

Division of State Service Centers

Providing Access to Delaware's Health and Human Service System

2017 Annual Report



STATE OF DELAWARE
DEPARTMENT OF HEALTH AND SOCIAL SERVICES
DIVISION OF STATE SERVICE CENTERS

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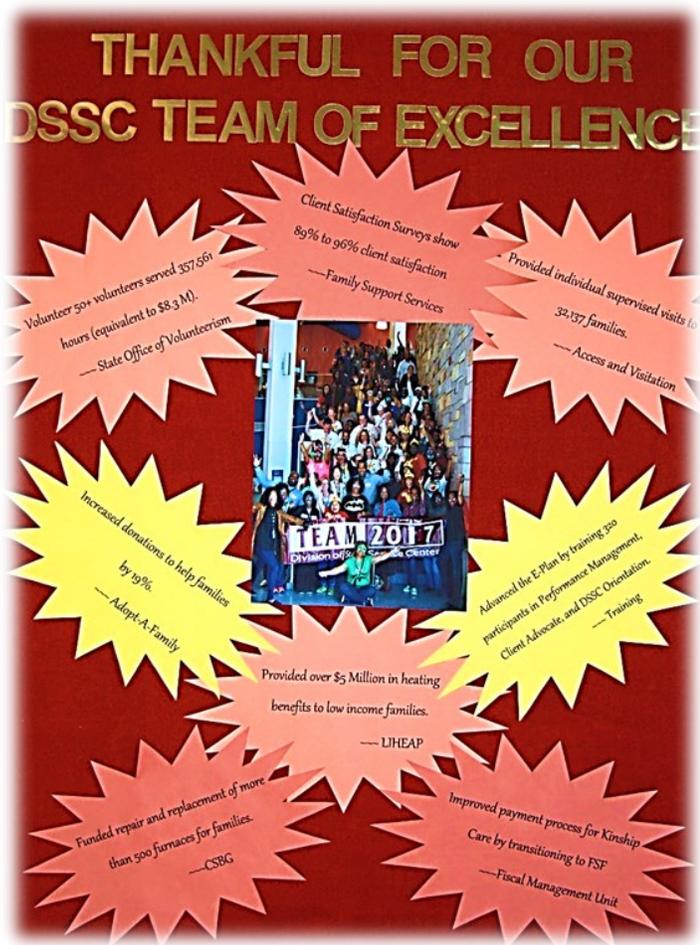
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STATE OF DELAWARE
DEPARTMENT OF HEALTH AND SOCIAL SERVICES
DIVISION OF STATE SERVICE CENTERS
2017 ANNUAL REPORT

ABOUT THIS REPORT

This report describes the **operations** and **programmatic performance** of the Department of Health and Social Services (DHSS), Division of State Service Centers (DSSC) during State Fiscal Year 2017. This report was prepared primarily to share the impact of critical services provided by our Division in partnership with our stakeholders to include: clients, staff, Department/State leadership, legislators and the community at large.



The report:

- Introduces the Division of State Service Centers with a description of our **mission** and **vision, leadership, staff** and **core services**.
- Presents our Divisional **goals** and **outcomes** from 2017.
- Presents the **community, the key partners** to our Division, their work and views pertaining to the Division.
- Demonstrates our **client and community successes** and the imperative behind all our services.

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DELAWARE HEALTH AND SOCIAL SERVICES

Division of State Service Centers

LETTER FROM THE SECRETARY



Dear Fellow Delawareans,

More than 4,000 men and women are spread across the 11 divisions of the Delaware Department of Health and Social Services (DHSS). Their goal each day? To improve the quality of life of Delaware's residents by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.

Attached is the annual report of the Division of State Service Centers (DSSC), one of the 11 divisions of DHSS. This division offers a convenient, effective and efficient entryway for Delaware's residents to the many programs and resources available through all the divisions within our department.

This report not only shines a light on the skills, dedication, and special passion for the community possessed by my colleagues in DSSC, it also confirms the profound needs within our state, the importance of our safety net programs and the impact of critical services provided by DHSS to those Delawareans in most need.

I am thankful to the leadership and staff of the Division of State Service Centers for taking time to share their accomplishments in the last fiscal year, alongside the goals and plans of action to serve Delaware's communities more efficiently, effectively and with excellence.

Our success across DHSS as it is at the Division of State Service Centers is rooted in working hand in hand with our partners – clients, staff, Department/State leadership, legislators and the community at large.

Thank you for recognizing the critical needs addressed daily by the DHSS-Division of State Service Centers and supporting and embracing the services we offer.

We welcome your feedback and embrace continuous improvement.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K. Walker', written in a cursive style.

Kara Odom Walker, MD, MPH, MSHS
Cabinet Secretary
Department of Health and Social Services



EXECUTIVE SUMMARY



Renée P. Beaman
Division Director



Cynthia M. Manlove
Deputy Director

We are pleased to present the *Division of State Service Centers (DSSC) State Fiscal Year 2017 Annual Report*.

Since 1970, the Division of State Service Centers has been a beacon of hope to many communities, families and individuals in Delaware. For more than 48 years the Division has worked tirelessly to provide services to the most vulnerable constituents in Delaware through our Divisional Programs. As part of the Department of Health and Social Services (DHSS), we have a commitment to improving the lifetime wellbeing of individuals and families. This goal is accomplished through a diverse array of public/private health and social programs and services offered by Family Support Services staff located statewide at our 15 State Service Centers, the State Office of Volunteerism, and the Office of Community Services.

We provide assistance to those Delawareans who need it most – children, families, the elderly, the sick, those with disabilities, low-income populations, the homeless amongst other vulnerable populations. Constituent needs are met throughout the State, including even those in hard to reach areas. Our staff, along with hundreds of community partners, make a meaningful difference to the citizens of our great State by providing quality services to meet specific needs during crisis.

As this report demonstrates, in 2017, the Division worked on various programs and projects that yielded real benefits for the Delawareans we serve. As we move into a new year, there continues to be a demand for increased services provided through our agency. We remain committed to addressing the challenges posed by the vulnerable populations we serve, including delivering quality services, exercising sound fiscal management, strengthening community partnerships, promoting volunteer and civic engagement, and enhancing our technological capacity. Even as funding continued to decrease we were able to accomplish the following:

- 616,000 Client Visits to State Service Centers
- 3,142 Individuals and families housed
- 681 Families received supervised Access & Visitation Services
- 320 Employees and Partners trained
- Over \$5 million in heating benefits to low income families
- 374 Furnaces repaired or replaced and 139 home repairs
- 357,561 Volunteer Delaware 50+ volunteer hours served (equivalent to \$8.3 million)
- 14% Increase in Adopt A Family donations

Future Challenges and Priorities

While DSSC takes great pride in our State Fiscal Year 2017 accomplishments, we believe there are plenty of opportunities for improvement. Beginning in 2016, the Division worked with Human Capital Solutions to perform a Division-wide operational assessment. The resulting five year plan included consultations via surveys with staff, stakeholders, community partners and constituents. As a result of survey input, the Division identified strategic shifts to transform how we operate. These shifts will create efficiencies within our Division, improve customer service, eliminate redundancies within our work and, most importantly, enable us to achieve our mission more effectively than we do today. We look forward to sharing in our next annual report, the concrete areas of improvement within the Division that will result from our current implementation efforts.

In the summer of 2017, DSSC began a partnership with Wilmington University to develop a trauma informed approach blended learning project. This project is currently in its pilot phase which includes a train the trainer component prior to a Department wide roll out in collaboration with the Division of Social Services, and the Division of Child Support Services.

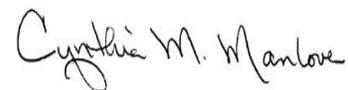
In 2018-2019 we will:

- Continue to support the Governor's Action Plan
- Continue the ongoing trauma informed approach training for all staff
- Improve on operational efficiencies
- Increase the number of community partnerships
- Increase the number of volunteers

It is a privilege to lead a team of dedicated and professional staff who work together to make the Division of State Service Centers a unique model of service integration while serving our fellow Delawareans in need. Employees of DSSC are proud of the tremendous work they carried out in 2017 on behalf of Delaware. Working with our community partners and colleagues in our Department, we will continue our focus on providing convenient access to health and social services to better enhance and protect the health and well-being of the people we serve.

A circular logo with a dark red background. Inside the circle, there are several white, horizontal, slightly curved lines that resemble a stylized handshake or a series of parallel bars.

Renée P. Beaman
Director
Division of State Service Centers



Cynthia M. Manlove
Deputy Director
Division of State Service Centers



WHO WE ARE

OUR DEPARTMENT

The Department of Health and Social Services fulfills its mission “**to improve the quality of life for Delaware’s citizens by promoting good health and well-being, fostering self-sufficiency, and protecting vulnerable populations**” through its 11 Divisions. Divisions provide services in the areas of public health, social services, substance abuse and mental health, child support, developmental disabilities, long-term care, visual impairment, aging and adults with physical disabilities, emergency/crisis services, management services, financial coaching, and Medicaid and medical assistance. The Department includes three long-term care facilities and the State's only public psychiatric hospital, the Delaware Psychiatric Center.



DIVISION OF STATE SERVICE CENTERS

*The Division of State Service Centers is structured under the Delaware Department of Health and Social Services. Led by the **Office of the Director**, the Division is comprised of four units including **Family Support Services**, **Office of Community Services**, **State Office of Volunteerism**, and **Fiscal Management**.*

Mission

*It is the mission of the Division of State Service Centers **to provide convenient access to human services, assist vulnerable populations, support communities and promote volunteer and service opportunities.***



The Division is an important entree to the myriad of programs and services under the DHSS umbrella; those co-located across the State in our 15 State Service Centers as well as via partnerships with external State and non-profit agencies.



We effectively and efficiently develop, manage and deliver a diverse range of safety net programs and services focused on improving the lifetime wellbeing of individuals and families in Delaware. **Our Vision** is to *strategically work hand in hand with the community in the delivery of **effective, efficient and excellent** impactful services within our State.*



TEAM WORK MAKES
THE DREAM WORK!

OUR LEADERSHIP TEAM



As Director of the Division of State Service Centers, Renee Beaman, directs and oversees the critical infrastructure that is the DHSS, State Service Centers. She plans, organizes, and coordinates Family Support Services administrative and direct services operations for Delaware's statewide 15 State Service Centers as well as the Office of Community Services and the State Office of Volunteerism. She leads strategic planning, organizational development, and management of the day-to-day activities for many public assistance programs. She is responsible for fiscal management, training and performance for more than 120 Employees.



As Deputy Director, Cynthia Manlove assists the Division Director in planning, organizing, coordinating and directing administrative operations including participating in strategic planning, organizational development, managing the day-to-day activities for the State Office of Volunteerism, the Office of Community Services, and the DSSC Training and Development Office.



As the Senior Administrator within the Director's Office and Executive Assistant to the Director, Faith Mwaura serves as a key leader in the oversight and management of Division wide programs and policies in the areas of **Family Support, Community Services & Volunteerism**. Additionally, she oversees critical Director's Office responsibilities to include: emergency management, disaster preparedness, marketing and branding strategies and supports the overarching achievement of Division goals, performance standards and maintaining of quality services.



Executive Assistant to the Director,
Pam Grimes



Administrative Assistant to the Deputy
Director, Tynietta Congo



As the Fiscal Social Services Senior Administrator, Joanne Sunga manages the Fiscal Management Unit which provides fiscal management and financial monitoring, as well as technical support to improve service delivery through the use of automated information systems and telecommunications equipment.



Deborah Tokarski serves as the Division's marketing, communications and volunteer coordinator, planning and publicizing all DSSC programs and events. Serving within the Director's Office her responsibilities include serving as a liaison between volunteers, staff, media and agencies; coordinating events, marketing and public relations; developing event sponsorships; designing marketing plans; creating policies and procedures; and enhancing the public's understanding and perception of DSSC services.

As the Training Administrator within DSSC, Kim Marsh helps develop, coordinate and implement training and development activities to ensure that all DSSC staff are equipped to perform their jobs in a manner that supports the achievement of Division goals; facilitate adherence to performance standards; and help maintain quality services.



The Regional Administrators for the Family Support Services team, Joyce Mixon (New Castle County) and Ruthi Joseph (Kent and Sussex counties), lead a statewide team that provides one-stop service access for clients through the management of 15 State Service Centers. Family Support Services also provides direct support services including:

- [Emergency Assistance Services](#)
- [Community Resource Assistance Services](#)
- [Information and Referral](#)
- [Family Visitation](#)



As the Senior Administrator within the Office of Community Services, Ceasar McClain oversees both state and federal anti-poverty grants, programs and services including:

- [Community Services Block Grant](#)
- [Emergency and Transitional Housing](#)
- [Access & Visitation](#)
- [Community Food and Nutrition Program](#)
- [Low Income Home Energy Assistance Program](#)
- [Adopt-A-Family](#)
- [Replacing/Repairing Heaters and Conserving Energy](#)



The Senior Administrator within the State Office of Volunteerism, Kanani Hines Munford, leads a statewide team that assists state and non-profit agencies with volunteer programs through technical assistance, training, public relations and assistance with volunteer recognition programs. She serves as the Executive Director for the Governor's Commission on Community and Volunteer Service. She leads efforts to recognize the contributions of volunteer youth and adults in annual events; and administers both volunteer and service programs including:

- [AmeriCorps National Service Program](#)
- [Foster Grandparents Program](#)
- [Volunteer Delaware 50+](#)
- [Volunteer Delaware](#)

OUR STAFF

The Division of State Service Centers employs more than 120 staff, operating across Delaware with approximately 70 percent of our staff based out of the **15 State Service Centers network**, and around 30 percent located within our administrative headquarters at the DHSS Herman Holloway Campus, Charles Debnam Building.

The contribution, diversity and expertise of our people is highly valued. Our Division

encourages a culture where despite state-wide locations across multiple facilities, teamwork is the routine rather than the exception, supporting our vision of being an effective, efficient and excellent agency in Delaware.

OUR VALUES

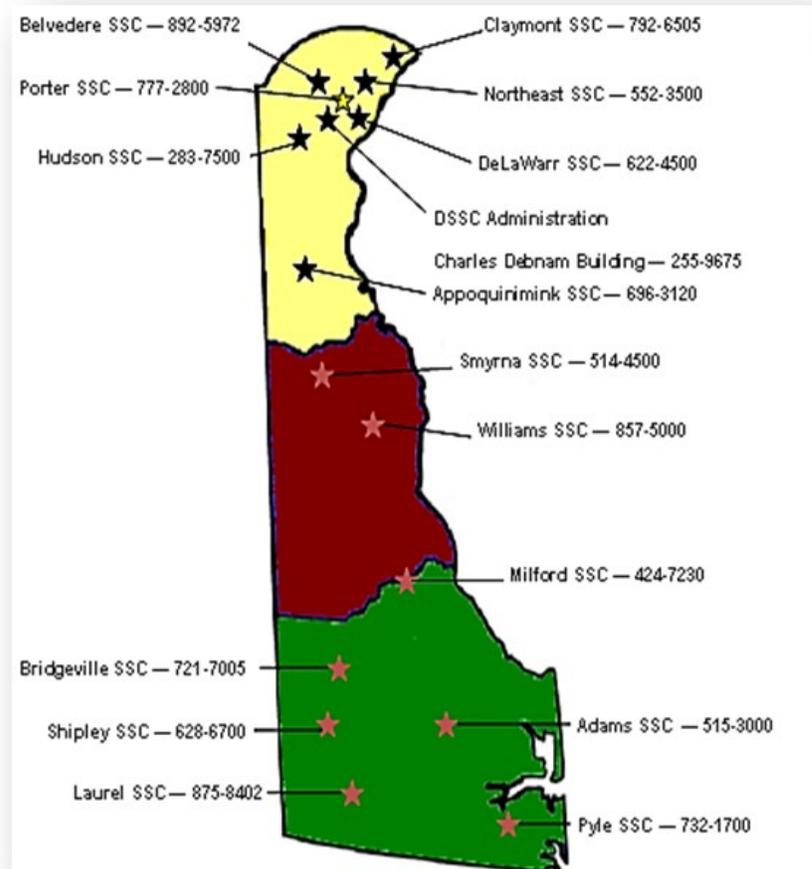
Our agency values reflect our broader Departmental priorities and goals and are central to the way we work with our colleagues, stakeholders and the public.

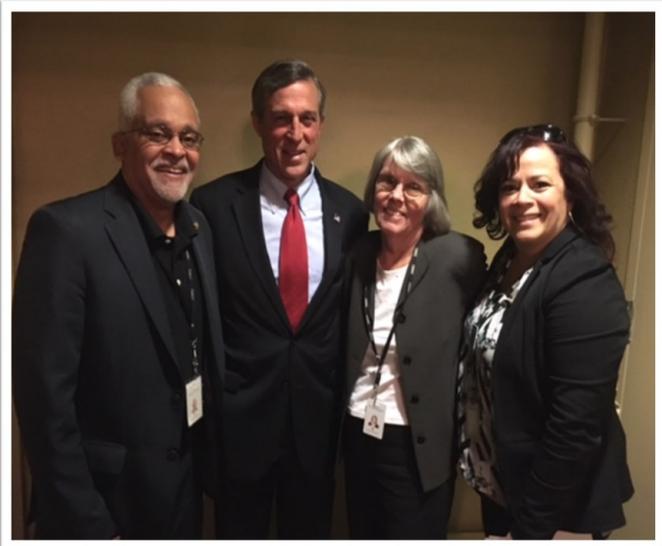


Departmental priorities include:

Maximizing Personal and Family Independence.

Self-correcting as an organization and working to retool to keep pace with changing client needs and a changing service delivery environment.





Our staff embody our overarching departmental beliefs, principles, priorities and goals which include being:

- Customer service focused.
- Driven by a shared vision.
- Communicating effectively internally and externally.
- Functioning as an integrated organization which partners with outside organizations to improve the quality of services provided to our clients.



OUR PROGRAMS

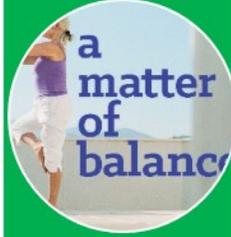
Family Support Services

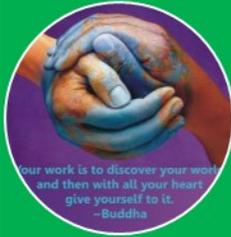
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|  Emergency Assistance Services |  Repatriation Services |  Kinship Care |  Needy Family Fund |
|  Diabetes Fund |  Food Closets |  Utility Assistance |  Community Resource Assistance Program |

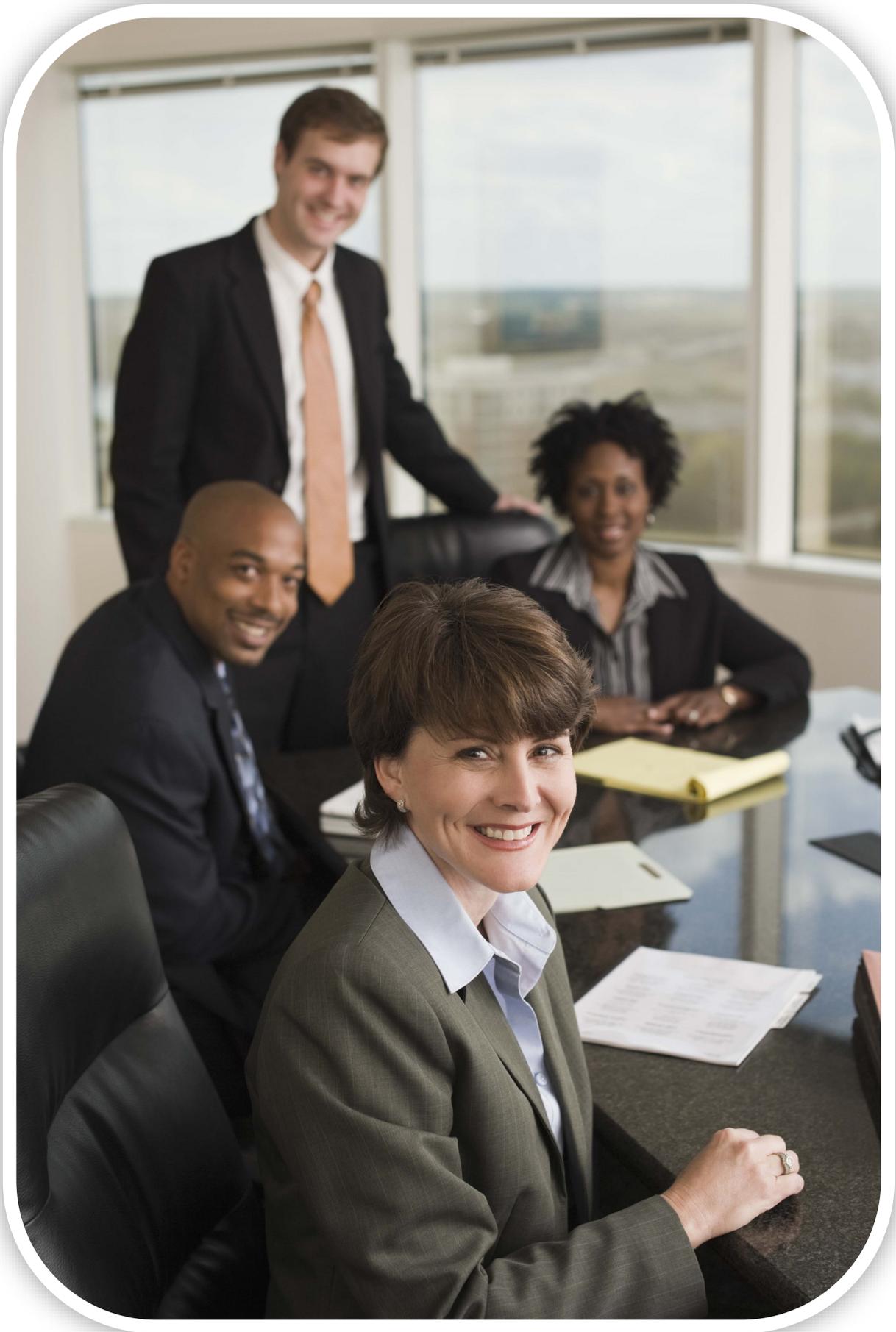
Office of Community Services

| | | | | |
|--|---|---|--|--|
|  Community Services Block Grant |  Low Income Home Energy Assistance Program |  Emergency and Transitional Housing Services |  Family Visitation |  Adopt-A-Family Program |
|--|---|---|--|--|

State Office of Volunteerism

| | | | | |
|---|---|---|---|--|
|  <p>Foster Grandparent Program</p> |  <p>Volunteer Delaware</p> |  <p>AmeriCorps* Delaware</p> |  <p>Volunteer Delaware 50+ New Castle</p> |  <p>Volunteer Delaware 50+ Sussex</p> |
|---|---|---|---|--|

| | | | | |
|---|---|--|---|---|
|  <p>Conference on Volunteerism</p> |  <p>Martin Luther King Day 9/11 Day of Service</p> |  <p>Week of Service Life After AmeriCorps Swearing In</p> |  <p>Governor's Volunteer Awards for Youth</p> |  <p>Governor's Volunteer Awards for Adults</p> |
|---|---|--|---|---|



PERFORMANCE & ACCOUNTABILITY

DIVISION OF STATE SERVICE CENTERS GOALS



| | |
|---------------|---|
| GOAL 1 | Target and provide services and resources to those individuals and families in greatest need. |
| GOAL 2 | Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware. |
| GOAL 3 | Deliver high impact services that support and meet the expectations of all our internal and external customers/ stakeholders, this to better advance our mission in the present, with an eye toward the future. |
| GOAL 4 | Increase access to information regarding services via effective communication networks and increased technological capacity. |
| GOAL 5 | Ensure operational effectiveness, efficiency & excellence for all DSSC Programs. |





DSSC is not only part and parcel of the Delaware landscape, but a significant partner in the decision making, development and implementation of programs and services.

Our motto is to work hand in hand with our communities.



GOAL ONE

Target and provide services and resources to those individuals and families in greatest need.

OFFICE OF COMMUNITY SERVICES



116,689 food closet visits were made by individuals and families in need of **emergency food**.

8,830 unduplicated low-income individuals (125% of poverty and below) were served through the Community Services Block Grant.

- **1,935** were **people with disabilities**
- **1,573** were **seniors**
- **3,182** **lacked health insurance**

329 heaters were replaced through the Replacing & Repairing Heaters & Conserving Energy (RRHACE) program.

45 heaters were repaired.

139 homes were repaired.

21,266 number of times **homeless & disabled** individuals served via our pass through contract with St. Patrick's.

852 number of times **children** were served through our contract with Child, Inc.

53,783 requests for services were made by contacting State Service Center's partner Delaware Helpline 2-1-1.



Emergency & Transitional Shelter Operations

The Division of State Service Centers, Office of Community Services administers 100% State General funds to private, non-profit agencies in Delaware that provide **Emergency Shelter, and/or Transitional Housing to homeless individuals and families**. These funds provide operational assistance to agencies as they serve families and individuals who are experiencing homelessness. In State Fiscal Year 2017:

- **3,142** homeless individuals were **housed**
- **1,936** total **departures** were reported
- **871** departed to **positive destinations**

Housing Burden among the Very Poor

- ❑ Of the 103,775 renter households in Delaware, **25,521 – or 25% –** are severely cost-burdened spending more than **50% of their income on housing**.
- ❑ For every 100 extremely low-income households (at or below 30% of area median income), there are only 32 units of affordable housing available.
- ❑ Approximately **8,300** households **experience homelessness** in Delaware each year.

2016, Who Can Afford to Live in Delaware? Annual Report on Housing Affordability in Delaware, Delaware Housing Coalition



ADOPT-A-FAMILY

Year round, the Adopt-A-Family program aids families in crisis by providing critical household supplies, financial assistance, school supplies, holiday gift assistance and emergency assistance through the generous donations of sponsors and community partners.

During the holiday season the program anonymously matches donors to a senior, individual with a disability or a family with at least one child.

In 2017, the Adopt-A-Family Holiday program, through the leadership of the Human Services Councils of New Castle County and Kent/Sussex counties, helped 1,927 Delawareans.

ACCESS AND VISITATION

For over 20 years the Division of State Service Centers has provided, in partnership with Peoples Place and Child Inc., Family Visitation Centers statewide. The Centers provide a continuum of services designed to help address custody and visitation issues in families with a history of **domestic violence and abuse**. Clients are referred by Family Court.

- 681 families were served in 2017, an increase of 12%.
- 1,479 monitored exchanges were provided, an increase of 25%.
- 2,137 individual visitations, an increase of 1%.
- 1,688 group visitations, an increase of 25%.

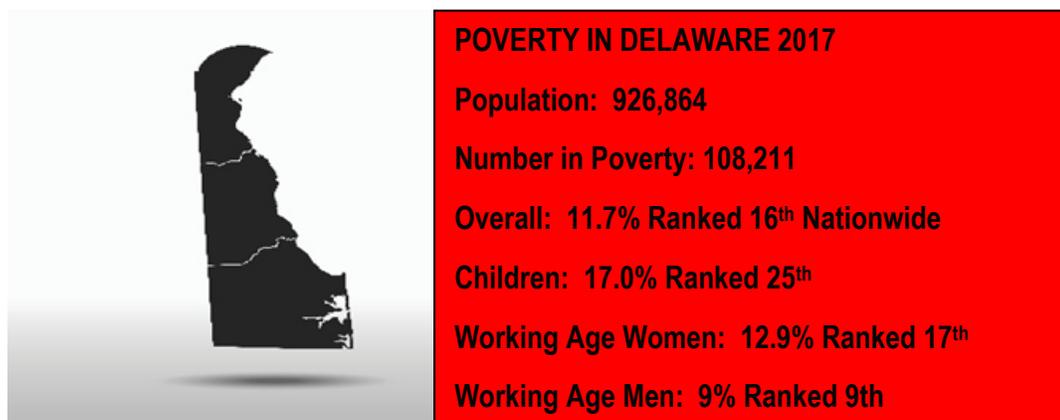


“Even as many Delawareans face their own struggles, they continue to show their generosity each year by giving to the Adopt-A-Family Holiday program and helping neighbors who find themselves in even more vulnerable positions,” said Dr. Kara Odom Walker, Secretary of DHSS. “I am heartened by the true spirit of giving witnessed through this program.”



FAMILY SUPPORT SERVICES

- **616,000** client visits were made and **47,938** individuals and families served through Division of State Service Centers **Direct Services** located at our 15 State Service Centers. Of these individuals and families:
- **18,957** received help with **shelter, food and electric** through the **Emergency Assistance Services** Program.
- **11,985** were assisted through the **Community Resource Assistance Program**.
- **10,651** were provided with access to **EBT cards**.
- **1,739** were assisted with the **Delaware Electric Cooperation Utility Fund**.
- **192** received supplies through the **Diabetes Medical Fund**.
- **162** grandparents and other eligible family caregivers were assisted through the **Kinship Care Program**.
- **130** individuals/families were assisted through the News Journal funded **Needy Family Fund**.



THE CHALLENGE OF UNMET NEEDS

The Division of State Service Centers, Family Support Services often has to provide assistance to clients that need more help than is available through the State. However, the needs in the community often outweigh the resource base available internally and externally through our State and Community partner organizations. For example:

*11,985 individuals and families were assisted through our **Community Resource Assistance Services Program (CRASP)** in SFY2017. However, of the total clients referred, **9,748** families needs remained unmet due to lack of adequate resources from the state and community organizations.*

Additionally, the Emergency Assistance Program, whose purpose is to avoid the destitution of a child or of a needy distressed resident of the State, faces the same challenge of meeting all the needs caused by unforeseen circumstance or combination of circumstances.

*In 2017, of the clients coming in for **Emergency Assistance** to alleviate or eliminate an emergency condition (food, shelter and/or utility help), **3,380** were not able to get all their needs met.*



STATE OFFICE OF VOLUNTEERISM



The **Foster Grandparent Program** met 100% of the Performance Measurements required by our Federal Partners for 2017.

188 Foster Grandparents served in the **SFY 2017 program**.

192,912 volunteer hours were donated by our generous and valued **Foster Grandparents**.

121 volunteer stations/agencies participated.

1,130 children with special needs were assisted.

In partnership with the Sussex County Advisory Council, staff supported a food drive that totaled **4,500 pounds** of food donated to six State Service Centers in Sussex County, valued at \$4,800.

Foster Grandparents are role models, mentors, and friends to children with exceptional needs.

The program provides a way for volunteers age 55 and over to stay active by serving children and youth in their communities.

Volunteers serve at thousands of local organizations that:

- Help children learn to read and provide one-on-one tutoring.
- Mentor troubled teenagers and young mothers.
- Care for premature infants or children with disabilities.
- Help children who have been abused or neglected.



A Matter of Balance is an 8-week structured group intervention that emphasizes practical strategies to reduce fear of falling and increase activity levels. Participants learn to view falls and fear of falling as controllable, set realistic goals to increase activity, change their environment to reduce fall risk factors, and exercise to increase strength and balance.

[National Council on Aging.](#)

Volunteer Delaware 50+

Twenty-Six (26) A Matter of Balance multi-session classes were held in New Castle, Kent and Sussex counties with **250 participants** attending and **207 actually completing five or more multi-session classes.**



CAREWEAR & NIMBLE FINGERS

- **17 agencies** received over **4,000 hand-made beautifully knitted and crocheted items** which included sweaters, blankets, gloves and hats in time for the winter season.
- **Nimble Fingers group knit, crocheted and sewed** more than **3,750 items** and delivered their goods to approximately **51 agencies** during the Christmas/New Year holiday.
- The programs share a mission which is to provide warm clothing and blankets to vulnerable populations.

Give Me a Chance I'll Do the Rest

Program: Community Services Block Grant (CSBG)

Partner Agency: First State Community Action Agency

As a result of poor life choices, Tyrone Bell, a native of Wilmington, was incarcerated and sent to the Sussex County Correctional facility in spring 2016. Mr. Bell a 46-year-old, black male, was the noncustodial parent of three young children with whom he had very little relationship. Mr. Bell grieved his missed opportunities to father his children but knew it was imperative he attempt to mend these broken relationships and try to build trust with his children.

His first encounter with First State Community Action Agency (First State) was with Ms. Broughton, Family Resource Coordinator (FRC) for the Second Chance Reentry Program. This program assists incarcerated individuals as they reenter society. Upon his release from the Sussex County Correctional facility, First State was instrumental in assisting Mr. Bell find housing in a transitional shelter for single men (Thresholds Inc.) briefly before he moved into a single family residence with a roommate.

Through assessments and prioritizing goals, Mr. Bell and his FRC determined although his children were now adults it was vital that he settle the outstanding child support arrears. He diligently searched for employment and secured employment at Allen's Farm in Georgetown. He was then referred to Ms. Matthews who worked in a program (Delaware Fatherhood Program) that assisted noncustodial parents with debts of arrears child support. The amount of arrears for his child support was \$29,275 when he entered the program on August 1, 2016. The current amount is now \$26,967.00.

Although Mr. Bell had obtained his GED, he knew further training and education was necessary to obtain employment beyond factory work. He was then referred to First State's Adult Culinary Arts Training Program. After four months of intense training (360 hours) Mr. Bell tested for and obtained his ServSafe National Certification and the Delaware Alcohol Beverage Certification from the State of Delaware. Chef Stewart, of the Adult Culinary Arts Training Program, described him as "the most motivated, highly intellectual, extremely helpful, and very punctual, never having missed a class and worked cooperatively with everyone." Mr. Bell was hired at Victoria's Restaurant (one of Rehoboth Beach's most prestigious restaurants) on the boardwalk. He has been employed there for over six months working as a line cook directly under their Executive Chef. Mr. Bell's income level upon entry into First State was 0% of the Poverty Income Guideline (PIG). Once employed his income level increased to 47% of the PIG and he is currently above 200% of the Poverty Income Guideline.

Mr. Bell is an exemplary case. He took full responsibility for the choices he had made and persevered to make the necessary changes. His determination, focus on his future and knowledge that the change needed to start within combined with the right pathway (First State's Reentry, Delaware Fatherhood Program, and Adult Culinary Art Training Program) changed Mr. Bell's life. He is currently in his ninety-day probationary period to be hired as a Chef at Victoria's Restaurant. He was also referred to CHEER in Georgetown which has a better retirement package. He now has options for his future.



Mr. Bell has expressed much gratitude during his time with the programs of First State and wants to pay it forward to other individuals who face similar challenges.

At First State CAA's 52nd Annual Dinner, Mr. Tyrone Bell received the Personal Achievement Award.



DSSC cultivates, enhances, and fosters trustworthy relationships and partnerships with faith-based and community organizations, federal, state and local organizations to increase opportunities and delivery of services.



GOAL TWO

Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware.

OFFICE OF COMMUNITY SERVICES



DSSC hosted the first Community Partnership Appreciation Breakfast on December 6, 2016, at the Modern Maturity Center in Dover, Delaware. The breakfast was a huge success with more than **200 community partners and stakeholders** coming out for the event. The keynote speaker, **Mr. Aaron Davis**, a thought leader and expert in the area of **Attitude** and how it impacts every area of our professional and personal lives, spoke on the impact of “right mindset,” “performing like a champion” and always “remembering your why.”

Attendees received educational instruction on the current reality and context of poverty in Delaware. Additionally, DSSC staff were thrilled at the opportunity to not only **thank supporters of services to low-income populations**, but also provide a **forum for community agencies to relay their specific community issues/concerns, forge strong partnerships, engage, collaborate and coordinate services better to address poverty.**



STATE OFFICE OF VOLUNTEERISM



Building simple, decent, and affordable homes in partnership with low-income families as well as home rehabilitation, is part of the mission of AmeriCorps program partner, Habitat for Humanity.



AmeriCorps members and programs share their spirit and skills, protect low-income and other vulnerable populations and help make our communities stronger.

Volunteerism is a vital part of what connects us in Delaware, it helps to promote a higher quality of life across all socio-economic segments.

SAFETY, SECURITY & EMERGENCY PREPAREDNESS

A significant yet often overlooked part of the work of the Division of State Service Centers is ensuring the **safety and security** of over **1,100 state and nonprofit agency employees** who work and provide service for the **600,000 plus client visits** annually within our **15 State Service Centers.**



To do this our staff has to stay on top of **safety/emergency planning** (plans, policies and procedures, furnishing and maintaining AED and other safety kits); **training** (disaster preparedness, de-escalation, workplace violence); **security improvements** (security personnel, paging systems, security cameras); renovations, reconfigurations, maintenance (of reception areas, office furniture, carpet, roofs, elevators); **incident tracking** and all other direct or indirect **constituent issues.**

In partnership with various agencies to include the Delaware Emergency Management Agency, DSSC staff participated in the Delaware Statewide Mass Care Full Scale Exercise on **Saturday, August 12, 2017.** On this day, community partners helped simulate and exercise mass care and social services operations in the wake of a major hurricane with statewide impacts to include damage to homes, flooding and power outage.

Our Division, as part of responsibilities detailed in the State's Emergency Operations Plan (DEOP), was tasked with assisting in a **Disaster Recovery Center (DRC)** as well as setting up and overseeing a **Volunteer Reception Center.**

A **Disaster Recovery Center** is a facility where survivors may go for information about our programs or other disaster assistance programs, and ask questions related to Disaster Recovery. A **Volunteer Reception Center (VRC)** handles all unaffiliated and spontaneous volunteers in times of disaster.

Safety in Our Communities: Community Policing Partner Success



We are grateful for the positive working relationship we have with all our facility and community policing partners. These include the Wilmington Police Department whose mission is to work in a true partnership with our fellow citizens, and to raise the level of public safety through law enforcement and thereby reduce the fear and incidence of crime.

Joyce and John (Porter State Service Center)

I absolutely LOVE your staff at Porter... so let's start there. I wanted to take a moment to give some well-deserved recognition to three Superstars that helped me yesterday. Joyce, I'm sure you know that John Cook has been my mentor and guide through your world of social work. I appreciate everything about that man and his support has meant the world to my Officers. On a daily basis now, we direct (and sometimes walk) people to Porter for help, and not once have they ever turned us away. The entire staff, from security Officer to Social Worker are always professional, helpful, and incredibly welcoming. Yesterday, however, three of your employees took that to a whole new level. After working with Benson, Mac, and Moody to help a family in need, I asked one last question before leaving. It was an afterthought really, but I asked if they could help me find a family that I heard was homeless. I only had a generic description and possible last name. What happened next was simply awesome to watch. These three women worked with such skill and synchronicity, it was like watching an orchestra, each playing a different instrument but rocking out in perfect harmony. They not only identified the family within minutes, they were able to provide a full picture of their life and how they can help. Because of their work, I located the family in less than 24 hours and I'm currently providing them immediate help. I've been a Cop for twenty years, three of which I was assigned to Detectives. I investigated hundreds of cases, from missing children to homicides, but watching those women yesterday put me to shame. Please thank them for what they do and how they do it, and for what it's worth, they impressed the hell out of me. The Porter State Service Center shines bright in West Center City and I'm so very appreciative of everything they do.



Lieutenant Dan Selekman, Wilmington Police Department.



DSSC maximizes the value we add to grantees, partners and customers by participating in and/or leading community initiatives; this to increase customer/community focused decision making and consideration of the big picture and long-term impact that our Division's actions and decisions have.



GOAL THREE

Deliver high impact services that support and meet the expectations of all our internal and external customers and stakeholders, this to better advance our mission in the present, with an eye toward the future.

OFFICE OF COMMUNITY SERVICES

Community Services Block Grant (CSBG) discretionary funds provided training & technical assistance to more than **160** First State Community Action Agency and State Service Center **staff** on warm transfers and “No Wrong Door Policy.”



- Of those trained, 91% indicated that they were now comfortable identifying and responding appropriately to many different client/vendor needs and requests.
- 88% stated they now know how to prevent or defuse difficult client situations.

STATE OFFICE OF VOLUNTEERISM

150 plus volunteer administrators from nonprofit, government, business and civic sectors attended the Delaware Conference on Volunteerism. Produced in partnership with the Delaware Association of Volunteer Administrators (DAVA), the conference provided workshops, networking opportunities and a service project that benefited Code Purple shelters for the homeless.

"I am grateful to the Delaware Conference on Volunteerism for bringing together people to learn new ways of maximizing the volunteer spirit of Delawareans," ...We recognize that government alone can't solve all of the challenges we face, but working together with nonprofits, businesses and civic organizations we can better align the resources we all have to better serve people in need. That's an important step in realizing our full potential as a state."

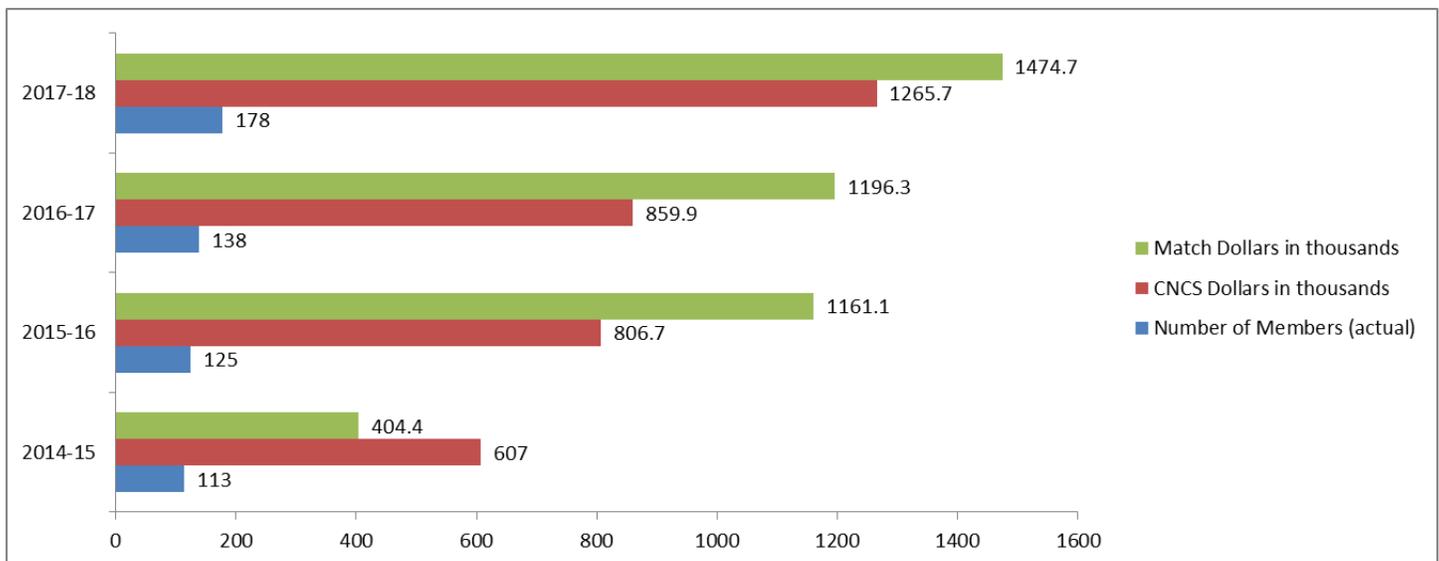
Department of Health and Social Services (DHSS) Secretary Dr. Kara Odom Walker





AmeriCorps* Delaware Programs

- AmeriCorps member care, development and quality recognition continued to be a high priority as well. AmeriCorps members statewide gathered together for the annual **Life After AmeriCorps Conference**. The event included workshops, speakers and information sharing opportunities for AmeriCorps members transitioning out of their service.
- This year AmeriCorps provided more than one hundred individuals the opportunity to provide intensive, results-driven service to meet disaster services, education, economic, environmental, health and other pressing needs in communities across Delaware.
- AmeriCorps staff provided information sessions and trainings for sub-grantees and applicants to assist organizations in developing outstanding grant applications.
 - Staff provided **five webinars** and **ten one-on-one meetings** with grant applicants.
 - In addition, **six general information sessions** and two request for proposal pre-bid meetings were held.
 - Staff also corresponded with individual organizations through emails and conference calls during resolution and clarification procedures to strengthen their applications.
 - All five applicants were awarded Competitive grants, the most ever for Delaware.





Alone we can do so little; together we can do so much.

~Helen Keller



Life's most persistent and urgent question is: "What are you doing for others?"

~Rev. Dr. Martin Luther King, Jr.



A Story of Hope: **Community Partnerships Create Success**

A 66-year-old-woman came into Porter State Service Center, Family Support Services (FSS), seeking assistance with her heating system. She had been living in her home without heat for five years, in addition to compounded health issues that had resulted in a recent open-heart surgery.

She had completely given up hope on the idea of accessing resources that could provide heat in her home. For the past five years, she was “winter homeless,” meaning she would sleep on her friends’ and family members’ couches due to her home heating circumstances.

The uncertainty of not residing in her own residence coupled with the unforeseen



complications of her surgical procedure led to her experiencing low self-esteem, which manifested into minor depression. While grateful and appreciative, there was nothing like being in her own home. She stated, “there is nothing like spending the winter holidays with your family and friends in a home you purchased.” She loved cooking big holiday meals, holiday decorating and celebrating with family members and friends. Unfortunately, for the previous five years, she could not experience what she loved because of her broken furnace and broken heart from life’s uncertainties. In conjunction with our community partners, we sorted out available resources that will

address her diverse needs, including a furnace replacement and providing nourishing food for her pantry. This was a community effort, due to the array of different services needed for this particular task. This comprehensive outreach resulted in a couple of positive outcomes, including a holiday turkey, nourishing food and a new furnace replacement. She was also advised on services from DART Transportation, Aging and Disability and long-term Medicaid.

She was in disbelief and in awe of the services provided, and she was extremely overjoyed by the care and efforts in assisting her holistically. While serving our community, it is our responsibility to serve and uplift those that are considered the vulnerable population, such as the elderly, poverty-stricken, disabled, domestically abused, child abuse victims, homeless, drug addicted and victims of unforeseen emergencies. We recognize that a holistic assessment, positive enforcement, clear communication and community partnerships are the key to being successful in assisting those in need.



DSSC works to provide online and technological resources to help all target customers and service providers connect with our programs as well as other mainstream resources to achieve self-sufficiency.



GOAL FOUR

Increase access to information regarding services via effective communication networks and increased technological capacity.

INCREASING OUR TECHNOLOGICAL CAPACITY

In alignment with our Departmental DHSS Smart Goals, DSSC is increasing our Social Media Footprint



DIRECTOR'S OFFICE



DSSC managers have a powerful and important voice in strengthening the perception and reality of our Division, Department and State government.

In SFY 2017, the Director's Office began hosting bi-annual manager's team meetings to support this specific team in modeling, influencing, driving and implementing change that will benefit the general public and community at large.

OFFICE OF COMMUNITY SERVICES



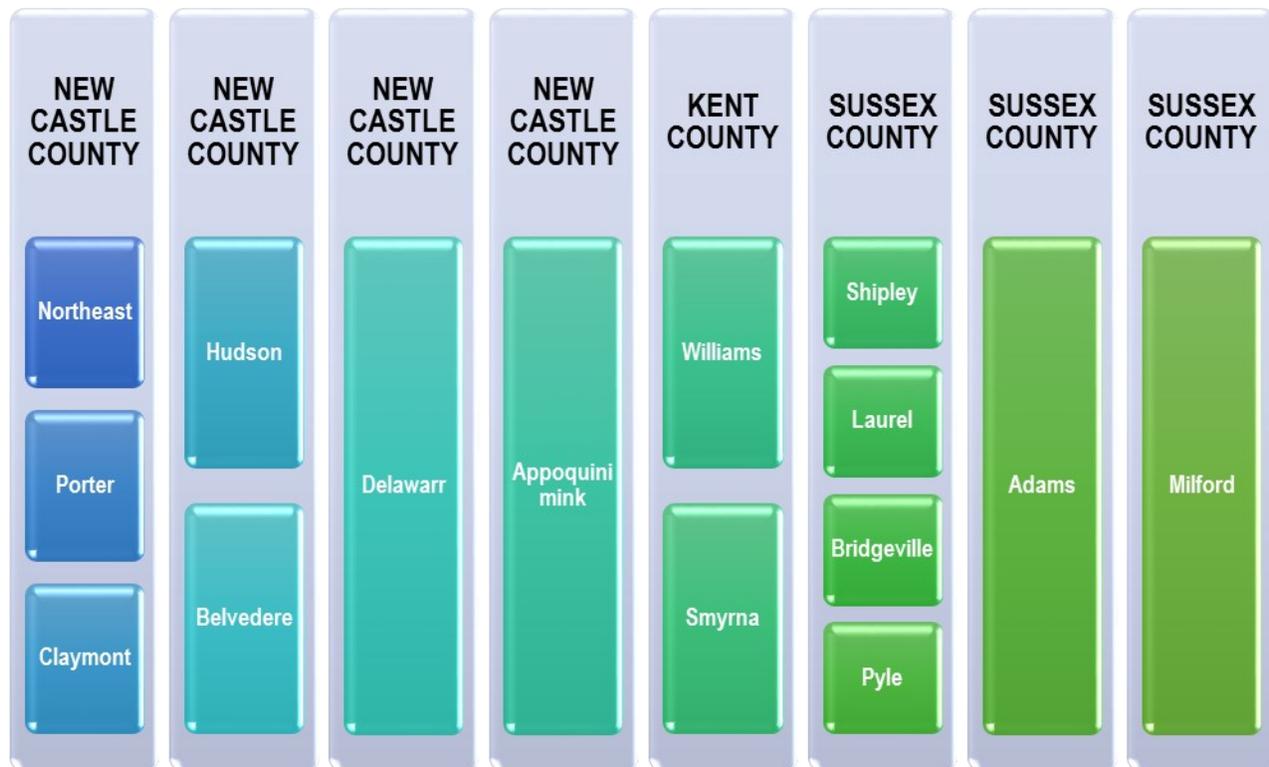
On July 18, 2017, the ribbon-cutting ceremony for the Newark Community Energy Center at the Hudson State Service Center was held.

- Low Income Home Energy Assistance Program (LIHEAP) organized three outreach events, one in each county of Delaware, in February 2017. LIHEAP partnered with Delmarva Power to organize the events and marketing, including radio advertisements.
- Adopt-A-Family increased program awareness through Social Media efforts (Facebook, Twitter). As a result, Adopt-A-Family increased its client referrals received in Kent & Sussex counties by 109 referrals from faith-based and community organizations.

FAMILY SUPPORT SERVICES

Community Stakeholder Meetings

The Division reinstated quarterly Community Stakeholder meetings statewide. These are hosted by our State Service Center Administrators and attended by partners within each community catchment area. The Division continues to develop quality resources and partnerships with effective programs and services for our clients and community at large.



Eight stakeholder meetings are held each quarter. State Service Centers that are located in close geographic proximity invite common community partners to a joint meeting to more effectively meet the needs of our shared constituents.

Overcoming All Odds: An Individual Self Sufficiency Success Story



A woman of advanced age who was homeless came to us from a neighboring State, after leaving an abusive relationship. In telling her story, she shared that she had sought help and found refuge in a domestic violence shelter when her abusive partner found her. After the incident, the domestic violence shelter advised that it would be best for her to relocate to another state to place distance between herself and her ex-partner.

When she arrived at a State Service Center, she was in a state of desperation and in dire need, living out of her car after losing a seasonal job at the beach in Delaware. Given that she had no income, the State Service Center, immediately referred her to the Division of Social Services to apply for benefits. Her age qualified her a number of benefits to include eligibility for a motel voucher. She was placed with one of our motel vendors and came to a State office each week to report on her progress and complete her follow-up.

Her intake worker referred her to First State Community Action Agency where she signed up with their Senior Community Employment Program (SCEP). In follow-up conversations, DSSC staff found out that this lady had been an educator for over 20 years who had enjoyed teaching and helping others. Though she had relocated for safety reasons, her decision to move specifically to Delaware was partly based on her desire to retire in a beach area one day.

While at the DSSC office we requested that she bring us a copy of her resume to review. She did so the very next day. After we reviewed her resume and qualifications we found her to be a perfect match for placement for a job opportunity that had recently opened. She is now a part of a great team, showing up every day, eager to learn and fulfilled in her new found career and independence!

Fast forward to today, our team was able to raise funds in community resources for her to move into a new apartment in January 2018. The Emergency Assistance Services program provided a bed for her while a referral to Robin Hood and All Saints provided clothing and furniture.

The whole DSSC team has come to love this woman for her perseverance, her positive attitude and her desire to beat all odds stacked against her. Working as a cohesive team in conjunction with our Community Resources in Sussex County – Avenue Methodist Church, Christian Storehouse, Pyle Church Funds and Community Resource Center — we were able to completely transform this woman's life. She has restored our faith in the work to which we have dedicated our lives. She has given us hope for tomorrow and shown that hard work and perseverance pays off. This type of case management takes extreme effort and time management and can only be done through community collaboration and partnership!



DSSC works to improve division wide accountability in meeting clear performance management standards for all employees and programs through training and implementing performance management, performance appraisal, coaching and annual recognitions.



Open the Door to a World of Resources



GOAL FIVE

**Ensure Operational effectiveness,
efficiency & excellence for all
DSSC Programs.**

Effective, Efficient and Excellence Plan “E-Plan”

In SFY2016 & 2017, the Division embarked on an operational effectiveness project, conducting a baseline assessment of the DSSC organization and its operating environment to determine what areas of functional performance need to be brought under greater leadership control. Based on recommendations from that project, the DSSC team is implementing recommendations to move the organization forward in partnership with our Department’s Office of Performance Innovation (OPI). The following are areas of focus and preliminary accomplishments.

• Organizational Process Review



DSSC Leadership Team identified key areas of DSSC for improvement based on Operational Effectiveness assessment feedback: Work flow, Job structure, Equipment, Policies/Practices, Facilities and Training. Work is underway to meet the following objectives:

- Tie all organizational work to a common purpose and holistic vision.
- Manage resource allocation across the organization and instill accountability down through all levels.

• Enterprise Data Management

DATA TO INFORMATION



In SFY 17, the DSSC Leadership Team worked to better outline critical operating performance data that should be captured, stored, and shared. A process was conducted to determine, what data is and should be collected, why it is collected, how to collect it, who should collect, the timing and where to store it.

The Leadership Team successfully aligned the DSSC budgeting and operational planning in a way that enabled the DSSC to get on track with the State fiscal cycle. The DSSC now has greater fiscal planning, budget effectiveness and higher operational efficiency. Ongoing work in this area includes:

- *Making data collection and information management a strategic process.*
- *Use of metrics and dashboard as a strategic enterprise management tool.*
- *Tie program proposals to metrics with a return on investment as part of the annual budgeting and approval process.*
- *Design in accountability and teamwork.*

• Performance Management System

IMPACTING ACCOUNTABILITY, COACHING, TRAINING & DEVELOPMENT



An effective performance management system involves an integrated approach including performance planning, performance feedback, mentoring, coaching, performance review and rewarding performance toward building a high energy, motivated workforce that supports the mission of the DSSC and the unit.



A. DSSC Division Orientation

- Developed in October, facilitated classes in November, December and January
- Stats: Total of **120** employees completed Both Day 1 and Day 2.

B. Performance Management for Managers and Non-Managers

- Developed in January, facilitated in February and March
- Stats: **16** completed the Manager training (2 training opportunities) and **51** attended the Non-Manager training (6 training opportunities)

C. Customer Service – “The Client Advocate”

- Developed in April and May, facilitated in June and July
- Stats: **133** employees completed the training.



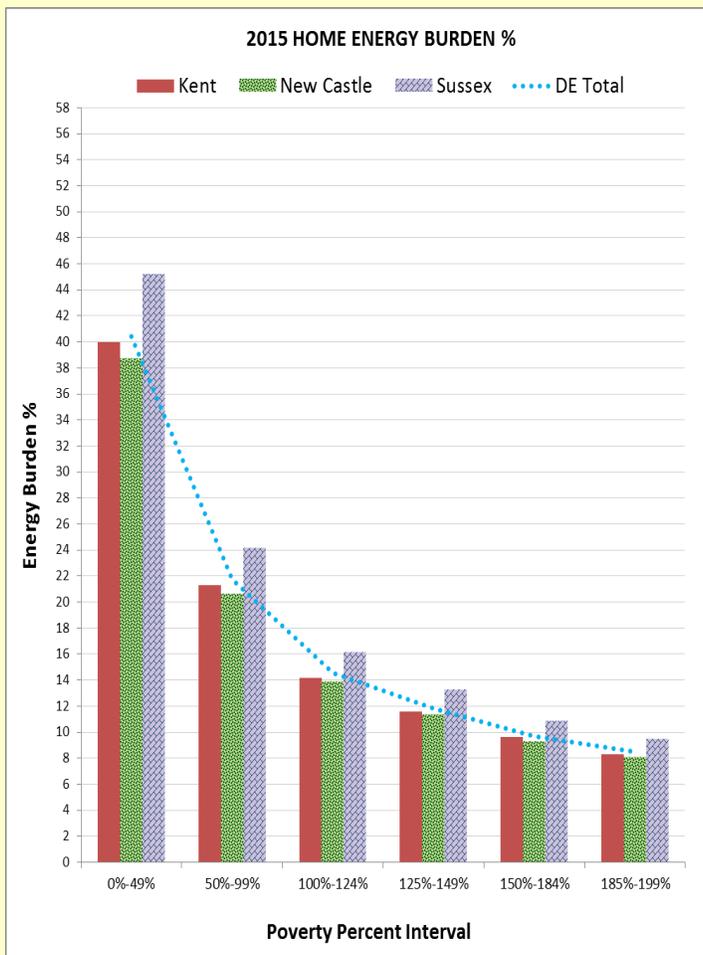
ASSIST LIHEAP INTEGRATION PROJECT SUCCESSFUL PARTNERHIP & COLLABORATION



The Division of State Service Centers has worked over the last year to update and modernize the LIHEAP program data collection system. Still a work in progress, the ASSIST LIHEAP INTEGRATION PROJECT will increase efficiencies within the State program as well as within program partners like Catholic Charities, and First State Community Action Agency. With the ASSIST Integration, eligibility determination will be automated reducing human intervention errors. An estimated 75% of LIHEAP clients are already in the ASSIST platform receiving other DHSS benefits. This integration will

allow our DHSS programs to get better reporting, and better track and certify clients. Below are some of the efficiencies expected from the system.

- Workflow processing with required field entry and supervisor override capability will ensure better data accuracy.
- Tracking of 18/48 hour crisis processing with reminders to ensure the crisis is handled within required timeframes.
- Client correspondence will be available for case workers to review and reprint. All mailing will be completed at DTI and is expected to provide postage savings. Self Service component will provide citizens the ability to apply and reapply online.



- Federal reporting requirements will be updated from manual to automated Household, Quarterly, and Performance Measure reporting.
- Ability to export data will provide LIHEAP program manager with data on a monthly basis to perform data mining activities.





OUR COMMUNITY



The words “thank you” hardly seem enough to express our sincere gratitude for the time and talents committee members have generously given to this plan. Their abilities to look at the issues and see inside them—gathering insight along the way—have been invaluable in forging a path forward.

WILMINGTON UNIVERSITY



Wilmington University has partnered with the Division of State Service Centers (DSSC) to build organizational capacity and increase effectiveness of service to clients throughout Delaware using a trauma-informed lens. Capacity building is not just about developing and implementing trauma-informed approaches with clients, but also incorporating trauma-informed care into all aspects of a Division's work, with attention to designing systems of services in a manner that accommodates the vulnerabilities of trauma survivors and allows services to be delivered in a way that will avoid re-traumatization of client or staff and facilitate consumer participation. When organizations such as DSSC have the ability to make trauma-informed approaches a priority at multiple levels (e.g., organization, client) and across all sites, they can better support the commitment to compassionate and effective practices and the changes necessary to meet the needs of consumers with histories of trauma. Trauma-informed approaches are cost-effective, lead to less intensive services and less use of services, prevent undue stress for staff members and clients, and prevent client crises caused by old policies that could re-traumatize trauma survivors. Wilmington University is proud to join forces with DSSC in this endeavor.

Debra L. Berke, Ph. D., CFLE, Director, Psychology Programs, Wilmington University

FIRST STATE COMMUNITY ACTION AGENCY



“First State Community Action Agency (FSCAA) and the Division of State Service Centers (DSSC) have partnered over the years by working closely with families of low-income. The partnership has evolved in such a way as to be complementary to the utilization of each entity’s available resources. FSCAA and DSSC are in constant communication when servicing clients as to maximize resources when assisting families and not over extend, causing the duplication of services for any one family and lessening the availability of funding to service another. DSSC refers clients to FSCAA to provide these clients a continuum of services such as case management, financial counseling, heater repair/ replacement, air conditioning, etc. DSSC has been very instrumental in providing FSCAA exposure in each county by giving office space and access to clients as FSCAA promotes its Energy Education Program. DSSC has extended an invitation to FSCAA to attend their interagency monthly meetings to keep them abreast of all new services offered at FSCAA. FSCAA looks for additional opportunities to partner with the DSSC.”

Bernice Edwards, Executive Director, First State CAA

CATHOLIC CHARITIES



“The partnership between Catholic Charities and the Office of Community Services is one that benefits thousands of Delawareans at risk of hunger, homelessness, or loss of home energy. Whether supplementing a household’s groceries with a bag of nutritional staples through Catholic Charities Sussex County food cooperative, giving shelter to the homeless at Casa San Francisco, or providing financial assistance to those who need a little help with their heating and cooling bills through the Low Income Home Energy Assistance Program, the most vulnerable in our State are the beneficiaries of this powerful partnership. We are able to live out our mission of providing caring service to those in need with the assistance of the Office of Community Services.”

Richelle Vible, Executive Director, Catholic Charities

COMMUNITY PARTNERS

523

**FAMILY SUPPORT SERVICES
COMMUNITY PARTNERS**

15

**STATEWIDE
STATE SERVICE CENTERS**

150+

CO-LOCATED PROGRAMS

1000+

CO-LOCATED STAFF

**SHELTER. UTILITIES.
FOOD. SELF-SUFFICIENCY**

**WORKING HAND IN HAND
WITH THE COMMUNITY**

DIVISION OF STATE SERVICE CENTERS

122

OFFICE OF COMMUNITY SERVICES
CONTRACTED & SUB-CONTRACTED
VENDORS AND PARTNERS

\$16,531,040

FUNDING ALLOCATED AND
ADMINISTERED IN
STATE FISCAL YEAR 2017

EMERGENCY SHELTER.
FOOD & NUTRITION.
EMERGENCY/CRISIS ASSISTANCE.
ENERGY ASSISTANCE.
SELF-SUFFICIENCY.
SAFE SECURE FAMILY VISITATION.

BUILDING COMMUNITY
CAPACITY

DIVISION OF STATE SERVICE CENTERS

16,798

STATE OFFICE OF
VOLUNTEERISM
PROGRAM & PARTNER
VOLUNTEERS

\$16,355,768

VALUE OF CONTRIBUTED TIME AND
EFFORT OF VOLUNTEER HOURS
IN SFY 2017

EDUCATION. ENVIRONMENT. ECONOMY.
HEALTH. VETS. FAMILIES. COMMUNITIES.

704,990
VOLUNTEER HOURS

Division of State Service Centers
Value of Volunteer Hour in Delaware \$23.20
Independent Sector

THANK YOU!
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Division of State Service Centers
Visit us online at
dhss/delaware.gov/dhss/dssc

