes of subcontractors. As such, we fully expect to employ strong labor standards and provide employment opportunities to local workers, including the implementation of Section 3 as required by the HUD Community Project Funding grant.

Section 3 is a federal regulation designed to promote economic opportunities for low-income individuals and communities through federal housing and community development programs. The primary objective of Section 3 is to ensure that recipients of HUD funding, such as public housing authorities and developers, provide training, employment, and contracting opportunities to low-income individuals residing in the areas where HUD-assisted projects are located. The regulation emphasizes a preference for hiring and awarding contracts to Section 3 residents and businesses. By doing so, Section 3 aims to foster self-sufficiency and address unemployment challenges in economically disadvantaged communities. Compliance with Section 3 is mandatory for entities receiving HUD financial assistance, and the grantees are required to demonstrate efforts to meet the outlined goals in terms of employment and contracting opportunities for low-income residents.

Community Engagement



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The WRK group 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 the 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



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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.

In early 2024, the Kingswood Community Center hosted two dynamic outreach events for the design of the park located across from the new KCC site. 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/>.



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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.



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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.

Civil Rights Compliance

The Kingswood Community Center is committed to upholding the principles of nondiscrimination and nondiscriminatory use of Federal funds as outlined by the legal requirements associated with receiving Federal financial assistance from the Treasury. We recognize the significance of ensuring that entities benefiting from such assistance do not engage in discriminatory practices based on race, color, national origin (including limited English proficiency), disability, age, or sex (including sexual orientation and gender identity). As part of our dedication to compliance, Kingswood Community Center acknowledges the enforcement responsibilities under Title VI of the Civil Rights Act. We understand that the Treasury, in accordance with its implementing regulations (31 CFR part 22) and the Department of Justice regulations (28 CFR part 42), may collect and review information from us to assess our adherence to the applicable requirements post-financial assistance. Kingswood Community Center is prepared to cooperate with Treasury's requests for data, which may include post-award compliance reviews and annual submissions detailing our Title VI compliance status. We are committed to providing the necessary information, such as narratives, questionnaires, and assurances, to demonstrate our commitment to Title VI compliance.



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Gaudenzia Foundation

Project Identification Number: 21750

Funding amount Budget: \$700,000.00

Expenditures to date: \$700,000.00

Project Overview

When Gaudenzia began to implement a plan to transition an existing facility located on Philadelphia Pike in Claymont into the first and only comprehensive multi-level treatment facility for pregnant and parenting women with SUD in the State of Delaware in late 2021, it was clear from the outset that significant modifications and upgrades would be necessary to the building's physical plant. The agency's intent was to create a therapeutic residential campus wherein up to 20 women and 40 children under the age of 10 could safely reside with receiving evidence-based treatment at ASAM 3.5/ 3.3 and ASAM 3.1 levels of care.

There was a large unfinished basement that was relatively dry with high ceilings that could be developed into additional office and treatment space, and this would absolutely be needed to accommodate the new model of treatment for the facility. In addition, there was a great deal of work on the exterior that needed to be done, especially paving and correcting storm and rainwater management issues.

In addition, we needed to incorporate additional daycare space for children and an outside playground.

In addition to requesting and receiving \$700,000 in ARPA CPF Funds, Gaudenzia Foundation, Inc. was able to solicit additional funding from the Welfare Foundation (\$100,000) and Highmark BluePrints Foundation (\$700,000) in 2022 to begin construction necessary to begin admissions to the Claymont Center for Pregnant and Parenting Women on 7/1/2023. The agency also self-funded a portion of the project.

As of December 31, 2023, all work has been complete for this project and we have been exceptionally pleased with the results. As a result of this funding, we were able to create a therapeutic space for women and children impacted by substance use disorder to heal.

Promoting Equitable Outcomes & Critical Needs

Gaudenzia Foundation, Inc. and Gaudenzia, Inc. 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,



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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 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.

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.

Here are photos demonstrating before and after renovation of the campus. More photos available upon request.

Basement Before:



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Basement After:



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Playground:



New Parking Lot/ Paving:





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Labor Practices

Gaudenzia Foundation, Inc. solicited and received bids from 4 general contractors for the bulk of the work to be done. Several, including the contractor selected, have done large projects for Gaudenzia Foundation, Inc. before. Although on this job, we did not require Davis Bacon wages, the contractor selected has done publicly funded projects for Gaudenzia and others in the past and has a work force that is well compensated. He has done jobs for us in the past that complied with David Bacon. We are very happy with their work and the project is coming together very well.

One key reason for the renovations to be completed was to accommodate the additional local employees that would be needed to run the new programs that we are operating at the site. This project will be creating approximately 40 FTE jobs in the Claymont area as the scope of services expands in the building. In addition, Gaudenzia, Inc. has used this project as a catalyst to review salary ranges and we have increased the starting salary and the ranges for several positions.

Working on the job were:

- General Contractors direct employees: 8
- Electrical sub: 2
- Plumber sub: 3
- HVAC sub: 5
- Flooring sub: 5
- Painting sub: 5

Community Engagement

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



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support to pregnant justice-involved women referred through the Delaware Department of Corrections New Choices contract, further broadening its impact on the community.

Civil Rights Compliance

Gaudenzia Foundation, Inc. attests that it does not deny benefits or services, or otherwise discriminate on the basis of race, color, national origin (including limited English proficiency), disability, age, or sex (including sexual orientation and gender identity) and will comply with all reporting requirements related to Title VI of the Civil Rights Act.

Christina Cultural Arts

Project Identification Number: 21751

Funding amount Budget: \$4,500,000.00

Expenditures to date: \$ 3,150,000.00

Project Overview

Christina Cultural Arts Center serves families and children in one of the poorest areas of Wilmington, according to census tract data. Enrollment increased throughout the pandemic and the facility needs a larger space. Looking to double enrollment for early childhood education (ages 3-5) from 40 to 80 students. Adults also benefit from access to public Wi-Fi for job training and job searches. The Center provides health monitoring, COVID testing, vaccinations and access to mental health counseling.

Christina Cultural Arts Center purchased the additional facility on December 19, 2023. Future acquisitions will include (2) parking lots for students, faculty and families.



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West End Neighborhood House

Project Identification Number: 21859

Funding amount Budget: \$ 2,785,000.00

Expenditures to date: \$ 178,955.00

Project Overview

OBJECTIVE: The project's overall objective is to repurpose 3,500 square feet of vacant commercial space on the 2nd floor of its existing facility located at 1725 W. 8th Street in Wilmington in order to create a larger space to enable work, education and health monitoring. The first floor of the building is currently occupied by Wilmington Head Start, which serves primarily Hispanic youth from the community.

The proposed renovation will include the addition of an elevator, two bathrooms and a commercial kitchen. The commercial kitchen will not only serve to facilitate meal preparation for homeless youth and others accessing West End's services, but will also be used by local entrepreneurs (many of whom are from BIPOC communities) as they build their businesses within the community. While West End's main building has its own kitchen, Office of Childcare Licensing regulations prohibit the use of the kitchen for any purpose other than to prepare meals for the children we serve.

BARRIERS: The only current barrier is scheduling. We are trying to time the project to coincide with the Head Start students' schedule of being off in the summer. We do not believe this to be a major challenge. Some original expenses were anticipated at the onset of work, and we are awaiting work to be completed and an official invoice vs. quotes for work.

ACHIEVEMENTS: Achievements on the project thus far include planning and receiving estimates for a full renovation of the building's bathrooms, as well as inspections of the buildings drain lines to assess required repairs. Conception drawings have been completed and we are working with engineers to complete the needed engineering work to enter design drawings stage. In the previous quarter we paid for architectural designs and drawings, along with completed work on the sanitary line and restroom renovations.

Promoting Equitable Outcomes & Critical Needs

The expanded program space created as a result of the renovation will serve participants of many West End programs, approx. 85% of whom are African-American and earn 50% or less of Area Median Income per HUD guidelines.



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Client Impact, Interviews and Success Stories

Program activities have not yet begun for the project, and will commence with the capital portion has been completed.

Community Engagement

In partnership with wholly-owned subsidiary Cornerstone West, CDC, West End is in the process of updating the West Side Revitalization Plan, which was originally supported via a planning grant from the Wells Fargo Regional Foundation in 2011, followed by a full implementation grant from 2012-17, and a subsequent planning grant to update the plan from 2017-2021. Current updates have included focus groups, community meetings and surveys of local residents that have taken place throughout the summer and fall of 2023. Specific areas of focus include: Parks & Gardens, Housing, Economic Development and Youth Activities.

The activities described above have been intentionally planned to solicit the feedback of community residents who face barriers to participation. For example, to eliminate transportation barriers, community meetings have been held in locations within walking distance of large numbers of residents, and resident surveys were conducted door-to-door. To overcome the language barrier often faced by many of our Spanish-speaking residents, Spanish-speaking staff have participated in door-to-door surveys to facilitate information gathering and accurately record resident input.

Civil Rights Compliance

West End agrees to comply with all applicable federal statutes relating to nondiscrimination including, but not limited to, Title VI of the Civil Rights Act of 1964, as amended. West End further agrees to take any and all actions deemed necessary to allow the United States to seek its judicial enforcement.

While the program will serve local residents and entrepreneurs earning low to moderate incomes and who identify as members of the BIPOC community, participation in services will open to all and in no way restricted on any basis including, but not limited to race, color, gender, sexual preference/identify or national origin. To ensure equitable access for all, West End will collect the following demographic information on program participants: race, ethnicity, gender, and household income. West End agrees to compile and maintain records of such information in accordance with its document retention policies.



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Mid-County Center

Project Identification Number: 22072

Funding amount Budget: \$ 350,000.00

Expenditures to date: \$ 6,500.00

Project Overview

Mid-County Center’s overarching goal is to help people age well. We aspire to be the primary resource for aging well in the heart of New Castle County, providing a warm and vibrant environment for individuals aged 50+, their friends, and their families. We hope to provide space where members are inspired to help each other and contribute to the community. Our mission is be a welcoming community that offers healthy, fun and nurturing activities to people 50+ that enable them to age well, with purpose and dignity. Open Monday-Friday, Mid-County provides programs and services such as transportation to and from the center; noon meals to eat at the center or take home; fitness and recreational activities; caregiver support; financial coaching; games; discussion and enrichment groups; trips; resources; and volunteer opportunities.

The Early Memory Loss Program will provide a safe place for seniors with cognitive decline to re-engage with their community in a healthy, structured, and nurturing environment. Activities will promote brain health, stimulate memory, and provide much-needed social interaction, and may be effective in preventing or postponing dementia. In addition, caregivers will benefit from the respite provided when their loved ones attend the program.

This past year the primary focus has been design and architecture, making sure that we have the blueprint for improvements to the facility in order to provide these necessary programs. Our current center has physical space, but not dedicated. Having a dedicated kitchenette, bathroom, and outdoor programming space with furnishings designed for older adults will enable us to operate in a self-contained environment for this specific population in our center. Flooring improvements will increase safety and technology upgrades will help participants benefit from brain stimulating virtual activities.

In January our design partner and engineers Design Collaborative Inc (DCI) completed the survey of the exiting building and areas pertaining to the work. They then used this information to develop a preliminary floor plan and exterior drawings for schematic design. On 7/3/24 they provided us with the most up to date Interior Renovations and Additions blueprints including floor and roof plans, chair lift details, doors and windows, as well as electrical and plumbing details. These commence “Phase 3” of



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construction documents which Mid-County will now begin providing the information to the contractors to begin construction, bringing these drawings to life in the coming months.

One noteworthy barrier that Mid-County has experienced in the last year is the change of Executive Director. Our previous director Janet Nelson accepted another position and left late February 2024 with short notice. Fortunately, we were able to hire a new Director Hannah Ciolek in June who has begun resuming the duties. The Board of Directors maintained the flow and communication with the architecture consultants so there is little to no delay in the design process.

Promoting Equitable Outcomes & Critical Needs

In the United States, 1 in 6 adults aged 65 and older has Alzheimer’s, with that number increasing to 1 in 3 for adults over 85. In Delaware alone, Alzheimer’s Dementia cases for individuals over 65 is estimated to have reached 23,000 with over 50% of those cases in New Castle County. There are many costs associated with Alzheimer’s, including but not limited to: treatment of the disease, cost of caregiving, and the indirect costs of stress and time on the caregivers. The cost of caring for individuals with Alzheimer’s can cost upwards of \$203 billion dollars in the United States, with indirect costs to the caregiver’s emotional stress adding another \$9.1 million.

Individually, a caregiver looking to invest in assisted living facilities for their loved one is paying on average \$5,350 per month, or roughly \$172 a day and nursing homes average about \$320 per day. If the person with Alzheimer’s is early staged and does not yet qualify for these facilities, caregivers have few options – home care with an in home aide which averages around \$33/hour, adult day services which averages around \$95 a day, or monitoring the loved one themselves, which adds to the indirect emotional stress cost and potential loss of earnings. We at Mid-County aim to provide another option: providing a safe designated area for individuals with early memory loss to engage in activities, games, and socialize with one another while also providing education and support to their caregivers for a low daily cost currently estimated at ~\$30 a day. Given this aging population has an average income of \$33,000/year in Delaware, it is important to consider cost in providing equitable care and services. In the past decade, the state of Delaware has recognized the growing population of older adults and increasing number of individuals with Alzheimer’s, most recently creating a “Caregiver Support Blueprint for Delaware” report to the Delaware General Assembly in May 2015, which recognized listening sessions across the state reinforcing the notion that caregivers highly request respite. Specifically, one of the program recommendations created by the task force was to “Review the design and delivery of caregiver services, with a goal of promoting quality outcomes for caregivers including respite services across the lifespan and *to persons of all levels and types of disability.*”



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Currently, the state of Delaware has many live-in facilities that provide memory care for adults diagnosed with Alzheimer’s and Dementia, however we, the state of Delaware, have limited facilities designed with the intention of delivering non-medical early memory care activities for independent persons with dementia. Providing respite and education on early-staged dementia for caregivers is particularly important as Delaware is home to roughly 31,000 unpaid caregivers. Early stage is a difficult area for caregivers, as the person with Alzheimer’s may still be largely independent and not require or qualify for full assisted living. From a needs standpoint, providing a place where early stage individuals can engage in activities with oversight safely can help relieve the financial burden of being this oversight 24/7.

Labor Practices

Our project is currently in the planning and development stage and have not begun the construction phase. Our design and architecture consultant “Design Collaborative Inc” are local to Wilmington, Delaware and serve Delaware and eastern Pennsylvania communities. Our engineering and planning consultant “VanDemark and Lynch” is also located in Wilmington, Delaware, serving Delaware, southeastern Pennsylvania, and southern New Jersey. Lastly, Donnelly Banks Interiors, assisting with space planning and interior design, is local to Philadelphia serving the Wilmington, Chadds Ford, and Malvern areas. We chose these local consultants in order to demonstrate our commitment to the community and invest in the local economy to whom we are serving.

Community Engagement

The Mid-County Center has been providing a community for aging adults in New Castle County since 1979. Founded with the vision to facilitate adults engaging in healthy, fun, and nurturing activities, the Center has prioritized efforts in aging well. Current areas of focus are physical activity, activities like mahjong and puzzles, and social trips. However according to the latest Alzheimer’s Association report, New Castle County is home to over 92,900 adults aged 65+, with an estimated 11,400 with Alzheimer’s. This information, paired with conversation with our members, open-ended annual membership surveys, and suggestion boxes expressing interest in early memory care and prevention, revealed a need for Mid-County to create a home for early memory loss activities in the state of Delaware. Due to member request and high demand, in partnership with the Alzheimer’s Association, Mid-County began offering monthly Memory Cafés in 2018 to provide a comfortable space for people experiencing early memory loss and their families to connect and reminisce. This was a welcomed addition to the center and continued through early 2020. Unfortunately, due to the COVID-19 pandemic, the center was unable to continue this desired service for the community. While the center no longer provides the



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Memory Café as a regular program, we have recognized the pertinent need by offering Alzheimer’s Association webinars, education, and most recently Dementia Awareness Training in partnership with Dementia Friendly Delaware that was eagerly attended by the staff and Mid-County members alike. On a larger scale, the state of Delaware has recognized the growing population of older adults and increasing number of individuals with Alzheimer’s, most recently with the DHSS partnering with Alzheimer’s Association Delaware Valley Chapter to create a “Delaware State Plan to Address Alzheimer’s Disease and Related Disorders”. In the report, one of the key objectives was “Promoting expansion of available services for persons with Alzheimer’s” with many strategies also acknowledging the importance of respite for caregivers.

In the next phase during development, Mid-County will begin engaging the community with surveys to see what types of early memory activities would be of interest so we are prepared for when the construction is finished. We also have plans to observe other local memory loss programs in the state to see what activities are well attended, interview attendees and staff to learn from their successes and mistakes, and identify opportunities for growth. Lastly, we plan to hold focus groups with local caregivers to investigate what opportunities for education would be most beneficial to them as well.

Civil Rights Compliance

Mid-County Center is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, color, creed, religion, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth and pregnancy-related conditions), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental disability, genetic information, gender identity genetic information or any other characteristic protected by applicable federal, state or local laws and ordinances. Mid-County Center’s management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities, access to facilities and programs and general treatment during employment. The Center will endeavor to make a reasonable accommodation of an otherwise qualified applicant or employee related to an individual’s: physical or mental disability; sincerely held religious beliefs and practices; and/or any other reason required by applicable law, unless doing so would impose an undue hardship upon the Center's business operations.



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Housing Projects

Children & Families First

Project Identification Number: 21625

Funding amount Budget: \$2,500,000.00

Expenditures to date: \$0

Project Overview

Through this funding request, we seek a significant capital investment in our Seaford House facility. Seaford House is a 10,000 square foot, single story 16-bed facility built in 2001. Originally designed to provide residential and day treatment to youth with primary mental health diagnoses, with funding provided by the Delaware Division of Prevention & Behavioral Health, in 2017, as the State began to move away from residential behavioral health treatment, Seaford House shifted its focus to meet a critical need identified by Delaware Division of Family Services, serving teens in foster care with challenging, complex needs. These teens' histories of trauma, family instability, and behavioral health challenges, mean that the safest, most productive option for them is residential living with 24-hour supervision by specially trained staff, and ongoing intensive therapy, case management, and life skills training. While the goal is to support these teens to reunify with their families or to join community-based foster families, some of these youth will remain with us until they age out of foster care at age 18. For many of the youth we serve, Seaford House is the last resort to being served in an out-of-state residential placement. Through strengths-based individual, group, and expressive therapies; behavioral management; and independent living skills training, the caring, professional staff at Seaford House is helping these vulnerable teens develop skills and resilience to meet life's challenges as young adults.

As the full-time home for 16 youth, it is imperative that Seaford House provides safe, secure living quarters and systems in compliance with code and in good repair. However, the public contract that funds the day-to-day operations at Seaford House does not provide sufficient resources for larger capital projects. Therefore, we must seek external capital funding sources to undertake significant repairs and upgrades, many of which were identified through or exacerbated by our experiences with COVID. Expansion and upgrades include adding bedrooms to allow for single-occupancy rooms, improving HVAC



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systems to support appropriate ventilation, building outdoor spaces to accommodate services and recreation, and more.

Planned upgrades include the following:

- Two single story additions (with crawl space) built out from the existing residential wings, to allow for single occupancy rooms (instead of current double occupancy arrangements), as well as the creation of six new resident bathrooms
- Build out of a covered lobby with vestibule to allow for staff and visitor health screening before they enter the facility
- Reconfiguration of the interior entry to create a more secure entry protocol
- One single story addition (with crawl space) built out from the existing non-residential wing of the building to increase private meeting space and to support social distancing
- Installation of a new decentralized HVAC (VRF) system to improve ventilation and better protect staff and residents from potential airborne spread of illness
- New Office/Nurse's Station with window access to improve social distancing
- Addition of a new Oasis Room to allow youth private space to cool down when experiencing challenges
- Renovation of existing kitchen to improve food safety
- Addition of a new staff bathroom to reduce cross-contamination of multiple staff using same facilities
- Installation of abuse-resistant drywall throughout the facility to reduce need for repairs and improve ability to clean and sanitize
- New paint throughout the building to improve ability to clean and sanitize
- Replace carpet with new laminate flooring throughout to improve ability to clean and sanitize
- Installation of a new sprinkler system throughout to ensure compliance with current life safety requirements
- Installation of card access system throughout to improve building security
- Creation of 8 new parking spaces to better accommodate flow in and out of facility
- Addition of new security cameras to cover expanded facility footprint
- Creation of a new meeting pavilion to allow for outdoor visits
- Installation of asphalt basketball court to enhance outdoor recreation
- Enhance stormwater management to support expanded facility
- New landscaping for expanded facility and outdoor spaces



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PROJECT STATUS

CFF has contracted with GMB to provide Architectural and Engineering Design, Bidding and Construction Services for the Seaford House Renovation and Expansion. Approximately 30% of the schematic design is complete.

Promoting Equitable Outcomes & Critical Needs

The upgrades to Seaford House fit into multiple acceptable use categories:

- Supporting Public Health Expenditures:
 - support for prevention, mitigation or other services in congregate living facilities - These upgrades are requested to enhance prevention and mitigation of COVID in a congregate living facility for children in foster care.
 - Capital investments in public facilities to meet pandemic operational needs, ventilation improvements in key settings, mental health treatment, substance abuse treatment, services or outreach to promote access to health and social services - The funding will support capital improvement in a facility supported by a contract with state government, to ensure that we are able to meet the pandemic operational needs and ventilation improvements in congregate care for children in foster care.
- Serving Hardest Hit Communities and Families
 - Enhanced services for child welfare-involved families and foster youth - the proposed project will enhance therapeutic services for foster youth.

Client Impact, Interviews and Success Stories

- Meet Pandemic Response Needs - the project is designed as a direct response to issues identified by COVID, from the need for single-occupancy bedrooms in congregate care settings to improved HVAC systems to ensure the ventilation meets current standards, and many other components of the project.
- Rebuild a stronger, more equitable economy in communities hit hard by COVID - the project will ensure that our staff are able to safely come to work to deliver services to children in foster care.
- Provide immediate economic stabilization for households & businesses impacted by COVID - in 2021, as a direct result of COVID, Children & Families First incurred a more than \$200,000 loss in



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the Seaford House program as a direct result of the need to reduce census during COVID outbreaks, overtime to staff who were covering shifts for colleagues who were infected, and premium pay to ensure that all shifts were adequately covered to ensure the safety of our residents. The proposed upgrades will drastically improve safety at Seaford House which will have a stabilizing effect on the programmatic budget and CFF as a whole.

- Address the systemic public health, public safety and economic challenges that may have contributed to more severe impacts of the pandemic among people of color and low-income communities - upgrades at Seaford House will address the public health needs of the youth in the child welfare who are disproportionately likely to be from communities of color and low-income families.

Community Engagement

Address health disparities and social determinants of health, investments in neighborhoods and housing, addressing educational disparities, including expanding childcare, home visiting programs for families with young children, enhanced services for child welfare-involved families and foster youth, invest in long-term care facilities and staffing. Including projects that replace lead service lines, construct publicly-owned treatment infrastructure, managing and treating stormwater or subsurface drainage water, facilitating water reuse, securing publicly-owned treatment works.



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Delmarva Clergy

Project Identification Number: 21667

Funding amount Budget: \$ 470,000.00

Expenditures to date: \$176,500.00

Project Overview

Objective:

Expand the current facility to provide additional housing for individuals suffering from physical and mental illness.

Barrier:

Merestone Consultants Inc. discovered in their investigation that the plans were constructed on the property line. Meeting was scheduled with Archology Architecture and Design Services LLC June 5, 2024 and as of todays date we are currently awaiting the revised plans. Email was sent on June 19th for an update and the response was that we had two projects ahead of us. Another email was sent on July 22nd and no response to date. Once plans are revises, they will be presented back to Merestone Consultants to finalize the sight plan to be presented to the Fire Marshal.

Promoting Equitable Outcomes & Critical Needs

The current funding to date has been utilized to demo and upgrade the HVAC, plumbing, and electric for the bathroom providing the clients with an improved safe environment.

Springboard - Sussex

Project Identification Number: 22070

Funding amount Budget: \$ 988,000.00

Expenditures to date: \$ 0

Project Overview

This specific project or purchase description is construction of site improvements and construction of a multipurpose community center that will enable extensive supportive services for unsheltered homeless



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adults living in tent encampments in Sussex County and Central Delaware based on a successful national model.

Promoting Equitable Outcomes & Critical Needs

Project not yet started – awaiting permits.

Springboard - Central

Project Identification Number: 22071

Funding amount Budget: \$ 1,450,000.00

Expenditures to date: \$ 0

Project Overview

Capital construction of a Springboard Village of dignified sleeping cabins and facilities that will enable extensive supportive services for unsheltered homeless adults living in tent encampments in Sussex County and Central Delaware based on a successful national model. These projects are designed to directly enable work, education, and health monitoring.

Promoting Equitable Outcomes & Critical Needs

Project not yet started – awaiting permits.

The Home of the Brave Foundation, Inc.

Project Identification Number: 22853

Funding amount Budget: \$ 350,000.00

Expenditures to date: \$0

Project Overview

The Home of the Brave project improvements to our transitional housing facilities is as follows:



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1) Renovation of Existing HOB I (Male Facility) Budget Narrative:

A) Remodel and add 224 sq ft. addition to the kitchen:

- Excavating, Foundation & Footer and Backfilled and Wood framing roofing and shingles
- Outside finishes to match existing House and gutters
- New Vinyl windows and Handicap ramp

B) Renovate the Kitchen/Dinning/Living area adjacent to the kitchen as follows:

- Removal of all counters, cabinetry, floorings & structural repairs of floor joists, plumbing, fire sprinklers, electrical, interior finishes i.e. Drywall and painting, and all new appliances. Thus, this grant will be used to completely pay for this renovation and repairs with a cost of approximately \$275,000.00.

- New Dining Table and Chairs approximately \$1,200.00

- The renovations of HOB I should begin within 60-90 days of receiving the grant money and subsequent local approvals obtained by contractor. We will complete the full renovations 12 months after work begins.

2) The additional Building has been built; therefore, the grant will be used specifically to provide the following items to outfit the building:

A) Conference room tables, chairs, T.V. with conference technology and multiple filing cabinets

- B) Office equipment; desks, chairs, computers, phones, fax/copier machine, printers, filing cabinets, storage cabinets and a refrigerator. Thus, this grant will be used to purchase all of the above items to make the building operational and the approximate costs for these items will be \$29,000.00.

3) The complete renovation of the HVAC systems throughout the HOB I House:

- All new heating units two 4-ton units all ductwork replaced new throughout the entire house
- Two new tankless water heaters and new ductless heating system for the front office of the house. Thus, this grant will be used to pay for the full renovation of HVAC systems of the HOB I House and the approximate cost for the renovations will be \$65,000.00.

Promoting Equitable Outcomes & Critical Needs

Project not yet started.



STATE OF DELAWARE
OFFICE OF THE GOVERNOR
AMERICAN RESCUE PLAN ACT

