

A LOOK BACK AT 2024



THE 2024 ANNUAL REPORT OF DELAWARE OPPORTUNITIES INC.

To Our Partners, Clients and Community Members



As we close out 2024, we reflect on a year of growth, resilience, and achievement. This year, we navigated challenges, embraced new opportunities, and strengthened our commitment to excellence. Through innovation, collaboration, and a dedicated team, we reached significant milestones that set the stage for an even stronger future.




In this report, we highlight key accomplishments, financial performance, and strategic initiatives that shaped our success. We extend our gratitude to our employees, partners, and stakeholders for their unwavering support and dedication. Here's to another year of progress and possibility!

~Dr. Shelly L. Bartow, Executive Director

OUR MISSION

Delaware Opportunities is a not-for-profit Community Action Agency committed to helping everyone become self-sufficient and/or attain a better quality of life. The agency shall be directed toward assisting all those with needs maintain a sense of community values, and community activism, self and family development, and a general improvement in the standard of living for all.

At a Glance

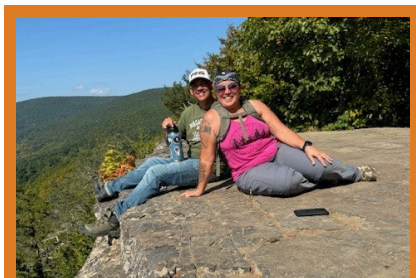
New Leadership Members	By the Numbers	What We Do Well	New Initiatives	Our Governance
 <p>An update on new members added to our Senior Management Team in 2024</p>	 <p>Where does our funding come from and how are we spending it?</p>	 <p>A look at our programs and services and the impact on those we are serving</p>	 <p>A highlight of new things in 2024 and coming up in 2025</p>	 <p>A snapshot of our agency governance- Board of Directors, Head Start Policy Council, and Senior Management Team</p>

New Leadership Members



Charles Bailey
Housing Director

Charles Bailey started with Delaware Opportunities in 2014 as our Transportation Dispatcher. Over the years, he has worked as the Housing Counselor as well as the Housing Rehab Specialist, before moving into the role of Housing Director in June of 2024. Charles' intelligence, insightfulness and creative ways of thinking are a welcome addition to the Housing Department and the Senior Management Team.



Jennifer Smith
*Communications and
Resource Development
Coordinator*

Jennifer Smith, former agency Bookkeeper, rejoined the Delaware Opportunities team as the Communications and Resource Development Coordinator in January 2024. In her new role Jen is working closely with programs to increase and improve media outreach and marketing, is learning the ins and outs of agency grant writing processes, assisting with large scale agency events and activities and so much more.



Patricia Warfield
*Senior Dining Project
Director*

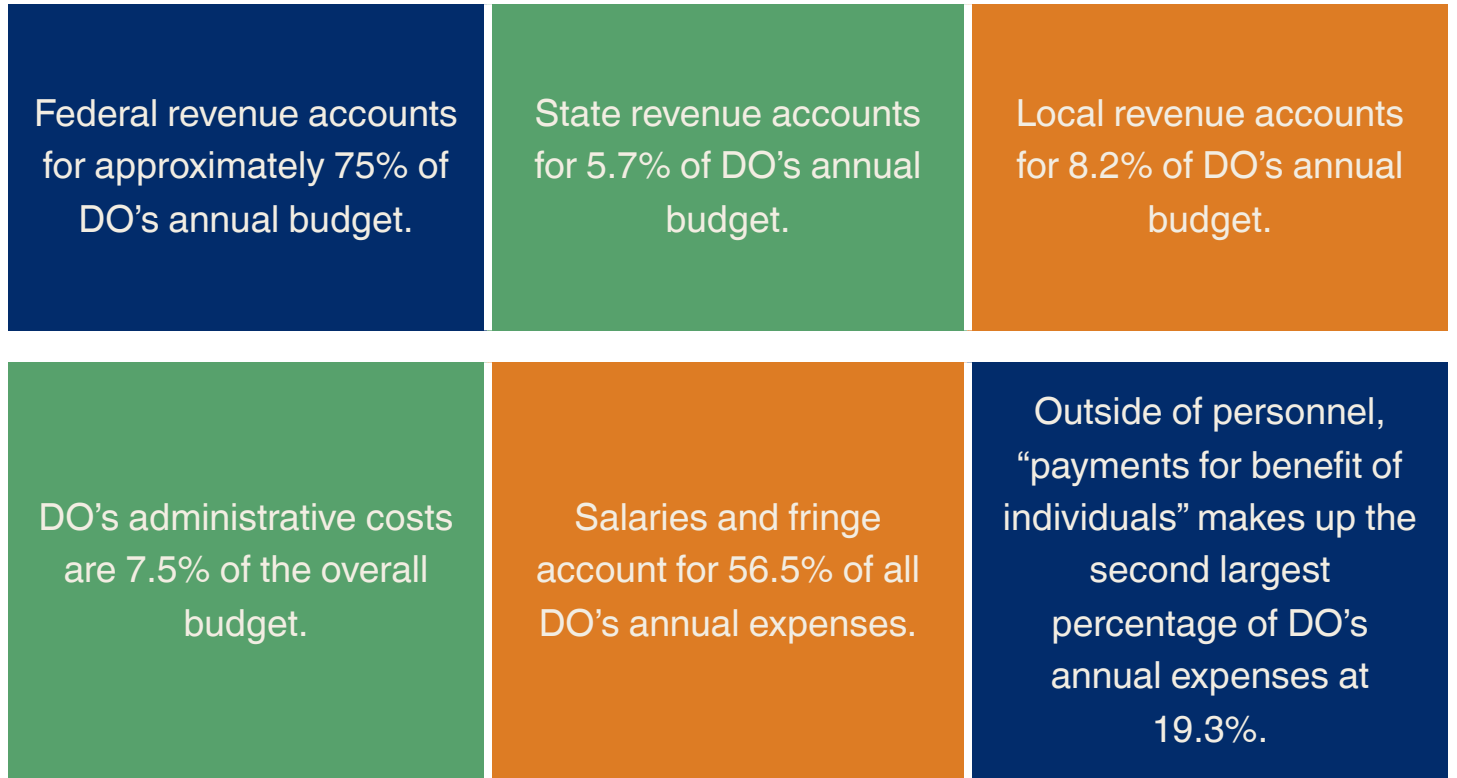
Pattie Warfield started with Delaware Opportunities in 2011 as a cook at our Margaretville Senior Dining meal site. She moved into the position of Senior Dining Project Assistant in 2018 and has now taken on the role of Senior Dining Project Director. Pattie's wealth of knowledge about the program as well as her innovative ideas and ways of thinking make her a valuable asset to the program in her new role.

2024 also was a year of big retirements, with two long-term Senior Directors riding off into the sunset to enjoy their retirement after dedicating themselves and their careers to Delaware Opportunities and

those we serve every day. In 2024 the agency said their goodbyes to both Lynda Hitt, Housing Director, and Rick Angerer, Senior Dining Project Director.

By the Numbers

Financial Summary



[Audited Financial Statements for Year Ending 2/29/2024](#)

Numbers of People

200 average number of employees

10,000 estimated number of individuals served

150 volunteers

10,000 volunteer hours

Economic Viability

Delaware Opportunities has shown significant growth over the last many years. Below you can see the increase in revenue coming into the agency over the course of the last six years due to new programs and services being added.

2024	2023	2022
\$17,181,659	\$16,139,739	\$14,234,377

What We Do Well

Our programs and services

*All statistics pulled from CSBG Fourth Quarter Report (this funding reflects a period of October 1, 2023 through September 20, 2024)

<p>Employment and Training</p>	<p>12 referrals received from DSS for those in receipt of Public Assistance or SNAP</p> <p>12 placed into work experience program</p> <p>12 placed in on-the-job training</p>
<p>Emergency Food and Shelter</p>	<p>436 intakes completed for the EFSP program</p> <p>50 individuals received assistance for utility arrears</p> <p>25 received utility assistance to avoid shutoff</p> <p>16 individuals received emergency clothing assistance</p> <p>12 provided with back rent</p> <p>434 individuals referred to other internal and external services</p>
<p>No Heat Emergencies</p>	<p>23 individuals received efficient energy repairs and furnace repairs or replacement</p> <p>29 individuals will have improved health and safety due to improvements within their home</p>

Head Start

166 families completed an application for services

86 parents received parenting support

All enrolled children received home visits, received appropriate immunizations, developmental delay screenings, vision and dental screenings, and meals

All enrolled children demonstrate improved emergent literacy skills, skills for school readiness, positive approaches to learning, and improved mental and behavioral health

Child Care Resource and Referral

119 referrals were made to parents seeking child care

350 slots were available for children through group family day care and legally exempt providers

27 providers received technical assistance

Day Care Registration

24 family day care homes were inspected to assure children in the homes were demonstrating positive approaches to learning

2 after school day care programs were inspected

Respite Care

52 individuals were provided with respite care

53 individuals maintained an independent living situation

22 individuals were provided with community rehabilitation services

Senior Dining

146 individuals received congregate meal services and 171 individuals received home delivered meal services, helping them to maintain independent living

Food Pantry Network

Maintained food pantry network consisting of 17 food pantries

Valued at \$82,995, donations received were directly distributed to low-income families

24,570 bags of groceries were provided through the Hamden Food, 13,620 through the satellite sponsored site in Delhi and 208,470 through the remainders of the food pantry network to assure that food insecure households could meet their nutritional needs

235 households received food through the Hamden Food Bank, reporting a better sense of food security

WIC

600 households were provided benefits, promoting positive maternal/child health outcomes and reporting a better sense of food security

Independent Living Skills

20 children were provided with training via life skills coaching session to assist them with adult functioning skills

1,209 individuals were processed for eligibility

1,209 individuals received utility payments made on their behalf

463 individuals applied for emergency utility payment assistance, with 313 of those individuals receiving assistance

HEAP

54 homeless individuals were determined eligible for assistance

92 near homeless individuals were determined eligible for assistance

145 individuals were referred to other services

145 individuals received case management

10 individuals received rental assistance, 13 received security deposits, 33 received eviction counseling, 52 obtained safe and affordable housing, 22 individuals avoided eviction

Solutions to End Homelessness

17 homeless individuals were determined eligible for assistance, 22 near homeless individuals were determined eligible

39 individuals were referred to other services and also received case management

17 homeless individuals received rental assistance as well as security deposits

19 individuals received evictions counseling

39 individuals obtained or maintained safe and affordable housing

19 individuals avoided eviction

Rental Supplement Program

16 individuals received support with in-home chores and other support services

15 individuals maintained an independent living situation

9 individuals with disabilities maintained an independent living situation

17 individuals with chronic illness maintained an independent living situation

Home Care Services

134 referrals opened with families

56 cases opened with families

28 families received training

34 outreach events were hosted for families

58 parent workshops were held

Family Opportunity Center

64 youth were identified as being interested and willing to participate in the Big Buddy program, 56 at-risk youth were provided with mentoring

35 mentors were recruited, screened and trained, ultimately increased their knowledge, skills and abilities to work to improve the conditions in the community

The youth participating in the program demonstrated improved positive approaches toward learning and paying attention, as well as improved mental and behavioral health and well-being

Big Buddy

49 youth participated in the Youth Engagement Program and the majority demonstrated improved mental and behavioral health as well as improved self-esteem

33 youth learned stress reduction and coping techniques

7 youth discontinued their drug or alcohol use

43 families received family mentoring

41 youth were provided with life skills coaching sessions

Youth Engagement

252 individuals experiencing domestic violence were provided with information and referral to help keep them safe from abuse

18 individuals were provided with safe shelter

45 individuals secured emergency protection from physical/emotional abuse

92 individuals have increased safety from domestic abuse in their homes

111 victims of rape or sexual assault were provided with information and referrals to assist them in recovering from their assault

28 individuals were provided with legal accompaniment

Safe Against Violence

203 families received ongoing child care assistance so partners could seek and maintain affordable child care

231 children received adequate nutrition through their providers through the CACFP program

Day Care Subsidies and CACFP

189 referrals were accepted for transportation to medical appointments ensuring access to necessary health care

Medicaid Transportation

183 individuals were able to access needed services

29 individuals received transportation for job training or to seek or maintain employment

18 households received transportation to get to and from needed services

DSS/Services Transportation

Weatherization

49 households were determined eligible

31 housing units in Delaware County were weatherized, 10 in Sullivan County, improving their energy efficiency

Rental Assistance

1,835 individuals received rental subsidies to limit their rent and utility costs

633 individuals were found eligible and are on a waiting list

Housing Counseling

21 individuals applied for mortgage assistance

17 individuals were referred to other services

23 individuals received financial/foreclosure counseling to develop sustainable budgets

SNAP Outreach

796 potentially eligible individuals were provided with face-to-face contact

252 individuals were assisted with prescreening

106 individuals were found to be eligible and received SNAP benefits

24 individuals required assistance to recertify for benefits

Car Seat Donation Program

151 individuals will now have the resources to safely transport their children

Healthy Families

50 families received a home visit to assess need

20 children have age appropriate immunizations

27 children demonstrated age-appropriate development

19 families demonstrated improved skills related to the adult role of parents

30 families received mentoring sessions through program curriculum

21 families received at least one well baby visit

21 families demonstrated improved sensitivity and responsiveness in their parent child interaction

FRILS

6 children, referred by DSS, were provided with caring supportive services, allowing them to demonstrate improved physical health and wellbeing

Used Clothing and Household Goods

\$105,768 worth of clothing and household goods were donated and then distributed to low-income households in need

2,730 units of clothing were distributed to households allowing them to achieve and maintain capacity to meet basic needs for 90 days

219 families received emergency clothing assistance

Parent Education

121 referrals were made by DSS to assist families with improving parenting skills, with 93 demonstrating improved skills related to the adult role of parents

58 families demonstrated increased sensitivity and responsiveness to their interactions with their children

60 parents were provided with parenting classes

Family Development

91 individuals were provided intake for the Family Development Program

31 found employment, 19 maintained employment for 90 days, 78 obtained safe and affordable housing, 83 obtained health insurance, 10 received assistance with resume development, 8 received interviewing skills training, 29 received assistance with job referrals. 41 received assistance with budgeting, 17 showed improved financial literacy, 45 received support and assistance to apply for TANF and 67 showed an increased household income

Recovery Peer Advocate Program

90 individuals were provided with an agency intake, 25 received health insurance options counseling, 49 received life skills coaching, 53 received case management services, 27 received referrals to other services, 13 received assistance with temporary housing, 15 obtained health insurance, 31 discontinued drug/alcohol use, and 14 remained drug/alcohol free for 90 days

Highlights and New Initiatives

Peer Network

The peer network in Delaware County continues to expand and strengthen, with 9 individuals earning their peer certification in 2024. Looking ahead, Delaware Opportunities aims to collaborate with other organizations to further develop this network of certified peers and support their placement in roles where their expertise can make a meaningful impact.

Additionally, Delaware Opportunities has been actively participating in county-wide discussions with Care Compass Network to assess the evolving needs of behavioral health services. The organization is committed to serving as a collaborative partner in addressing service gaps and enhancing support for the community.

Angels in Adoption Award

In September 2024, Delaware Opportunities, nominated by Congressman Molinaro, received the Angels in Adoption national award. Angels in Adoption is a non-profit program sponsored by Congressional Coalition on Adoption Institute (CCAI). The program seeks to raise awareness about the unique needs of children without families and advocates on behalf of orphans and foster children. Delaware Opportunities was nominated for its work with children but specifically noted its efforts to bring a physical Child Advocacy Center to Delaware County, providing services to hundreds of children and families. Executive Director, Shelly Bartow, had an opportunity to visit Washington DC, visiting with elected officials to speak about critical issues while also accepting this award on behalf of Delaware Opportunities.



Social Care Network/Health Related Social Needs

As 2024 drew to a close, Delaware Opportunities played an integral role in discussions and strategic planning for the implementation of initiatives related to the 1115 Medicaid Waiver and its associated services.

What is a Social Care Network?







A social care network is a collaborative system of organizations, professionals, and community resources dedicated to supporting individuals in need of social, emotional, and practical assistance. These networks bring together healthcare providers, social workers, nonprofit organizations, government agencies, and community groups to coordinate services that enhance overall well-being.

Social care networks address a wide range of critical needs, including housing, mental health, disability support, elder care, and access to essential services such as food and transportation. By fostering cross-sector collaboration, they ensure individuals receive comprehensive, person-centered care that improves quality of life.

Delaware Opportunities is committed to this effort, with staff available to provide screening and navigation services, as well as to deliver enhanced Health-Related Social Needs (HRSN) services to

eligible individuals in need.

What this looks like for Medicaid members?

Enhanced HRSN services		
 Screening	 Nutrition	 Social care management
<ul style="list-style-type: none">Medicaid Members can choose to be screened for HRSNs using the Accountable Health Communities HRSN screening tool	<ul style="list-style-type: none">Nutritional counseling and classesMedically tailored home-delivered mealsFood prescriptionsPantry stockingCooking supplies (pots, pans, etc.)	<ul style="list-style-type: none">Navigation to social care services (including other enhanced HRSN services and existing services such as education, childcare, interpersonal violence resources, etc.)
 Navigation	 Housing	 Transportation
<ul style="list-style-type: none">Medicaid Managed Care Members are eligible for navigation to existing or enhanced HRSN servicesMedicaid Fee-For-Service (FFS) Members are eligible for navigation to existing local, state, or federal services (e.g., SNAP)	<ul style="list-style-type: none">Medically necessary home modifications and remediation, incl. asthma remediationMedical respiteRent / temporary housingUtility set-up / assistanceHousing NavigationPre-tenancy servicesCommunity transitional servicesTenancy sustaining services	<ul style="list-style-type: none">Reimbursement for public and private transportation to connect to HRSN services and HRSN care management activities (e.g., get to an appointment with housing navigator)

Our New Addition and New Child Advocacy Center



In June 2024, Delaware Opportunities proudly celebrated the ribbon-cutting ceremony for its new 6,000+ square-foot expansion, which includes additional office space, a large community room, and a dedicated Child Advocacy Center. This expansion was designed to centralize services, making them more accessible for families while enhancing collaboration among staff. By housing the majority of

programs under one roof, Delaware Opportunities ensures seamless coordination, efficient service delivery, and smoother transitions for individuals receiving support.

This achievement would not have been possible without the unwavering support of the Board of Directors, generous community members, partner organizations, and all those who contributed through donations, planning, and construction. Their dedication has helped create a space that will strengthen services and better serve the community for years to come.



Updated Community Needs Assessment

As a Community Action Agency, Delaware Opportunities is committed to meeting federal organizational standards, including the requirement to conduct and publish a Community Needs Assessment. This critical process ensures that the programs and services developed align with the evolving needs of the community, allowing for the identification of service gaps and the development of targeted strategies to address them.

Throughout 2024, Delaware Opportunities engaged in a comprehensive assessment process, gathering insights through community surveys, stakeholder consultations, and focus groups with both staff and community members. This in-depth approach aimed to uncover the root causes of community needs and explore both short-term and long-term solutions to effectively address them.

The Community Needs Assessment, along with Delaware Opportunities' new three-year strategic plan, is set for release in early spring 2025, providing a roadmap for continued impact and service excellence.

Continued Collaboration with DSS, SUNY Delhi and Behavioral Health Services

Delaware Opportunities continues to strengthen its partnerships with SUNY Delhi, the Department of Social Services (DSS), and Behavioral Health Services, fostering collaboration to enhance community support and professional development.

In 2024, Delaware Opportunities, in partnership with SUNY Delhi and DSS, hosted the 2nd Annual Thriving Communities Summit, a dedicated day of learning, growth, and professional development. Building on its success, the 3rd Annual Summit, held in early 2025, expanded to include staff from Behavioral Health Services, further enriching the exchange of knowledge and expertise.

Participants had the opportunity to engage with Tom Varano, a renowned motivational speaker, and attend a diverse range of workshops focused on thriving, empowerment, collaboration, and leadership. This event underscores Delaware Opportunities' commitment to continuous learning and strengthening community-driven solutions.



Our Governance

Shared governance is the foundation of a strong, collaborative, and forward-thinking organization. It ensures that decision-making is inclusive, balancing leadership vision with the insights and expertise of employees at all levels. By fostering transparency, accountability, and mutual respect, shared governance strengthens trust, improves communication, and leads to more effective and sustainable outcomes.

When individuals feel heard and empowered, innovation thrives, engagement deepens, and a collective commitment to success emerges. Embracing shared governance isn't just about structure—it's about cultivating a culture where everyone has a voice in shaping the future.

Board of Directors

Arthur Edel, President	Steve McKeegan, Vice President	Wayne Marshfield, Treasurer
Jeff Staples, Secretary	Charlene Gregory, delegate for Joseph Cetta	Ray Baker
Peg Hilson	Chris Bodo, delegate for Bud Gladstone	Andrew Flach
Bradley Moore	Ann LePinnet	Maya Boukai
Polly DellaCrosse	Nicholas Frandsen	Courtney Applegate

Head Start Policy Council

Tim Douglas, Arkville	Jody Albano, Arkville	Jeanie Prianti, Davenport
Kayla Shampine, Delhi	Tiffany Norman, Delhi	Ethan Tompkins, Deposit
Carrie Davila, Deposit	Kayla Stanley-Fuller, Franklin	Shelby Sherman, Sidney
Courtney Applegate, Sidney	Jessica Freeman, Walton	

Senior Management Team

Charles Bailey, Housing Director	Hope Lambrecht, Fiscal Officer	Mercedes Newkerk, Director of Human Resources
Kathryn McAteer, Assistant to the Executive Director	Chris Nordberg, Technology Services Director	Janelle Montgomery, Child and Family Development Director
Jennifer Smith, Communications and Resource Development Coordinator	Janelle Hartwell, Community Services Director	Teresa Hauptfleisch, Head Start Director
Stacy Osborn, Safe Against Violence Director	Joseph Grevera, Weatherization Director	Patricia Warfield, Senior Dining Project Director
Dr. Shelly L. Bartow, Executive Director		

Contact

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“Opportunities for All”

Delaware Opportunities is committed to fostering and maintaining an environment where diversity, equity, inclusion, and belonging are fully integrated into everything we do. We are passionate about creating an inclusive community, a diverse workforce representative of the community we serve and celebrating belonging and providing opportunities for all. DO is committed to ensuring a welcoming culture that fosters authenticity and inclusiveness for staff and all people that we serve by offering a wide variety of experience, perspectives, and ideas.