

STATE OF DELAWARE

**DIVISION OF
ACCOUNTING**

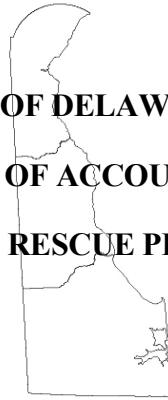
**AMERICAN RESCUE
PLAN ACT**



Performance Report
Capital Projects Fund
2026 Report



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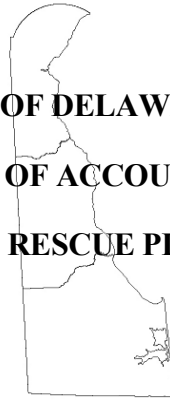
State of Delaware
2026 Performance Report

Table of Contents

Executive Summary.....	2
Uses of Funds	4
Promoting Equitable Outcomes.....	5
Labor	6
Community Engagement	7
Project Inventory	8



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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, 2026, 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.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 –

During the reporting period, CHILD, Inc.'s emergency shelters provided safe housing and supportive services to 351 individuals, including 70 teens at the Governor Terry Children's Center and 281 women and children at Martha's Carriage House and Sarah's House.

Capital improvements funded through the ARPA Capital Projects Fund significantly enhanced the safety, comfort, and functionality of these facilities. Interior renovations at the domestic violence shelters created a more welcoming and supportive environment for residents, while new playground equipment and outdoor furniture provided children, teens, and families with safe outdoor spaces for recreation, meals, and group activities. The installation of emergency generators also improved the shelters' resilience by ensuring uninterrupted operations during storm-related power outages.

Residents have expressed appreciation for the improvements. One woman staying at Martha's Carriage House shared that she *"loved the kitchen because it is so pretty and spacious. I love being able to have room to cook meals, even when other clients are in the kitchen."* This feedback highlights how the renovated facilities have improved the day-to-day living experience, supporting both the physical well-being and dignity of shelter residents during their time of need.

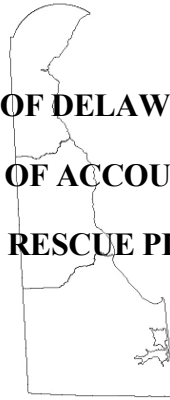
The ARPA Capital Projects Fund also supported the expansion of The Challenge Program's Gibbs Center, significantly increasing the organization's capacity to provide advanced workforce training for young adults pursuing careers in the skilled trades. The expanded facility increased the annual Pre-Apprenticeship Program capacity from 1–2 participants to 6–8 participants and enabled the launch of two new training programs: Technology in Construction and Fallen Log Milling.

Since the expansion, the Carpentry Pre-Apprenticeship Program has completed five cohorts, serving 15 participants with a 100% program completion rate. Of those graduates, 67% secured employment in the construction trades, earning starting wages between \$15.50 and \$20.00 per hour. The Technology in Construction program has served 15 participants with a 91% completion rate, while the Fallen Log Milling program has recently begun serving participants.

By expanding training capacity and introducing new career pathways, this investment is helping more young adults achieve sustainable employment and long-term financial stability. The project's success demonstrates the lasting impact of investing in workforce development and career readiness.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Challenges/Opportunities Identified During the Reporting Period –

Several projects experienced challenges common to large-scale capital construction efforts, including contractor availability, extended lead times for specialized equipment and HVAC components, supply chain disruptions, permitting and inspection delays, and significant cost increases from original estimates. Many of these issues were exacerbated by the lingering effects of the COVID-19 pandemic, resulting in project schedule extensions and the need for budget adjustments.

Despite these obstacles, recipients successfully mitigated impacts through proactive project management, close coordination with contractors and state partners, and strategic reallocation of funds among approved project components where appropriate. These experiences highlighted the importance of flexibility, collaboration, and ongoing oversight in successfully delivering complex capital improvement projects.

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 are new construction projects and 4 are renovations to upgrade existing facilities.

The majority of projects have been completed and are operational. 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*

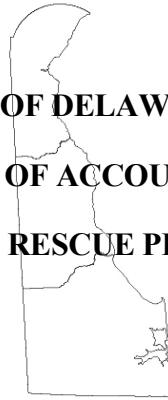
The majority of projects have already been completed, while the remaining ones are on track and fully expected to obligate their funds by the December 2026 deadline. Overall, substantial progress has been achieved across all projects. The Delaware ARPA team continues to engage regularly with subrecipients to monitor progress and ensure compliance with each approved project plan.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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. This outreach has been designed to make participation convenient and accessible for residents, particularly those in rural and underserved communities.

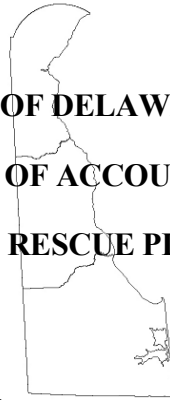
c. *Outcomes*

The Capital Projects Fund investments are producing meaningful equitable outcomes by expanding access to education, workforce development, and supportive services for historically underserved Delaware communities. These projects remove barriers to opportunity by increasing access to high-quality facilities and programs that improve long-term economic mobility, educational attainment, and quality of life.

For young adults facing significant barriers to employment, the expanded Challenge Program facility has increased access to advanced workforce training in the skilled trades, providing pathways to stable employment with livable wages. The program primarily serves low-income, out-of-school youth—many of whom have experienced homelessness, involvement with the justice system, or other barriers to employment—and helps participants develop marketable skills that lead to long-term career opportunities. The expansion also supports greater racial equity by



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



increasing opportunities for people of color to enter and advance within the construction and woodworking industries.

Similarly, the Kingswood Community Center project is addressing longstanding disparities in Wilmington's Riverside neighborhood, where residents have historically faced concentrated poverty, limited educational opportunities, and reduced access to quality childcare and community services. The expansion of Kingswood's highly successful Early Learning Academy will increase enrollment capacity from approximately 70 children to more than 200, significantly expanding access to high-quality early childhood education in an underserved community. The project is expected to improve kindergarten readiness, strengthen educational outcomes, support working families through expanded childcare availability, create new living-wage jobs, and foster long-term community stability. Together, these investments advance equitable growth by ensuring that residents in historically disadvantaged communities have greater access to the resources and opportunities needed to achieve lasting economic and educational success.

LABOR PRACTICES

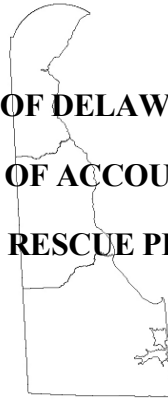
Each project follows their internal policies and procedures. For the Delaware Library projects, several facilities must follow the State's prevailing wage requirements and labor agreements based on the State law. In addition, many project must follow the State's procurement policies, as set forth in 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.

COMMUNITY ENGAGEMENT

The State of Delaware remains committed to meaningful community engagement throughout the implementation of the Capital Projects Fund program. The State works closely with project recipients, local governments, nonprofit organizations, community leaders, and other stakeholders to promote transparency, gather feedback, and support successful project delivery. Ongoing engagement helps ensure investments remain responsive to community needs, maximize public benefit, and advance equitable access to services and opportunities for Delaware residents.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 was to construct a new 14,000+ sq. ft. library, providing expanded services to the growing community of Selbyville. During the 4th quarter of 2024, the new library opened, achieving the goal that was set nearly ten years ago. Since opening, the library has experienced some operational challenges adjusting from the previous building to the new. Operational costs have increased beyond projection due to inflation and increased usage of the building. FY24 was the last full year in the previous building and FY26 was the first full fiscal year in the new building. Comparing FY24 usage data to that of FY26, the door count of the library increased 82%, the program attendance increased 98%, and the library's circulation of materials increased 65%. Usage at these levels is both an achievement and barrier, as the community is enjoying the new library, however operational funding from state and county resources remains flat. Solar panels have been installed, made possible by a grant from Energize Delaware. They have been in use since October 2025, resulting in helpful operational savings for the library.

Promoting Equitable Outcomes & Critical Needs

All funds were 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 developing 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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, because increased public interest in the facility is drawing more people into town. With assistance from a DNREC rebate, the library was also able to install two Level 2 electric vehicle charging ports, the only station within town limits. Aside from promoting green energy, EV charging station will encourage drivers to visit the library and other businesses and restaurants in town helping to boost the local economy.

Client Impact, Interviews and Success Stories

The Selbyville Public Library has become a popular location for meeting space in the Selbyville community providing room for Mountaire Farms employee training, HOAs, baby showers, tutors, non-profit organizations, businesses, town committees, and remote learning for adult literacy. In mid-June, the library began its annual initiative of serving daily lunches for children once the school year finishes for the summer. Sourcing meals from the Boys and Girls Club through Delaware's Summer Food Service Program, volunteer organizations, and local restaurants, the library aims to fill the gap for kids who depend on school meals as their primary source of nutrition. By the end of FY26, the library served over 1,000 meals throughout the summer. [Using a calculator originating](#) from the Massachusetts Library Association, and provided by the Maine State Library, the Selbyville community's FY26 use of the library is valued at \$2,476,313 (based on 2019 estimated retail values). Therefore, by using the library, individuals and families collectively saved nearly \$2.5 million to pay bills, to spend in local businesses, to buy groceries, etc.

27,307 Adult Books borrowed = \$600,754

27,307 Juvenile Books borrowed = \$218,456

16,716 E-Books and other E-Materials borrowed = \$167,160

58,093 library visits = \$1,161,860 (based on the cost of a museum pass)

6,807 attendance at adult programs = \$102,105

12,744 attendance at children's programs = \$152,928

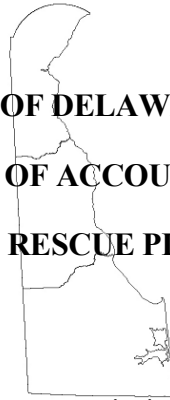
7,305 Wifi and computer uses = \$73,050

Total value for services to the community = \$2,476,313

Community Engagement



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 non-profit organization that was much needed to preserve the history of the town. Library staff worked with a local artist to develop a mural for the new building. The artist conducted a collaborative art activity for kids and members of the public to brainstorm ideas and themes for the mural. The library's partnerships with schools, government agencies, and other organizations ensure our services support and promote racial and social equity. The statistics and stories in Chapters 2 and 3 show that library services support families and individuals by providing resources and opportunities for learning and entertainment, that keep their earnings available for necessities.

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. The local companies that completed Whiting Turner's prequalification for bidding were prioritized for employment on the project.

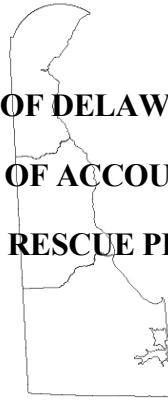
The library has benefited from local hiring, since those contractors are able to return promptly when adjustments or repairs need to be made. Furthermore, the library decided to retain service contracts with some of the local contractors who were involved in the construction phases of the project. Therefore, those with valuable knowledge of the project are helping with the building's maintenance.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Georgetown Library

Project Identification Number: 19800

Funding amount Budget: \$250,000.00

Expenditures to date: \$250,000.00

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).

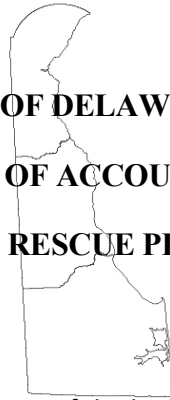
a. With an inability to control even the basic functions of the HVAC system, there is little opportunity to improve any current shortcomings of the HVAC system. The new system should incorporate cloud-based access to prevent loss of control due to a computer system “aging out”. Cloud-based access will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

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

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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. 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.

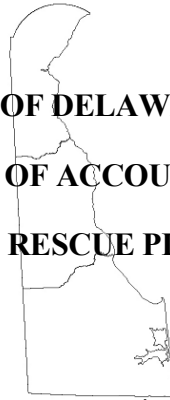
New barriers as of 12/31/2023 include mechanical issues. The company has completed the control upgrades, but in doing so they found mechanical issues with various parts of the HVAC system. Additionally, there are mechanical issues that were identified by Studio JAED. After consulting with the Governor's 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

6/30/2025 - As of 6/30/2025, we have had several setbacks. Due to concerns about funding, we paused any work on this project. Then once we knew the funds were secure, my theory is that we were put to the bottom of the list as far as replacements. We had ordered AHU4 and AHU5 to be replaced in 2024,



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



and so far we are still waiting on that. The contractor cited manufacturing and shipping delays. Additionally, due to extenuating circumstances with Delaware Division of Libraries, our HVAC controls contractor was no longer able to remote in to the system and see its performance. This allowed several malfunctions to be missed for about a week. Over the course of May and June 2025, here are some things that have happened: two valves on AHU6 had to be replaced, a wire in the power box burned and had to be replaced, the underground wire from the breaker box to the controller needed to be replaced, the TXV on AHU6 needed to be replaced, the controls for AHU1 needed to be repaired, and we are still waiting on AHU4 and AHU5 to be replaced. There have been days when it is up to 85 degrees in the library. We had to cancel several meeting room rentals and some of our programs have suffered, such as when we tried to do a movie night and everyone left because of the heat. We are also still waiting for the mini split for the classroom. Despite all of this, we remain optimistic that we will get things working as soon as possible.

9/30/2025 - We had several manufacturing delays which led to not getting much done this quarter. As of 10/15/2025, AHU 4 & 5 seem to be working. The library is in the process of comparing two quotes for the mini split. Finally, we are in the decision-making process about the next steps. Do we replace the other units, which will require significant duct work? Or look at getting dehumidification? Or get a DOAZ system? These questions will be answered next.

12/31/2025 - The mini-split will be installed next period. All equipment seems to be working. The classroom will now be a comfortable temperature and will be able to be rented in the spring and summer. Per conversation with Berry Dunn and Governor's office, this does not need to be tracked as project income, since we rented the room before the change. It will just be a more comfortable temperature now.

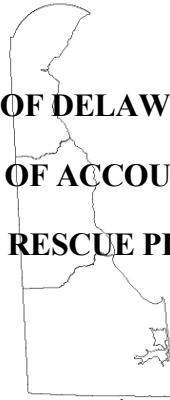
3/31/2026 - All ARPA money has been spent. The mini-split was installed and a quote has been accepted to replace all four of the other units. While this will not solve the duct work, it was the recommendation of the engineering company and the HVAC company as the best path forward for this project.

5/19/2026 - The HVAC / ARPA project was discussed [at the Board meeting]. The \$250,000 ARPA project to replace the controls and AHUs 1, 4, 5, and 6 has concluded. A new project to replace AHUs 2, 3, 7, and 8 and add a Mini Split is beginning with \$250,000 from Bond Bill. Since the HVAC is an integrated system, it must be managed by one vendor, and a second vendor is not a possibility. Deirdre made a motion to conclude the scope of work under the ARPA project, and to start a new project with the scope of work under the Bond Bill. Linda seconded, and all approved.

Promoting Equitable Outcomes & Critical Needs



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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:



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

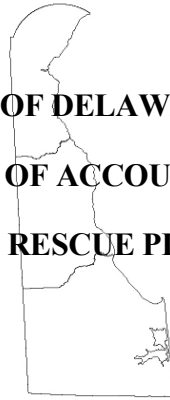
Community Engagement

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



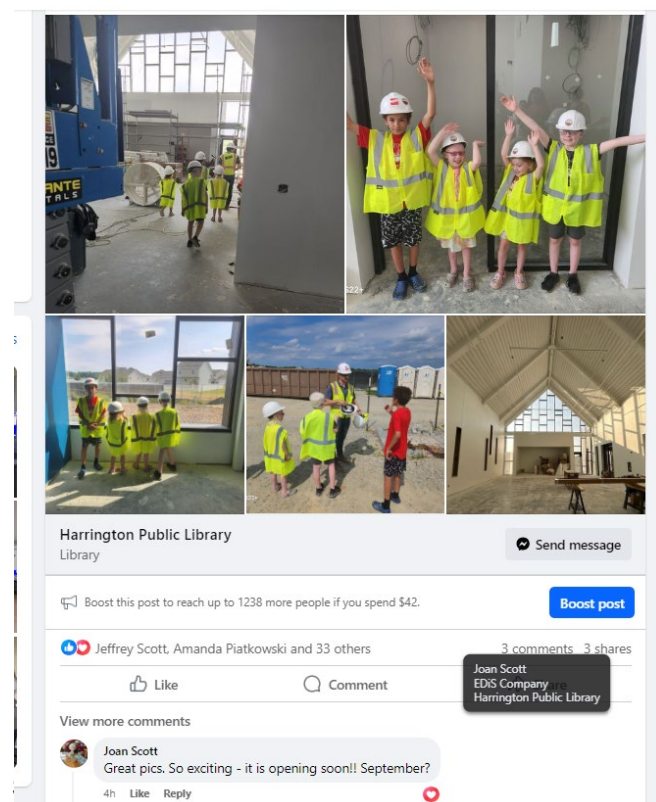
in the library, and patrons come in and discuss their excitement over the long overdue building project, now made possible with the ARPA funds.

Labor Practices

Prioritize local hires. We are also bidding at prevailing wage

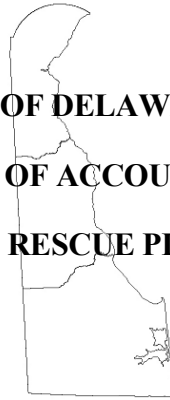
Community Engagement

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 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.





STATE OF DELAWARE
DIVISION OF ACCOUNTING
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Multi-Purpose Room/Maker Space Progress - 06/21/24

Lewes Library

Project Identification Number: 19802

Funding amount Budget: \$750,000.00

Expenditures to date: \$750,00.00

Project Overview

We celebrated with a ribbon cutting ceremony on June 1, 2025 (images included). Our first official library performance series is called SummerScape and is currently happening every Wednesday evening June 14 – Sept 21. We were able to receive enough sponsors to full fund the performances and present all pavilion programming (like all library programming) free of charge.

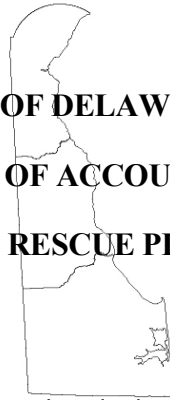
Promoting Equitable Outcomes & Critical Needs

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. Our SummerScape performance series at the pavilion provides an extensive variety of performing arts and is free accessible to all. There are no requirements for attendance.

Client Impact, Interviews and Success Stories



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



The inaugural season of SummerScape 2025 has already demonstrated strong community impact, with high attendance, enthusiastic participation, and overwhelmingly positive feedback. Highlights to date include well-attended performances by the Serafin Ensemble, Delaware Shakespeare, and educational programs like The Power of Harriet Tubman. Despite some events being moved indoors due to weather, engagement has remained strong. The season also featured a successful Children's Summer Reading Kickoff, attracting 65 families for a bilingual musical performance by Teatro De Luna, with plans to bring them back during Hispanic Heritage Week. Upcoming programs promise continued cultural enrichment, featuring topics ranging from local history and classical music to AI, marine science, and literary performances by renowned artists like Suzanne Savoy and Gerald Dickens. The variety and quality of offerings underscore the pavilion's emerging role as a vibrant hub for community learning, culture, and connection.

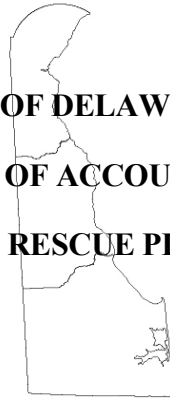


Labor Practices

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”.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

Milford Library

Project Identification Number: 19803

Funding amount Budget: \$900,000.00

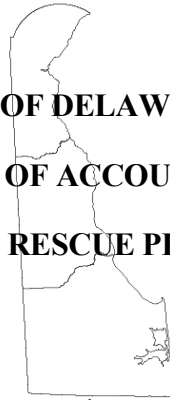
Expenditures to date: \$900,000.00

Project Overview

The Milford Public Library (MPL) is upgrading its 25-year-old HVAC system to provide cost-effective heating and cooling and improved air quality. Concurrent to the ARPA award, MPL conducted a facility needs assessment, and the results of the assessment indicated a need for a larger renovation project. The HVAC system replacement was paused to allow a full-facility mechanical and architectural design to be completed.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Full project designs were received, and construction documents were approved. Permitting, subcontractor awards, and large mechanical procurement were completed in March 2026. Whiting-Turner, MPL's Construction-at-Risk management team, mobilized on July 22, 2026, and demolition begins July 27, 2026.

Phase I of construction, which includes the installation of the HVAC system, commissioning, and testing will be complete no later than December 22, 2026.

Promoting Equitable Outcomes & Critical Needs

"A library for everyone, today and tomorrow." The Milford Public Library's vision reflects our commitment to strengthening the social infrastructure, wellbeing, and long-term success of the residents and visitors of the Greater Milford community. As an equal-access institution, the library welcomes everyone without expectation of payment, ensuring that all individuals have access to information, technology, educational opportunities, and supportive community resources.

Milford experiences higher rates of poverty and lower levels of literacy than both the Delaware and national averages, making the library an essential resource for many of our community's most vulnerable residents. Beyond traditional library services, the Milford Public Library serves as a trusted community hub where individuals can access free internet and technology, workforce development assistance, educational programming, food and hygiene resources, and connections to local, county, and state services through partnerships with numerous nonprofit organizations and government agencies. For many residents, the library is both a safe place to gather and a vital gateway to opportunity.

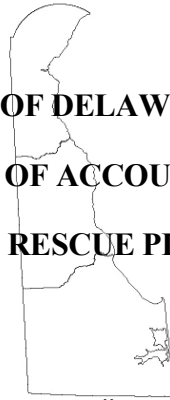
However, the library's aging and unreliable HVAC and mechanical systems threaten our ability to fulfill this mission. Frequent equipment failures create uncomfortable and, at times, unsafe temperature fluctuations that disrupt library operations, diminish the patron experience, and place library collections, technology, and infrastructure at risk. The increasing cost of emergency repairs also diverts limited operating funds away from programs, services, and resources that directly benefit the community.

Replacing the HVAC system is an investment in the long-term sustainability of one of Milford's most important public institutions. A modern, energy-efficient system will provide a safe, comfortable, and healthy environment for patrons and staff, protect valuable community assets, and reduce ongoing maintenance costs, and ensure the library can continue serving as a welcoming, reliable resource for everyone – today and tomorrow.

Community Engagement



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Upgrading the Milford Public Library's HVAC system will create a safe, comfortable, and welcoming environment for all patrons, particularly those experiencing housing insecurity, unemployment, or other economic hardships who rely on the library as a daily resource.

The library provides English language learning, workforce and life-skills programming, digital literacy training, educational opportunities, and space for social connection. In addition, a dedicated Social Services Navigator is available two days each week to connect patrons with housing assistance, public benefits, employment resources, and other essential services, helping meet the growing needs of our community's most vulnerable residents.

The library project has been shaped by extensive community engagement and careful planning. A comprehensive needs assessment conducted by Becker Morgan Group (BMG) in partnership with the Milford Public Library incorporated feedback from community focus groups, engineering meetings, staff input, and patron surveys. This collaborative process has ensured that the renovation reflects both the library's operational needs and the priorities of the community it serves.

The Greater Milford community is diverse, including significant Spanish-speaking and Haitian Creole-speaking populations, families with young children, older adults, and teens who depend on the library as a safe destination after school and throughout the summer. As one of the few remaining public spaces where everyone is welcome without any expectation of spending money, the Milford Public Library serves as a critical piece of the community's social infrastructure. A reliable, modern HVAC system will ensure that the library remains accessible and welcoming for every resident who depends on its services.

Newark Library

Project Identification Number: 19804

Funding amount Budget: \$4,000,000.00

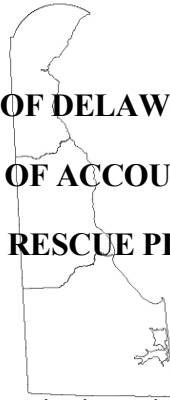
Expenditures to date: \$4,000,000.00

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



The capital project is now well underway with multiple trades now performing on site. Foundations, structural steel, the majority of roofing and exterior wall work is complete, with additional masonry, siding, and glazing going in now. Parking lot curbs and base course of paving is complete. For the interior of the building, ductwork, piping, insulation, electrical work, cold-formed metal framing, drywall, and sprinkler work is well on its way toward completion. Some close-in inspections are complete and additional close-in inspections are soon to be scheduled. Some glazing has initially begun and the majority of key glazing systems will begin in August and proceed into the winter. Work will continue with Substantial Completion scheduled for April 14, 2027.

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

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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: \$3,000,000.00

Project Overview

The Library has made significant progress towards the construction phase of its project in the year 2024 and we did not encounter any major barriers. The objective of the project continues to be the renovation of the Rehoboth Beach Public Library's downtown facility. In 2023, we formed a community task force to provide feedback on what services and programs are needed. Some of the requests included: new books, new periodicals, collections on-site, high speed Internet, printing and copying services, public computers, tablets, hot spots, tax aide services, notary, AV, tech support, and comfortable areas to read and relax. The information provided by the task force was then turned over to our architect at Becker Morgan to create conceptual drawings for the new facility. We experienced some setbacks in the first quarter 2024, as outlined in previous reports. The Library building currently stands on three lots on Rehoboth Ave. Based on the task force's initial recommendations, the Board of



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



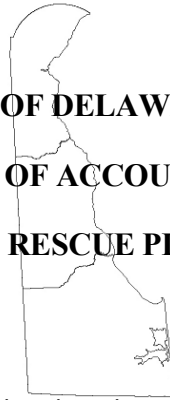
Trustees moved forward with plans to renovate two of the lots, including the second floor. Because one of the lots was given to the Library by the City under the condition that it would always remain a library, the Board entered negotiations with the City to have the condition switched to the other two lots. The City continuously delayed the approval of this agreement and kept adding additional restrictions that, in the opinion of the Board, were not in the best interest of the Library. The Board withdrew their request in April 2024. We instructed Becker Morgan to continue exploring other design options that would utilize all three lots and possibly expand the existing space. The Community Task Force was brought into the process to give feedback on future designs. With estimated costs, it was determined that expanding the existing space to move the elevator and existing stairs would surpass an acceptable budget for the project. The architect was then directed to develop drawings that were limited to the existing building, leaving the elevator in its current location. The Community Task Force reconvened over the summer and selected a design, which was then approved by the Board. During the 3rd quarter of 2024, the Board of Trustees directed the architect to proceed with conceptual drawings in preparation for the Request for Proposal process to hire a Construction Manager at Risk. The RFP went out in September and prospective firms were given until November 1 to submit their proposals. Throughout the month of November, a special committee consisting of Board members, the architect, and the Library director interviewed four candidates. Based on the committee's recommendations, the Board of Trustees hired Whiting Turner. We began meeting with members of the Whiting Turner team in December, where it was decided that construction will take place in two phases, beginning in September 2025. The Library will remain open during renovations in order to continue providing limited services to the community. We will continue meeting with Whiting Turner on a bi-weekly basis throughout the first two quarters of 2025 as we finish the design phase and move towards construction. We have had meetings for further design of the project. We also received a preliminary budget but are waiting for further design development to be able to get a more accurate budget. We have also started organizational meetings for fundraising as we know we will need to raise additional funds. The threat of increased cost due to tariffs we have asked Whiting Turner to develop a list of materials that we can purchase for the project as soon as possible. Some of these cost will be reflected next quarter.

2nd quarter 2025 - We began the process of purchasing major items such as HVAC and roofing materials, in an effort to capture some savings for the project. We are in the final design stages and have a preliminary budget for construction between \$7-8 million. As of June 30th we are preparing to go to bid in the next quarter and to start construction in the 4th quarter. Our fundraising campaign is underway.

3rd quarter 2025 - Becker Morgan Group finalized the 100% construction drawings. Whiting Turner has gone to bid on the project with bids due by the end of September. We are expecting a final gross maximum price by the end of October. In addition, we have been going before the Planning Commission



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



of the City of Rehoboth Beach for site approval and are hoping to have that process complete by the end of October, when the permitting process can begin. Our fundraising campaign kicked off in earnest in mid-August. We have four naming opportunities committed and several coffee/cocktail parties are being planned in the community, along with presentations to some HOAs and civic organizations. We have applied for grants from Longwood Foundation and Welfare and are investigating other opportunities.

4th quarter 2025 - The Planning Commission granted site approval at the end of October. Permits were filed and completed in November. Construction fencing has been placed in the back parking lot and trailers for Whiting Turner and library staff were added. In January, crews will finish installing a temporary wall and a temporary library entrance to prevent the public from access areas under construction. We received grants from both Longwood Foundation (\$200,000.00) and Welfare (\$50,000.00). When combined with donations raised within the community, we have reached over \$500,000 and are well on our way to meeting our fundraising goals. We have continued to apply for additional funding through grants from WSFS and PNC and are awaiting the results.

1st quarter 2026 - After a brief, week-long closure to the public, the temporary wall and entrance were installed as planned in January. Regular library services continue to be offered in the section of the building not under construction. Construction crews finished demolition work in the interior of the building and installed the steel frames for the new office space and study rooms. Fundraising is still underway. We sold three additional naming opportunities and applied for a grant from Energize Delaware to upgrade our roof with solar panels. We also planned a Dine & Donate for February that needed to be postponed to early April due to the blizzards this winter. We are waiting to hear back on the results for several additional grants to local banks.

2nd quarter 2026 - We hit \$1 million in fundraising this month, in part due to a grant received by Energize Delaware that will cover the installation of solar panels and work being done on the roof. Donations have been coming in from library users and we continue to apply for grants for the remaining funds. Construction is underway and expected to be completed by the beginning of October. Crews installed mechanical, engineering, and plumbing during this period, drywalls have been added, and the roof has been installed for the additional three study rooms.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



enhance their lives, have access to gathering areas, meeting rooms and private areas for tutoring or business meetings.

Community Engagement

A task force of volunteer diverse community members was solicited through the library, local newspaper, civic organizations, and homeowner's associations. This task force met bi-weekly for 2-3 months in the late spring and summer of 2023. 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 were devoted to them sharing their feedback. In addition, 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.

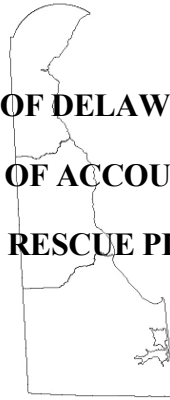
After initial options of possible designs were presented by the architect to the design committee (composed of community members and Board members) and the full task force, one option was chosen by the task force to recommend to the board for further design. The Board of Directors reviewed and accepted the recommendation. 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 needed to be amended. This was expected to be completed by the end of February which would allow conceptual design to fully begin. It would have taken a condition assigned to one of the lots that it must always remain a library and switch said agreement to the other two lots, including the second floor. We withdrew the request to the City in April 2024 due to reasons further outlined in Chapter 1. After further feedback from the Community Task Force, the Board of Trustees decided to renovate the whole building for use as a library. Design continued in the fourth quarter of 2024 along with hiring a construction manager. As the architect developed new designs, the Community Task Force reconvened to provide additional feedback and recommendations. They will be asked to reconvene in 2025 as the design phase continues and review progress. We are in the process of completing design and final budget numbers which we will be sharing with the Community Task Force (which is also open to the public) and the Friends of the Rehoboth Beach Library in the 3rd quarter.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



North Wilmington Library

Project Identification Number: 19806

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

Expenditures to date: \$11,000,000.00

Project Overview

The North Wilmington Library Campus Hub, now known as the North Market (NoMa) Library Hub, is Wilmington's newest, state-of-the-art, community-centered space. Designed with and for the community, NoMa is part library, part incubator, and part gathering place – bringing together learning, creativity, entrepreneurship, and civic engagement under one roof. NoMa will be a regional model for cultural, technological, and economic vitality.

Construction is complete. There was a soft opening on July 18, with the library having Saturday hours until the grand opening on August 29.

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:

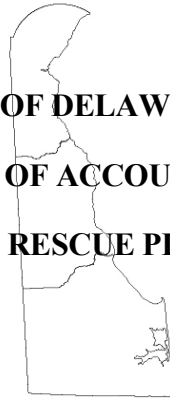
- Working with local partners
- Engaging youth and children
- Fostering a thriving and enterprising neighborhood
- Improving quality of life
- Intergenerational collaboration

Steering Committee goals are:

- Public space



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- 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 providing community support for:

- Literacy & Learning
- Technology
- Careers & Entrepreneurship
- Wellness & Nutritional Literacy
- Content Creation
- Arts & Culture
- Community Connections
- Innovation & Opportunity

Community Engagement

Community engagement was ongoing throughout the project. A vendor facilitated 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 were used to engage the community which included civic associations, PTAs, artists, and seniors. There was an Advisory Committee and a Steering Committee, representative of the community that helped with design.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Duck Creek Library

Project Identification Number: 19807

Funding amount Budget: \$7,800,000.00

Expenditures to date: \$7,800,000.00

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.

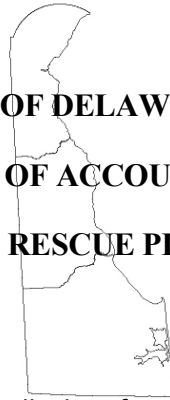
1. 50% of exterior framing is in place and will continue. Interior framing will start next week as well.
2. Decorative wood roof decking and joists are in place in areas where it will be exposed.
3. Mechanical/Plumbing rough-ins have started. Roof drains and piping are current being installed. Mid-July 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

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

Multi-Purpose Community Facility Projects

First State Community Action Agency

Project Identification Number: 21166

Funding amount Budget: \$492,529.02

Expenditures to date: \$492,529.02

Project Overview

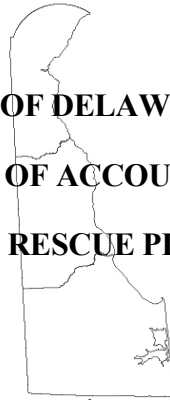
This project has renovated two community facilities in Sussex County, Delaware and purchased vehicles to connect youth and their families to community-based services at those facilities. These renovations and capital expenditures have increased access to anti-poverty services and programming for low-income 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 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

Client Impact, Interviews and Success Stories

The vans provided an estimated 1,560 trips from April through June 2026, bringing the cumulative total to approximately 28,130 trips. This transportation continues to reduce barriers and connect youth to afterschool and summer enrichment opportunities.

Georgetown Headquarters

Cool Spring Civic Association and Community Leadership Development - Our Georgetown headquarters continued to serve as a central meeting and organizing space for residents of the Cool Spring community. Monthly community meetings were held in April, May, and June, resulting in the formal establishment of a Community Civic Association with democratically elected officers. Newly elected leaders are now developing bylaws, planning community activities, and preparing to participate in the Community Needs Assessment process. Executive leadership meetings were also held in May and June to support the behind-the-scenes work required to sustain the association. First State staff provided ongoing coaching to help officers prepare for meetings, strengthen their leadership skills, and build the organizational capacity needed to guide future community efforts. In June, community leaders participated in a mini-grant preparation and planning session focused on an upcoming neighborhood cleanup and back-to-school event. First State Community Development Services staff helped identify potential partners, explained the steps required to leverage outside resources, and used the agency's mini-grant application to provide practical grant-writing instruction in a supportive environment.

Community Dinners - Our Georgetown headquarters continued to host monthly community dinners throughout the reporting period. Each gathering combines a shared meal with a community training or educational presentation designed to connect residents with practical information, local resources, and available services. For example, the June dinner included Mental Health First Aid training facilitated by Next Level Alliance, helping participants recognize signs of mental health concerns and better understand how to respond and connect others to support. These monthly events also provide a welcoming space for residents to build relationships, ask questions, and engage directly with community partners.

STATE OF DELAWARE

DIVISION OF ACCOUNTING

AMERICAN RESCUE PLAN ACT

THE
AMERICAN
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PLAN



Share a Meal. Build Community.

Community Dollar Dinner

THURSDAY, JUNE 18, 2026
5:30 PM until
BERNICE EDWARDS TRAINING & RESOURCE CENTER
308 North Railroad Avenue
Georgetown, DE 19947
OPEN TO THE PUBLIC

MENU

- Chicken Broccoli Alfredo
- Garlic Bread
- Tea, Lemonade, Water

PURPOSE

Our monthly community dinners bring neighbors, volunteers, and community members together to share more than a meal. They help build relationships, reduce feelings of isolation, and address the economic, social, and physical hardships many people face today.

We treat everyone as a guest and connect them with the resources they may need. We also share information about programs and services such as financial literacy, housing, youth programs, employment and training, health care, nutrition education, and help in emergency situations.

INTERESTED IN BEING A GUEST SPEAKER OR PRESENTER AT ONE OF OUR DINNERS?
Please contact Culinary Arts Program Manager Martina Winn
302-856-7761 ext. 139



CELEBRATING COMMUNITY ACTION MONTH

Monthly Community Dinner

Join us for dinner

\$1.00 for everyone

May 21, 2026
5:30 PM until
308 North Railroad Ave.,
Georgetown, DE 19947

Menu:
Barbecue Chicken, Baked Beans, Coleslaw, Chocolate Chip Cookies, Tea, and Water

For more information: Martina Winn
(302) 856-7761, ext. 139
mwinn@firststatecaa.org

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 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



metamorphosized 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. 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

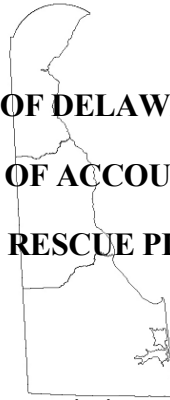
35 individuals helped to find housing and shelter. 14 youth assisted with shelter or permanent housing placement. Over 100 naloxone kits distributed from site.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

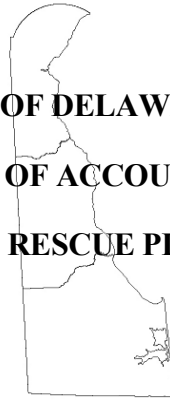
The global pandemic has caused FBD to reach its breaking point in the current 16,000 square foot building in Milford. The FBD has purchased an 11.5-acre parcel of land which is shovel ready adjacent to the Delaware Veterans Home and the Greater Milford Boys and Girls Club. The new building will be approximately 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.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- 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.

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 during the reporting period of January 2024-June 30, 2026:

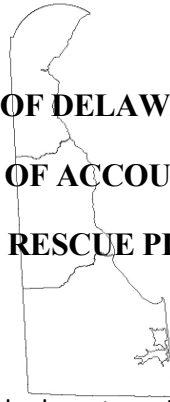
- Over 15,000,000 pounds of emergency food assistance has been distributed through our network of Hunger Relief Partners throughout Kent and Sussex counties and Food Bank distribution programs
- The new 5,000 square foot volunteer room has benefitted from over 22,396 volunteer visits donating over 61,169 volunteer hours
- Over 2,900,000 lbs of food was distributed to neighbors in need through the Healthy Pantry Center assisted
- Over 275,000 Backpack Program food kits for food insecure children were packed by volunteers and distributed
- Over 400,000 lbs of food assistance was distributed through the Home Delivery Program
- Over 74,000 starter plants have been planted throughout the 3.5 acre production garden. Starter plants have been used for use around the garden for production, revenue generating plant sales, given to community partners with community gardens and given to neighbors in need interested in growing their own vegetable plants
- Over 36,000 lbs of produce was grown on the Production Garden and distributed primarily through the onsite Healthy pantry Center
- Over 12,000 senior meal boxes were packed by volunteers and distributed to low income seniors
- 238 Delaware Food Works students have graduated from or are currently enrolled in the traditional Culinary School, Kitchen School for adults with disabilities, Career Exploration for adults with disabilities and LOGIC warehousing training program.
- The Culinary School managed and operated onsite café has generated just under \$300,000 in revenue going back into the training program while also providing valuable employment experience for students

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



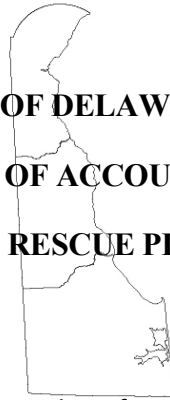
communities disproportionately impacted by the long-term impacts of the COVID-19 crisis. The new building is completed and fully operational.

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 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.).

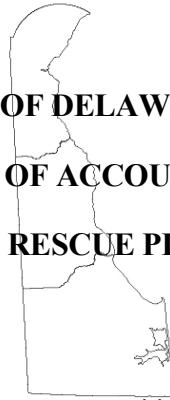
5. **Community Garden:** As part of the new Milford Food Bank facility, we plan to create a 3+/- acre community garden. The new garden will provide an opportunity for us to grow food for our neighbors in need, but to also provide educational opportunities to our community. Produce grown will be distributed 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 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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/>

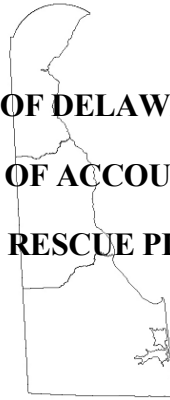
<https://www.fbd.org/new-rewarding-volunteer-opportunities-at-the-food-bank-of-delaware/>

Civil Rights Compliance

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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.

Completed-The parking lot was completed and being used for staff, volunteers, partners, employment training students and community partners since 9/30/2024. Safety lighting was installed on 10/14/2024 completing the project.

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.

Update: The construction project was completed on 1/2/2025, fully operational 2/1/2025, HPC grand opening on

Final Progress Reporting Period (2/1/2025-7/21/2026) –

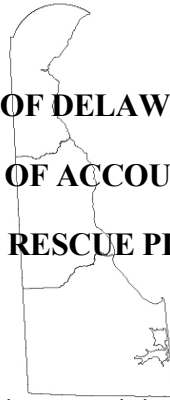
Healthy Pantry Center -

-Distributed a total of 933,613 lbs of food assistance to neighbors in need access the onsite Healthy Pantry Center

- A total of 10,078 unduplicated neighbors in need accessed the onsite Healthy Pantry Center



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



-A total of 32,008 duplicated neighbors in need accessed the onsite Healthy Pantry Center

-Below are partnering organizations that have tabled in the pantry providing services and referral information for additional services to neighbors in need accessing the onsite Healthy Pantry Center-

Delaware Federal Credit Union

UD Healthcare for All

Network Connect

2-1-1

Christiana Care

Department of Labor

Amerihealth

Community Powered Federal Credit Union

CLASI

Marigold Health

LACC

JobCorps

-Over 8,400 volunteer hours were donated to assist Food Bank staff with the operations of the onsite Healthy Pantry Center. Over 2,800 volunteers donated their time and utilized the new parking lot to safely park during their volunteer shifts.

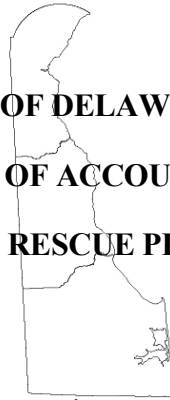
- The Food Bank also hosted several large community and fund raising events allowing guests to safely park in the new parking lot on the campus rather than on the street. These events included our 2 Mission in Motion events held in June with over 350 guests, staff and volunteers visiting the Newark campus.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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.

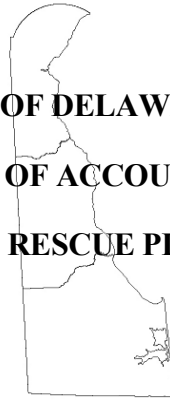
3. The Healthy Pantry Center (HPC) (\$500,000) construction will focus on indoor and outdoor improvements to enhance the customer experience and accessibility. The HPC serves approximately 50 households per day in a contactless service model keeping neighbors, staff, and volunteers safe. Currently there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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- 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.

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

Client Impact, Interviews and Success Stories

Healthy Pantry Center

- Distributed a total of 933,613 lbs of food assistance to neighbors in need access the onsite Healthy Pantry Center

- A total of 10,078 unduplicated neighbors in need accessed the onsite Healthy Pantry Center

- A total of 32,008 duplicated neighbors in need accessed the onsite Healthy Pantry Center

- Over 8,400 volunteer hours were donated to assist Food Bank staff with the operations of the onsite Healthy Pantry Center. Over 2,800 volunteers donated their time and utilized the new parking lot to safely park during their volunteer shifts.

- The Food Bank also hosted several large community and fund raising events allowing guests to safely park in the new parking lot on the campus rather than on the street. These events included our 2 Mission in Motion events held in June with over 350 guests, staff and volunteers visiting the Newark campus.

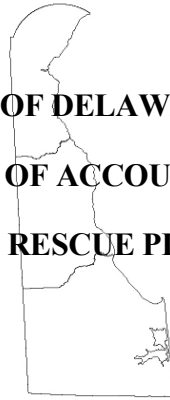
Labor Practices

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

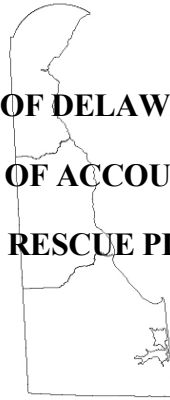
Parking lot: Feedback provided by staff, volunteers, supporters, neighbors in need accessing the facility for services and our corporate park neighbors are all supportive of the parking lot expansion. Every day, visitors to the facility are forced to park on the street making it a logistical and safety 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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: \$20,000,000.00

Project Overview

TSCP's goals for the project are to: (1) provide workforce training to a disadvantaged community, with a particular emphasis on addressing healthcare workforce development; (2) expand access to healthcare services that improve social determinants of health; (3) support entrepreneurs and small businesses through a coworking and business incubation platform; (4) propel economic development by creating jobs; and (5) provide family support through affordable childcare and early childhood education facilities.

Construction activity remained strong throughout the reporting period, with significant milestones achieved across the campus. Delaware Technical Community College (DelTech) and The Mill both substantially completed their interior and exterior construction by the end of the second quarter. Fire Marshal inspections and other required final inspections were completed, and both projects received their Certificates of Occupancy on June 11, 2026, just after the close of this reporting period. These facilities are now operational and represent major milestones in the continued activation of the campus.

Construction of the TidalHealth Medical Building also continued to advance significantly during the quarter. The exterior shell of the building is now complete, and the project has successfully passed its mechanical, electrical, and plumbing rough-in inspections. Interior construction has transitioned into the finish phase, including drywall, flooring, ceilings, millwork, and other architectural finishes. While delivery of specialized imaging equipment has created a slight delay to the project schedule, TidalHealth remains on track for completion during the next reporting period.

Site development also continued at an aggressive pace. Corrado Construction has substantially completed all underground utility infrastructure throughout the campus and is nearing completion of one of the project's most challenging components—the underground relocation of overhead utility lines both on and off the campus. This work has required extensive coordination with DelDOT and utility



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



providers and has represented one of the longest lead-time items on the overall project schedule. Corrado is scheduled to complete the remaining off-site improvements by the end of the year.

Campus landscaping officially commenced during the quarter. The irrigation system has been fully installed throughout the site, and crews have begun installing trees, plantings, and other landscape improvements that will continue into the next reporting period. These improvements, together with the ongoing roadway, sidewalk, lighting, and streetscape enhancements, are transforming the former retail campus into a cohesive, walkable mixed-use destination.

Overall, the City of Seaford Innovation Center continues to demonstrate the success of a public-private partnership in revitalizing a long-vacant dilapidated property. With DelTech and The Mill now complete and operational, TidalHealth approaching completion, and major site improvements nearing their final stages, the project is delivering on its vision of creating a regional hub for healthcare, workforce development, entrepreneurship, and economic opportunity in western Sussex County.



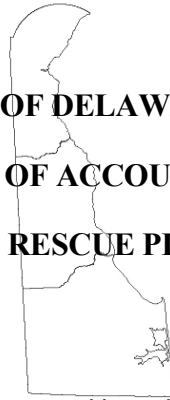


Promoting Equitable Outcomes & Critical Needs

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

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

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

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

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.

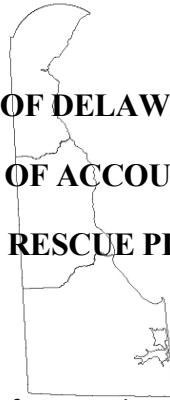
Community Engagement

The development team has maintained a strong commitment to community engagement and transparency throughout the project. Regular progress updates have been provided at Seaford City Council meetings, with the next formal project update scheduled for July 14, 2026. These presentations continue to keep local officials and residents informed on construction progress, new tenants, and the broader economic impact of the redevelopment.

Beyond City Council engagement, the development team has actively partnered with local organizations—including Rotary, the Western Sussex Chamber of Commerce, the Sussex County Association of REALTORS®, Delaware Prosperity Partnership, educational institutions, healthcare providers, and other community stakeholders—to share project updates, build partnerships, and gather feedback. The campus has also become an active destination for tours by elected officials, business leaders, prospective tenants, educational partners, and community organizations interested in the transformation taking place.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Community activation continues to be a major focus as the campus transitions from construction to operations. The Mill Seaford's Grand Opening on July 15, 2026 has been planned as a public celebration of the first completed phase of the redevelopment. The event will be promoted through social media, email marketing, local media outreach, and radio advertising on WBOC, with the goal of welcoming the broader community to experience the campus firsthand. In addition, The Mill Seaford will host Representative Daniel Short's monthly community coffee session, further establishing the campus as a gathering place for civic engagement and community dialogue.

To further strengthen community ties, the development team has become actively involved in several regional organizations, including the Sussex Economic Development Action Committee (SEDAC) and the Western Sussex Chamber of Commerce, which recently recognized the Nylon Capital Center as its "Change-Makers of the Year." The project team has also continued to cultivate partnerships with Delaware Technical Community College, TidalHealth, the City of Seaford, Sussex County, and numerous nonprofit and business organizations to ensure the campus serves as a catalyst for workforce development, entrepreneurship, healthcare access, and economic revitalization throughout western Sussex County.

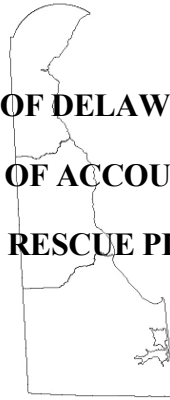
A comprehensive communications strategy remains in place to keep the public informed of project milestones and leasing activity. The development team maintains an active social media presence across multiple platforms, regularly sharing construction progress, tenant announcements, and community events. In addition, the project website, www.nyloncapitalcenter.com, continues to provide updates on redevelopment progress and leasing opportunities, while www.themillspace.com/seaford serves as the primary resource for coworking memberships, programming, events, and community engagement at The Mill Seaford.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

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: 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



During the past year, the Governor Terry Children's Center (GTCC), CHILD, Inc.'s youth emergency shelter, housed 70 teens. Martha's Carriage House (MCH) and Sarah's House (SH), CHILD, Inc.'s emergency shelters for victims of domestic violence and their children, housed 281 women and children. With the high census of women and children at the domestic violence shelters, the interior improvements funded with the ARPA grant ensured a safe and comfortable stay for our clients.

During the fair weather months, the women, teens, and children at all shelters were able to enjoy the playground equipment and outdoor furniture purchased with the ARPA funds. The youth especially enjoyed the outdoor furniture at the youth shelter which allowed them to share meals and activity time outdoors.

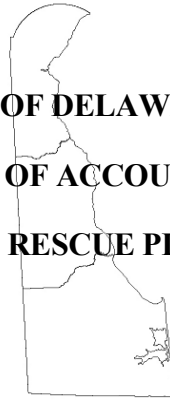
The generators provide peace of mind and energy back-up during storm related power outages.



The women sheltered at MCH make full use of the renovated kitchen funded by the ARPA grant daily to prepare meals for themselves and their children. One recent resident told the shelter director that she, "loved the kitchen because it is so pretty and spacious. I love being able to have room to cook meals, even when other clients are in the kitchen."



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

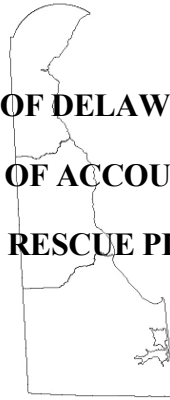
Our planning process included interviews with staff who work in the CHILD, Inc. shelters and input from the women and youth who are sheltered in our buildings. The clients who seek safe haven at CHILD, Inc. include those who identify as people of color, those with low incomes and limited employment prospects 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



PAL Hockessin

Project Identification Number: 21547

Funding amount Budget: \$1,750,000.00

Expenditures to date: \$1,750,000.00

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.

Promoting Equitable Outcomes & Critical Needs

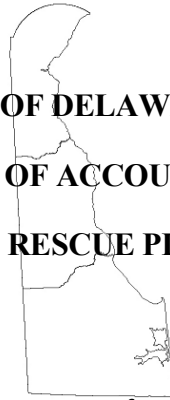
The PAL of Delaware's mission is to prevent youth crime in Delaware by providing youth between the ages of 8 and 18 with supervised athletic, educational, and social development activities; to reach out to youth with programs which address citizenship, self-esteem, substance abuse, and respect for law 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.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

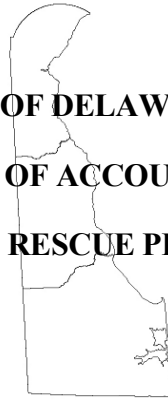
Our locations, including the Hockessin, are located in areas to provide a welcoming environment for our residents. Through collaboration with the New Castle County Police Department, the mission of the organization and the programs are enriched on a daily basis. Additionally, the PAL is an extension 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."



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Neighborhood Partners

Project Identification Number: 21548

Funding amount Budget: \$350,000.00

Expenditures to date: \$350,000.00

Project Overview

Neighborhood 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. The building received its Certificate of Occupancy on July 25, 2024. A ribbon cutting event was held on September 23 and several of the Governor's staff were in attendance. The building is now fully occupied and offering services to the community. Construction began on January 8, 2024. The building is 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.

Project Investment:	\$2,729,338.
Location:	223 W. Division Street, Dover, DE 19904
Investor Type:	Owner
Property Type:	Building – Commercial/Office Development
Eligible Use:	Commercial
Activity Type:	New Construction

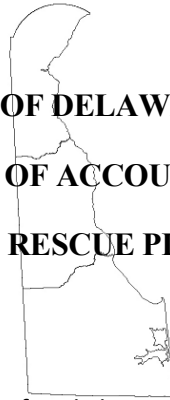
The building has one fire-rated stairwell. There will be bathrooms and kitchenettes on each floor, and accessible facilities for persons with physical disabilities on the ground floor. The structure is concrete slab on grade with a wood frame above. Exterior materials are brick and siding, with a combination of fiberglass roof shingles and EPDM roof membrane on the sloped and flat roof areas. Exterior windows are aluminum frame insulated glazing, thermally broken frames. The design complements the existing architecture in the community. Groundbreaking occurred on January 8, 2024. Certificate of Occupancy was issued on July 25, 2024. A ribbon cutting ceremony was held on September 23, 2024. The building is now occupied and offering services to the community.

Promoting Equitable Outcomes & Critical Needs

Neighborhood 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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 was recently completed and services have just 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

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

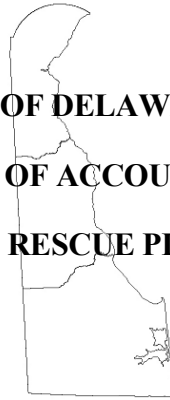
Expenditures to date: \$300,000.00

Project Overview

Due to delays in getting multiple quotes, changes in recommended procurement requirements as detailed by BDO, 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, Junior Achievement of Delaware has not



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



requested any ARPA funding to date.

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 in progress.

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

The construction contractor ordered a set of lobby doors that do not have a traditional panic bar to allow for expedited exit in event of an emergency. The solution recommended by the security vendor instead of replacing the entire door structure is to add sensors to the door handles that will release the security magnet lock on the door. This revised plan needed to be submitted to the Fire Marshall and we await approval before any of the final secure badge access doors can be activated.

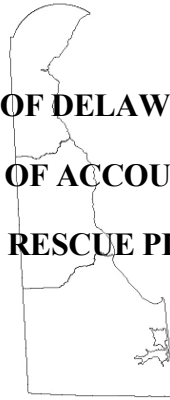
There is no anticipated date for Fire Marshall approval or for completion of this element of the overall project. This change order and associated technology will increase the amount originally budgeted for the security system vendor, and will delay completion of that aspect of the project.

The installation of 36 video monitors in JA BizTown and JA Finance Park has been delayed due to contractor scheduling issues. It was to have occurred before 9/30/24. The vendor requested an extension to 9/16/24, which just barely meets our 9/17 deadline for the first Student simulation visit. The anticipated payment to the vendor has also been delayed pending completion of that project.

Due to the facility needing to be ready to receive students on October 17, the decision was made to only deal with concrete floor foundation issue remediation in the JA BizTown Simulation Area, at the front entrance, and at another high-traffic threshold. This leaves the JA Finance Park Simulation Area, which exhibits similar issues but to a lesser degree in terms of safety, as not being addressed.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



In the intervening time, several interior and exterior lighting issues have occurred, creating Safety and Security concerns that did not exist at the time of our initial proposal. We would like to reallocate funds that would have been allocated to the concrete floor remediation in JA Finance Park to address the multiple bulbs that need to be replaced in our high bay lighting. The delay in the video monitor installation provides us access to the lifts that are in our facility. These lifts will be needed to replace the high bay light bulbs.

Our front exterior lighting system has also failed during the past quarter. We would like to reallocate some JA Finance Park floor remediation funds to fix the lighting system. The total cost of addressing these lighting issues is estimated to be \$5,500.

Another request involves using the balance of any ARPA CPF funds (if any remain once all previously planned projects are completed, sans JA Finance Park floor remediation) toward the repair and replacement of the front exterior signage and mural for both safety and curb appeal. As the other projects are enhancing considerably the safety, security and visual engagement of the interior facility, the exterior that greets thousands visitors and tens of thousands of passers-by annually, is in need of repair and attention.

Certain metal panels on the front exterior need to be secured to prevent their coming loose and falling on someone or becoming a projectile in high winds. The mural that is painted on these metal panels was installed over 10 years ago and is need of at least a refresh of paint on the existing mural.

In the last quarter of 2024, it became clear that approximately \$21,000 in ARPA CPF funds originally allocated to the secure entry badging system would need to be reallocated to cover cost overruns on the Concrete Floor remediation project.

The secure entry badging system was already on a delay due to a change order in the type of sensor needed on the primary lobby doors. This change order required Fire Marshall approval, hence the delay.

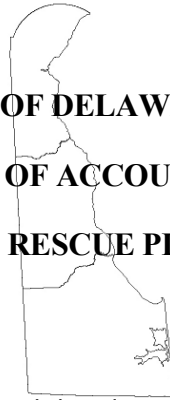
Once the final Chilimidos Construction invoices were received and reviewed that had higher than anticipated costs related to the removal and replacement of existing carpets and other flooring materials, we realized we would not be able to complete the secure entry badging project with the awarded ARPA CPF funds.

We immediately notified Assurance Media that this part of the project would have to remain on hold until additional Capital Funding could be identified and secured.

If any ARPA CPF funds are returned from other awarded projects in the State, we would appreciate the opportunity to have app. \$21,000 in additional ARPA CPF funds awarded to cover this important Safety and Security feature. The disruption to the secure entry badging system also caused a delay in the finalization of the Delaware Business Leaders Hall of Fame diversity upgrade. Wish Painting



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



has made some accommodations to work around that disruption and we anticipate the Hall of Fame exhibit to be completed by February 15, 2025. Due to scheduling conflicts and high demand for student-use of the JA Campus Experiential Learning Center, the final clean-up/touch-up painting and repairs will occur during public school spring break April 21-27, 2025. A privately funded ribbon cutting event is planned for Thursday May 29, 2025 from 5pm-8pm. The actual ribbon cutting is tentatively scheduled for 5:45pm-6:00pm, depending on arrival times of elected officials. The Hall of Fame exhibit having been completed, we were delighted to host former Governor John Carney and several Delaware Business Leaders Hall of Fame Laureates and JA stakeholders for the official ribbon cutting to celebrate the reimagined Delaware Business Leaders Hall of Fame exhibit; the Delaware State Jobs Suite, Port of Wilmington Suite, and Quality Childcare kiosk in JA Finance Park; the separate hand-washing sink and lockable door in the kitchen; new video monitors; teleconferencing and a/v upgrades in the Training Room, Board Room and in the JA Neighborhood Place, as well as, the concrete foundation remediation in JA BizTown.

We were also extremely grateful that the Governor's Office responded to our stated need for an additional \$21,000 with an invitation to apply for an additional \$7,470.98 that was potentially available for reallocation from another ARPA CPF project. These funds will cover an outstanding bill for equipment and labor related to the partial installation of the secure badge access door system, in the amount of \$6,762.13. The remaining \$2,410.85 will hopefully still be available to combine with other capital funding which we will seek in the fall, in order to complete the secure badge access door system.

Based on a meeting with Steven Whitney and a subsequent reconciliation of expenditures, Junior Achievement did not report as paid the total \$41,500 Invoice #1424 to Chilimidos Construction. The total invoice was paid. Junior Achievement can provide whatever documentation is necessary to respond to this discrepancy. We attempted to update the previous reporting periods to capture this, but the spreadsheet would not allow us to do so.

We have since overcome the spreadsheet challenges.

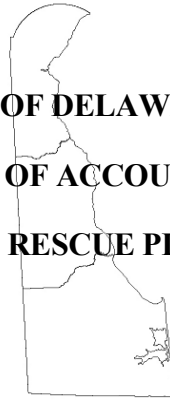
The \$41,500 invoice, paid in full, has been corrected on the monthly expenditures report. Other corrections include moving the \$6,762.13 Assurance Media payment from June 2025 to the actual month of payment, July 2025. The remaining balance of awarded but not drawn down funds has also been corrected to \$2,410.85.

The secure badge entry system has not been completed, but private funding was secured to finish this project so that the ARPA CPF project could be closed out.

The Governor's Office informed us we owed \$1,702 that was paid to Junior Achievement of Delaware but was not spent. These funds were returned to the state of Delaware. We have one final Fall Fair to be held in October or November in order to comply with the programmatic requirements of this grant, though ZERO ARPA CPF funds were applied to the programmatic elements.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Promoting Equitable Outcomes & Critical Needs

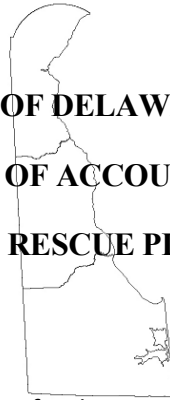
In the 2024-25 academic year, Junior Achievement of Delaware served 27,000+ local students, primarily from public schools. Our service demographics represent the population of the public schools. Students from all 19 Delaware School Districts, students from charter schools such as Nativity Prep, Gateway 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. The JA Neighborhood Initiative provides the JA Meaningful Work Program. This program provides Employability Skills training and internships to unemployed and underemployed 18 year-old High School seniors from Wm Penn High School and Freire Charter School, and 18-25 year-old unemployed/underemployed members of the general public. This program of the JA Neighborhood Initiative is funded via a DE Workforce Development Board ARPA Program Fund grant. Another element of the JA Neighborhood Initiative is the JA Fall Fair, sponsored by NEIL. We have hosted two thus far. These include Healthcare role models and advocates who talk with young people about healthcare careers and provide other health and wellness information, including vaccine information. NEIL will likely not be able to sponsor the third and final Fall Fair, so we are seeking other funds to accomplish this final programmatic requirement of the ARPA CPF grant.

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. 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



and will be targeted toward families in the City of Wilmington and Rt 9 Corridor. This programmatic project is being led by a Junior Achievement of Delaware board member from Highmark Delaware.

Christiana Care Health System is planning to provide their mobile health unit for the Health Awareness program aspect of the project, which includes having vaccines available to attendees of the JA Fall Fairs in 2025. The 2025 JA Fall Fair has been redesigned as less of a seasonal celebration and more of a career fair for Christina School District inner city Wilmington residents. As part of this, Healthcare Careers are featured and volunteers provide community health and vaccine specific information to participants. We are also adding vaccine information to both Highmark Delaware health insurance suites at the JA Campus.

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.

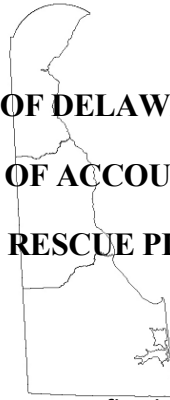
The Health Awareness programmatic element of this project, which will be funded separately from ARPA, will engage Highmark Delaware and Christiana Care Health System, neighborhood and community leaders, youth serving agencies, and public school administrators to ensure the participation and direct benefit of underserved populations in the City of Wilmington.

In October, we held the JA Fall Fair and invited citizens from surrounding neighborhoods and churches to participate. This included the Christiana Care Wellness van and several Christiana Care staff who were available to provide Wellness information. They were also equipped to provide free flu shots. Although the shots were available and everyone was made aware of the free flu shots, the Christiana Care staff did not actually give any Flu shots to any of the approximately 50 attendees.

In 2025, the JA Fall Fair involved students from The Bayard School and Maurice Pritchett Academy.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Because these are minors without parents present, no flu shots were offered, but information about flu shots was provided. The third and final fall fair will likely be offered to Warner Elementary School.

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.

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: \$7,000,000.00

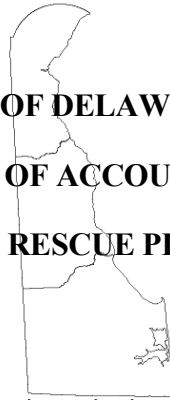
Project Overview

FAME, Inc.'s Learning Lab construction project fully renovated space at 2005 Baynard Blvd in Wilmington, Delaware. Abatement and asbestos removal was completed in December 2024. The team also completed site work and utility relocation in Quarter 1 of 2025. New water, electric, and fire lines have been installed, and utility companies moved the utility pole along with their power lines.

The building site was cleared, and exterior demolition was completed before removing the building's curtain wall and brick facade. Additionally, stair towers were demolished, removing the concrete masonry unit walls down into the basement. New brick and curtain wall was installed as work on the roof was also completed. The new stair towers were tied in and fully enclosed, and the building's overhead canopy was fully installed. This custom steel structure protects the building's entrance and covers the roof, creating a functional, accessible space for solar panels and a community garden. In addition, storefront glass was installed on each floor, setting the stage for the building's facade. This aluminum-framed glass is durable and energy efficient, providing natural light throughout the Learning



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Lab. The site has been paved, and thin brick has been laid at the building's entrance. Parking lines have been painted, and electric vehicle charging stations have been added on-site. Handicap spaces will be painted soon, and landscaping will be planted in the coming weeks.

Moreover, inside the building, demolition was completed, new basement plumbing was installed, and the basement floor was backfilled. The elevator shaft has been expanded, and a new elevator has been installed. In addition, new mechanical, electrical, and plumbing installations are complete. Drywall was installed, and walls and ceilings were insulated and closed. Flooring was installed, and painting was completed on each floor. Lab casework, theater seating, and furniture have all been installed, and project focus has shifted toward specialized finishes and high-tech integration. Laboratory spaces will be equipped with customizable equipment. Classrooms and workspaces have been equipped with smartboards, supporting modern connectivity and learning throughout the space.

Our team has completed over 70,000 hours of work on the Learning Lab. Inspections are complete, and teams are completing final touch-ups throughout the building. We are thrilled to launch this space and continue sharing our progress with our supporters.

Promoting Equitable Outcomes & Critical Needs

FAME, Inc. is utilizing ARPA funding to construct The Learning Lab, a Destination for Academics, Workforce Development, and Innovation. This community hub will serve learners of all ages and backgrounds, providing advanced education and enrichment activities and curricula.

FAME, Inc. is an established 501(c)(3) nonprofit organization with nearly 50 years of experience. FAME, Inc. was designed by industry leaders to launch women and minorities into STEM. Since 1976, FAME, Inc. has connected learners to STEM through advanced education and enrichment. Program participants are exposed to advanced technology, internships, meetings with top industry professionals, career opportunities, and more.

Through the Learning Lab, FAME, Inc. will promote strong equitable growth, serving underrepresented community members and propelling qualified individuals into the workforce.

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.

Labor Practices

FAME, Inc. has partnered with Whiting Turner (WT) to ensure this project is completed to the highest standards. Through structured construction management practices and integrated project delivery services, WT has coordinated site prep, demolition, and our upcoming reconstruction. A project labor



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



agreement, Community Benefit Agreement, and Davis Bacon Certification will not be utilized, however, WT only hires the most responsible contractors for each portion of the work. Local, union subcontractors will be given full and equal opportunity to submit bids, and workers will be compensated by their individual employers at or above market rate for their respective trade. WT and the trade contractors will implement a project-specific safety plan throughout the course of the project.

Boys & Girls Club

Project Identification Number: 21563

Funding amount Budget: \$1,569,000.00

Expenditures to date: \$952,157.00

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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, 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:

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

Achievements:

Clarence Fraim Club: pool roof and HVAC project has been completed and has been returned to availability for club members, Senior Center members, and other community groups.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Georgetown Club: installation of the playground has been completed and now providing an added amenity for Club programming.

Claymont Club: installation of HVAC units in the Teen Center complete and providing improved environment for members.

Newark Club: playground project complete, including new perimeter fencing and in use for our kids. This has been especially meaningful during our Summer Fun Club activities.

Playground awnings: installed and are in use at the Claymont, Brown, and Greater Dover sites.

Seaford Club: Pool HVAC installed and operating as needed to provide appropriate air quality conditions

Laurel: playground install complete. Working to select contractors to construct outdoor sports court.

Milford: Pool deck funds reallocated to pool HVAC replacement. Project now complete.

Newark: Parking lot bid complete and awarded to contractor. Early stages of construction in-process.

HF Brown: Gym HVAC under development. Addressing electric load needs before proceeding. Outdoor pavilion repairs complete. Sidewalk/Drainage repair engineering complete. Public bidding process complete and should commence project in Q1 2026. Fence project now complete.

Promoting Equitable Outcomes & Critical Needs

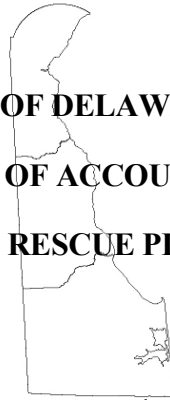
The Boys and Girls Clubs of Delaware has more than 40 sites that are located throughout Delaware. Most of these sites are in high poverty areas and serve children in low-income families. The children we serve come from a variety of backgrounds, and distinctive ethnic and racially diverse groups. All 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 Swim4Life 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

Awnings at Claymont, Brown and, Greater Dover are providing a safe space for children to assemble while using the playgrounds in significantly hot weather. These spaces provide “cool down” areas which will be especially important during the hot months of May into October.

HF Brown pavilion repairs complete and provide a safe, covered outdoor space for important member activity.

HF Brown security enhancement of new fencing around property complete and provides an important barrier to non-Club community members. Eliminating general traffic through the property provides more safety.

Seaford and Milford Pool HVAC completion ensures appropriate air quality for pool users.

Laurel Playground now installed and cleared for member use, adding an important activity space to help members build motor skills.

Claymont Teen Center HVAC installed and provides proper heating/cooling for members.

Newark Parking Lot – in-progress. When complete will provide 87 new parking spaces, which will accommodate visitors and also bring greater security/safety for visitors.

HF Brown Sidewalk Drainage – proper drainage will prevent slipping hazards, especially in winter when standing water currently freezes.

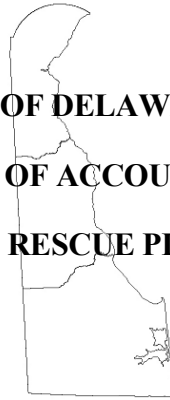
HF Brown HVAC – providing heating and cooling will made the space more comfortable for visitors. Currently the space has no cooling and gets extremely hot in summer. At times, we have to forego programming during summer due to temperatures.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

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 prepare and store food that is distributed to communities in need in Sussex County, Delaware. We achieved 100% of our goal 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!



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Update - September 2024: We are approximately 90% complete with the last phase of the project, the installation of a "Root Cellar" to expand our food preservation and storage capacity.

Update - December 2024: We have experienced some delays with the installation of the Cool Room (Root Cellar is not really an apt description for a Coastal low-lying area). We remain at 90% completion.

Update - March 2025: Still working on the Cool Room, have all the materials purchased and on hand, waiting for weather/contractor cooperation:) We are 95% complete.

Update - June 2025: Continuing work on Cool Room, nearing 100% Completion.

Update - September 2025: 100% Complete.

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. 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. The grant funding has increased our capacity to store and cook the food donations we receive. For example, in 2023 we delivered 14,749 meals for the year, and in 2025 we delivered 40,735! There is both good and bad to be read in those numbers. The good is obvious, we are better equipped to assist many more people. The bad news is that the need is ever-growing.

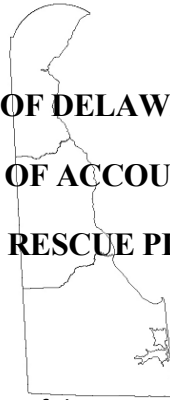
Client Impact, Interviews and Success Stories

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. In June 2026, it was 4368/\$22,703! 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

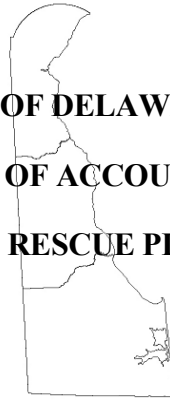
It is a training firm specializing in innovative programs for hard to reach youth and teen populations. Based in New Castle County, Delaware, OUR YOUTH, INC. provides skills building workshops, training in outreach and communication, and program development for successful outcomes specifically geared 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.
- New Window and Door Trim 4,000.
- New Paint 5,000.
- New Interior Flooring 8,000.
- New Kitchen Cabinets 12,000.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- New Kitchen Countertop 4,000.
- New Kitchen Appliances 7,500.
 - o Refrigerator, Microwave
 - 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: \$89,890.00

Project Overview

Over the course of the past two years, we have made improvements to our Southern Campus in Georgetown. KSI took over this service location from the State of Delaware in November 2021, and we have continued to increase the number of individuals served in this Life Enrichment Program for adults with disabilities.

In 2023 we purchased technology, including laptops and a smartboard. We also purchased a dishwasher for the kitchen.

In 2024 we remodeled the restrooms. There were some delays in getting the materials so it took longer than anticipated, but that project has been completed. In the same year, we also installed a building security system and restricted door access system to ensure the safety of our staff and program participants.

In 2025 we completed the restroom remodel. We also purchased a microwave and hand dryer. The remainder of the funds were used to purchase a second smartboard and computers, which were primarily funded by a grant from the Georgetown-Millsboro Rotary Club.

As of June 25, 2025, all the funds have been expended and we have received our final disbursement.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Promoting Equitable Outcomes & Critical Needs

KSI is committed to diversity, inclusion, and providing individuals with disabilities equal access to employment and community involvement. Believing in the importance of work and social integration for personal growth, KSI serves adults with developmental disabilities (primarily ages 18–65+) across Kent, Sussex, and lower New Castle Counties. Most participants are from diverse ethnic backgrounds and live with their families, helping avoid the need for residential services.

KSI offers vital support services like transportation, nutrition, job training, and coaching to help individuals gain and maintain employment, while also supporting their families. In 2021 KSI expanded our outreach by adding a new program site in Georgetown to reach more participants in Sussex County.

Kent and Sussex Counties are rural environments and there are not a lot of services available. KSI seeks to serve individuals with disabilities throughout the State of Delaware, with a primary focus in Kent and Sussex counties. KSI provides door-to-door transportation services, allowing individuals to access programs that otherwise would be inaccessible to them.

KSI's Life Enrichment Program in Georgetown supports individuals with disabilities in gaining the confidence to actively engage in their communities. It offers meaningful, non-employment-based activities that promote skill-building, volunteering, community involvement, and access to local resources. This program is especially suited for participants who are not currently pursuing employment, helping them grow and contribute in other valuable ways.

Client Impact, Interviews and Success Stories

The mission of KSI is to create opportunities for individuals with disabilities to learn and grow. Through training,

education and supportive programs and services, we enable individuals to accomplish their personal and work-related

goals. We envision a world in which all people are valued and respected, regardless of their abilities, where individuals

with disabilities are welcomed, included and accepted as active and productive members of the community, and where individuals with disabilities have access to the resources, supports, and opportunities they need to achieve their goals in life.

People with developmental disabilities are diverse, and they may find it harder to understand, learn, develop new

skills, and communicate their needs. Individuals with learning and developmental disabilities have more limited social



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



networks than the wider population, and suffer more acutely with loneliness and have fewer, close friendships.

Individuals with disabilities can exhibit challenging behavior as an attempt to communicate unmet needs, which can include psychological distress and physical pain.

KSI offers a variety of person-centered services to help individuals with intellectual/ developmental disabilities (I/DD)

find opportunities for success, whether their goals include community-based employment or simply finding more

independence and participation in their community. From day one in KSI's programs, individuals are assisted in defining and attaining their choices to help them create their success story.

KSI's Georgetown office provides life enrichment services for individuals with disabilities in Sussex County, offering a supportive daytime environment focused on socialization and daily living skills. This also gives families and caregivers much-needed respite.

KSI is currently serving over 200 people in all of our programs, including 26 individuals currently at our Georgetown location. When we took over the Georgetown location from the State of Delaware in 2021, we were serving eight individuals at that site. We have continued to grow our enrollment since the pandemic and look forward to expanding to additional individuals. We continue to see referrals come through for all of our programs.

Following is a success story from one of our participants at the Georgetown location, as featured in KSI's 2026 Calendar:

Andrew Orlando

Utilizing the Life Enrichment Program at KSI's Georgetown Southern Campus is perfect for Andrew's personality. Being in a smaller group provides him more opportunities to benefit from his relationships with his peers and staff members. It also provides structured routines with which Andrew is more comfortable.

Throughout the day, Andrew can do a lot of activities he enjoys. He especially prefers playing interactive games on one of the Smartboards at the campus. He has daily access to the Southern Campus's computer lab for gaining skills and enjoying games. In fact, he's the one that prompts staff when it is the time of day for making use of the lab. Andrew has extensive math and spelling skills, and he takes pride in showcasing them with his peers at the Southern Campus.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



He also has opportunities outside of the Georgetown facility to expand his horizons. Andrew volunteers for various tasks, like taking recycling materials to the local collection center. Additionally, he likes to take walks around the community with his friends and KSI staff. His days are active and full of variety, giving him plenty of options from which to choose.

Community Engagement

KSI makes a meaningful contribution to the community by serving a frequently overlooked population and by offering reliable, efficient work crews and high-quality subcontracting services to businesses across Kent and Sussex Counties. The organization's success is made possible by the commitment of its participants, dedicated staff, Board members, referral partners, funding agencies, and the broader community. This collective support is essential to KSI's ability to deliver vital services to individuals with disabilities in Kent, Sussex, and lower New Castle Counties. Following is another success story of one of our program participants at the Georgetown location, as featured in KSI's 2026 Calendar:

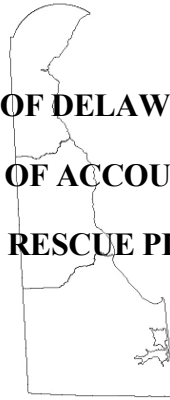
Maura Ganc - Maura goes all in with her life in and out of KSI. Enjoying the Life Enrichment Program at the Southern Campus, her days are rich with daily activities. She gets involved in decorating the programming room, likes to help her fellow participants when they need it, and regularly volunteers delivering Meals on Wheels packages to area residents. She also has a personal passion for sports. She is a consummate competitor in Delaware Special Olympics games, particularly Bocce. Maura trains year-round, including partaking in Special Olympics training programs at Camp Barnes in the summers. There, she gets in shape playing sports as well as enjoying arts and crafts, kayaking, dancing, and more. Because of her excellence as a competitor, Maura will be part of 66 delegates from Delaware during the 2026 Special Olympics USA Games in June. Her training, focus, and determination mean she'll be traveling to Minnesota along with the finest Special Olympics athletes in the country. At KSI, Maura is a natural-born leader as well as being up for a little fun. "The best thing about her is her character," Direct Support Professional Robin Cox said of Maura. "She initiates getting people together and gathers up players for a round of UNO. She's always smiling and laughing."

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

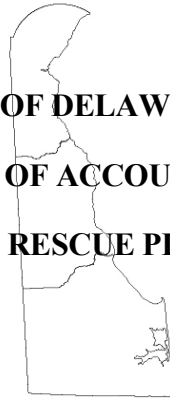
To ensure that our goals may be achieved through good-faith efforts, we have established various levels of responsibility both to direct and to oversee our affirmative action efforts. The Director of Human Resources is designated EEO Officer of KSI. The Human Resources Department is responsible for monitoring 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Down Syndrome Association

Project Identification Number: 21571

Funding amount Budget: \$431,000.00

Expenditures to date: \$431,000.00

Project Overview

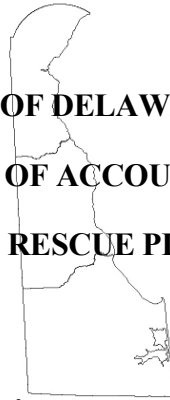
The objective of this project was to establish a permanent community center in Milton, Delaware, expanding access to programs, resources, and support for individuals with Down syndrome and their families throughout Sussex County. Prior to the development of this facility, families in southern Delaware often faced significant travel barriers to access disability-specific services located in northern Delaware. The Milton Community Center has eliminated many of these barriers by providing a centrally located, accessible facility dedicated to serving the region. The facility continues to demonstrate long-term impact well beyond the completion of construction. During this reporting period, the Milton Community Center remained an active hub for family support, recreation, education, volunteer engagement, and community partnerships. Today, DSA of Delaware serves 119 individuals with Down syndrome living in Sussex County and engages 647 individuals, family members, volunteers, and community members through programs and events held throughout the region. Achievements during the reporting period include:

- Hosting multiple sessions of the Days of Summer Camp, providing inclusive programming for children with Down syndrome and their siblings.
- Continuing year-round educational, wellness, social, and family support programming from the Milton facility.
- Establishing a partnership with First State Community Action Agency, which will begin offering afterschool programming from the Milton Community Center in Fall 2026, expanding services available to local families.
- Providing shared use of the facility grounds to the local Delaware State Police troop for community and operational activities.
- Securing additional capital funding to complete needed repairs and improvements following facility damage, ensuring the building remains a safe, accessible, and sustainable community resource.

The Milton Community Center has become much more than an office—it is a trusted gathering place that supports inclusion, builds community partnerships, and improves quality of life for individuals with Down syndrome and their families throughout Sussex County.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Promoting Equitable Outcomes & Critical Needs

The Milton Community Center was developed to address geographic inequities in access to disability services across Delaware. Sussex County is the state's largest county geographically and includes many rural communities where families often experience limited access to specialized healthcare, educational resources, and disability programming. By establishing a permanent presence in southern Delaware, DSA of Delaware has significantly increased equitable access to services for individuals with Down syndrome regardless of income, transportation availability, or geographic location. Programs offered through the Milton Community Center are provided at no or low cost whenever possible, ensuring that financial barriers do not prevent participation. Services include family support, educational workshops, health and wellness programming, inclusive recreational activities, community events, and resource navigation.

The facility also strengthens community partnerships that benefit the broader region. The new partnership with First State Community Action Agency will expand access to afterschool programming beginning in Fall 2026, while shared use of the property by the Delaware State Police demonstrates the facility's value as a community asset beyond DSA of Delaware programming.

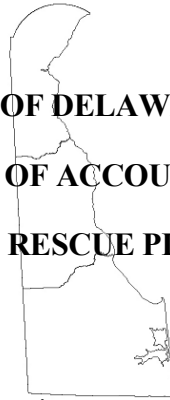
Through this investment, the Milton Community Center continues to provide sustainable, equitable access to critical resources for 119 individuals with Down syndrome in Sussex County while engaging 647 volunteers, family members, and community participants in inclusive programming that strengthens the entire community. The project continues to fulfill the goals of the American Rescue Plan Act Capital Projects Fund by creating lasting infrastructure that expands access to services, reduces disparities for rural communities, and improves outcomes for individuals with disabilities and their families.

Client Impact, Interviews and Success Stories

The Milton Community Center has had a measurable and lasting impact on individuals with Down syndrome, their families, volunteers, and the broader Sussex County community. By establishing a permanent location in southern Delaware, DSA of Delaware has significantly increased access to programs, services, and peer support for families who previously had to travel long distances to participate. Today, the organization serves 119 individuals with Down syndrome in Sussex County and engages 647 individuals, volunteers, family members, and community participants through programs and events offered throughout the region. The facility supports a wide range of year-round programming, including family support groups, educational workshops, wellness activities, social events, and inclusive recreational opportunities. Multiple Days of Summer Camp programs have been hosted at



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



the Milton Community Center, providing free, inclusive experiences for children with Down syndrome and their siblings while engaging dozens of volunteers. The facility has also become a valuable community resource beyond DSA of Delaware programming. Beginning in Fall 2026, First State Community Action Agency will provide afterschool programming from the facility, expanding opportunities for local youth and maximizing the use of the building. The local Delaware State Police troop has also utilized the property for community and operational activities, demonstrating the center's value as a shared community asset. Families consistently report that having services available locally has reduced transportation burdens, increased participation in programs, and created stronger connections with other families experiencing similar journeys. The Milton Community Center has fostered a greater sense of belonging while ensuring individuals with Down syndrome have increased opportunities to learn, socialize, and participate fully within their community.

Labor Practices

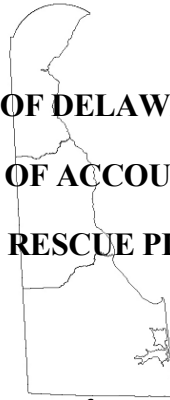
The capital project was completed in accordance with all applicable federal, state, and local requirements governing the use of Capital Projects Fund resources. Throughout construction and subsequent facility improvements, DSA of Delaware worked collaboratively with qualified contractors and community partners to complete the project efficiently and responsibly. The organization continues to prioritize investments that preserve the long-term viability of the facility. Additional capital funding has been secured to complete necessary repairs and improvements following unexpected building damage, ensuring the facility remains safe, accessible, and operational for the community it serves. Whenever possible, DSA of Delaware supports local businesses and contractors for facility maintenance, repairs, and capital improvement projects, contributing to the local economy while maintaining high-quality standards for the facility.

Community Engagement

The development of the Milton Community Center was driven by years of community feedback identifying the need for permanent services in Sussex County. Families consistently expressed that distance to programs in northern Delaware created barriers to participation, particularly for individuals requiring transportation support, families with multiple children, and those living in rural communities. DSA of Delaware engaged families, self-advocates (adults with Down syndrome), volunteers, healthcare providers, educators, community organizations, donors, and local leaders to assess the need for expanded services in southern Delaware. This feedback informed the decision to establish a permanent community center in Milton. Community engagement continues to shape programming offered at the facility. Staff regularly gather input from participating families through conversations, program evaluations, and ongoing communication to ensure services reflect community needs and interests. The Milton Community Center advances equitable access by providing programs at little or no cost and



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



offering services in a rural area where disability-specific resources are limited. The organization also provides bilingual outreach and Spanish-language resources through its Spanish Outreach Coordinator, helping connect families with limited English proficiency to information, services, and community support. The facility continues to strengthen partnerships throughout Sussex County, including healthcare providers, schools, local government agencies, nonprofit organizations, law enforcement, and First State Community Action Agency. These collaborations expand available services while increasing awareness and inclusion for individuals with Down syndrome throughout southern Delaware.

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. 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. EPIC has paused all expansion due to funding and program sustainability. As of March 2025 EPIC operates DDDS Day Services at 5 community locations and operated the Abilities program exclusively at the Bear YMCA.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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=AlnKhVrgfc>
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.

March 2025, EPIC has reduced staff and clients' participation days in order to serve our current members for as long as possible under the current funding.

Challenge Program

Project Identification Number: 21574

Funding amount Budget: \$144,110.00

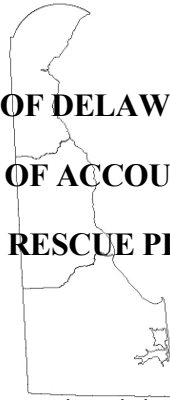
Expenditures to date: \$144,110.00

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, now formally known as the Gibbs Center) 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: In 2025, we moved all CPF staff and equipment to the new building (formally named the Gibbs Center). We are now



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



operating at full capacity. In 2026 to date, we completed the spray/finishing booth and HVAC (new furnace, radiators) and are completing the showroom. We are revisiting sitework plans due to City's decision not to raise the road (7th Street on the Peninsula).

Promoting Equitable Outcomes & Critical Needs

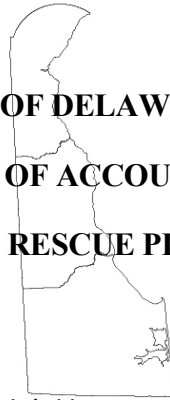
The Challenge Program promotes equitable growth by improving the economic mobility of Delaware's most vulnerable youth, by eliminating their employment barriers and preparing them with occupational and durable skills to secure jobs with livable wages. Once we assist them in addressing their barriers, our trainees are more likely to find success in the workforce. All of the individuals the Challenge Program serves are out-of-school youth aged 17 to 24 with at least one significant barrier to employment (many face multiple barriers): 95-100% qualify as extremely-low- to low-income under federal income guidelines, 70% were expelled or dropped-out of traditional high school, approximately 75% have experience homelessness (lacking a fixed, regular nighttime residence), and 70% have a criminal record, some with serious felony charges and prior incarceration. Over 90% are people of color: 88% Black/African American, 4% Hispanic/Latino, 4% Mixed Race, and 4% White. Most live in high-poverty communities in Wilmington. Our new facility has allowed us to expand opportunities for advanced training for Challenge Program alumni. CP Furniture currently operates three workforce development programs: a Carpentry Pre-Apprenticeship, Technology in Construction program, and Fallen Log Milling program. The Challenge Program and CP Furniture also help advance equity in the construction and woodworking trades. We strive for building a more racially diverse construction workforce, with opportunities for people of color to progress in their careers.

Client Impact, Interviews and Success Stories

Our new, expanded furniture shop, the Gibbs Center, has allowed us to significantly expand our advanced training programs for alumni. We increased our capacity for Pre-Apprentices from 1-2 per year to 6-8 per year, and we launched Technology in Construction and Fallen Log Milling programs. Since its launch, CP Furniture's Pre-Apprenticeship Program has had great success in preparing participants for jobs in the skilled trades. To date, we have completed five cohorts (a total of 15 enrolled) with a 100% completion rate, and 67% have secured employment in the construction trades earning starting hourly wages of \$15.50 to \$20. We have served 15 individuals to date in our Technology in Construction program, with 91% completion. Our Fallen Log Milling program launched recently. Our programs provide life-changing opportunities for young adults like Neil. Neil not only completed Challenge Program's (CP) construction training program in 2025, but he also completed the CP Furniture (CPF) Carpentry Pre-Apprenticeship program. Before starting his new job at a home remodeling company in December 2025, Neil took a few minutes to talk to us about his experience at The Challenge Program. At CP, he worked with his crew on an affordable home rehab: "He (his Instructor LaMar) wanted me to have this knowledge so that I can do better...that made me want to be there even more. I'm not even



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



going to lie to you...there was nothing that I didn't like. I was in love with the demolition though!" At CPF, "They give you individual projects and I also worked with the other shop folks." His Instructor CJ and his teammates John and Justino motivated him every day to come to CPF. "We were the best teammates. When somebody was down, we'd pick each other up." At both CP and CPF, Neil gained valuable skills that helped him land his new job, including interviewing. His interview went so well that they skipped the second interview and hired him on the spot! When asked what his future will look like, Neil said he wants to be financially stable, able to support not just himself but his family, and happy.

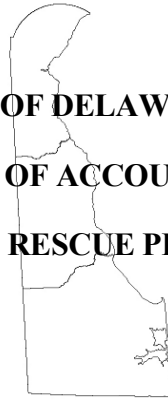
Labor Practices

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, 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: 81% of our trainees are Black, 7% are Latinx, and 6% 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 2026, we are fully renovating a second affordable housing property for a local nonprofit, Sunday Breakfast Mission, which will provide transitional housing for homeless individuals in their New Life Program. We also recently completed an affordable housing property renovation, in partnership with Woodlawn Trustees, on East 7th Street.

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.



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.



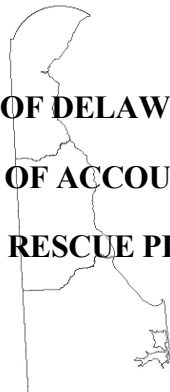
Challenge Program staff and crews constructed the timber frame in the shop (L);
the completed timber frame (R).



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



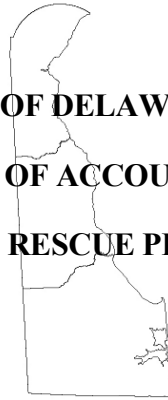
Trainees working on the façade



Completed façade, December 2023



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Mary Campbell Center

Project Identification Number: 21575

Funding amount Budget: \$6,400,000.00

Expenditures to date: \$3,218,271.28

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. Construction of the guest rooms is ongoing and 28 rooms have been completed and turned over for use. There are 4 resident rooms under construction and 8 rooms left to renovate. Construction of the addition is complete. Construction completion is targeted for November 2026.

Kappa Mainstream

Project Identification Number: 21576

Funding amount Budget: \$1,300,000.00

Expenditures to date: \$1,300,000.00

Project Overview

Construction is at 99% complete. Final construction and fit out will be completed 3rd quarter of 2026. The Solar Panels have been activated. Additional close out punch list items are being scheduled.

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.
- 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

We identified and employed a new Director who has initiated operations. Punch list items are still being resolved. Also, discussion with another STEM organization concerning collaborating/use of the STEM space was initiated. E-Sports is a Delaware education initiative which we will have full capability to allow youth to practice and interact after school to improve their skills in a safe environment.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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 youth 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 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.

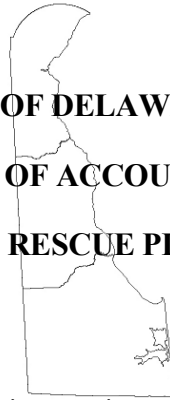
The model for this program is one used nationally by the Fraternity.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

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

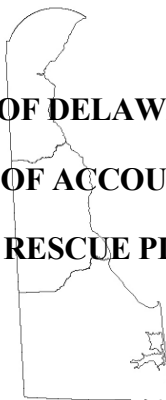
Cell: 302-373-8982

Fax: 302-336-8275

Email: rahimel@moorwaymanagement.com



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

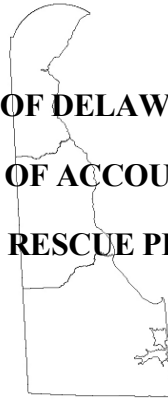
Community meetings were held to discuss the needs. We attended several meeting of the East Side Community Association. Here is a list of attendees at one of the public meeting specifically for this project.

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
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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

Claymont Community Center

Project Identification Number: 21626

Funding amount Budget: \$4,000,000.00

Expenditures to date: \$3,584,145.28

Project Overview

The objective of this three-year capital improvement project was to preserve and strengthen the Claymont Community Center's historic facility through strategic infrastructure investments. The project focused on improving the building's safety, functionality, energy efficiency, and long-term sustainability while protecting its historic character and ensuring it remains a welcoming community asset for generations to come.

Barriers

Throughout the project, the primary challenge was securing qualified contractors within project timelines. Like many organizations undertaking large-scale capital improvements, contractor availability and scheduling occasionally delayed certain phases of construction. Our Facilities Manager devoted significant time to coordinating vendors, obtaining competitive proposals, and sequencing projects to minimize disruptions to building operations.

Another challenge was balancing the project budget as implementation progressed and actual costs differed from initial estimates. As is common with capital projects, certain improvements, most notably the roof replacement, proved to be more expensive than originally anticipated, requiring adjustments to the overall budget. We greatly appreciated the state's flexibility in allowing funds to be reallocated among approved project components, enabling us to respond to emerging needs while maintaining the project's overall scope and objectives.

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Despite these challenges, careful planning, ongoing oversight, and strong collaboration with the state allowed all project components to be successfully completed.

Achievements

Over the three-year grant period, all planned capital improvement projects were completed successfully, resulting in significant improvements to the facility's infrastructure, appearance, and functionality.

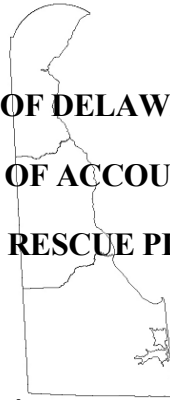
- **Community Market & Garden Development:** The market and outdoor community garden was completed, creating an attractive and functional space that supports food access, education, environmental stewardship, and community engagement.
- **Roof Replacement:** A new roof was installed, representing the largest investment of the project. This critical improvement protects the building envelope, prevents water intrusion, and safeguards the long-term integrity of the historic facility.
- **Building Façade Restoration:** Exterior façade improvements were completed, enhancing both the safety and visual appearance of the building while preserving its historic character.
- **HVAC System Replacement:** Aging HVAC systems were replaced with modern, energy-efficient equipment, significantly improving climate control, occupant comfort, and operational efficiency.
- **Plumbing Improvements:** Plumbing infrastructure was upgraded throughout the facility, improving reliability and supporting the daily operation of the Center.
- **Interior Restoration:** Interior restoration of historic and public spaces was completed, preserving the architectural integrity of the building while creating more welcoming, functional spaces for community programs and services.

Project Impact

The successful completion of this three-year capital improvement initiative has positioned the Claymont Community Center to better serve the community for decades to come. These investments have strengthened the facility's infrastructure, improved energy efficiency, enhanced accessibility and safety, preserved an important historic landmark, and created more functional spaces for the thousands of seniors, youth, families, and community members who rely on the Center each year. The completed improvements ensure that the building will continue to fulfill its mission of enhancing the community by addressing the human needs of wellness, belongingness, and esteem.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Promoting Equitable Outcomes & Critical Needs

For more than 50 years, the Claymont Community Center has served as a trusted community anchor, providing accessible, inclusive, and life-enhancing services to individuals and families throughout northern Delaware. Located in a community with significant economic challenges, the Center serves people experiencing food insecurity, low literacy, unemployment, substance use disorder, and other barriers to opportunity. Our building is home to our core programs: Brandywine Senior Center, Community Market & Garden, Empowered Youth Program, Learning Center, and the LIFT Program, as well as approximately 20 partner organizations that provide educational, health, and human services. Together, these programs generate more than 101,000 visits annually.

The completed capital improvements have strengthened our ability to promote equitable growth by creating a safe, welcoming, and accessible environment where everyone can access critical resources with dignity. The project preserved an important historic community asset while ensuring it remains fully functional to meet current and future community needs.

Key outcomes include:

- **Expanded Food Access and Health Equity:** The community garden expands access to fresh produce while providing educational opportunities focused on nutrition, sustainability, and environmental stewardship. It provides a modern, market-style garden environment that increases access to fresh, nutritious food while allowing individuals and families to choose foods that best meet their needs.
- **Welcoming and Inclusive Public Spaces:** Renovations to the lobby, interior spaces, and building façade transformed the Center into a more inviting, dignified, and accessible environment. These improvements reduce barriers often associated with seeking assistance and reinforce that every visitor deserves respect, belonging, and high-quality services.
- **Safe, Reliable Community Infrastructure:** Completion of the roof replacement, HVAC modernization, plumbing upgrades, and other facility improvements created a safer, more energy-efficient, and reliable facility that supports uninterrupted delivery of essential programs and services. These investments ensure that community members can continue accessing food assistance, education, youth development, senior services, and recovery support in a comfortable and secure environment.
- **Preservation of a Historic Community Asset:** The project preserved and enhanced a building that has long served as a symbol of opportunity and inclusion in Delaware. By



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



protecting this historic facility, the investment ensures it will continue serving as a hub for community engagement, collaboration, and equitable access to services for decades to come.

These completed improvements have strengthened the capacity of both the Claymont Community Center and its partner organizations to serve thousands of residents each year. By investing in infrastructure that supports equitable access to essential services, the project has advanced economic opportunity, improved quality of life, and reinforced our commitment to building a stronger, healthier, and more inclusive community.

The completed capital improvements have significantly strengthened the Claymont Community Center's ability to serve the community by creating a safer, more welcoming, and more functional environment for programs and services. Today, the Center serves more than 10,000 individuals annually through its own programs. Together with our 20 partner organizations, generated more than 101,000 visits last year. The renovated facility supports services for older adults, youth, families, adult learners, individuals in recovery, and neighbors experiencing food insecurity.

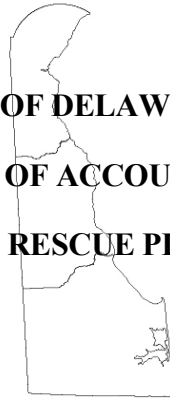
The improvements have enhanced both the client experience and the organization's capacity to deliver services. Visitors consistently comment on the bright, welcoming atmosphere created by the renovated lobby, restored public spaces, and improved building exterior. These changes have helped create an environment where individuals seeking assistance are treated with dignity and feel a stronger sense of belonging.

The completed Community Market & Garden has become an important community asset, providing access to fresh, nutritious food while creating opportunities for education and community engagement. Last year, the Center distributed food to 9,547 individuals, and the enhanced market environment allows clients to select foods that best meet their family's needs in a setting designed to promote dignity and choice. The garden also serves as an outdoor classroom where participants learn about sustainable gardening, composting, nutrition, and environmental stewardship.

The infrastructure improvements, including a new roof, modern HVAC systems, plumbing upgrades, façade restoration, and interior renovations, have also produced important operational benefits. These investments have increased the reliability of the facility, improved occupant comfort, reduced the risk of service interruptions due to building failures, and



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



positioned the Center to operate more efficiently for years to come. Rather than directing limited resources toward emergency repairs, the organization can focus on expanding programs and serving community members.

Collectively, these investments have strengthened one of northern Delaware's most important community hubs. The project has preserved a historic building while ensuring that it remains a vibrant, accessible center where thousands of people each year can access food, education, youth development, senior services, recovery support, and opportunities to build meaningful connections with others. The lasting impact extends beyond the physical improvements; it has increased the Center's capacity to foster health, belonging, and opportunity throughout the community.

Client Impact, Interviews and Success Stories

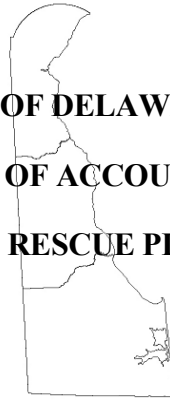
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STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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Labor Practices

The project was implemented using workforce practices that promoted high-quality construction while supporting local employment opportunities. All applicable contractors were required to comply with prevailing wage requirements, ensuring workers received fair compensation consistent with state labor standards. Whenever possible, the project utilized local contractors and vendors and small businesses, helping to support the regional economy while facilitating efficient project coordination and timely completion. These practices contributed to quality workmanship, accountability, and the successful delivery of the capital improvements.

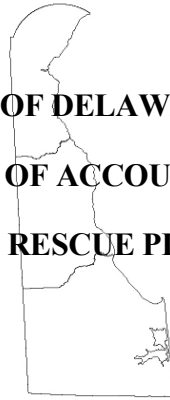
Community Engagement

Community engagement was foundational to both the planning and successful completion of this project. Prior to implementation, the Claymont Community Center conducted a comprehensive strategic planning process that included community surveys, stakeholder interviews, focus groups, and conversations with residents, program participants, staff, partner organizations, and community leaders. This engagement identified several recurring priorities: creating more welcoming and inclusive spaces, improving access to essential services, increasing opportunities for healthy living, and preserving the Center as a vital community asset.

The feedback directly shaped the scope of the capital improvements. Community members consistently expressed the need for a more dignified and accessible environment, which informed renovations to the



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



lobby, public spaces, building façade, and infrastructure. Residents also identified increased access to fresh food and outdoor gathering spaces as priorities, resulting in the completion of the Community Market & Garden. This space now serves as both a food access resource and a place for education, volunteerism, and community connection.

Equity was intentionally integrated throughout the planning process by ensuring that the voices of those who rely most heavily on our services were included. Input was gathered from older adults, youth and families, individuals experiencing food insecurity, adult learners, people in recovery, and participants representing diverse racial, ethnic, and socioeconomic backgrounds. Because these populations already access services through the Center, we were able to engage individuals who have historically faced barriers to participating in traditional planning processes, including people with low incomes, communities of color, and individuals with limited English proficiency.

Community engagement did not end once construction began. Throughout the three-year project, staff shared progress updates, gathered ongoing feedback from clients and partner organizations, and adjusted project implementation to minimize disruptions to essential services. Quarterly Open Houses, community events, and daily interactions with program participants provided continuous opportunities for residents to offer feedback and remain informed.

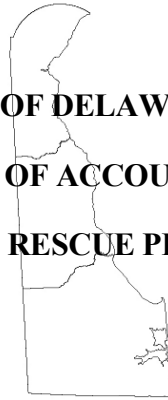
As a result, the completed project reflects the priorities identified by the community. The Center now offers safer, more accessible, and more welcoming spaces that promote dignity, strengthen community connections, and improve access to services for thousands of residents each year. These improvements ensure that the Claymont Community Center continues to serve as an equitable and inclusive community hub where every individual is welcomed and supported.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Claymore Senior Center

Project Identification Number: 21628

Funding amount Budget: \$150,000.00

Expenditures to date: \$87,953.44

Project Overview

The Claymore Senior Center is a legacy institution to Wilmington. We have been serving the community in many roles since 1992.

A number of our HVAC units and condensers (eleven) along with the electrical grid had not been updated since the inception of this building's use as a senior community center.

One barrier to this building's needed updates has been the lack of capital funding for this building. Fortunately, the Center has been recently able to deal with some of our capital needs. We have been able to replace six of these HVAC/Condenser units over the past year. All of these units were over 30 years old. These new units are more efficient, more environmentally friendly and reduce our repair costs for these units. These new units permit us to use more spaces in this older building

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

This kitchen would turn into a "collaborative kitchen". Usage of common equipment, building out lockers for the food service businesses, sharing the experiences and knowledge would lay the basis for 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.

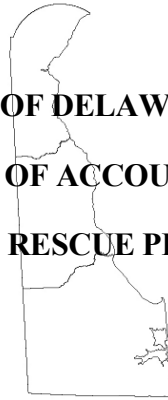
Part

Community Engagement

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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. 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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. 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

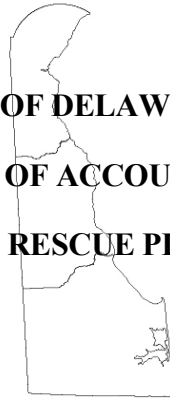
Here are approximate proportions:

Community Served

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



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DIVISION OF ACCOUNTING
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Employees and Managers

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

St. Patrick's Center

Project Identification Number: 21669

Funding amount Budget: \$600,000.00

Expenditures to date: \$22,348.10

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 can utilize.

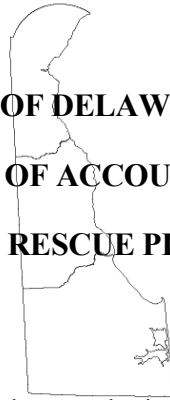
Construction is underway and expected to be completed by the end of September. ARPA funds should be fully expended in August. The largest amount of risk was anticipated during excavation, and few problems were discovered. As the slab and foundation are complete, schedule and cost risks are very low going forward.

Promoting Equitable Outcomes & Critical Needs

St. Patrick's Center has been serving Wilmington since 1971. Our mission is to build community, address poverty, and restore hope by meeting basic needs with respect and dignity. For over 50 years, we have been a consistent provider of support for seniors, and resources for families in East Wilmington. Our programs include a Food Program serving a hot breakfast and groceries; a Senior Center; a Resource Center including showers, clothes, and laundry; and Case Management connecting individuals to any public or private resources they may qualify for. The community we serve is 77% Black/African American, 13% White, and 7% Hispanic, and has a poverty rate of 29%.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



St. Patrick's Center's Food Program directly addresses the basic human need for food. One in nine Delawareans are food insecure. Distributing free groceries alleviates hunger and enables families to spend limited resources on other needs. One in six children in Delaware are food insecure. Increased availability of resources alleviates household stress that affects childhood development.

The Emergency Food Program directly addresses poverty and inequality by distributing food and connecting individuals to additional resources. We aim to reduce poverty by better enabling individuals to overcome barriers to stability. Coming in for food and other resources is an opportunity to address other underlying causes of poverty. Our programs provide access to our Social Services Program, where our social workers can connect participants with other public and private resources. Providing resources along with these wrap-around social services is key to breaking the cycle of poverty.

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.

Kingswood Community Center

Project Identification Number: 21749

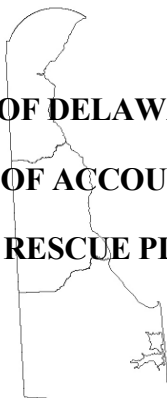
Funding amount Budget: \$4,000,000.00

Expenditures to date: \$4,000,000.00

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

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 about 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

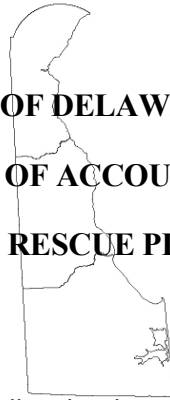
100% of the new full-time employment opportunities listed above meet the criteria of a Quality Job. A Quality Job is one that (A) pays a living wage, and (B) builds wealth by meeting at least three (3) of the following: (1) is full time, (2) provides health insurance, (3) offers a retirement plan, (4)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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



As of September 2025, a total of over \$52.3 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 \$29M will go to housing around KCC (Imani Village); \$10M will go to Kingswood's EMPOWER economic mobility program for residents; \$6.5M will be used to support neighborhood development (expansion of the Early Learning Academy within the new 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.

Phase I 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 II is fully leased. Phase III closed financially on November 20th, 2024, with construction closing and groundbreaking followed immediately thereafter. Since the beginning of construction, the project has been moving steadily.

Throughout the reporting period, Imani Village Phase III progressed from active vertical construction through final inspections, substantial completion, and project closeout activities. During the early stages of the year, construction advanced across both interior and exterior scopes of work. Interior progress included completion of mechanical, electrical, and plumbing rough-ins, drywall installation and finishing, gypcrete placement, trim, painting, and other finish work. Exterior activities included completion of brick veneer, siding, weatherproofing, sidewalks, curbing, rain leader systems, fire mains, and utility infrastructure, establishing the foundation for final site development.

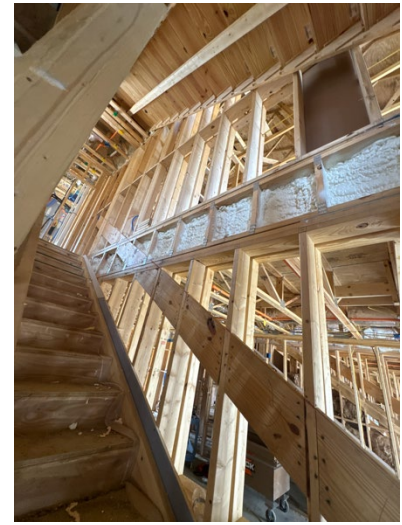
The project experienced temporary schedule impacts due to delays in permanent power installation by the utility provider, which slowed completion of interior finishes in several buildings. Once permanent power was installed, finish work resumed, allowing the project to recover lost time. Minor delays associated with light fixture deliveries were also resolved without lasting impacts to the overall schedule. As construction advanced, owner walkthroughs, punch list activities, and regulatory inspections accelerated through the implementation of a consistent weekly inspection process, contributing to significant schedule recovery and improved project sequencing.

During the latter half of the reporting period, construction transitioned from interior finishes to final inspections and project closeout. Interior work was completed across the remaining units while site improvements, including paving, landscaping, striping, and sidewalks, were finalized. Regulatory inspections conducted by the Delaware State Housing Authority, local code officials, and required energy performance testing progressed throughout the quarter. While turnover of a limited number of

units was temporarily delayed due to programming issues with a third-party monitoring system required for fire marshal approval, the issue was successfully resolved without affecting overall project completion.

A significant project milestone was achieved on **February 26, 2026**, when **Phase III reached substantial completion. This milestone was achieved 35 days ahead of the original baseline schedule and 97 days ahead of the contractual completion date**, reflecting exceptional construction performance and effective project management throughout the reporting period. Following substantial completion, punch list work, final inspections, and Certificates of Occupancy were completed for a portion of the residential units, allowing turnover to ownership. Remaining completed units successfully passed all required inspections and are awaiting final administrative issuance of Certificates of Occupancy by the City prior to resident occupancy.

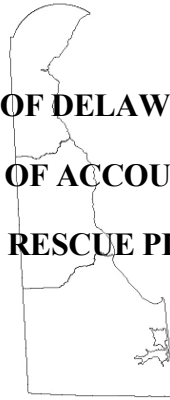
Overall, Imani Village Phase III demonstrated strong construction performance throughout the year by overcoming temporary utility and commissioning challenges while maintaining an accelerated schedule. Construction activities have been completed, the critical path has been successfully achieved, and the



Imani Village Phase III - 2025 Q3

project has transitioned into final administrative closeout and occupancy activities, positioning the development for full resident occupancy.

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Throughout the reporting period, Imani Village Phase IV advanced from financial closing and preconstruction activities into active vertical construction, maintaining strong overall schedule performance despite several minor challenges. The project reached a significant milestone with financial closing on **May 22, 2025**, formally initiating construction activities. Following receipt of demolition permits, demolition and early site mobilization commenced. Although permitting took longer than anticipated and resulted in an initial 20-day schedule impact, the project remained well ahead of its contractual completion date. An updated geotechnical investigation identified the need for ground

improvements, and the required change order was incorporated into the project without creating additional long-term schedule impacts.



As construction progressed, demolition was successfully completed, allowing the project to transition into site preparation, ground improvements, and foundation construction. To maintain the project schedule, the ground improvement contractor mobilized before formal change order approval, enabling building pad preparation and foundation activities to proceed without interruption. Footings, CMU stem walls, and slab-on-grade work advanced steadily across the development, while water main installation, underground utilities, grading,

curb construction, and paving preparation established the project's supporting infrastructure.

During the second half of the reporting period, Phase IV transitioned into full vertical construction. Structural framing was completed across all buildings, followed by roofing installation, exterior façade construction, and mechanical, electrical, and plumbing (MEP) rough-ins. Interior construction also advanced significantly, including drywall installation, insulation, and finish work. Minor challenges, including an aggregate pier layout issue during foundation construction, framing contractor mobilization delays, and window testing requirements, temporarily affected portions of the work but were

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



successfully resolved through proactive project coordination without materially impacting the overall schedule.

Construction maintained strong momentum throughout the reporting period with no significant field-related delays. Late in the reporting period, an administrative delay associated with permanent power energization documentation temporarily affected project sequencing; however, construction activities continued to progress through exterior enclosure, interior finishes, and turnover preparation. The project remains focused on completing interior finishes, commissioning, final inspections, and unit turnover.

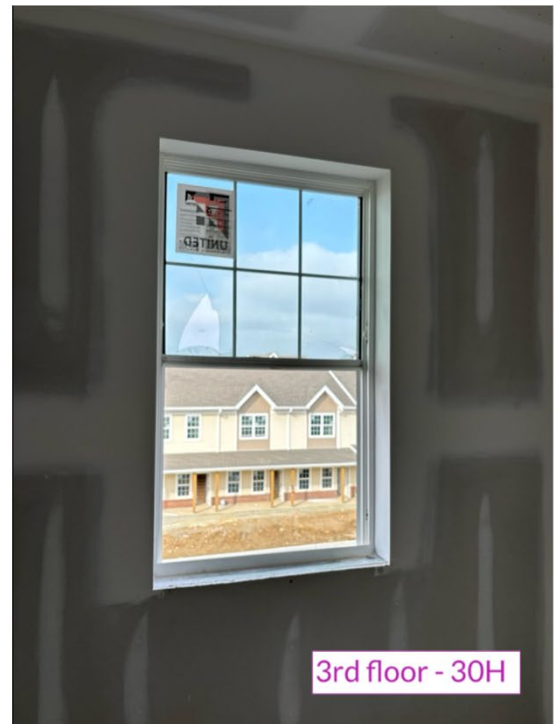
Overall, Imani Village Phase IV demonstrated strong construction performance during the reporting period, successfully progressing from preconstruction through major structural completion while effectively mitigating early permitting, geotechnical, and construction challenges. The project remains on schedule and is projected to achieve completion approximately **43 days ahead of the contractual completion date**, positioning it for successful completion during the next reporting period.



Imani Village Phase IV - Q3 2025 (Vacant Properties Prior to Demolition)



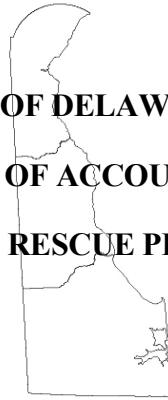
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3rd floor - 30H



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AMERICAN RESCUE PLAN ACT



Imani Village Phase IV – Q2 2026 (Under Construction)

Phase V of Imani Village (72 units of senior housing) has followed Phase IV. The 4% LIHTC application for Phase V was submitted in April 2024 and was awarded \$1M in the competitive 4% tax credits on July 10, 2024. REACH Riverside is advancing the multi-unit senior housing development with an estimated total project cost of approximately \$25 million. All financing sources have been fully secured, and the project reached financial closing on October 29, 2025.

Throughout the reporting period, Imani Village Phase V successfully transitioned from project financing and preconstruction into active construction, achieving significant progress in site development, foundations, and vertical construction while maintaining strong overall schedule performance. During the reporting period, all financing sources were secured, and the project reached financial closing on **October 29, 2025**. The HUD Environmental Review Record (ERR) was completed, enabling the start of preconstruction activities. Existing structures on the site were demolished, and site-clearing operations, including removal of foundations and rubble, were completed in preparation for new construction. Formal groundbreaking and construction commenced during the first quarter of 2026.

Early construction activities focused on site preparation and foundation work. Building pad construction was completed, followed by installation of the elevator pit, perimeter footings, column footings, and underground infrastructure. Site testing, including stormwater basin infiltration testing, was also completed to support installation of the project's stormwater management system. Foundation activities progressed ahead of initial projections, demonstrating strong early construction performance and effective project coordination.

During the second quarter of 2026, the project advanced significantly into vertical construction. Foundation work, underground mechanical, electrical, and plumbing (MEP) infrastructure, slab-on-grade placement, masonry elevator tower construction, structural steel installation, and the majority of wood framing were completed or substantially advanced. Major site improvements, including stormwater infrastructure, utility piping, grading, curb installation, and base paving, were also completed, providing the infrastructure necessary to support continued building construction.

Earlier schedule impacts associated with stormwater basin redesign were successfully mitigated through contractor remobilization, revised construction sequencing, and improved field productivity. These efforts resulted in a recovery of approximately **41 days** in the project schedule, improving performance from approximately three weeks behind schedule at the beginning of the quarter to approximately **two weeks ahead of the current contractual completion date** by the end of the reporting period. The project's critical path has now shifted to completion of the building enclosure, followed by mechanical,

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



electrical, and plumbing rough-ins, drywall installation, interior finishes, final inspections, and occupancy activities.

Overall, Imani Village Phase V made substantial progress during the reporting period, successfully advancing from preconstruction through major structural construction while maintaining strong schedule performance. The project remains well positioned for successful completion, with no significant construction delays during the latter portion of the reporting period and continued progress toward completion ahead of schedule. The overall construction duration remains estimated at approximately **14 months**.



Phases VI - IX will follow and be completed by 2031. Once all phases have been built, the new Imani Village will have a total of 724 housing units.

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. The remaining \$4.8M will be used for the development of Phase 5 of Imani Village (72 units of senior housing). REACH has been awarded a \$2M TIIF grant for the improvements and extension of 26th Street. The current internal "U" street formation of 25th and 26th Streets in the Riverside neighborhood disrupts the street grid and decreases accessibility to NE Blvd. This formation will be eliminated with the construction of Imani Village III. E. 26th St will be extended from NE Blvd to the new housing development, the new "Central Park," and the new Kingswood Community Center, creating an inviting gateway to the uplifted community.

Imani Village Phase V – Q2 2026 (Under Construction)

As the new central boulevard and public gateway to Riverside, 26th Street will help to establish new norms for public life in the neighborhood by creating a safe and sustainable multi-modal streetscape that can eventually accommodate improved transit service for the neighborhood. This streetscape will be modeled after the recent Western Ave Streetscape by Halvorson Design in Cambridge, MA and will incorporate stormwater management and bike and pedestrian safety best practices.

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Throughout the reporting period, construction activities for the 26th project focused on advancing the site's core infrastructure in support of future development phases. Following a period with no reportable construction activity, work commenced during the first quarter of 2026 with completion of on-site grading and installation of the project's stormwater and sanitary sewer infrastructure, establishing the foundation for roadway construction. During the second quarter of 2026, construction progressed significantly, with the completion of the water main installation and the continued expansion of the underground utility infrastructure. Roadway improvements also advanced substantially, including grading, curb installation, and base paving, positioning the project for subsequent roadway completion and supporting adjacent development activities.

Overall, the 26th Street Boulevard project achieved significant infrastructure milestones during the reporting period, successfully completing major underground utility installations and advancing roadway construction. The project remains on track to support future phases of the Imani Village redevelopment and associated neighborhood improvements.

In addition to 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:

- The REACH team continues to make strong progress on the Infill Homeownership Project, which will deliver new affordable homeownership opportunities through the redevelopment of ten (10) underutilized vacant parcels on Davis Street. These ten (10) parcels were subdivided into eight (8) buildable lots. The development plan includes five (5) two-story homes and three (3) three-story homes, designed to be marketable and compatible with the surrounding neighborhood while offering more spacious living options. These new homes are strategically located less than a quarter mile from both Imani Village (the CNI housing site) and the Teen Warehouse, this project is poised to serve as a cornerstone for long-term neighborhood revitalization and stability.

Throughout the reporting period, the Infill Homeownership Project advanced through critical pre-construction activities, completing major funding, procurement, and permitting milestones

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



that position the project for the start of construction. During the reporting period, REACH secured **\$1.2 million** in funding from the Federal Home Loan Bank of Pittsburgh, completing the project's capital stack and providing full financing necessary to advance implementation. Construction is anticipated to commence following groundbreaking, with an estimated build-out period of approximately **12 months**.

Project planning continued throughout the year with contractor procurement, permitting, and implementation activities. During the second quarter of 2026, **DiSabatino Construction** was selected as the general contractor, completing the procurement process and establishing the construction team. In addition, all required permits were obtained, clearing the final regulatory hurdle before construction. Groundbreaking is anticipated within the next reporting period, at which time the project will transition from pre-construction into active construction.

In parallel with construction readiness activities, REACH continued to prepare prospective low-income homebuyers through early outreach, financial readiness education, and coordination with housing partners to ensure qualified buyers are prepared for homeownership upon completion of the homes. These efforts are designed to support successful homebuyer placement while creating a scalable framework for future phases of neighborhood redevelopment.

Overall, the Infill Homeownership Project made substantial progress during the reporting period by securing full project financing, completing contractor procurement and permitting, and advancing comprehensive homebuyer readiness activities. The project is well positioned to begin construction during the next reporting period and remains an important pilot for expanding affordable homeownership opportunities within the community.

- Throughout the reporting period, the Imani Commons Park project achieved several key milestones that advanced the project from design into construction readiness. Construction documents were developed and finalized during the reporting period, while project planning, coordination, and implementation activities continued in preparation for groundbreaking.

A major accomplishment during the year was REACH's receipt of a **\$297,665 CDBG funding award**, completing the fundraising effort for the approximately **\$2.9 million** park project. With the full capital stack secured, the project was able to move forward with final design, permitting, and construction planning activities.

During the second quarter of 2026, construction documents were completed, and initial site preparation activities commenced to position the project for construction. In addition, a three-

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



party agreement among **REACH, Pennrose**, and the **Wilmington Housing Authority (WHA)** advanced toward final execution, establishing the framework necessary for project implementation and construction management. With these activities progressing as planned, groundbreaking is anticipated during the next reporting period, marking the transition from pre-construction into active construction.

Overall, the Imani Commons Park project made substantial progress during the reporting period by securing full project funding, completing design and construction documents, initiating site preparation, and advancing critical implementation agreements. Once completed, the approximately **\$2.9 million** park will provide an accessible recreational and community gathering space that supports neighborhood revitalization, promotes community engagement, and enhances the quality of life for residents of all ages.

- 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 relocated to another location within Northeast Wilmington with expanded operations, increasing full-time employment by an additional four to six workers.

The acquisition of the Northeast Auto Body property was successfully completed on January 15, 2026, resulting in REACH securing ownership of the key gateway site located at the corner of 26th Street and Northeast Boulevard. This milestone represents an important step in advancing the broader redevelopment strategy for the Northeast neighborhood. Following the acquisition, a short-term lease agreement was executed to allow the current business operator to continue operations on-site while transitioning to a new warehouse location approximately three and a half blocks north.

During Q2 2026, renovations to the new Northeast Auto Body facility continued on schedule, with steady progress being made toward preparing the site for occupancy. The planned relocation remains on track for September 2026, allowing the business to maintain continuity of operations while positioning it for future expansion at its new location. Completion of the move will enable REACH to advance redevelopment planning for the strategically located gateway property at 26th Street and Northeast Boulevard, supporting the long-term vision for neighborhood revitalization.

- REACH and Kingswood Community Center (KCC) continued to advance initiatives to address food insecurity and expand access to healthy food for neighborhood residents. As food

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



security emerged as one of the community's most significant ongoing challenges, the organizations evaluated multiple strategies to increase service capacity and improve long-term program sustainability.

Early planning efforts focused on developing a Healthy Food Pantry at **1320 E. 23rd Street**. The original concept evolved from renovating an existing approximately **1,200-square-foot** building into a combined renovation and expansion project that would increase the facility to approximately **2,400 square feet** at an estimated cost of **\$400,000**. Although no external grant funding had been secured, REACH identified resources within its capital stack to support implementation while continuing to evaluate the most effective long-term solution for meeting community demand.

During the first half of 2026, the initiative underwent a comprehensive reassessment to better evaluate operational capacity and identify opportunities to expand services more effectively. Based on this evaluation, REACH and KCC shifted from the previously planned standalone pantry expansion to a new operating model located within the **Teen Warehouse**. The transition enabled food distribution operations to begin immediately while providing improved space, functionality, and capacity to better serve neighborhood residents.

The new facility has already demonstrated positive results, allowing the program to expand healthy food distribution while responding more effectively to increasing community demand. Volunteer participation also increased significantly during the reporting period, strengthening the program's ability to distribute nutritious food to a greater number of families. REACH and KCC will continue to evaluate operations within the new facility and identify additional opportunities to expand services and enhance food security as community needs continue to evolve.

Overall, the Healthy Food Pantry initiative made significant progress during the reporting period by adapting its implementation strategy to deliver services more quickly and efficiently. The transition to the Teen Warehouse provides a strong operational foundation for continued program growth and supports the long-term goal of improving access to healthy food for residents throughout the neighborhood.

- REACH continued its strategic efforts to acquire vacant properties along the **2600–2900 blocks of Northeast Boulevard** to support future mixed-use commercial and residential redevelopment within the Choice Neighborhood Initiative area. These acquisitions are intended to create larger, contiguous redevelopment sites that will expand affordable housing opportunities, stimulate commercial investment, and support long-term neighborhood revitalization.

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



A key component of this strategy remains the vacant property at **2700 Northeast Boulevard**, which is already incorporated into the Choice Neighborhood Housing Plan as part of **Imani Village Phase 4B – Off-Site Rental**, with **17 affordable rental units** currently planned. The acquisition of additional adjacent parcels is expected to enhance the overall redevelopment potential of the corridor by creating opportunities for expanded mixed-income housing and complementary commercial development. At this time, the total number of future housing units and permanent jobs that may result from these additional acquisitions has not yet been determined.

During the second quarter of 2026, REACH achieved a significant milestone by executing an **option agreement** for the vacant parcel located at **2700 Northeast Boulevard**, securing site control for a future mixed-use development planned as part of **Imani Village Phase 7**. Financial closing for Phase 7 remains on schedule for **September/October 2026**, positioning the project to advance into the next stage of development. REACH also continued evaluating two additional properties along Northeast Boulevard. While discussions remain active, those potential acquisitions did not advance significantly during the reporting period.

Overall, REACH made meaningful progress toward implementing its long-term redevelopment strategy by securing additional site control while continuing negotiations for future acquisitions. These efforts will support expanded mixed-use development opportunities, complement the planned 17-unit off-site rental project, and strengthen the long-term revitalization of the Northeast Boulevard corridor.

Construction Updates

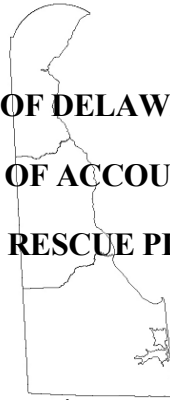
The construction of the Kingswood Community Center began in July 2024 and is expected to open to the public in November 2026.

Throughout the reporting period, construction of the Kingswood Community Center advanced steadily from structural completion and building enclosure through interior finishes, commissioning, and final turnover preparation. Construction, which began in **July 2024**, remained on schedule throughout the year and is positioned for substantial completion in **July 2026**, with a public grand opening planned for **November 6–7, 2026**.

During the early portion of the reporting period, the project achieved several major structural milestones. Structural steel erection for both the main building and gymnasium was completed, allowing construction to transition into building enclosure activities. Exterior wall framing, slab-on-deck placement, roofing, masonry, fireproofing, and building envelope work progressed steadily, while the first phases of mechanical, electrical, and plumbing (MEP) rough-ins commenced. As exterior framing advanced, the building's overall form became fully visible, and interior wall framing established the first-



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



floor layout, allowing follow-on trades to begin work. Community engagement also remained a priority, with a construction job fair connecting local residents to employment opportunities on the project.

Throughout late 2025, the project maintained strong momentum as exterior enclosure activities continued with brick veneer, glass and glazing, metal panels, insulation, and completion of the air and vapor barrier. Although installation of portions of the glazing and metal panel systems extended slightly beyond the original baseline schedule, these adjustments did not affect the overall project completion date. Temporary weather protection measures allowed interior work to continue uninterrupted throughout the winter months.

Interior construction advanced significantly during the reporting period. Mechanical, electrical, and plumbing rough-ins were completed throughout the facility, followed by insulation, drywall, painting, ceiling systems, flooring preparation, and specialty finishes. Key program spaces—including the Early Learning Academy, gymnasium, commercial kitchen, and elevator systems—progressed steadily. Permanent electrical service was established during the reporting period, followed by permanent gas service, boiler startup, chiller commissioning, and activation of the Dedicated Outdoor Air System (DOAS), allowing building conditioning, testing, balancing, and commissioning activities to proceed.

During the second quarter of 2026, the project entered its final construction and commissioning phase. Exterior improvements included completion or substantial completion of playground installation, landscaping, sidewalks, curbs, parking areas, roadway improvements, and the outdoor basketball court, with remaining specialty items such as fencing and court surfacing scheduled for completion prior to occupancy. Interior work progressed through terrazzo flooring installation, gymnasium wood flooring, wood ceilings, architectural paneling, final painting, wall protection, kitchen equipment startup, elevator testing, and phased punch list completion. Fire alarm pre-testing, system inspections, furniture installation, and turnover preparations also commenced as the project transitioned toward final occupancy.

Throughout the reporting period, project partners successfully managed minor equipment delivery issues, winter weather conditions, and exterior sequencing adjustments without affecting the overall schedule. By mid-June 2026, construction was approximately **91 percent complete**, with the project transitioning into final inspections, commissioning, punch list completion, and owner turnover activities. **Substantial completion remains projected for July 21, 2026**, with administrative closeout extending through October 2026.

Overall, the Kingswood Community Center project demonstrated exceptional progress during the reporting period, successfully advancing from structural construction through final finishes and commissioning while maintaining schedule performance. Continued coordination among Kingswood Community Center, EDiS, subcontractors, and project partners has positioned the facility for successful



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



completion and occupancy. The **grand opening is scheduled for November 6–7, 2026**, and as of July 2026, **114 prospective attendees** had registered their interest in participating in the opening celebration.



09/05/25 – Exterior – Northwest Corner



06/10/26 – Exterior – Northwest Corner



06/10/26 – Exterior - Southwest Corner

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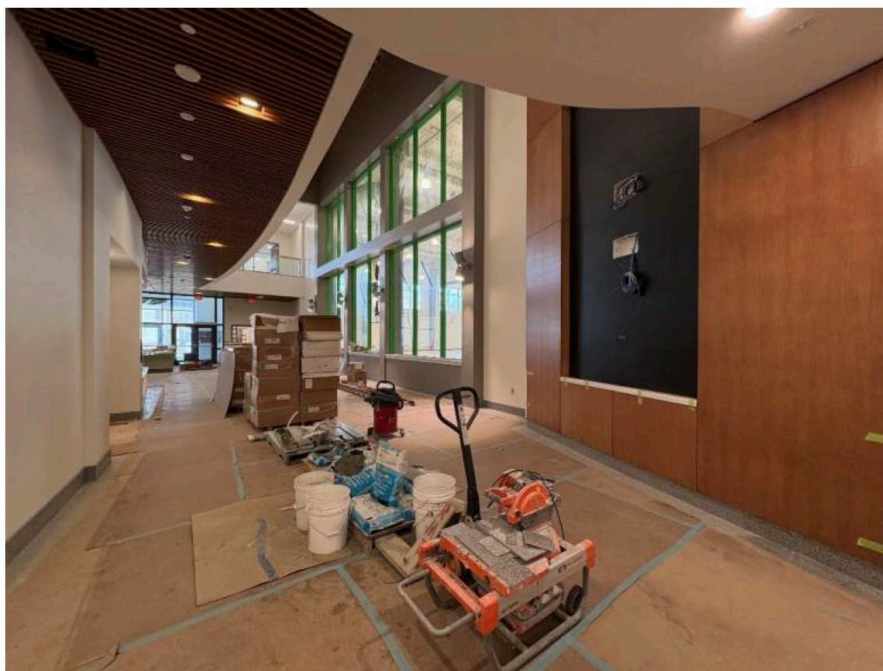
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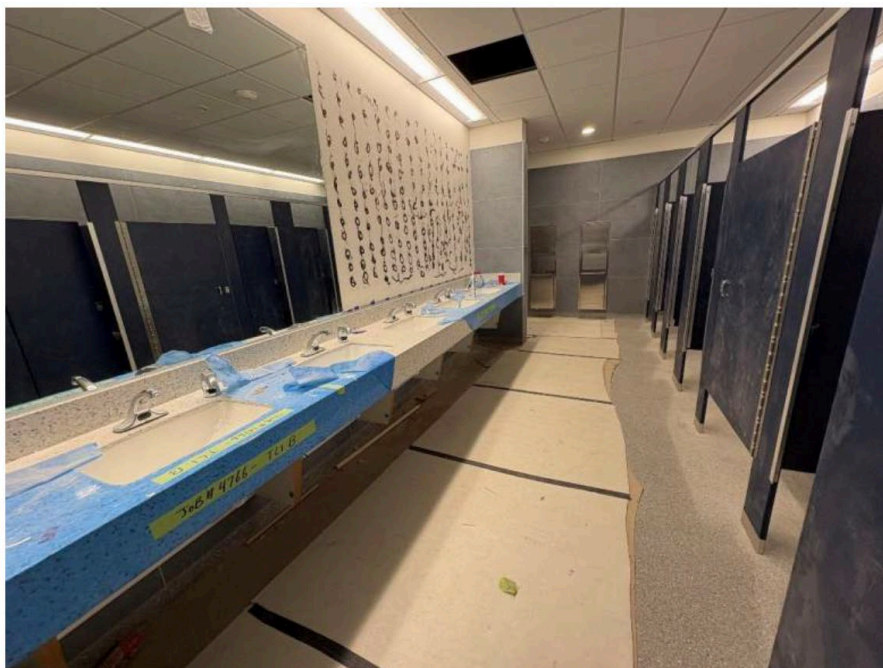
06/10/26 – Site – Outdoor Basketball Court



06/10/26 – Exterior – ELA Entrance



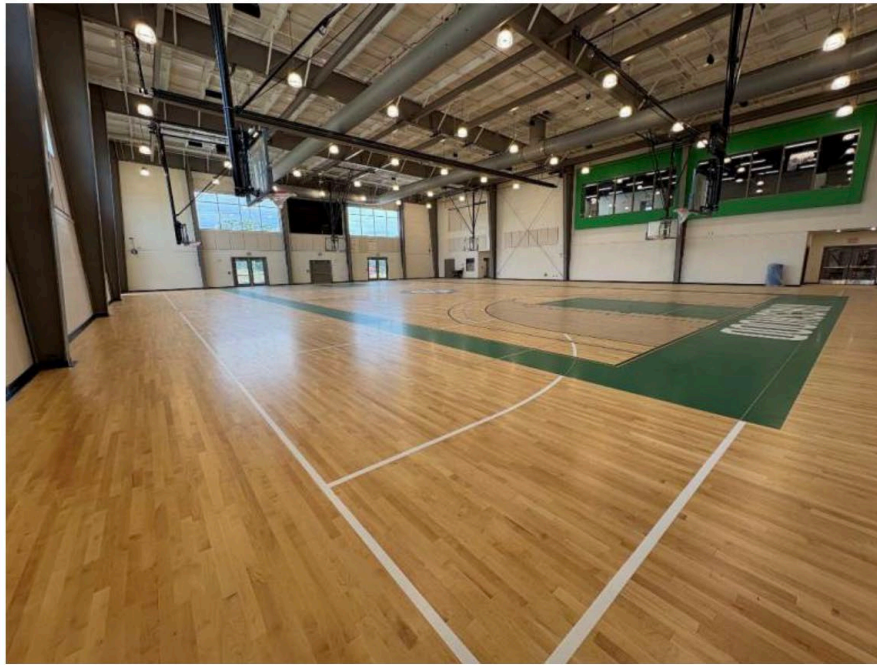
06/10/26 – Interior – Main Lobby



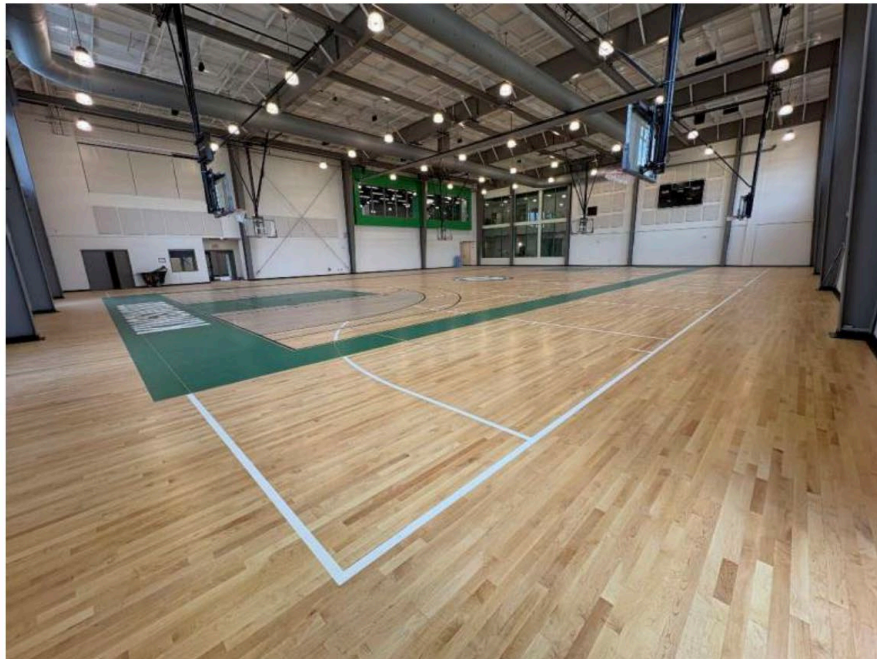
06/10/26 – Interior – Main Lobby Gang Bathrooms

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DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT

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06/10/26 – Interior – Gymnasium

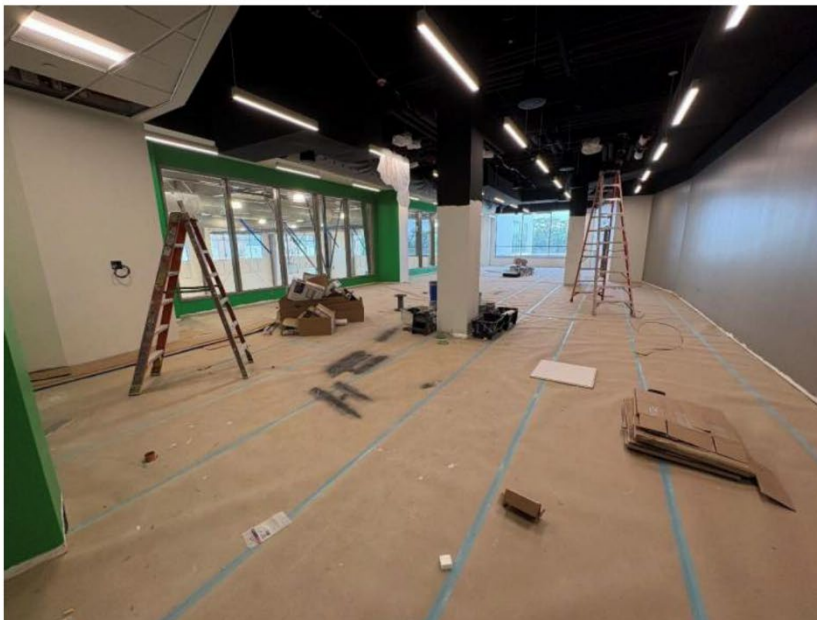


06/10/26 – Interior – Gymnasium

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DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT**



06/10/26 – Interior – ELA Classroom



06/10/26 – Interior – 2nd Floor Fitness Room

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

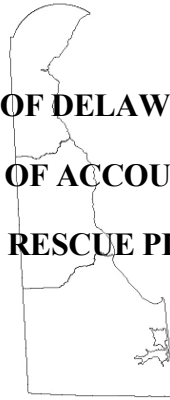
Decades of racial discrimination and disinvestment resulting in segregation from more prosperous communities, substandard education, lack of employment opportunities, high levels of incarceration, and poor health outcomes have devastated Black communities nationwide. Riverside is 78% Black, 17% White, 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 mental health services, the center collaborates with local hospitals and federally qualified health centers to ensure access to quality healthcare.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 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

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.



From Deonta Martin, former Riverside resident and current project engineer on the new Kingswood facility:

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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:

[2024 Impact Video](#)

[Investment in Housing, Governor John Carney's Office Video – January 2025](#)

[Kingswood Community Center Groundblessing Event Video-August 2024](#)

[2023 Impact Video](#)

[2023 Impact Video](#)

[2022 Impact Video](#)

[2021 Impact Video](#)

[2020 Impact Video](#)

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

[Josie Haile-Kingswood Community Center](#)

Overall Revitalization Impact, Resident Statement:

STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



From Dee Hubbard, Imani Village resident and REACH Community Ambassador:



My name is Daria “Dee” Hubbard. I am a previous Riverside resident, and I have recently become a resident of the new Imani Village. I am a mother of three ages 14,10, and 4.

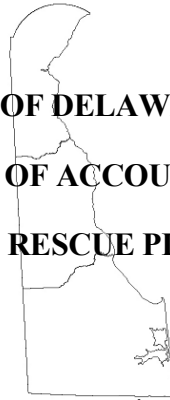
During my life I have experienced many trials and tribulations. I have been put in situations where being strong was my only option. I became a Riverside resident at one of the darkest times in my life - this brought me and my children a lot of joy to have a home to call “ours”.

As we began to outgrow our time in our Riverside home, we had the opportunity to witness Imani Village become a new community from the ground up. As the first phase was upon completion, an event caught my attention - “Imani Village Community Day.” I wanted to expand the genuine love that I have for the youth in my community and provide free hairstyles at the event. The WRK group believed in my vision and gave me the opportunity to bring that vision to life and it was a success. From then I began traveling to provide hairstyles to children in low-income communities and provide what I call “Crown Confidence” to the youth by doing community pop ups at events, and even styling hair at schools such as Eastside Charter School and Warner Elementary School.

I was then introduced to the EMPOWER program which guided me to the Launcher Program, which taught me the business aspect of my entrepreneur goals.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

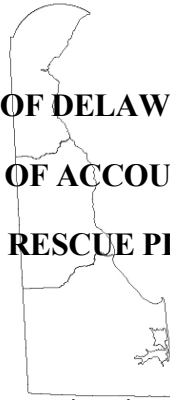
Section 3 is a federal regulation designed to promote economic opportunities for low-income individuals and communities through federal housing and community development programs. The primary objective of Section 3 is to ensure that recipients of HUD funding, such as public housing authorities and developers, 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

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Deep community engagement efforts were essential to the development of the NE Wilmington Transformation Plan (NEW Plan), which formed the basis for the housing master planning and the HUD Choice Neighborhoods Implementation grant application. The planning process encompassed four stages of work: (1) Landscape and Needs Information Gathering: analysis of existing conditions, asset mapping, residential and retail market analysis, resident surveys, stakeholder interviews, a parcel survey, and resident/community meetings; (2) Community Visioning: development of a community vision, goals, objectives, and a plan framework via workshops and resident meetings; (3) Plan Buildout: iterative plan development synthesizing resident/community preferences and needs; and (4) Plan Finalization: prioritize initiatives, establish an achievable timeline, identify funding sources, generate implementation plans with partners, and begin implementation.

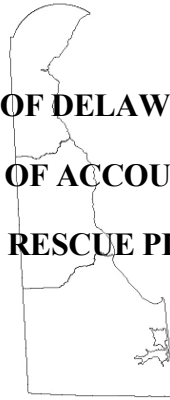
Resident/Community Engagement. To ensure that the NEW Plan reflected the community's values and aspirations, the first objective was to establish a solid infrastructure for community engagement. A 14-member Steering Committee was created, with participants carefully chosen to represent target public housing and neighborhood residents as well as key partners for planning and implementation - REACH, TWH, KCC, WHA, Pennrose, and others. The Steering Committee met monthly to drive the planning process and ensure robust resident, community, and stakeholder input.

The Steering Committee organized multiple and varied opportunities for residents, community members and stakeholders to voice their interests. Public listening sessions and a site visit for residents to two mixed-income communities developed by Pennrose in Annapolis and Baltimore, MD elicited initial input. Focus groups on specific topics - commercial development on NE Blvd, Open Space, the KCC facility/programs and the ESCS STEM Center – gave stakeholders the opportunity to offer feedback on specific elements on the plan. Multiple public presentations of the NEW Plan from draft to final form provided the opportunity to impact the plan as it was being developed.

A neighborhood-wide resident satisfaction survey, designed by Alys Mann Consulting with Steering Committee input, was conducted over a 6-month time-period in late 2020 and early 2021 during the COVID-19 pandemic. This made the traditional methods of going door-to-door to collect survey responses via resident conversation unfeasible and unsafe. Instead, the project team employed a variety of outreach methods to reach broadly into the community. The methods included two mailings to each household in the target area (utilizing Every Door Direct through USPS), requesting residents to go to a website to take the survey, completing surveys with residents at multiple on-site events, and working with key community leaders to help spread the word. REACH partnered with WHA to ensure robust participation of REACH Riverside households, ultimately achieving a 68% response rate. To ensure resident safety while boosting participation, the planning team also used social media as a digital home for the planning process with materials posted in English and Spanish. Through the data collection efforts, 292 surveys were collected from households in the target area, 169 from the target public housing and 123 from neighborhood residents.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

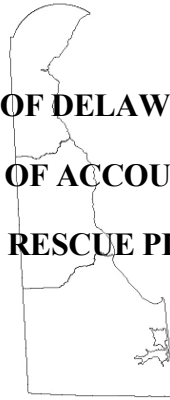
In early 2024, the Kingswood Community Center hosted two dynamic outreach events for the design of the park located across from the new KCC site. The first design workshop featured presentations by REACH, Pennrose, and WRT on the greater Imani Village project and community programs. Attendees engaged 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/>.

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,



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



representatives from philanthropic and public sector agencies, elected officials, and service providers. Quarterly meetings at The Warehouse serve as checkpoints to monitor progress and ensure that activities stimulate positive community investments. These meetings are pivotal in gathering feedback from the broader Northeast Wilmington community. The first SAG meeting was held on June 26, 2024.

Another noteworthy achievement has been the establishment of a robust Resident Council at Imani Village, facilitated by Pennrose as property managers. This council serves as a vital channel for information dissemination and a platform for addressing tenant concerns. Members of the Resident Council also contribute to the SAG, ensuring that community voices are represented in strategic planning and decision-making processes.

Safety has always been a top priority for the WRK Group and the communities it serves. Recently, the group appointed Daniel Selekman as the new Director of Safety and Security. Daniel brings over 20 years of experience as a retired Police Lieutenant from Wilmington, where he excelled in community policing. His role is pivotal in enhancing community safety through improved communication and proactive engagement strategies. Daniel's initial focus includes strengthening safety measures at key locations such as the Warehouse, the Kingswood Community Center, and Imani Village. His appointment marks a significant commitment from the WRG group to prioritize safety by expanding his team and securing additional funding. These efforts aim not only to ensure the security of organizational spaces but also to positively impact the surrounding community. Under Daniel's leadership, the community can expect increased safety protocols, enhanced partnerships with local authorities, and targeted outreach programs. By fostering a safer environment, the WRK Group aims to bolster community confidence, promote economic development, and ultimately improve the quality of life for all residents. This proactive approach underscores the group's dedication to creating a secure and thriving community for years to come.

However, our commitment to transparency and inclusiveness extends beyond these initiatives. WHA, REACH, KCC, and Pennrose are collaborating on the NEW Plan website to provide accessible development-related information to a wider audience. Information sessions, events, and updates will be shared via newsletters, social media, email, and door-to-door flyers, ensuring that all residents are informed and engaged in shaping the future of their community.

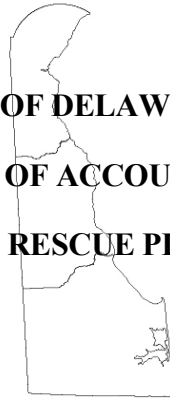
Together, these efforts signify a dynamic approach to community engagement, fostering collaboration and empowerment among Northeast Wilmington residents as they work towards achieving tangible and sustainable outcomes.

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

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.

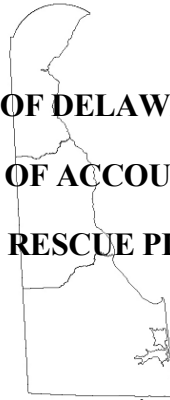
There was a large unfinished basement that was relatively dry with high ceilings that could be developed into additional office and treatment space, and this would absolutely be needed to accommodate the new model of treatment for the facility. In addition, there was a great deal of work on the exterior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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



(\$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, 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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:



Basement After:



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Playground:



New Parking Lot/ Paving:





STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

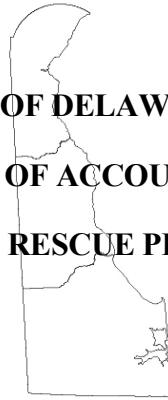
Community Engagement

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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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: \$4,500,000.00

Project Overview

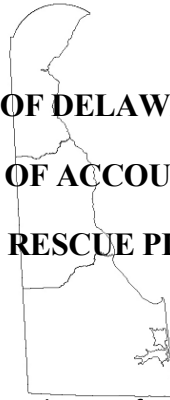
The allocated funds were utilized to acquire a 19,700-square-foot building and the surrounding lots. While the building was purchased in December 19, 2023, the parking lots were secured later in October 2024. The primary challenge we have encountered this year has been securing the additional funding required to complete the necessary renovations. The facility needs water remediation, accessibility ramp installation, plumbing and electrical upgrades, along with cosmetic improvements. The organization is actively and diligently engaged in fundraising efforts to obtain the resources needed to fully renovate the building. The company has secured more than \$600,000 to support the renovation of the building's first floor. Architectural renderings have been completed, and we are now soliciting bids from contractors to initiate phase one of this significant redevelopment effort. The cohort has also been rescheduled to a later date due to the renovation requirements.

Promoting Equitable Outcomes & Critical Needs

The allocated funds were used to acquire the building at 715 N. Orange Street in Wilmington, Delaware, with the vision of transforming it into a vibrant community arts hub. Although new condos and apartments are being developed in the area, the property is situated near a community that remains underserved. Our aim is to provide affordable workspace where both emerging and established artists



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



can create, showcase, and educate others about their craft. We recognize the financial challenges that artists often face, and our mission is to offer a workspace that nurtures their creativity while empowering them to contribute to the Christina Cultural Arts Center and the broader community.

Client Impact, Interviews and Success Stories

The property has been actively utilized for arts programming, including both leased events and company-sponsored activities. A dedicated coordinator has been hired to develop curriculum for the artists who will work within the space, supporting our vision of offering co-working opportunities for makers and creators. In addition, the building was acquired with an existing tenant, enabling it to provide childcare services for nearly 55 families from underserved communities, further advancing our mission to support equitable access to resources.

Community Engagement

For eight decades, Christina Cultural Arts Center, Inc. (CCAC) has provided Wilmington and New Castle residents of all ages with accessible, high-quality arts experiences. Over 24,000 individuals have benefited from private and group instruction, cultural programming, and events showcasing renowned artists. Recognizing the evolving needs of the arts community and its neighbors, CCAC is transforming its headquarters into a vibrant Community Arts Hub. CCAC Community Arts Hub pilot project is being intentionally designed as a one-stop location where artists gather, create, and collaborate. Potential strategies to address this need may include:

First Floor Utilization: With 9,850 SF at 715 N. Orange Street opportunities:

- **Co-Working Spaces:** Design flexible co-working areas with open seating and private offices to cater to different working styles.
- **Workshops and Classes:** Create dedicated areas for skill-building workshops, seminars, and classes focused on workforce and small business development.
- **Art Studios and Maker Spaces:** Provide well-equipped studios and maker spaces for artists to work on their projects.
- **ADA compliance:** Ensure that co-working spaces, private offices, restrooms, etc. are accessible and that technical assistance is available.

These strategies align directly with The CREATE Plan's recommendations to foster cross-sector collaborations and interdisciplinary dialogue, creating new artistic and economic opportunities while identifying and utilizing underused spaces for the creative economy.

Recognizing the under-representation of BIPOC, LBGTQAI+ and disabled artists in Delaware's creative economy and job sector which in 2012 generated over \$3.1 billion and \$2.2 billion directly to DE's



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



economy; CCAC will target access to these and other marginalized communities. Strategies for engagement and outreach may include:

Community Engagement: Fostering community by organizing regular events, such as:

- **Art Exhibitions:** Showcase the work of cohort artists and entrepreneurs.
- **Networking Events:** Host meetups and networking events to connect artists, entrepreneurs, and potential investors or mentors.
- **Pop-Up Markets:** Allow entrepreneurs to sell their products and services through pop-up markets at 715

Marketing and Outreach: Promote the Community Artist Hub through:

- **Social Media Campaigns:** Engage with the community and potential users through social media platforms.
- **Partnerships:** Collaborate with local BIPOC, LGBTQAI+ and disabled organizations to expand our reach.
- **Open Houses:** Host open house events to showcase the space and attract interest from potential members and partners

West End Neighborhood House

Project Identification Number: 21859

Funding amount Budget: \$ 2,785,000.00

Expenditures to date: \$703,955.00

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



BARRIERS: The only current barrier is scheduling the contractor to begin stormwater mitigation project at the Education Center

ACHIEVEMENTS: As of June 30, 2026, we are 96% complete renovating the Education Center.

Promoting Equitable Outcomes & Critical Needs

Creation of the commercial kitchen will serve BIPOC entrepreneurs looking to start their own food service-related businesses. Many of these entrepreneurs will have participated in (or be currently enrolled in) West End's Launcher Entrepreneurship program, 94% of whose students are members of BIPOC communities. The City of Wilmington is one of the Launcher program's targeted communities. Wilmington has a much lower median household income (\$49,354) compared to New Castle County (\$78,428) and more than double the percentage of residents living below the poverty line (24% compared to 11.4%). Wilmington is also home to a much higher percentage of African-American residents compared to New Castle County (56.7% vs. 27.6%).

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.

Client Impact, Interviews and Success Stories

Grand Opening was held on February 2nd 2026 with over one hundred in attendance including the entire Federal Delegation and the mayor of the City of Wilmington. Over 100 youth receive educational service daily Monday through Friday. Bilingual services continue to be offered on a daily basis. 20 Community and Board meeting have been held since February. A 12-week training course on "starting your own business" was held February and a second cohort is scheduled to commence in early August of this year.

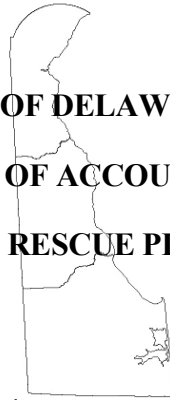
Community Engagement

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,



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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.

Mid-County Center

Project Identification Number: 22072

Funding amount Budget: \$ 350,000.00

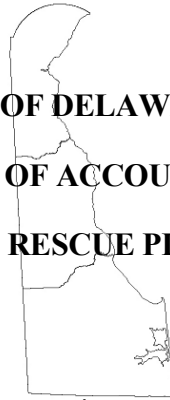
Expenditures to date: \$71,376.17

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 project was to split the former elementary school kitchen into two rooms, one for the updated kitchen and space for Meals on Wheels, and another for an additional activity space. Providing more activity space will allow for more programming, for clubs to



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



meet regularly, and for us to provide other suggested activities such as art classes and more group and 1:1 education such as our current programming of monthly walk-in appointments with a DHSS Social worker and with StandByMe 50+’s financial advisor. We also plan to use that space for memory care activities, such as Alzheimer’s Association sponsored programming like “Memory Cafés” and “Memories in the Making” as well as “Silver Club” developed by the University of Michigan. These programs will promote brain health, stimulate memory, and provide much-needed social interaction for the members. We are also looking at administering evidence-based Caregiving Programs, such as “Care Partners Reaching Out”, “Early Stage Partners in Care”, and “Together We Can!” in order to provide some education and support for caregivers. The project will allow Mid-County to provide space for educational, discussion based programs for those with early-staged memory loss and their caregivers as well as provide much needed multi-purpose activity space for all Mid-County seniors. The programs will have a positive impact on member’s brain health, physical mobility, and overall social well-being. An additional restroom, improved kitchen, and furnishings designed for older adults will enable us to provide the best space to facilitate these programs. This quarter specifically, we began operations! The kitchen has been in use now for a few months, and the Meals on Wheels hub has been very much appreciated. Just from January through March there was 3,537 meals delivered from our Center to homebound seniors and 927 meals served at only \$4 to our members. Specifically, having a bathroom and dedicated space for the volunteers to pick up their deliveries makes it easier for them and less disruptive to the Center. Additionally in the new activity room, the first Memory Café and Caregiver Support Group were established in January and have now had meetings that included general conversation, a musical performance from local violin player to stimulate auditory memory, and a meditation teacher to assist the caregivers. Additionally, the room has provided space for our Mahjong club with close to twenty seniors who play daily to help their memory and strategy brain, a brand new club “Jam Session” of ten guitar players who meet and play together weekly, our monthly nutrition education series with a local registered dietitian, and our monthly walk-in appointments for DHSS social worker and StandByMe’s financial advisor. This room has become a member favorite space and continues to add incredible value to the Delaware seniors.

Promoting Equitable Outcomes & Critical Needs

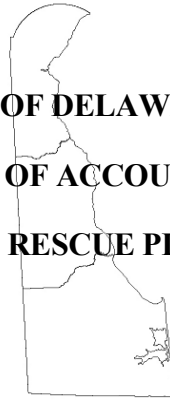
This project will improve in two outcomes:

1. Provide an additional room for activity space
2. Improve upon our kitchen.

Introducing another room for activity space is critical for both the growth of Mid-County Center as well as supporting our mission to be a resource for aging well in New Castle County. We intend to utilize this additional space for the following:



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- Collaborate with our partner Health 4 All and other potential local providers to provide our population regular blood pressure checks and education. More than ½ of adults 50-80 have a health condition that puts them at a high risk of emergencies if they are not attentive to their blood pressure, however less than half of this group is regularly checking their blood pressure.
- Collaborate with our partner StandByMe to provide 1:1 financial advice and education. StandbyMe 50+ assists older adults with financial coaching, access to benefits, and retirement programs at nocost to members.
- Collaborate with our newest partner, DHSS, in providing 1:1 social worker conversations for our members on a monthly basis. This provides our membership and seniors at large the opportunity to gather information about resources provided by the state as well as the rare opportunity to ask questions one-on-one with a professional in a confidential and comfortable environment.
- Collaborate with our partner Alzheimer’s Association to provide education and group support for caregivers. The Delaware Valley Chapter is the premier source of information and support for more than 809,000 caregivers and providing a location in New Castle County is critical.
- Collaborate with additional groups not yet identified to help provide resources to our senior population.

Our kitchen at Mid-County Center is an important New Castle County resource for seniors for two reasons:

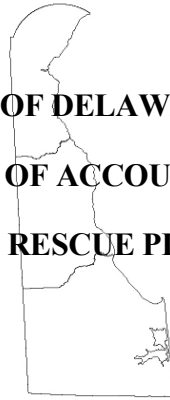
1. We provide \$3 lunches for seniors in both person and to-go regardless of income level. This service is important for critical needs as roughly 50% of the Mid-County Center members reside in five zip codes: three of them fall in the range of low-income, two in low-moderate income for seniors. The average income for families over 65+ in these zip codes is \$63,000. While we do not collect income data for our members, this extrapolation from local government data shows there is a high need for meal assistance.
2. We work with City Fare Meals on Wheels as a coordination hub for volunteers to pick up meals for homebound older adults and disabled persons around New Castle County. This service is particularly important in addressing critical needs as the individuals served are unable to prepare meals for themselves and may have no one else to do so for them. By providing a kitchen space, local volunteers in the area are able to have a single location close to the clients to pick up the food.

Client Impact, Interviews and Success Stories

In the time frame January-March, the Activity Room had over 530 people use the room. Activities included:



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- Daily Mahjong and Pinochle
- Weekly Jam Session (Guitar playing)
- Monthly 1:1 financial advisor meeting
- Monthly 1:1 DHSS social worker meetings
- Guest Speakers on topics including tips on downsizing, social security seminars, and physical therapy demonstrations
- Monthly Nutrition Seminars with Registered Dietitian
- As needed blood pressure checks

January – March numbers for the new kitchen: - 927 meals served out of our new kitchen (\$4 per lunch served to anyone 65+) - 3,537 meals boxed and delivered from the Mid-County Center Meal's on Wheels hub dedicated in our kitchen

Labor Practices

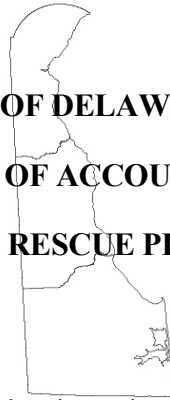
Our project is currently in the planning and development stage and have not begun the construction phase. Our design and architecture consultant "Design Collaborative Inc" are local to Wilmington, Delaware and serve Delaware and eastern Pennsylvania communities. Our engineering and planning consultant "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. In the years since COVID-19, the Center has begun growing, introducing more clubs and activities to create more social engagement. This past year we have introduced a Book club, Social Committee, Crochet and Knitting Clubs, and more! Unfortunately, with space being limited, we have had to cancel and shift other activities to make room for these meetings. This information, paired with conversation with our members, open-ended annual membership surveys, and suggestion boxes revealed a need for Mid-County to create more space for activity programming. Regarding utilizing the space for early memory care programming, Mid-County, in partnership with Alzheimer's Association, 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



pandemic, the center was unable to continue this desired service for the community. While the center no longer provides the 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. Additionally, we plan to hold focus groups with local caregivers to investigate what opportunities for education would be most beneficial to them as part of our commitment to both the affected individuals but their caregivers 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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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 the 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 reunite 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 help these vulnerable teens develop skills and resilience to meet life's challenges as young adults.

As a 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-

**STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT**



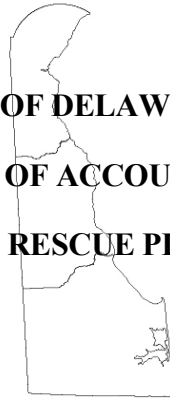
occupancy rooms, improving HVAC systems to support appropriate ventilation, building outdoor spaces to accommodate services and recreation, and more.

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 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 the need for repairs and improve the ability to clean and sanitize
- New paint throughout the building to improve the 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 facilities and outdoor spaces



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



PROJECT STATUS

Between the dates of 4/1-6/30, phase 4 was worked on. The kitchen and activity room were demolished in order to complete new layout and finishes. Doors and windows were replaced, and the new kitchen layout was framed. MEP crews worked on the new split HVAC systems, new bathrooms were plumbed, and lighting fixtures were added/replaced. The new flooring was installed and all of phase 4 received a new coat of paint. The Fire Marshal permit was submitted for the range hood and as soon as it is approved, we can begin the reinstallation of the hood and fire suppression systems.

We are submitting draws to cover construction billing invoices as they are received.

Promoting Equitable Outcomes & Critical Needs

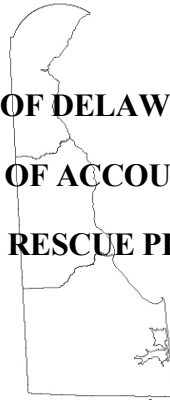
The upgrades to Seaford House fit into multiple acceptable use categories:

- 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



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



- 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 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.

Delmarva Clergy

Project Identification Number: 21667

Funding amount Budget: \$ 470,000.00

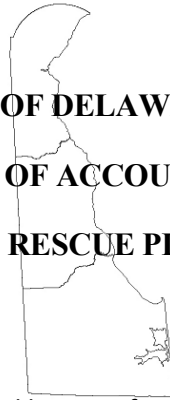
Expenditures to date: \$176,500.00

Project Overview

Objective:



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



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

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: \$988,000.00

Project Overview

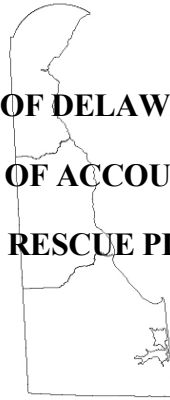
During the reporting period, Springboard's objective was to complete the construction, site improvements, furnishing, and equipping of the multi-purpose community center at Springboard Shelter Village – Sussex DE; obtain the approvals necessary for occupancy; and prepare the facility to provide supportive services for unsheltered adults in Sussex County and Central Delaware. The facility is intended to support services and activities that enable access to work, education, healthcare, health monitoring, housing assistance, and other resources that promote greater stability and self-sufficiency. Barriers: No material barriers prevented the project from reaching substantial completion during the reporting period. The principal closeout challenges involved coordinating the completion of the final asphalt layer for the parking area and obtaining and installing the remaining kitchen equipment and selected furnishings. These outstanding items did not prevent the building from receiving its Certificate of Occupancy. Achievements: The multi-purpose community center was completed and received its Certificate of Occupancy. Site improvements and furniture, fixtures, and equipment were substantially completed. At the end of the reporting period, only the final asphalt layer and a limited number of kitchen and furnishing items remained. These accomplishments moved the project into its final closeout phase and positioned the facility to deliver the supportive services described in the approved CPF project scope

Promoting Equitable Outcomes & Critical Needs

CPF funds were used to construct and equip a multi-purpose community center and complete related site improvements at Springboard Shelter Village – Sussex DE. Funded costs included site preparation and drainage, water and sanitary-sewer infrastructure, building construction, plumbing, HVAC and



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



electrical systems, and furniture, fixtures, kitchen equipment, and other items needed to make the facility operational. This capital investment creates permanent service infrastructure for unsheltered adults living in encampments and experiencing housing instability in Sussex County and Central Delaware. The project promotes strong and equitable growth by directing public investment to people with extremely low incomes and significant barriers to housing, healthcare, employment, education, transportation, and other essential services. The facility is located in Sussex County and serves a geographic area that includes rural and dispersed communities, where traveling among multiple service providers can be a substantial obstacle. By bringing supportive services together at one location, the project reduces transportation and administrative barriers and improves residents' ability to engage consistently in services that support work, education, health monitoring, and long-term stability. The project supports racial equity by focusing resources on a population experiencing severe economic and housing exclusion and by providing access without discrimination based on race, color, national origin, disability, age, sex, sexual orientation, gender identity, or other protected status. The service model is intended to ensure that people of color and other historically underserved residents within the target population have equitable access to the facility and its services. Springboard will monitor participation and outcomes, including available demographic information, to identify disparities and ensure that the benefits of the project are reaching the communities with the greatest need. The investment is designed to produce benefits beyond the construction period. Under the CPF agreement, Springboard will continue providing services or activities that directly enable work, education, and health monitoring for at least five years following completion of the project. The funds therefore establish durable community infrastructure rather than a temporary emergency response and are intended to improve health, economic participation, housing stability, and access to opportunity for underserved residents over the long term.

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.



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



Promoting Equitable Outcomes & Critical Needs

Project not started

The Home of the Brave Foundation, Inc.

Project Identification Number: 22853

Funding amount Budget: \$ 350,000.00

Expenditures to date: \$93,603.95

The purpose of this project was to increase the size and improve the kitchen/dining area for the Veterans at the Home of the Brave. This allows for a more effective and efficient service for meals in which they can spend time together building bonds of support for each other while working towards a renewed independence.

We first began the process by meeting with the contractor and engineer in the fall/winter of 2024 to identify the specifics with regards to changes to the existing structure and where the addition would be added. Our next meeting was with the contractor and the architect who would be designing the new structure/addition. The permits were being acquired during the spring, followed by a pre-construction meeting with the builder to determine when the demolition process would begin. The totality of the project includes an addition of 224 square feet that has enlarged the kitchen and dining area. The kitchen is more efficient and has the physical space, the counter space, and the storage space needed for the Kitchen Manager/Cook to adequately prepare meals. The dining area is enlarged, so that it can accommodate most of the veterans during one sitting. In completion of the project, the HVAC was updated, dining area outfitted & security reestablished. The major components of the project were completed in the month of August 2025, when we received our Certificate of Occupancy. However, we chose to wait until we had all the items that we needed before having our Grand Opening in September.

Promoting Equitable Outcomes & Critical Needs

Funding from sources such as yours, as well as, donations from stakeholders assist agencies like the Home of the Brave to be able to assist those who are in need and have fell on hard times but, may not qualify for the standard assistance through the established agencies. As, we cater to veterans, those who served our country that we may have the freedoms we enjoy today, it is our pleasure to give them a helping hand when they are in need. We serve all homeless veterans regardless of race, creed, color or religious beliefs; empowering them, to once again be a productive citizen living an independent life because we gave them a helping hand when they needed it most.

Client Impact, Interviews and Success Stories



STATE OF DELAWARE
DIVISION OF ACCOUNTING
AMERICAN RESCUE PLAN ACT



The Home of the Brave has been in existence at this location since 1996 providing transitional housing, food and security, employment assistance, counseling services, access to healthcare, transportation and assistance with locating affordable housing. In 2024, we were able to get 89 veterans (men/women) through our program and obtain housing securing their ability to live independently, as a productive citizen in surrounding communities throughout the State of Delaware.

Community Engagement

Our organization receives donations to assist homeless veterans. Our doors are open to house any homeless veteran in the State of Delaware, regardless of the branch of service. We serve men and women vets, people of all creeds and color with low and no income