

# **WORK A DAY EARN A PAY**

## **Task Force**

**Created per Senate Resolution 10 of the  
148<sup>th</sup> General Assembly.**



**December 9, 2015**

**Final Report submitted to the  
148<sup>th</sup> General Assembly and  
Governor Jack Markell**

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## Task Force Members

	<b>Task Force Membership</b>	<b>Member</b>
1	The Governor, or designee	George Krupanski
2	Senate Chair of the Joint Legislative Committee on the Capital Improvement Program	Senator David P. Sokola
3	The Secretary of Labor, or designee	Representative Michael P. Mulrooney
4	The Director of the Delaware Economic Development Office, or designee	Patricia Cannon
5	Private sector appointee as designated by the Governor	Mark Kleinschmidt
6	Private sector appointee as designated by the Governor	Reverend Donald Morton
7	Senate Chair of the Labor & Industrial Relations Committee	Senator Robert I. Marshall
8	A minority member of the Senate appointed by the President Pro Tempore	Senator Bryant L. Richardson

**\*Note:** Community member Elder Tyrone Johnson with Churches Take a Corner Inc. (CTAC) participated as an alternate member of the Task Force and attended each meeting and provided comments and recommendations.

### **Task Force Support Team**

*Katrina Cowart, Legislative Assistant, Delaware State Senate*, organized and staffed Task Force meetings, conducted research at the request of the Task Force, and facilitated the development of this report.

*Caitlyn Gordon, Legislative Aide, Delaware State Senate*, assisted in gathering research, edited this report and compiled the “Projects” (Recommendation 2) section.

# Preface

## Mission

The Work a Day Earn a Pay (WDEP) Task Force (herein “the Task Force”) was created per Senate Resolution No. 10 (Appendix A) and was sponsored by Senator Robert Marshall. The Task Force was created to examine the possibility of beginning a WDEP Pilot Program in Delaware focused on employing unemployed individuals that may otherwise not have the opportunity to work. The Task Force’s goal is to establish a Pilot Program that would provide entry-level positions for low to no skill workers for labor intensive public works projects. The Task Force’s function was to make recommendations on how to implement and support the potential WDEP Pilot Program.

The intent of the Task Force’s recommendations is to positively influence and aid young people and disadvantaged residents in the State of Delaware through employment opportunities. The main goals the Task Force hopes to achieve include improving individuals’ work ethic, motivation, and confidence, increase participants’ economic circumstances, and to create employment opportunities for Delawareans. Ultimately, the Task Force hopes the recommendations delineated in this report will help to establish the WDEP Pilot Program to provide individuals with little to no job skills or educational background with an opportunity to complete productive tasks, gain the ability and confidence to perform on the job skills and tasks, and earn a paycheck for a day’s work.

Below is an excerpt from a mission statement submitted to the Task Force by Senator Marshall that summarizes the intent of the WDEP Pilot Program and preliminary recommendations that the Task Force focused on:

Create a state government sponsored public works program aimed at unemployed workers within the State of Delaware. Examples of such projects would include stream and river banks clean up, beautification projects and weed and litter control. The worker recruitment for the program will center on ready, willing, and able individuals that are available and ready to work.

## **Intent**

Provoking and supporting the establishment of the WDEP Task Force and Pilot Program include, but are not limited to, the following reasons: current unemployment rates; current economic disparities; aiding disadvantaged populations; and high crime rates in areas with high rates of unemployment.

The intent of the Task Force recommendations are to positively influence disadvantaged individuals in the State of Delaware in developing a strong work ethic, increasing motivation, improving economic circumstances and creating employment opportunities for Delawareans. Ultimately, the Task Force hopes the recommendations in this report help to establish the WDEP pilot program in order to provide individuals with little or to no job skills or educational background with an opportunity to complete productive tasks, gain the ability and confidence to perform on the job skills and tasks, and earn a pay check for a day's work.

According to the United States Department of Labor, Bureau of Labor Statistics, in November 2015 Delaware's unemployment rate reached 5.1%.<sup>1</sup> This was just above the U.S. average unemployment rate of 5.0%. One of the Task Force's goals for the WDEP Pilot Program is to help reduce high unemployment.

A focal point of the Task Force's discussion surrounded the idea of "de-automation" or the decline in manufacturing jobs, which has been identified as a major factor for current high unemployment rates throughout the country. Senator Robert Marshall, during Task Force proceedings, discussed de-automation related to the exchange of automated services (i.e. street cleaning machines), that have replaced human labor, and identified the need to revert back to employing people in such positions. Representative Michael Mulrooney also discussed the concept of de-automation, specifically related to public works projects. He identified a project idea described during the Blue Collar Task Force meetings and recommended in the Task Force's report, which involved creating a natural gas pipeline in Kent and Sussex Counties along Route 13 in Delaware. He explained that rather than utilizing machines to perform the job, people could be hired as a "pick and shovel" project to create jobs. One major recommendation

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<sup>1</sup> "Delaware Economy at a Glance." U.S. Bureau of Labor Statistics. October 2015.

of the Task Force could be to begin a public discussion of de-automation. The focus could center on returning human labor over certain kinds of automated equipment that replaced human labor during the last several decades.

The Blue Collar Task Force, co-chaired by Senator Marshall and Representative Mulrooney, also explored the decline in manufacturing and industrial jobs in great depth. The Blue Collar Task Force report outlines the rise and fall of the labor force in Delaware and in the U.S. labor market as a whole. The Blue Collar Task Force identified the need to target efforts focused on immediately creating jobs, improving the business environment to be more conducive to job growth, and improving and developing a skilled labor force. These recommendations could improve the economic viability of unemployed individuals and also reflect the Task Force's intent.

Along with the goal of improving economic circumstances for disadvantaged populations and creating job opportunities, the Task Force identified the goal to impact and improve public safety in Delaware. A study completed by the Centers for Disease Control and Prevention (CDC) in November 2015 analyzed the pervasive crisis of gun violence occurring in the City of Wilmington. The report, titled "Elevated Rates of Urban Firearm Violence and Opportunities for Prevention – Wilmington, Delaware," depicts the significant problem of gun violence in Wilmington and provides recommendations for prevention efforts. Table 1 of the report outlines proportions of 569 individuals that had been involved in firearm crimes that experienced "risk factors" the CDC identified as being interconnected to the probability to commit gun violence. A stifling statistic in Table 1 reveals that 410 of the 569 individuals in the sample (86%) were unemployed in the quarter preceding the crime.<sup>2</sup> This underscores the Task Force's intent and goal to establish the WDEP Pilot Program to serve unemployed residents in Wilmington as well as throughout the state of Delaware.

Elder Johnson mentioned the CDC report regarding gun violence in the City of Wilmington throughout Task Force proceedings and identified the similarities in the recommendations posed

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<sup>2</sup> Sumner, S., Mercy, J., Hillis, S., Maenner, M., Socias, C. (2015). Elevated Rates of Urban Firearm Violence and Opportunities for Prevention – Wilmington, Delaware. Centers for Disease Control and Prevention. <http://dhss.delaware.gov/dhss/dms/files/cdcgunviolencereport10315.pdf>

by the Task Force and the CDC report. For example, the report highlights the need for job placement and assistance,<sup>3</sup> and the Task Force’s discussions focused heavily on the need to not only provide job opportunities but also training and education in order to better prepare participants for future employment.

The preceding explanations of the Task Force’s intent reflect the main topics that were discussed during Task Force proceedings. The recommendations focus on topics such as funding and strategy, administration, location, education, job skill training and types of projects available through the program, and also the target populations to be included in the program. The program would provide workers for various public works projects, such as vacant property improvements or renovations, river and stream clean ups, horticultural maintenance and upkeep, or street clean ups. The projects would require low skill to no skill and would be focused on labor intensive tasks. The duration of work for an individual on a given project may be one day or more, depending on the project’s completion date. The Task Force hopes the recommendations will aid in the implementation of the WDEP Pilot Program, and eventually the pilot can be established as a full-time WDEP Public Works Program that operates year-round.

## **Method**

The Task Force explored a variety of resources to identify pertinent research, persons to contact, and similar programs available throughout the country to guide the Task Force discussions and ultimately influence recommendations. However, the main sources of information were community members that attended the Task Force meetings. Community members were able to inform the Task Force members of current issues that needed to be addressed and also identify where the WDEP Pilot Program could fit into current programs’ and organizations’ missions.

The Task Force utilized the National Conference of State Legislatures (NCSL) to research programs with similar intent and structure to the WDEP Pilot Program concept throughout the United States. Resources that were collected identified programs with similar intent in Denver, Colorado; Seattle, Washington; and New York City, New York. Most of these programs focused on “targeted hire” initiatives. An article was brought to the attention of the Task Force by

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<sup>3</sup> Id.

Senator Marshall that was published in the Albuquerque Journal, titled “New Outreach Set for Panhandlers in Albuquerque.” The article described a program established by the Mayor of Albuquerque, Richard Berry, where individuals that are panhandling are offered employment for a day to work on public works projects. Articles and other resources that explained the program’s goals and operations were provided to the Task Force through direct communication with the Mayor’s Office for the City of Albuquerque, New Mexico (Appendix G). These resources and communications were utilized in discussions to formulate the scope of the WDEP Pilot Program.

The Division of Natural Resources and Environmental Control (DNREC) also acted as a vital resource for the Task Force. Several representatives from DNREC attended the November 18, 2015 meeting to consider how the agency could support and coordinate with the WDEP Pilot Program. The full discussion is detailed in the meeting minutes for November 18, 2015 (Appendix F). The possibility of a partnership between DNREC, specifically Delaware State Parks and the Division of Fish and Wildlife, and the WDEP Task Force/Pilot Program seemed viable post the discussion of options and opportunities for implementing the program and will be delineated in more depth in the Recommendations section of this report.



# Recommendations by the Task Force

## Recommendation 1:

### Target Populations

The Task Force identified several demographic characteristics that the WDEP Pilot Program could target for employment in the program and make a positive impact for communities across Delaware. The main intent the Task Force emphasized for the Pilot Program was to offer short-term employment to unemployed at-risk or disadvantaged individuals that may experience barriers to prolonged employment opportunities. Barriers can include having been recently released from incarceration, felony criminal record, and lack of transportation. Subsequently, the Task Force also intends for the program to serve as a mechanism for such individuals to gain on the job training and learn skills that could be applied to future employment opportunities. Recommended projects, in the following “Projects” section of this report, would be chosen in part for the needs of the community at-large as well as the need for individual participants’ job skills and training.

The Task Force recognizes that many of these individuals are experiencing a number of challenges including unemployment, criminal records, no formal education, lack of transportation, and minimal job skills. The Task Force recognizes that this will present unique problems, which will require additional support services from non-profit agencies, local governments and private sector companies. Residents will perform meaningful tasks suited to their individual skill sets.

Task Force members have concluded that the program will be open to male and female individuals ages 17 and older. Members will include individuals who reside anywhere in the state and have a willingness to work, but must be drug and alcohol free.

## Recommendation 2:

### Projects

#### 1. Housing Renovation and Improvements:

- Task Force members recommend the WDEP Pilot Program target the approximately 200 city-controlled, vacant properties in the city of Wilmington for home renovation and repairs; however, members agreed that during the Pilot Program, one or two properties/houses could be utilized as a test prior to expanding to others
- The Task Force suggests partnership(s) with local contractors to teach participants the necessary job skills and oversee projects could be a viable plan
- With over 1,500 total vacant homes in Wilmington, Task Force members identified the great need for renovation and remodel projects
- Task Force members also recommend that this idea be translated across the state to other cities, such as Dover and Seaford, that may also be in need
- By working to remove these vacant homes, there will be less unemployed citizens and taxpayers will receive numerous benefits
- Senator Marshall suggested that beautifying the city of Wilmington by renovating vacant homes would benefit from incorporating a construction company that was taxpayer owned. The local government could create a construction company, and Wilmington's vacant homes would receive efficient renovation. Additionally, an entity would be set in place to maintain the vacant homes throughout the State
- A private-public partnership should also assist in the renovation of Wilmington's vacant homes
- Senator Richardson suggested an operation where initial funding was allocated to support the Pilot Program, and then equity from renovated houses could be filtered back into the program
- Another recommendation made by Task Force members was to demolish property that was unsalvageable, and subsequently consult with the surrounding community to allow them to decide the future of the lot. Examples of possible

projects included Developing vacant properties as community gardens or pocket parks

## 2. Public Works Projects:

- Senator Marshall and Representative Mulrooney were the co-chairs of the Blue Collar Task Force that examined issues regarding the labor force in Delaware. The Task Force discussed the creation of a natural gas pipeline starting in Delaware's New Castle County into Kent and Sussex Counties. Representative Mulrooney suggested this as an option for one of WDEP's public works projects
- Rather than using modern methods of machinery to do this work, people could be hired as a "pick and shovel" project to create jobs

## 3. River and Stream Cleanup Projects:

- Task Force members, representatives from DNREC, and members of the public discussed the possibility of partnering with the Division of Fish and Wildlife. Ms. Lynne Pusey represented the Division and offered ideas for projects
- Possible projects include habitat management, maintenance of hunting and fishing activities, facility maintenance (paint projects, minor repairs, and construction projects), trash cleanups, landscaping and others
- They discussed the various cleanups that occur through DNREC and the opportunity to expand those cleanups through a program like the WDEP Pilot Program
- They also discussed the importance of reintroducing youth and people to the natural environment and integrating environmental education
- Ms. Joanna Wilson, DNREC Public Affairs, provided the Task Force with a complete list of Delaware river and stream cleanups

## 4. Park Cleanup Projects

- Task Force members, representatives of DNREC, and members of the public also discussed the possibility of partnering with Delaware State Parks

- Mr. Glenn Stubbolo with Delaware State Parks offered support through the State Parks for the WDEP program as a possible program administrator given their experience and funding options available to kickstart the program
- Mr. Stubbolo described how the WDEP Pilot Program could be applicable throughout the Delaware State Parks systems, such as through trail maintenance, habitat maintenance, and environmental cleanup. He also described the educational components that participants could learn throughout the program’s implementation through the State Parks. He identified the need for more employment throughout the State Park system for maintenance
- Dr. JoAnn Fields, a medical doctor who practices in Kent County, offered comments regarding the Civilian Conservation Corp. and how the WDEP Pilot Program could reflect that program. She included the idea of participants working with National Parks and State Walking Trails on maintenance and environmental upkeep

### **Recommendation 3:**

#### **Job Skills Training & Education**

A major theme the Task Force discussed is that the WDEP Pilot Program should teach participants tangible job skills through the assigned projects, such as those identified in the previous “Projects” section of this report. The types of skills discussed during Task Force proceedings include but are not limited to: carpentry, painting, patching and installing drywall, use of essential tools to the project, and environmental cleanup. Other job skills that the Task Force identified as essential learning components to the program are considered soft skills, such as arriving to work on time, dressing appropriate for a job, self-motivation and confidence, and overall work ethic.

## **Recommendation 4:**

### **Program Administration**

The Task Force recommends that the WDEP Pilot Program be administered by a statewide, non-profit agency, or by one designated non-profit in each county. Administration would include managing and supervising employees, coordinating work projects, providing or securing transportation, administering payment to employees, and providing necessary materials and attire for the intended job. Task Force members and community participants identified several possible partnerships to aid in program administration. The types of entities identified include community non-profits and state agencies, many of which were present at meetings. Below is a list of such organizations that offered their support and willingness to participate in a multitude of ways to help the program succeed:

- *Hope's Academy* – Mr. Shaun Bellamy
- *Dover Interfaith Mission for Housing* – Ms. Jeanine Kleimo
- *Hope Housing Project* – Mr. Ernest Owusu
- *DNREC: Delaware State Parks and Division of Fish and Wildlife* – Mr. Glen Stubbolo and Ms. Lynne Pusey

Other organizations and programs that were discussed as possible partners include:

- *Delaware Skills Center*
- *Boys & Girls Clubs of Delaware*
- *Habitat for Humanity*
- *Ministry of Caring*

By working with existing partners, the program could assure sustainability and additional support needed. Additional support includes knowledge and skills to administer the program in a legal matter consistent with regulatory demands. Administering financial matters would include payments to participants, payroll taxes, administrative overhead, educational and training opportunities, counseling, and transportation. The non-profit provider may be reimbursed for administrative cost and out of pocket expenses. An RFP will be provided in the selection of the provider for each county. These efforts shall fall under the Department of Labor.

Elder Tyrone Johnson suggested that program administration needed to be defined by scope, purpose and also include a measurement function in order to measure the program's as well as the participants' progress. Measurement tools that were discussed included risk assessments, progress measurements, and personal interviews with participants. However, the Task Force clearly expressed that such measurement should not impede upon a person's ability to participate if they are ready, willing, and able. Other requirements that were also identified that would be necessary for program administration included a baseline of participants being at least 17 years of age and no drug or alcohol use.

## **Recommendation 5:**

### **Funding & Strategy**

The focal point of the Task Force's recommendations for funding and strategy is to ensure the WDEP Pilot Program can become sustainable for a long-term WDEP Program, but still provide immediate employment opportunities to those in need throughout the state. Critical to the overall success of the program will be efforts of design to minimize capital and startup cost for overhead, administration and items such as equipment and tools, etc. To assure continuation of the Pilot Program, its sustainability effort must be undertaken to generate revenues to continue the program in subsequent years.

Identified funding sources include the Strategic Fund operated by the Delaware Economic Development Office (DEDO), settlement funds recovered from the 2008 financial crisis, and through public-private partnerships. Task Force members identified the need to secure seed monies for start-up of the Pilot Program projected for April or May of 2016. Subsequently, the Task Force aims to secure funding for the remainder of the Pilot Program during the legislative session of 2016, prior to June, 30, 2016.

Another funding goal the Task Force recommended for the Pilot Program is to encourage private sector companies to participate and be active partners in employing and contributing to the

program's sustainability. Representative Mulrooney also suggested that WDEP could be added to tax forms in order to allow donations, which was supported by Task Force members.

Task Force members agreed that beginning the WDEP Program as a Pilot Program in order to start small and encourage growth, sustainability, and viability of the program. Task Force members agreed that the Pilot Program should be implemented statewide, beginning with one project in each county. The Task Force suggested that one group of participants could be identified in each county to work on the project, and the number of participants would be determined based on the project. The Task Force suggested that this strategy could be effective in order to establish a solid foundation in the program to build upon for a full-time, year-round WDEP Program and also allow time to secure further funding in fiscal year 2016.

The Task Force hopes that 160,000 hours of employment will be provided compensating individuals at an hourly range between \$10 to \$15. Approximately \$2 million will be needed for this effort.

- \$1,600,000 will provide for 160,000 work hours for those employed by the WDEP
- \$300,000 shall be provided for management and key leader support
- \$100,000 shall be provided by private sector grants for supplies, materials and transportation

## **Recommendation 6:**

### **Time Frame**

The Task Force recommends an initial effort to begin May 1, 2016 to take advantage of summer employment opportunities, accommodating weather and the larger number of young people available during these months. Continuation of the program will be consistent with the state's fiscal year beginning July 1, 2016 to June 30, 2017.

# Appendix A: Senate Resolution 10



SPONSOR: Sen. Marshall

DELAWARE STATE SENATE  
148th GENERAL ASSEMBLY

SENATE RESOLUTION NO. 10

ESTABLISH THE WORK-A-DAY EARN-A-PAY PUBLIC WORK PROJECT PILOT PROGRAM TASK FORCE.

1 WHEREAS, the economic downturn has not recovered at a sufficient rate;

2 WHEREAS, structural unemployment has remained a serious problem for many Delawareans; and

3 WHEREAS, public work projects will help the many unemployed and also improve the quality of life for all  
4 Delawareans.

5 NOW, THEREFORE:

6 BE IT RESOLVED by the Senate of the General Assembly of the State of Delaware that the Work-a-Day Earn-a-  
7 Pay Public Works Project ("WDEP") pilot program Task Force be composed of the following members appointed by  
8 August 15, 2015:

- 9 1. The Governor, or designee, who shall serve as chair;
- 10 2. Senate chair of the Joint Legislative Committee on the Capital Improvement Program;
- 11 3. The Secretary of Labor, or designee;
- 12 4. The Director of the Delaware Economic Development Office, or designee;
- 13 5. Two private sector appointees as designated by the Governor;
- 14 6. The Chair of the Senate Labor Committees; and
- 15 7. A minority member of the Senate appointed by the President Pro Tempore.

16 BE IT FURTHER RESOLVED The Task Force shall consider and recommend WDEP pilot program funding to  
17 be used to employ at-risk and disadvantaged residents to perform meaningful tasks suited to their individual skill sets and to  
18 be compensated at an hourly wage range between \$10.25 to \$15.00. The Task Force shall consider and recommend targeted  
19 project spending for non-profit agencies; local governments and private sector companies. The Task Force shall consider  
20 the allocation of pilot program strategic funds to those employed by the WDEP, management and crew leader support  
21 private sector grants for supplies, materials and transportation.

22 BE IT FURTHER RESOLVED The General Assembly staff shall coordinate meeting scheduling and notices. The  
23 Delaware Economic Development Office and the Department of Labor shall provide staff assistance to the Task Force.



## Appendix A cont.

- 24 BE IT FURTHER RESOLVED The Task Force shall prepare and submit a report to the Governor and General  
25 Assembly by December 4<sup>th</sup> 2015.

### SYNOPSIS

This Resolution establishes a “Delaware Works Strategic Fund” pilot program Task Force to consider a fund a pilot WDEP. This public works program would create jobs for Delawareans ready, willing and able to work and unable to find long term employment. The goal is a full-time, long-term job.

Author: Senator Marshall

## Appendix B: WDEP Working Proposal INFORMATION ONLY

### Work-a-Day Earn-a-Pay Public Works Project

**New Section XXX. Work-a-Day Earn-a-Pay Public Works Project.** (a) The Section 1 Addendum to this Act appropriates \$10,000,000 to the Strategic Fund. Of this amount, \$2,000,000 shall be used for the pilot Work-a-Day Earn-a-Pay Public Works Project, herein referred to as the WDEP. Funding appropriated for the WDEP shall be administered by a project committee composed of the following:

1. The Governor, or designee, who shall serve as chair;
2. Co-Chairs of the Joint Legislative Committee on the Capital Improvement Program;
3. The Secretary of Labor;;
4. The Director of the Delaware Economic Development Office;
5. Two private sector appointees as designated by the Governor;
6. The Chairs of the House and Senate Labor Committees; and
7. A minority member of the Senate and House appointed by the President Pro Tempore and the Speaker of the House.

The Delaware Economic Development Office (DED0) and the Department of Labor shall provide staff assistance to the committee. The committee shall adopt rules to administer the WDEP provided the funding is (1) used to employ at-risk and disadvantaged residents to perform meaningful tasks suited to their individual skill sets and (2) employees hired under the WDEP shall be compensated at an hourly wage range between \$10.25 to \$15.00 where targeted project spending is for non-profit agencies; local governments and private sector companies. Within these funding parameters, the WDEP shall be allocated as follows:

\$1,600,000 for 160,000 work hours from those employed by the WDEP;

\$300,000 for management and crew leader support; and

\$100,000 for private sector grants for supplies, materials and transportation.

## **Appendix B cont.**

(b) The work of the Committee shall lead to an announcement of the new Work a Day Earn a Pay Public Works Project on September 4, 2015. The WDEP shall sunset as a pilot project on June 30, 2018, or at such time as funding is disbursed, whichever is first. At the conclusion of the pilot, the WDEP shall submit a report to the General Assembly on the outcomes of the project. Said report shall include, but not be limited to, the number of residents employed under the WDEP, the types of employment, and whether any such employment led to longer term jobs for participants in the pilot.

Revised June 29, 2015

**Insert at the end of DEDO of the Governor's Recommended Budget**

# **Information Only**

## Appendix C: Meeting Minutes October 12, 2015

### Work-A-Day Earn-A-Pay Task Force

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148<sup>th</sup> General Assembly  
October 12, 2015  
Capital One B&O Building  
1 S. Market St., Wilmington, DE

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#### Meeting Attendance

##### *Task Force Members*

Present	Email	Phone
George Krupanski, Chair	<a href="mailto:Gkrupanski@bgclubs.org">Gkrupanski@bgclubs.org</a>	302.658.1870
Representative Michael Mulrooney	<a href="mailto:Michael.Mulrooney@state.de.us">Michael.Mulrooney@state.de.us</a>	302.7444351
Patricia Cannon	<a href="mailto:Patricia.Cannon@state.de.us">Patricia.Cannon@state.de.us</a>	302.577.8485
Mark Kleinschmidt	<a href="mailto:kleinschmidt@ncccc.com">kleinschmidt@ncccc.com</a>	302.294.2068
Senator Robert Marshall	<a href="mailto:Robert.Marshall@state.de.us">Robert.Marshall@state.de.us</a>	302.577.8744

##### Absent

Senator David Sokola	<a href="mailto:David.Sokola@state.de.us">David.Sokola@state.de.us</a>	302.744.4286
Senator Bryant Richardson	<a href="mailto:Bryant.Richardson@state.de.us">Bryant.Richardson@state.de.us</a>	302.744.4298
Rev. Donald Morton	<a href="mailto:donald@themortonfirm.com">donald@themortonfirm.com</a>	302.658.9883

##### *Staff*

Katrina Cowart	<a href="mailto:Katrina.Cowart@state.de.us">Katrina.Cowart@state.de.us</a>	302.577.8718
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##### *Attendees*

	Organization	Phone
Porsha Wiggins	CTAC	N/A
Hope Bellamy	Hopes Academy	215-253-1898
Brahmin Jackson	Community Service Worker	302-357-7123
Sheila Griffin	New Destiny/IMAC	302-764-7036
Edwin Bool	N/A	302-690-6679
Elder Ty Johnson	CTAC	302-420-7889
Mahkies Booker	Warriors 4 Christ	302-932-5343
Jeffrey Thomas	Warriors 4 Christ	302-762-4003
Vernell Walts	Warriors 4 Christ	302-723-8864
Christopher X	NOI	302-669-7361
Antoine Johnson	CTAC	302-420-7889
Shaun Bellamy	Hopes Academy	215-253-1898

Prince Seward	Hopes Academy	302-761-3144
Jeffrey Bradley	Hopes Academy	302-762-3173
Larry Portis	Hopes Academy	302-377-0488
Dwight L. Davis	N/A	302-654-1993
Matthew Meyer	Patomac Law Group	302-897-1579
Edwina Bell	N/A	N/A

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Mr. George Krupanski called the meeting to order at 10:06 A.M.

Mr. Krupanski discussed the purpose of the Work-a-Day Earn-a-Pay (herein WDEP) Task Force and identified the need for WDEP Task Force to clarify, discuss and further define what the WDEP Pilot Program could be. He then introduced WDEP members and their affiliations and continued to provide an overview of the meeting agenda.

Mr. Krupanski provided an overview of the background, vision and leadership of the WDEP Task Force and concept as per Senate Resolution 10 of the 148<sup>th</sup> General Assembly. He explained that the initiative was led by State Senator Robert Marshall, who identified needs in the community to get people back to work and further develop job skills, which led to the concept of a public works program.

Senator Marshall provided background of the idea for public works program and his relationship to the history. He mentioned the similarity to President Roosevelt’s public work’s project and the Lewes Canal in Delaware. He continued to discuss the thoughts behind the WDEP public works program concept, which included the idea to get men and women back to work, the economic, political, and human capacity for public works projects throughout the state, the possible influence on young people in the State of Delaware in regards to work ethic and motivation, as well as increasing their economic circumstances, and to create employment opportunities for Delawareans. He explained his effort to include the WDEP Pilot Program through the Bond Committee and legislation and also explained how the concept led to the WDEP Task Force.

Mr. Krupanski continued the discussion on SR 10. He posed questions such as what was the charge of the WDEP Task Force, what needs did the community have that could be addressed through the WDEP Pilot Program or Public Works Program, how would these programs operate, and what are some associated costs. He identified lines 17 through 21 within SR 10 as critical in identifying the framework for the program. Specifically, he identified the following key points for the WDEP Task Force to address and discuss: at-risk and disadvantaged residences, meaningful tasks, the definition of the compensation at an hourly range, targeted spending for companies, and allocation of Pilot Programs in the strategic fund. He also identified the short time frame of the WDEP Task Force and identified the report date of December 4<sup>th</sup>, 2015. He then opened the floor for WDEP Task Force members for discussion.

Representative Mulrooney asked if the idea was designed to be a city program.

Senator Marshall responded that the idea and thought process with the Governor having appointed Mr. Krupanski as Chair, that the program could be driven by an organization such as and similar to the Boys & Girls Clubs of Delaware, where 41 locations existed throughout the

State, in order to reach all of Delaware. He also identified that Wilmington had two, and potentially three, Boys & Girls Clubs and also identified the need in both Wilmington and Dover and other cities throughout the State.

Representative Mulrooney identified that meaningful labor would need to be defined. He also suggested the idea of the program partnering with the Delaware Skills Center and other similar organizations in order for participants to obtain meaningful training to move past general laborer skills. He provided an example of this occurrence from a past experience. He identified that funding would be needed to support partnerships and training programs, and he also identified the need for transportation options as well. He identified free training opportunities that were available at the Delaware Skills Center.

Mr. Krupanski supported Representative Mulrooney's suggestion of defining meaningful labor in order for the program to be meaningful to the participant and allow them to grow and acquire new skills for other job opportunities.

Representative Mulrooney mentioned Habitat for Humanity and the effort and reward associated with helping others and accomplishing difficult tasks as an example of defining meaningful labor.

Senator Marshall suggested the WDEP Pilot Program would need to be a hybrid program, and something new, that would take an aggressive approach to provide immediate opportunities to earn an income. He referenced John Blyden with Local 55 and possibilities through his organization and other similar organizations. He also identified that such opportunities through the proposed program could lead to other employment options in Delaware. He provided examples from the Delaware Skills Center. He also discussed the motivation and confidence that the program could instill in individuals with currently no opportunities.

Representative Mulrooney stated that there was plenty of work throughout the State to do and that this would be a great opportunity to get people out to work and fix infrastructure.

Senator Marshall supported Representative Mulrooney's comment and stated that there were 1,500 empty houses in Wilmington. He also mentioned his connection to building renovation and reiterated the opportunities available in Wilmington for employment and the many benefits to tax payers to remove the numerous vacant homes located in the City of Wilmington and throughout the State.

Mr. Kleinschmidt discussed President Roosevelt's public works program and infrastructure projects. He suggested that the Task Force fast forward to when the WDEP Pilot Program would begin, and he identified issues such as that projects would need a lead, the need of partnerships, and a list of projects available prior to beginning the program. He suggested that establishing a program for the summer of 2016 that was a smaller scale and was easily accomplished would allow the program to gain momentum. He identified other items such as the need to research examples from other states, the tight fiscal year and Strategic Fund, the need to identify other opportunities for funding, and the idea for tax credits to be offered to the private sector to fund the program. He also supported previous comments related to job skills training, support services for the program, bringing value to the participants through the job offered, and integrating

support to maintain the program and continue services. He also identified the option of a van pool or car pool to fill the transportation component. He suggested options for partnerships such as with schools districts, and also identified a specific project opportunity in the Mike Castle Trail for maintenance and beautification projects.

Senator Marshall added river cleanup and stream cleanup projects. He also summarized the idea of having a designated site for transportation options, so that participants could be picked up and work a day to earn a pay.

Mr. Krupanski yielded the floor to community member Elder Ty Johnson to offer perspective on the WDEP Pilot Program concept.

Elder Johnson thanked everyone who attended the meeting and Task Force members for their efforts. He focused his discussion about the WDEP Pilot Program on the idea of reaching people that would not typically be hired into traditional sites and service positions, and also to have the program provide a path to get training and options to obtain a driver's license. He identified a connection to public safety and also identified the possible cyclical nature of the program in providing further outreach to others. He supported previous comments that the funding component would be critical. He also expressed a personal connection to the concept and explained that he had heard from people in the community what the opportunity of having a job would do for their lives.

Mr. Krupanski explained that the program was a chance to make a difference in the lives of people who are struggling and trying to maintain jobs, but that have not always had opportunities readily available to them. He stated that the program becomes more important and impactful based on what the Task Force defined as a project because it should have the ability to lift people up and allow them to grow and mentor others. He also added that funding for the program does not necessarily only need to come from government and posed the question of resources that business and corporate entities could provide. He supported previous comments regarding starting off small with one or two projects for the WDEP Pilot Program, and then it could grow and be built upon. He suggested then the State could have something of real significance that could impact thousands of people.

Ms. Cannon thanked Senator Marshall and Representative Mulrooney for their efforts. She identified the importance of the discussion and her personal connection to the program through her teaching and experience with at-risk students. She discussed other programs available that are similar to WDEP, and identified that one challenge of funding for current programs was that performance outcomes were tied to funding needs. She proposed the need to research other sources of funding besides the Strategic Fund and supported the tax credit idea proposed by Mr. Kleinschmidt. She identified that the performance metric often associated with similar programs was a barrier to funding as well as participants. She asked community members to identify barriers in order to better inform the discussion and program.

Senator Marshall provided his view on the need to not drift into the traditional policy thinking of yesterday. He also identified Ms. Cannon's dedication to public service and how that was valuable to the WDEP Task Force. He explained that the overriding issue was that the Governor's Office and the General Assembly had dedicated millions of dollars for the Strategic

Fund, and identified that as State tax payers' money. He explained that the grant money in the Strategic Fund is used to attract companies to Delaware and keep them in Delaware to hire Delawareans; and he also explained that as easy money for private sector. He reiterated the need for public works projects in order to look ahead to next five to ten years, and stated that public funds needed to be dedicated to that for employment.

Elder Johnson thanked Ms. Cannon for comments and identified the issue of not enough employment options to influence actions of community members. He also identified that the other programs available did not address the real issues.

Ms. Cannon clarified that she was referring to temporary employment agencies and added that such agencies implemented the van pool option to take people to a job. She suggested finding a way to incentivize such agencies in order for them to do more and that the Task Force could help to define that.

Mr. Krupanski then yielded the floor to community member Mr. Hope Bellamy to ask a question.

Mr. Bellamy asked a question relating to how much funding for WDEP Pilot Program and how many people could potentially be employed.

Senator Marshall explained the working concept for the WDEP Pilot Program, and stated that the concept proposed 2 million dollars from the Strategic Fund for the program and 500 thousand from the private sector. He suggested dividing the State into grids in order to implement the program.

Mr. Krupanski yielded to Ms. Cannon to provide an overview of the Strategic Fund and the application process.

Ms. Cannon provided a typical "sales-pitch" of the Strategic Fund to a private company, explained as if DEDO provided a company money to create jobs, and explained that those jobs must be held and maintained for the first three years after the grant. She explained that the grant was the value of personal income tax and provided an example. She also identified that the grant money eventually goes back to the General Fund if the company hires an employee for the three years, due to the value of income tax. She provided examples from when DEDO was affected by the recession, and also explained that the attractiveness of the Strategic Fund was due to other qualities of Delaware and not that it provided significant dollar figures to companies. Ms. Cannon also provided examples of other states' Strategic Funds' procedures to the Task Force members. She concluded by identifying possible partnerships to bring employers to Delaware and the Blue Collar Tax Act as an incentive.

Senator Marshall explained the Blue Collar Tax Credit as dollar for dollar off of a tax bill. He stated that the Act was expanded in 2011 to include any type of business to qualify. He also identified that employees in the WDEP Pilot Program and subsequent program would contribute the same value as private company employees, with income tax going back into local economy.

Elder Johnson discussed the million man march, and passionately described the need to locate funding options and also described alternative options to invest in Delawareans.



Mr. Krupanski asked Ms. Cannon if there was an application deadline for the Strategic Fund.

Ms. Cannon explained that there was not an application deadline and also explained the process through the formal application, business case presentation, Council on Development and Finance review, the vote, and that the Cabinet Secretary can write a report to the General Assembly to justify any disagreement.

Senator Marshall asked when the public hearing would take place.

Ms. Cannon explained that the date had not been set yet for the public meeting.

Senator Marshall requested on behalf of the Task Force to urge the public meeting of DEDO so that there was a public meeting before the Commission meeting.

Ms. Cannon stated that it was something the Senator could ask for. She also asked if the Task Force was willing to consider other funding sources besides the Strategic Fund.

Senator Marshall explained the urgent need of the WDEP Public Works Program in the State, which could happen May 1 of next year (2016), especially if Governor Markell supported the program. He further stated that the program would need money to be allocated in order to fund the current fiscal year and then further funding could be allocated from the General Assembly.

Ms. Cannon asked if the Task Force would be willing to research an alternative plan, or a plan B.

Senator Marshall stated that the Task Force could be open-minded.

Mr. Krupanski stated that as many resources as possible should be examined to focus on the program. He further stated that the Strategic fund was an option, and alluded to previous comments by Elder Johnson which indicated other possible funding sources.

Ms. Cannon identified the Workforce Investment Board as an alternative funding option, and provided an example of a Pilot Program for nurses training through the Federal Workforce Investment Act. She asked if Governor Markell still maintained any discretion over those funds to run Pilot Programs. She encouraged the option of the Department of Labor for Request For Proposal (RFP) contracted services, and provided a potential example filtered through the Delaware Skills Center where a certain number of employment options could be added based on WDEP Pilot Program concept under more relaxed requirements in order to give opportunities to people who otherwise could not receive employment opportunities.

Mr. Krupanski then opened the floor to public comment.

### **Public Comment:**

Ms. Edwina Bell identified her background working with children and at-risk youth and explained some of the issues she had encountered. She also posed questions regarding preparing youth for the workforce through established agencies in order to transition into a program such

as WDEP and also partner with agencies in order to better implement the program. She also identified the need to break the cycle of those that are under employed or unemployed, and she explained that it is important to begin the process with youth in order to change people's mindsets. She identified that intervention as well as prevention must be implemented in order to put forth a holistic concept for the community.

Mr. Bellamy explained his experience through Hope's Academy with community members and identified the multitude of applications that he received for the Academy and that many applicants had no high school diploma or GED, no driver's license, and/or could not read. He continued to identify that jobs are available across the State and suggested that a political barrier existed that barred people from obtaining jobs. He also explained his perspective in opening his own business. He identified the previously identified issues as statewide problems and explained where current employment agencies fail to meet the needs of the community. He also made a connection between the basic necessities of living, such as having a job, and crime. He identified the significant need to implement an opportunity to get people back to work and qualified for jobs.

Mr. Christopher X supported Mr. Bellamy's previous statements. He also identified DEDO's Strategic Fund application process and expressed his dislike of people paying the money back per income tax versus the businesses paying it back that employed them. He continued to also identify barriers of race relations to employment, specifically identifying the African American community.

Mr. Antoine Johnson stated that he was in attendance on behalf of his father, Elder Ty Johnson, and he continued to describe his father's efforts in the community. He supported Senator Marshall's previous statement regarding keeping the program simplistic as to not complicate the situation and reach a common goal. He also described his personal experience in applying to jobs and how that experience has been difficult.

Ms. Porsha Wiggins identified a business owner, Perry I. Davis, who owned a construction company and utilized the business to teach youth carpentry skills and provided free job training. She identified that the business was located on East 6<sup>th</sup> Street in Wilmington, DE and that youth as well as adults were accepted, age 15 years old and up. She supported previous comments that identified the need for funding and identified programs that existed to support the infrastructure of a program like WDEP. She also supported previous comments regarding the need to implement such programs with youth as well. She identified judicial records as a barrier to obtaining a job.

Mr. Jeffrey Bradley explained his personal situation and how such a situation caused barriers to obtain a job and how he would not qualify for many positions based on several factors, such as owing child support and not having a driver's license.

Ms. Cannon commented that revoking someone's driver's license for owed child support was not best path forward.

Ms. Wiggins shared a personal story regarding the various people she came in contact with in the community. She explained that she witnessed people with entry-level job skills that cannot

obtain a job. She continued to explain that the (WDEP) program would help such community members receive an opportunity for a job. She also identified youth opportunities that are needed to give youth optimism and halt the cycle of crime.

Mr. Mahkies Booker identified that the standards and structure to be accepted to Delaware Skills Center must change in order to reach a broader network of individuals. He continued to explain the issue where capable candidates are disqualified from acceptance due to factors such as not having a high school diploma or GED. He also expressed that other programs should be examined as options.

Representative Mulrooney explained that the Delaware Skills Center was just one option of a possible partnership.

Mr. Krupanski summarized Mr. Booker's point and stated it was well taken.

Mr. Booker further expressed the need to change the direction of such standards to provide more opportunity for jobs immediately rather than enforcing several requirements that act as barriers.

Senator Marshall identified that Mr. Booker's point was valid and that there was a need to reach people from all walks of life that are ready to do a public works project and earn a paycheck. He continued to summarize the WDEP concept again.

Representative Mulrooney identified the need to also provide options for further and more specific training for participants in order to provide advancement and not have participants work a day, earn a pay, forever. He identified the Delaware Skills Center again as a possible partner for this effort.

Mr. Booker reiterated that the current system has too many requirements and was setting people up to fail. He identified the need to revitalize the whole system. He also provided a personal example of a friend's experience obtaining a job that identified the problems he discussed.

Mr. Dwight L. Davis identified the City-County pardon of innocence project and explained the over 15 years of assistance to Delaware residents to prepare petitions to pardons. He stated that Delaware was a corporate state, and that there are more artificial corporations registered than people, and that politicians pay attention to corporations. He suggested that an opportunity comes to a prepared mind and urged community to stop asking for jobs. He mentioned President Obama and opportunities for citizens with businesses to contract with the federal government. He identified that Delaware receives federal dollars to support job growth. He also identified the rights of citizenship at both federal and state levels. He stated that WDEP was not rooted in law. He also suggested incorporation for individuals in order to gain purchasing and acquisition power and become an employer. He suggested that creating businesses would provide employment opportunities and urged individuals to do so. He also identified a connection between slavery and having a criminal background in an employment setting.

Mr. Brahmin Jackson discussed the potential of the WDEP program in developing people's self-confidence as well as their monetary situation. He also identified the needs for case management and human services throughout the State to support the program. He supported previous comments that addressed the WDEP Pilot Program, maintenance of the program to ensure

sustainability, and further education as well as certification so that participants can advance and grow.

Mr. Krupanski thanked all those who made comments and Task Force members for sharing their comments and thoughts. He identified that this was a complex issue and also identified the valuable information discussed during the meeting. He explained that the Task Force needed to gather more information and summarize it to further influence discussion. He identified a common theme that there were a lot of people struggling and in need of employment opportunity, and he stated that something must be done to address the situation. He further expressed the need to think differently and make changes in order to appropriately address the situation. He concluded by identifying the next WDEP Task Force meeting on October 28<sup>th</sup>, 2015 at Legislative Hall.

Mr. Bellamy asked if there was anyone from the community on task force.

Senator Marshall stated that they want community members involved throughout the whole process. He expressed a personal story and identified the need to get back to basics and fundamental necessities.

Mr. Krupanski adjourned the meeting at 12:01 pm.

## Appendix D: Meeting Minutes October 28, 2015

### Work-A-Day Earn-A-Pay Task Force

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148<sup>th</sup> General Assembly  
October 28, 2015  
Chamber Meeting Room  
Legislative Hall  
411 Legislative Avenue  
Dover, DE 19901

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#### Meeting Attendance

##### *Task Force Members*

Present	Email	Phone
George Krupanski, Chair	<a href="mailto:Gkrupanski@bgclubs.org">Gkrupanski@bgclubs.org</a>	302.658.1870
Representative Michael Mulrooney	<a href="mailto:Michael.Mulrooney@state.de.us">Michael.Mulrooney@state.de.us</a>	302.7444351
Senator Robert Marshall	<a href="mailto:Robert.Marshall@state.de.us">Robert.Marshall@state.de.us</a>	302.577.8744
Senator Bryant Richardson	<a href="mailto:Bryant.Richardson@state.de.us">Bryant.Richardson@state.de.us</a>	302.744.4298

##### Absent

Senator David Sokola	<a href="mailto:David.Sokola@state.de.us">David.Sokola@state.de.us</a>	302.744.4286
Rev. Donald Morton	<a href="mailto:donald@themortonfirm.com">donald@themortonfirm.com</a>	302.658.9883
Patricia Cannon	<a href="mailto:Patricia.Cannon@state.de.us">Patricia.Cannon@state.de.us</a>	302.577.8485
Mark Kleinschmidt	<a href="mailto:kleinschmidt@ncccc.com">kleinschmidt@ncccc.com</a>	302.294.2068

##### *Staff*

Katrina Cowart	<a href="mailto:Katrina.Cowart@state.de.us">Katrina.Cowart@state.de.us</a>	302.577.8718
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##### *Attendees*

	Organization	Phone
Jeanine Kleimo	Dover Interfaith Mission	302.242.0412
Ray Goode	Star Hill AME Church	302.222.3403
Amy Yarnall	United Methodist Church	302.678.9626
Frances P. Johnson	Wesley United Methodist	302.284.3929
JoAnn Fields	Local Medical Doctor	N/A
Elder Tyrone Johnson	N/A	302.420.7889
Hope Bellamy	Hope's Academy	215.253.1898
Matt Bittle	Delaware State News	302.741.8250
Swiyah Whittington	Hope's Academy	302.252.8415
Robert Hall	DICOF	N/A
Kenny Foster	Pastor/Grace for Dover	N/A
Eric Stewart	Hope's Academy	N/A

Mr. George Krupanski called the meeting to order at 6:01 P.M.

Mr. Krupanski reviewed the agenda and introduced the Task Force members. He then opened the floor for consideration of the meeting minutes from October 12, 2015.

Mr. Krupanski motioned to approve the meeting minutes from the October 12, 2015 meeting.

Senator Marshall seconded Mr. Krupanski's motion.

The meeting minutes were approved by all Task Force members present.

Mr. Krupanski moved to item three on the agenda for discussion of the Work a Day Earn a Pay (herein WDEP) Pilot Program.

Mr. Krupanski mentioned the similarity of the WDEP Pilot Program concept to the Civilian Conservation Corp. per President Roosevelt's public works initiative, and he continued to describe such similarities and possible projects in the program. He reviewed the general concept of the WDEP Pilot Program and the desire of the Task Force to meet the needs of communities throughout Delaware through the Pilot Program. He posed questions that the Task Force was considering, such as what the Pilot Program would entail and what funding options were available to support the program. He identified Senator Marshall's significant contribution to developing the concept, and he yielded to the Senator to provide comment.

Senator Marshall supported Mr. Krupanski's statements and identified societal issues such as unemployment and crime. He suggested that providing an opportunity for people to work, who are willing and need pay, could make a significant impact on communities throughout Delaware in regards to crime, economy, as well as general confidence for people of Delaware. He also identified the wide array of funding options that could be available. He thanked Mr. Krupanski for his efforts in the initiative and also identified the fact of many organizations that are available in Delaware, such as the Boys & Girls Club of Delaware, that could support the Pilot Program.

Representative Mulrooney identified the many needs in Delaware for a public works program in order to improve infrastructure, parks, rivers, etc. He also identified the impact such public works programs could have on the economy.

Senator Marshall mentioned the nominations that took place on October 28, 2015 in the Senate and mentioned the new Secretary of Education, Dr. Steven Godowsky, who was confirmed. He continued to describe the technical and highly skilled workforce that was readily available throughout the United States, but identified that there was a need for trade skills throughout the country. Senator Marshall suggested that the 1,500 vacant homes located in Wilmington, Del. could be a beginning location for such projects in the public works program.

Representative Mulrooney supported Senator Marshall's previous comments and discussed an initiative that was accomplished through Delaware Skills Center that was similar.

Senator Marshall stated the impact of having a similar job on the confidence and skillset for the individual.

Elder Johnson thanked the Task Force members and continued to state his affiliations with various churches in the community. He explained that he discussed the possible program with people affiliated with the churches and the significant impact the program would have on such populations. He continued to discuss the idea of the willing worker, as well as the impact the program would have on soft skills, such as being at work on time, as well as job skills for future employment. He also identified the impact for people who were previously incarcerated that could benefit significantly from the program. He identified a study regarding the impact of churches that was done through the United Way and the importance of partnerships to establish the program. He identified Mr. Hope Bellamy's presence and work in communities in Wilmington.

Mr. Krupanski identified that the efforts through the Task Force and the program would be statewide. He also mentioned the timeline for the Task Force and the need to provide recommendations to Governor Markell quickly, by December 4, 2015. He suggested for the Task Force members to have a working meeting prior to the next meeting on November 4, 2015 in order to identify goals of the Pilot Program. He also suggested the possibility to partner with current programs located in Delaware and the need to identify such programs, organizations, and funding options. He identified research being done to locate similar programs, such as in Philadelphia, Pennsylvania.

Mr. Bellamy mentioned a similar program in Baltimore, Maryland.

Senator Marshall suggested that the Task Force members consider meeting with Governor Markell in order to gain his support and feedback on the WDEP Pilot Program. He also identified the need to identify geographical locations in each county to implement the program. He reiterated that funding sources are available and could be located, but that the long-term vision of the program should be a priority.

Mr. Krupanski reiterated the needs of communities throughout Delaware for the Pilot Program and also supported Senator Marshall's previous comments. He emphasized the necessity to strike a balance between longevity and immediate results for the Pilot Program in order to meet the needs of communities.

Senator Richardson stated that he would research the possible program located in Philadelphia and identified another program he was aware of through a church in Philadelphia.

Senator Marshall reiterated the need of Delaware to have a sustainable program through the WDEP program and that it was possible WDEP could be a new concept. He continued to identify President Roosevelt's public works initiative and also the Lewes Canal, which was a part of such initiative.

Mr. Krupanski opened the floor for public comment.

## **Public Comment:**

Ms. Jeanine Kleimo identified her affiliation as the Chair of the Dover Interfaith Mission for Housing. She explained that the Mission was a shelter for homeless men, and that they have housed over 1,400 men. She also explained that the Mission had a success rate greater than 60% for getting people back to work. She identified that they are interested in partnering with the WDEP program. She continued to explain other impacts the Mission has had on the community such as low rates of recidivism, and she identified that they are committed to the reduction of crime, especially in downtown Dover. She described an instance where through Delaware Technical Community College men that were living at the Mission were able to receive training through their carpentry program. She stated that three men were trained and successful. She suggested that the Mission would like to assist WDEP in any way they can and that the Mission could be a natural partner in Dover for the program. She also described available resources for participants, such as daytime resource center.

Senator Richardson requested Ms. Kleimo's contact information for the Task Force.

Ms. Kleimo identified a program in Chicago similar to WDEP for youth, where participants were involved for a 16 month period. She explained that the program resulted in a crime reduction of 43% by employing young people in the city.

Mr. Krupanski identified that in the first meeting testimony by members of the public was centered on individuals who had a criminal record or were previously incarcerated and were unable to obtain employment opportunities. He identified that unique population and stated that it could be larger than many realize. He also stated that such populations could benefit significantly from the WDEP program.

Senator Richardson identified that the recidivism rate in Delaware was very high as compared to other states. He explained an example of Ohio as having a very low rate of recidivism. He identified that he requested information from Ohio officials to find out what they are doing differently than Delaware in order to reduce prison population.

Mr. Ray Goode explained that he was representing Reverend Paige of Dover, and that he was the Chair of the Social Action Committee for Star Hill Ame Church. He identified that he was a retired consultant for Anheuser Busch and that he volunteers at the job center for the Dover Library and the Interfaith Mission. He also explained that he ran the Dover job center previously, prior to retirement, and commended the Task Force for their efforts. He discussed a recent job fair held through the Dover job center where over 563 people attended, and less than 10 employers from the area were present. He described the large need of employment opportunities throughout the State. He continued to describe the issues of recidivism and criminal records and the impacts such issues can have on individuals. He explained a program that he was involved in that worked to help people have their criminal records expunged in order to be eligible for employment. He continued to describe three needs and goals that the Task Force should address. One was the need to prepare people for success and make sure they are aware of expectations of employment opportunities. The second need he urged the Task Force to focus on a narrow window for the Pilot Program in order to maintain realistic outcomes and sustainability. He also



identified that the program should focus on one or two areas or types of projects in order to analyze and evaluate the progress of the program accurately.

Dr. JoAnn Fields explained that she was a medical doctor in the community in Kent County. She identified the Civilian Conservation Corp. and their work on National parks and walking trails. She stated that the WDEP program was a great idea and commended the Task Force. She explained that she was an advocate for senior citizen care, and that a type of job the Task Force should consider was elder care. More specifically, she explained positions related to reliable, non-medical care for senior citizens. She stated that typically such positions received twenty-dollars per hour on average. She identified that currently there was no payer source for such positions, as insurance does not pay for non-medical services and that senior citizens end up paying for non-medical home care. She explained that the WDEP program could be a good program to provide people jobs in elder care, and that it could be coordinated through non-profits. She also urged the Task Force to consider providing job training to aid participants for the future.

Mr. Hope Bellamy mentioned programs in Chicago and California similar to WDEP. He also identified his business called Hope's Academy located at 2901 Lancaster Ave. in Wilmington where they provide job training and online programs and are available across the State. He suggested that the WDEP program should aim to make people employable for the future. He also posed the question of what would happen if funding was not available after Pilot Program. He stated that this would be a temporary fix, but the goal should be to make people employable for the long term. He suggested providing two hours of school training and education. He also identified other services necessary to serve the populations. He identified that the program should be available in all three counties of Delaware. He suggested that each County could submit a certain number of individuals for the program. He stated that Hope's Academy would bring in individuals and help to identify target populations. He also suggested capping the amount of time participants should be employed through the program in order to influence them to seek other job opportunities and also for the program to facilitate that process.

Elder Johnson identified the need for sustainability of the program. He also suggested that benchmarks should be created to measure the willingness workers and their willing to be assessed. He also explained his personal experience and the necessity of being employed. He suggested considering similar populations to reach all variety of populations through the program.

Mr. Krupanski identified that these were all insightful comments, and suggested that the Task Force had a massive challenge. He provided an analogy of losing weight comparatively to the program to identify that it should be established in steps to provide opportunities to those in need. He also supported previous comments regarding reducing recidivism and also keeping costs down. He suggested that the Task Force should consider how to track and monitor data in order to track for funding as well.

Mr. Goode suggested the WDEP program should interact and partner with employers and temp agencies and provide workshops and training. He stated that people want to get out to work, and explained a previous experience where he provided a two-hour workshop about how to keep and maintain a job, which was necessary for job skills.

Mr. Eric Stewart stated that he was born and raised in Wilmington and that he volunteered at Hope's Academy. He described the job training available at Hope's Academy. He also described the problem that offenders experience regarding not having access to employment opportunities due to their criminal record. He suggested that jobs were available, but such populations are unable to be employed due to their background.

Mr. Bob Hall described his affiliation with the Delaware Ecumenical Council on Children and Families at the Newport office. He described current events such as the downsizing that occurred at DuPont, and identified the empty General Motors plant where industrial jobs used to be located. He suggested that State Officials have tried to revive industrial trades, and provided examples of what has happened with the demise of the industrial economy. He provided examples related to legacy jobs being lost and the trickle down effect through families. He stated that the Task Force should address the possible revitalization of the industrial economy in Delaware so that men and women could provide for their families. He identified the need for a livable wage in Delaware. He also identified that people need an average of eighteen dollars per hour in order to live above the poverty line in Delaware. He complimented Dr. Fields for her previous comments and identified the elder care gap and the need for professional home health care jobs. He suggested a possible funding source for this through the senior trust fund.

Elder Johnson discussed the need for employers to take a chance and also employer bonding programs.

Representative Mulrooney identified that the Department of Labor had a bonding program.

Elder Johnson recommended having a bonding program for the WDEP program. He supported previous comments and described that elder care and senior programs are an untapped area that could be beneficial for WDEP to pursue. He referenced Mr. Mark Kleinschmidt's comments from the previous meeting regarding possible private businesses that could take part in the program, and suggested that the bonding program could work through such businesses.

Mr. Krupanski suggested that the Task Force needed to consider what steps to take to achieve these goals.

Mr. Stewart identified the need for companies to accept bonding program so that offenders could be in the program as well.

Representative Mulrooney stated that the program should focus on a variety of people willing to work and not just focus on offenders in order to expand the program's reach to all people in need. He provided examples of carpentry and other projects that would keep the program simple and accessible.

Mr. Bellamy described a program in Trenton, New Jersey. He also posed the question if the WDEP program would be just for men or women. He suggested that the Task Force should look into options for childcare. He stated that he could provide a free after school program at Hope's Academy.

Senator Marshall reminded the Task Force of the need to reach groups of people that have nothing to do currently that need immediate work.

Representative Mulrooney supported Mr. Bellamy's comments regarding options for childcare.

Senator Marshall stated that sometimes government overregulates issues and cautioned the Task Force.

Senator Richardson suggested that the economy shifted and that more people are working out their homes. He suggested that single mothers could also do this and that it could be a part of any type of program.

Mr. Krupanski posed the questions that Task Force members should focus on such as identifying where the program begins and where the program would go next year and the year after for a long-range vision. He suggested that the audience would grow, that the breadth and scope of the program would grow, and that the Task Force needed to begin to identify a realistic timeframe for the program, short-term and long-term.

Mr. Kenny Foster introduced himself and identified his affiliation. He stated that he helps non-profit, faith based organizations connect with branches of government. He identified the jobs for life program and the idea of tapping into people's dignity in order to gain soft skills. He provided an example of an eight-week class that was offered two nights a week that coached participants on soft skills. He explained the success of the program over the last five years as people change, develop character, have confidence, competence, and community.

Senator Richardson explained personal his experience in starting his own business, and suggested entrepreneurship as an outlet for people to create their own businesses and learn skills. He suggested that the Task Force and WDEP program could provide direction to put some people into a place to create new businesses in Delaware. He provided an example of landscaping as a popular business opportunity.

Mr. Bellamy reiterated the need to train and then employ participants. He posed the idea of the WDEP program investing in smaller companies for ten to fifteen people to be employed for three years in order to sustain employment and provide longevity.

Mr. Krupanski suggested that the Task Force needed to dig deeper into information and examples from other states. He stated that they should give thought to how the program would operate, be administered, and to examine options for funding. He also suggested that the Task Force should coordinate how everyone can help based on expertise.

Senator Marshall suggested an option to test the need of the program through a one-day initiative and announce on a given day that unemployed individuals could participate in a job for a day. He suggested that if thousands or more people participate, then the Task Force would be able to better assess the need of the communities. He reiterated the Task Force's mission to establish an effective, working Pilot Program that could mature and move to the next level. He identified that the critical mass in need may be bigger than what was envisioned or known. He suggested that this program could be something new and different that could start in Delaware.

Mr. Krupanski stated that such an option could be an opportunity to raise awareness and the level of concern for unemployment by implementing a one-day initiative.

Mr. Goode agreed with Mr. Krupanski's statement regarding creating awareness, but stated that he witnessed the job fair where 563 people attended and could not be accommodated and left in frustration.

Representative Mulrooney suggested that if unemployed people could be gathered from Hope's Academy, Ms. Kleimo's organization, and Senator Richardson's district, that groups looking for work and were willing to work could start small in a few houses in order to test the program. He provided an example of Habitat for Humanity and the benefits of working toward a goal, but emphasized taking the program in small steps to ensure viability.

Ms. Kleimo identified the benefit of the festivals in Kent County for unemployed people. She stated that part of that labor force was provided through their program and they provided transportation for people to get to work.

Elder Johnson reiterated the need to identify funding sources, willing workers, and provide a broad based program that would not create false hope in the community.

Mr. Krupanski announced that the next Task Force meeting would be November 4<sup>th</sup>, 2015 at 10:30 A.M. at Capital One in Wilmington.

Mr. Krupanski adjourned the meeting at 7:25 P.M.

**Appendix E: Meeting Minutes November 4, 2015**  
**Work-A-Day Earn-A-Pay Task Force**

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148<sup>th</sup> General Assembly  
 November 4, 2015  
 Capital One Conference Room, 2<sup>nd</sup> Floor  
 Alexander Graham Bell Building  
 1 S. Orange St., Wilmington, DE

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**Meeting Attendance**

*Task Force Members*

Present	Email	Phone
George Krupanski, Chair	<a href="mailto:Gkrupanski@bgclubs.org">Gkrupanski@bgclubs.org</a>	302.658.1870
Representative Michael Mulrooney	<a href="mailto:Michael.Mulrooney@state.de.us">Michael.Mulrooney@state.de.us</a>	302.744.4351
Senator Robert Marshall	<a href="mailto:Robert.Marshall@state.de.us">Robert.Marshall@state.de.us</a>	302.577.8744
Senator Bryant Richardson	<a href="mailto:Bryant.Richardson@state.de.us">Bryant.Richardson@state.de.us</a>	302.744.4298

*Absent*

Senator David Sokola	<a href="mailto:David.Sokola@state.de.us">David.Sokola@state.de.us</a>	302.744.4286
Rev. Donald Morton	<a href="mailto:donald@themortonfirm.com">donald@themortonfirm.com</a>	302.658.9883
Patricia Cannon	<a href="mailto:Patricia.Cannon@state.de.us">Patricia.Cannon@state.de.us</a>	302.577.8485
Mark Kleinschmidt	<a href="mailto:kleinschmidt@ncccc.com">kleinschmidt@ncccc.com</a>	302.294.2068

*Staff*

Katrina Cowart	<a href="mailto:Katrina.Cowart@state.de.us">Katrina.Cowart@state.de.us</a>	302.577.8718
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*Attendees*

	Organization	Phone
Elder Tyrone Johnson	CTAC	302.420.7889
Stacey Scott	Ministry of Caring	302.428.3702
Eric Stewart	Hope's Academy	302.781.2682
Wilkie Miller	Hope's Academy	302.252.1325
Ernest Owusu	Hope Housing	302.981.9187
Raymond Goode	Star Hill AME Church	302.222.3403
Trudi Scheurer	Assistant to Senator Marshall	267.732.2412
Abeel Hamin	Delaware Juneteenth Obs. Com.	302.656.2446
Kwame Solomon	Hope's Academy	917.815.2730
Mrs. Solomon	Hope's Academy	N/A
Shaun (Hope) Bellamy	Hope's Academy	215.253.1898
Swiyah Whittington	Hope's Academy	302.252.8415

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Mr. George Krupanski called the meeting to order at 10:35 A.M.

Mr. Krupanski stated that the Task Force would hold on consideration of the minutes from the October 28, 2015 meeting for majority of task force members. He identified a memo from Ms. Jeanine Kleimo, Elder Johnson, and a mission statement submitted by Senator Marshall. He continued to discuss the main tasks and goals of the Task Force in shaping the WDEP Pilot Program.

Senator Marshall discussed the purpose of the mission statement submitted to the Task Force. He continued to identify several organizations either present at the meeting or present in the community that could be involved with the WDEP Pilot Program.

Mr. Krupanski discussed the mission statement submitted by Senator Marshall. He then yielded to Senator Marshall to discuss the idea of “de-automation”.

Senator Marshall discussed his idea of de-automation related to the exchange of automated services (i.e. street cleaning machines), that have replaced human labor, back to employing people in such positions. He suggested it may be an argument for a national or state debate, but suggested that it applied to Wilmington as well. He also identified an article from the Albuquerque Journal titled “New Outreach Set for Panhandlers in Albuquerque.” He discussed the similarities between Albuquerque’s program to the WDEP Pilot Program concept. He also identified the state and federal income tax exemptions for low-income residents.

Mr. Krupanski identified a line from Ms. Kleimo’s memo that mentioned an income was taxable at an amount of \$600.00 or more from a single source of income. He suggested that this issue would need to be further examined to understand the taxing mechanisms and how that related to the program.

Elder Johnson identified the recent shootings that occurred in Wilmington, Del. and the CDC study that examined gun violence in the City of Wilmington. He continued to discuss his recommendations that would be submitted to the Task Force based on the mission, purpose, target groups, and how the program could operate as well as measuring progress and outcomes.

Mr. Krupanski thanked Elder Johnson for his recommendations and identified the training and educational component that many Task Force members have proposed. He continued to identify the limited resources and short timeline and the feasibility of implementing such ideas through the program. He then suggested that partnering with organizations would be the most efficient way to implement training and education.

Senator Marshall cautioned the Task Force to ensure transparency and realistic expectations through the program in order to reach the individuals that are in need of the program.

Mr. Krupanski identified the need to keep the Pilot Program simple in order to grow.

Representative Mulrooney supported Mr. Krupanski’s and Senator Marshall’s previous comments. He identified that WDEP could be added to tax forms in order to allow donations. He also identified that the organizations Habitat for Humanity and East Side Rising were beginning to work on vacant units in the City of Wilmington. He discussed how technology had displaced workers and how that impacted society.

Mr. Hope Bellamy identified prison system employment in Kent County that implemented positions doing projects similar to those proposed by WDEP. He also discussed creating businesses and making participants employable in order to ensure sustainability.

Senator Richardson identified Herb Lusk, a Reverend from Philadelphia that had implemented a similar program to the WDEP concept. He suggested that it would be beneficial to hear success stories as well as connect with local organizations. He alluded to his previous employment in a factory and the decline in manufacturing. He also identified opportunities in the service industry and beginning businesses and mentioned the success of Hobby Lobby and Subway as businesses that began small and grew. He continued to discuss the idea of young people and students beginning with ideas and implementing them in order to grow and succeed. He explained that the program should also inspire young people to pursue their ideas and the importance of mentoring.

Raymond Goode supported Elder Johnson's previous comments regarding County specific tasks and projects and also identifying such projects within each County to implement the program.

Mr. Krupanski discussed the pressure of the timeline and the need to put forth recommendations. He summarized items that the Task Force has discussed that needed to be agreed upon, such as a statewide program, the program would be open to men and women, the age groups to be included (i.e. age seventeen as a minimum to no age limit).

Elder Johnson explained why he suggested examining age groups, his work with the corrections system, and how that ties into the program and opportunities to disadvantaged populations. He also mentioned the idea of mentoring.

Mr. Krupanski suggested that the type of work that had been identified could affect different age groups.

Elder Johnson supported Mr. Krupanski's statement.

Mr. Krupanski identified Elder Johnson's recommendations and confirmed that Senator Richardson would reach out to Reverend Lusk for information about their program. He also identified Ms. Kleimo's comments submitted to the Task Force and requested for the Task Force to review them.

Task Force members also discussed setting up a meeting with Reverend Lusk in the future, post Senator Richardson's contact with him.

Mr. Krupanski opened the floor for public comment.

### **Public Comment:**

Mr. Eric Stewart discussed the idea of de-automation and Senator Richardson's mention of opening his own business. He explained that he was in the process to start his own cleaning company and collaborating with Hope's Academy and also discussed the positive impact he

hoped to have on the youth in the community. He identified pursuing park clean ups and other endeavors through his business and his willingness to partner with the WDEP program.

Elder Johnson suggested incorporating community service in the program in the future as well, especially for previously incarcerated individuals.

Ms. Wilkia Miller discussed the need to help youth and identified the need to provide activities for youth such as the Boys & Girls Clubs. She also discussed providing guidance for youth.

Ernest Owusu discussed his experience as a nurse at Meadowood and the cycle of people being at the hospital and then returning to the street. He discussed his business Hope Housing Foundation that helps such populations have housing and he identified the need in Wilmington.

Mr. Krupanski and Senator Marshall asked Mr. Owusu about his business and services.

Mr. Owusu explained the types of services provided such as counseling along with the housing. He identified that both locations were in Newark, Del.

Senator Marshall identified the needs to locate organizations and non-profits currently working directly with disadvantaged populations and the need for a foundation and a hiring program to provide opportunity. He continued to discuss an idea for a local government to create a construction company that was taxpayer owned in order to renovate and maintain currently vacant homes throughout the State. He also discussed the private-public partnerships involved in home renovation, but expressed the need for a new initiative.

Mr. Krupanski supported Senator Marshall's previous comment and expressed the need to identify partnerships throughout the State, and also possibly creating a resource manual or guide.

Mr. Bellamy discussed the need to examine hiring individuals with mental health conditions and the need for resources for mental health throughout the State and specifically in the program. He identified the issue of young adults committing crimes that are seventeen or eighteen years old, whom are still in school but could have a job after school in order to provide structure and impact the youth throughout the State. He also discussed Senator Marshall's previous comment regarding a local government construction company and inquired further about that idea.

Senator Marshall discussed the concept further and also identified similar organizations already operating in the State, such as the Diamond State Port Corporation.

The Task Force members discussed the idea of extending the Task Force meetings, but also the importance of providing recommendations to the Governor in order to implement the Pilot Program.

Ms. Swiyah Whittington identified the issue of many felons or people with criminal backgrounds that have underlying mental health issues that have been in and out of prison as well as mental health facilities. She explained the need for mental health services. She continued to identify incorporating technology projects along with manual labor positions.



Senator Marshall suggested that the program needed to maintain a narrow goal in order for the program to be feasible. He identified the need to create opportunity for people to earn a paycheck and eventually grow the program to provide projects and services mentioned.

Mr. Krupanski identified that Ms. Whittington's point was valid and the idea of implementing screening or referrals into the program.

Elder Johnson mentioned his recommendations and the need for people to meet program expectations along with being willing. He emphasized the need to provide an assessment tool.

Senator Marshall Senator Marshall requested that Elder Johnson further describe the assessment tool.

Elder Johnson described what the assessment process could entail, such as asking specific questions and keeping a record of participants. He identified that the assessment could be short, but would allow the program to provide an assessment to evaluate participants.

Senator Marshall asked who would provide the assessment and what would make such an assessment valid.

Elder Johnson suggested that a program coordinator could provide the assessment, with a working knowledge of specific requirements and screening.

Mr. Bellamy suggested temp. agencies could be involved as well.

Mr. Abeel Hamin identified himself and asked questions regarding the problem being addressed, who the target population was, what the goals of the program are, and how long the program would be.

Mr. Krupanski stated that the Task Force was trying to identify the answers to such questions. He suggested that the Task Force has established some agreement regarding those questions, and identified those facets such as the program being similar to the old Conservation Corp., unemployed individuals, and further described the characteristics and goals of the program. He concluded that the Task Force was still trying to identify the answers to such questions.

Representative Mulrooney suggested that the Task Force should write their thoughts down for the next meeting, and identified the need to identify goals, purpose, a timeline and target populations for the program.

Senator Richardson identified that large amounts of money were being spent on education and the need to educate people to be successful in life. He also discussed the idea of providing inspiration in the classroom.

Ms. Miller identified the need to provide jobs for Delaware high school graduates.

Senator Richardson asked how they could motivate young people to be inspired.

Mr. Stewart explained the idea of leading by example and how that could impact students.

Mr. Goode suggested that the Task Force was becoming bogged down by looking at multiple issues, though he emphasized their importance. He restated the idea of providing a model to identify specific projects within each County of Delaware and targeting specific projects and people in order to keep the program simple in implementation.

Mr. Krupanski supported Mr. Goode's comments. He announced the next meeting for November 18, 2015 at 10:30 A.M. at the same location of the Capital One Alexander Graham Bell Building, 2nd Floor Conference Room. He then proposed that the Task Force consider the meeting minutes from October 28, 2015.

Rep. Mulrooney motioned to accept the meeting minutes from October 28, 2015.

Senator Marshall seconded the motion.

The meeting minutes from October 28, 2015 were passed by all members present.

Mr. Krupanski adjourned the meeting at 12:00 P.M.

**Appendix F: Meeting Minutes November 18, 2015**  
**Work-A-Day Earn-A-Pay Task Force**

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148<sup>th</sup> General Assembly  
 November 18, 2015  
 Capital One Conference Room, 2<sup>nd</sup> Floor  
 Alexander Graham Bell Building  
 1 S. Orange St., Wilmington, DE

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**Meeting Attendance**

*Task Force Members*

Present	Email	Phone
George Krupanski, Chair	<a href="mailto:Gkrupanski@bgclubs.org">Gkrupanski@bgclubs.org</a>	302.658.1870
Senator Robert Marshall	<a href="mailto:Robert.Marshall@state.de.us">Robert.Marshall@state.de.us</a>	302.577.8744
Senator Bryant Richardson	<a href="mailto:Bryant.Richardson@state.de.us">Bryant.Richardson@state.de.us</a>	302.744.4298

*Absent*

Senator David Sokola	<a href="mailto:David.Sokola@state.de.us">David.Sokola@state.de.us</a>	302.744.4286
Representative Michael Mulrooney	<a href="mailto:Michael.Mulrooney@state.de.us">Michael.Mulrooney@state.de.us</a>	302.744.4351
Rev. Donald Morton	<a href="mailto:donald@themortonfirm.com">donald@themortonfirm.com</a>	302.658.9883
Patricia Cannon	<a href="mailto:Patricia.Cannon@state.de.us">Patricia.Cannon@state.de.us</a>	302.577.8485
Mark Kleinschmidt	<a href="mailto:kleinschmidt@ncccc.com">kleinschmidt@ncccc.com</a>	302.294.2068

*Staff*

Katrina Cowart	<a href="mailto:Katrina.Cowart@state.de.us">Katrina.Cowart@state.de.us</a>	302.577.8718
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*Attendees*

	Organization	Phone
Elder Tyrone Johnson	CTAC	302.420.7889
Eric Stewart	Royal Dynasty	302.781.2682
Wilkie Miller	Royal Dynasty	302.252.1325
Ernest Owusu	Hope Housing	302.981.9187
Raymond Goode	Star Hill AME Church	302.222.3403
Trudi Scheurer	Assistant to Senator Marshall	267.732.2412
Shaun (Hope) Bellamy	Hope's Academy	215.253.1898
Swiyah Whittington	Hope's Academy	302.252.8415
Glen Stubbolo	DNREC	302.739.9181
Lynne Pusey	DNREC	302.735.3609
Joanna Wilson	DNREC	302.739.9902
Michael Smith	DNREC	302.577.8445
Mike Harkin	SCLF	302.229.0876
Brahmin Jackson	N/A	302.357.8123

Elder Ty Johnson	CTAC	302.420.7885
Ida Bell Miller	Hope Housing Project	302.899.3391
A.J. Karim-Bey	N/A	302.762.0474
Richard Brice	Hope's Academy	N/A

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Mr. George Krupanski called the meeting to order at 10:40 A.M.

Mr. Krupanski discussed protocol of the meeting. He stated that the Task Force would wait on consideration of the meeting minutes from the November 4, 2015 meeting. He continued to review the agenda of the meeting. He then reviewed the documents available for information and research at the meeting. He then opened the floor to Task Force members to share information or research they have gathered.

Senator Richardson stated that he called Reverend Herb Lusk from Philadelphia to discuss their public works program and explained that Rev. Lusk was interested in expanding the program. He explained that Rev. Lusk requested a point of contact and explained that he would continue to follow up with him.

Elder Johnson discussed the process to make recommendations by identifying information from previous meetings. Also identified that the recommendations should include a scope, purpose, measurement function, and identified amount of funding needed to support the WDEP Pilot Program. He also mentioned the recent CDC regarding gun violence in the City of Wilmington and identified the similarities in recommendations posed by the Task Force and the CDC report. He made the point that he felt the Task Force was on target and commended the researchers with the CDC.

Senator Richardson asked how many projects were completed or how success was measured for renovation projects in the vacant housing or abandoned properties in Wilmington.

Mr. Krupanski stated that the focus of the Pilot Program would be on a small number of the vacant homes, possibly the 200 identified properties as being controlled by the City of Wilmington. He continued to explain that he did not know how projects were tracked and how success was measured for such projects.

Elder Johnson explained that the 200 properties were controlled by Wilmington in conjunction with developers. He suggested that the Task Force research how such projects are operated. He continued to suggest other projects, such as for seniors.

Senator Richardson suggested an operation where initial funding was allocated to support the Pilot Program, then equity from renovated houses could be filtered back into the program.

Mr. Krupanski identified that it could be possible to implement the program in such a way and invest in the program.

Senator Richardson stated that job opportunities were available, but that they were for people with specific skills. He suggested more emphasis should be placed on proper education beginning in elementary school to provide hope for the children and people in the community.

Senator Marshall described public-private partnerships, such as the Wilmington Housing Partnership, in the housing market, where projects are subsidized with public funds and provided examples to implement and create jobs. He continued to suggest the Task Force should think outside of the box for the program and implement something new to keep the program simple to implement and beneficial to the participants.

Mr. Krupanski opened the floor for testimony from representatives of the Delaware Department of Natural Resources and Environmental Control (DNREC) to discuss current clean up and other environmental employment and volunteer programs operating in the state.

Mr. Glen Stubbolo introduced himself as the Chief of Volunteer Community involvement for Delaware State Parks. He then discussed two programs he suggested would be related to the WDEP Pilot Program. The first program was the Youth Conservation Corp., which he then described as a summer program teaching youth soft job skills. The second program he identified was through AmeriCorp and was aimed to recruit military veterans. He described the program as a yearlong program that is conducted in teams to do jobs throughout the state park system and learn hard job skills, such as operating machinery and gaining certification for environmental qualifications. He continued to describe how the WDEP Pilot Program could be applicable throughout the Delaware State Parks systems, such as through trail maintenance. He also described the educational components that participants could learn throughout the program's implementation through the state parks. He also identified the need for more employment throughout the state park system for maintenance. He also identified that the wage outlined in the resolution was higher than what their agency had allocated to pay employees.

Senator Richardson asked how many people were participating in the AmeriCorp program.

Mr. Stubbolo stated that there were five participants for 2015 and that the next fiscal year they were going to increase to fifteen participants. He also identified that the federal government contributed to the program.

Mr. Krupanski asked Mr. Stubbolo if his agency had any restrictions regarding employing participants with a criminal background.

Mr. Stubbolo stated that it would be identified, but that there were no restrictions. He continued to identify that they search for participants who are willing and able to work and wish to make a difference. He continued to discuss measuring success of the WDEP Pilot Program and explained that DNREC would be able to provide output measures and that they had those capabilities. He also described the education components in the YCC program and the importance of enriching the participants experience to prepare them for future employment.

Mr. Krupanski asked Mr. Stubbolo if there were any restrictions for age requirements.

Mr. Stubbolo stated he could envision creating a program to meet the WDEP Task Force's needs for a program to reach 18 to 24 year olds. He continued to suggest that the program could be

administered through a non-profit where they are then put to work by DNREC/State Parks, or his agency could provide the administrative support.

Senator Marshall asked Mr. Stubbolo what the budget was for the programs.

Mr. Stubbolo responded that the entire budget was \$500,000 and that the YCC program was \$120,000. He also clarified that the program was statewide.

Senator Marshall asked if the YCC program could be expanded for age and to a year round program in order to include a wider range of individuals.

Mr. Stubbolo suggested the program would need to start small and grow, but identified the work and need was available. He suggested beginning with a team of five people and grow. He also discussed the application and selection process of the program, where participants are not interviewed but rather are given a project to work on and asked to identify important facets of their lives. He stated that participants are selected based on their willingness to work and potential to grow in the program.

Senator Marshall asked Mr. Stubbolo if marginal individuals are considered that may not appear to be willing and able initially.

Mr. Stubbolo described the program as a development opportunity and stated that the selection process includes all individuals that have the potential and that their process helps them understand the potential.

Senator Marshall and Mr. Stubbolo discussed the facets of the program regarding payment and budget and number of days each program operates. They also discussed project areas and assignment locations, which included rivers and stream cleanups.

Ms. Lynne Pusey introduced herself and her affiliation with DNREC's Division of Fish and Wildlife. She explained that the division did not have any type of employment program, but identified that they had similar needs as the state parks. She explained that the division did not have a funding source for an employment program. She also identified possible projects, such as habitat management, maintenance of hunting and fishing activities, facility maintenance, trash clean ups and others. She explained that the division would be interested in participating in a program like WDEP.

Mr. Stubbolo discussed the idea behind having five workers in a team and the benefits of that model.

Mr. Krupanski asked Ms. Pusey to expand on facility maintenance projects.

Ms. Pusey identified paint projects and minor repairs and construction projects. She also identified several examples, such as old farmhouses that are now offices and boat docks and fishing piers. She identified landscaping as a need as well.

Mr. Stubbolo added the importance of reintroducing youth and people to the natural environment and integrating environmental education.

Ms. Joanna Wilson introduced herself and her affiliation with DNREC Public Affairs. She also identified herself as a coastal cleanup coordinator. She discussed the various cleanups that occur through DNREC and the opportunity to expand those cleanups through a program like the WDEP Pilot Program.

Mr. Krupanski opened the floor for public comment.

Ms. Swiyah Whittington asked Mr. Stubbolo if the YCC program was statewide and if transportation was provided.

Mr. Stubbolo answered yes to both and provided examples. He also explained that the program was growing to 35 kids to expand the opportunity.

Mr. Shaun Bellamy discussed the importance of education along with the work component of the WDEP Pilot Program in order to make participants employable for future opportunities. He also discussed how facets of the program should work, such as the number of people accepted per county, statewide.

Mr. Richard Brice explained his affiliation with Hope's Academy and explained his background in trades such as electrical and carpentry. He suggested he was willing to be a part of the program in order to teach participants trade skills.

Senator Marshall reintroduced the vacant property issue in Wilmington and their potential to be a classroom for participants to learn skills.

Mr. Eric Stewart discussed his partnership with Hope's Academy through his cleaning company. He discussed his company's purpose in educating people how to be employed and how to properly clean as an employee of the business. He suggested that his company was willing to participate in the intent of the WDEP Pilot Program as a resource for teaching skills and employing individuals.

Ms. Ida Bell Miller discussed her background working in the field of mental health at Meadowwood Behavioral Health. She continued to discuss the Hope Housing Project that provided people with mental health conditions with housing to avoid the cycle of entering the hospital and then leaving and being homeless. She described services offered and how the project works.

Mr. Ernest Owusu identified himself as CEO of the Hope Housing Project and continued to elaborate on Ms. Miller's previous comments regarding the services offered and how the project operates. He also described the vacant property issue in Wilmington and the connection with housing to social problems. He discussed the opportunity to partner with organizations present at the meeting, amongst others, in order to establish the employment program.

Mr. Krupanski asked if the people living at their Hope Housing homes would be able to work through an employment program such as the WDEP Pilot Program.

Mr. Owusu stated that they would be able to be employed and explained how that was another goal through Hope Housing Project.

Ms. Miller discussed the partnerships they were establishing with local mental health organizations through Hope Housing Project and the success that has come from that.

Senator Marshall asked if the groups present work together and also where the funding comes from for their programs (Hope Housing Project and Hope's Academy).

Mr. Bellamy, Mr. Owusu and Ms. Miller identified that they utilized their own money to support the programs they have established.

Elder Johnson described possible options for beginning the WDEP Pilot Program and connecting current organizations that are providing services to the WDEP Pilot Program in order to implement it effectively.

Mr. Kareem-Bey discussed a previously completed neighborhood clean up program done throughout Wilmington for youth. He emphasized the importance of education and teaching youth to make a difference and empowering youth. He also emphasized the importance of teaching work ethic and the value of work to youth.

Members of the public and Task Force discussed the importance of education for youth and also identified that it was a large part of current programs offered through DNREC and that it should be through the WDEP Pilot Program.

Mr. Krupanski adjourned the meeting at 12:04 P.M.



# Appendix G: Albuquerque’s “There’s a Better Way” Program Description

Provided by Mayor of Albuquerque Richard Berry’s Office to the WDEP Task Force – Resource Only

## There’s a Better Way – ABQ’s Innovative, Collective Impact Driven Panhandling Solution

### Reasons why we do this program:

- |                                      |   |
|--------------------------------------|---|
| 1. Give people dignity in work       | 3. Collective Impact to end panhandling                         |
| 2. Connect individuals with services | 4. Help the Community to understand <i>There’s a Better Way</i> |

*May 2015* – Mayor Berry thought up program during a morning staff briefing discussing the panhandling issue.

- In Albuquerque, panhandling is a public safety issue but it not illegal. In 2003, the City Council passed an anti-panhandling ordinance, but State District Court Judge William Lang barred the city from enforcing the ordinance after the ACLU fought it on the grounds that it was a First Amendment violation.

*June 2015* – originally 15 signs posted across the city displaying the following info:



- City 311 operators equipped with a resource directory to help those in need of food and shelter
- Drivers who are interested in helping the panhandlers have an opportunity to redirect their donations to a list of service providers – maximizing their donation for the greatest possible impact.
- We partnered with United Way of Central New Mexico to be the fiscal agents with NO administrative costs
  - Donors can have their money support: The Community Fund, Feeding the Hungry, Shelter the Homeless, and to Pay for a Day’s Wages for Someone in Need of Work
- Donations Collected now have the potential to have a Collective Impact. For example, a driver could hand \$5 out the window to a panhandler and help them purchase one meal – or they could donate \$5 to Roadrunner Food Bank and feed 20 people.
- The popularity of the signs resulted in the city expanding to 33 signs

*September 2015*- The second phase of the initiative is the “There’s a Better Way” van.

- City refitted a 2006 12-passenger van to drive to areas frequented by panhandlers and offer them day labor
- The City teamed up with St. Martin’s Hospitality Center by providing \$50,000 for the program to run the program for two reasons:
  - Personal engagement to get people connected to the right resources
  - To transition them from this job into a more stable employment through St. Martin’s Employment Support program
- The van transports individuals to a job site under the City’s Solid Waste Department’ supervision to do work such as landscape beautification. Lunch is provided by St. Martin’s
- Paid above minimum wage at \$9/hour. They can work up to \$600/ year under the tax code
- After their work day is complete, passengers are transported back to St. Martin’s to be connected with emergency shelter to house them overnight as needed.
- To date, the van has been full every Tuesday and Thursday they have gone to pick people up.
- We have had over 37 states and cities across the country interested in the program including: San Diego, CA; Pittsburgh, PA; Honolulu, HI; Seattle, WA; Cincinnati, OH; Portland, OR

To date, the program has received over 4,000 calls with over 94% of those calls looking to be connected to resources

Total donations to date: \$3,125