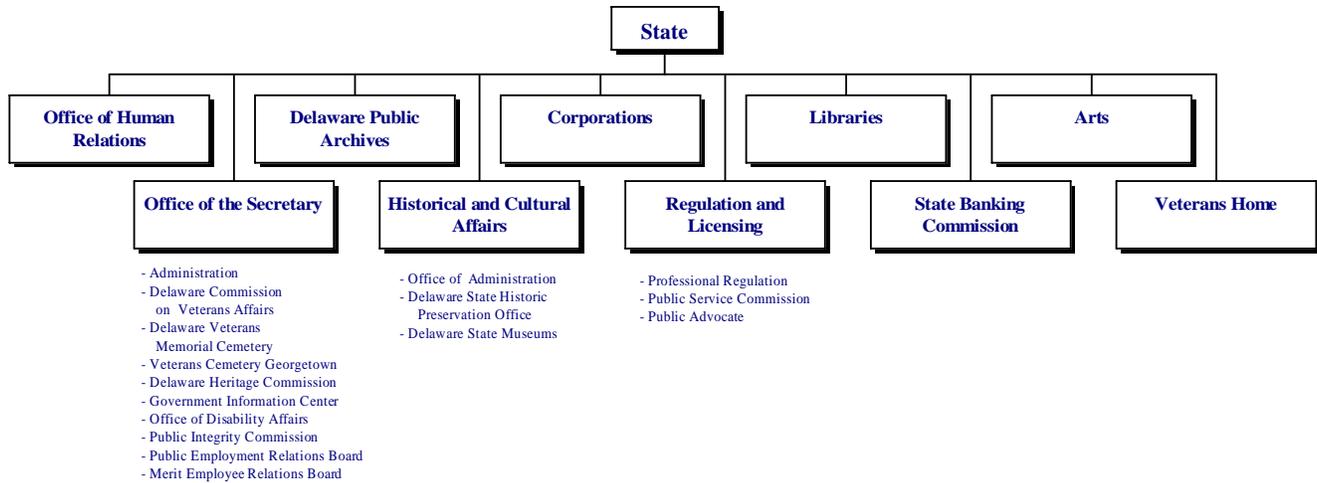


# STATE 20-00-00



## MISSION

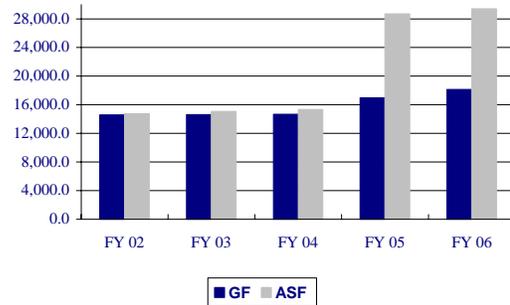
To strengthen the economy of the state; generate revenue; ensure citizen access to information; promote Delaware history and art; assist Delaware veterans and their families; promote equal opportunity and protection for all persons; provide regulatory and licensing services to protect the public welfare; and administer the state's public employment relations and ethics laws.

## KEY OBJECTIVES

- Attract businesses to Delaware by coordinating marketing efforts with the Delaware Economic Development Office (DEDO), Diamond State Port Corporation, Chambers of Commerce, and others and by developing complementary products and services that leverage the state's existing reputation as a leading financial services center and the corporate capital of the world.
- Grow incorporations and banking revenues by maintaining an attractive and innovative regulatory and service environment.
- Promote citizen access to key information services including Delaware.gov, digital archives and the Delaware Integrated Library Catalog.
- Apply e-government solutions to boost productivity, enhance customer service, respond to changes in laws, and enhance the availability of on-line services and information.

- Promote tourism by investing in state museums and historic sites, the First State Heritage Park at Dover, and a Delaware Maritime Museum in Lewes.
- Increase the number of eligible veterans and their dependents receiving services.
- Promote amicable and supportive relationships among the citizens of Delaware by increasing public awareness of discriminatory practices, human rights and the rights of the disabled.

## Five-Year Appropriation History



## FUNDING

	FY 2005 ACTUAL	FY 2006 BUDGET*	FY 2007 GOV. REC.
GF	17,058.2	18,143.2	23,220.3
ASF	14,832.6	29,418.8	30,581.0
<b>TOTAL</b>	31,890.8	47,562.0	53,801.3

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**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET*	FY 2007 GOV. REC.
GF	129.1	139.1	295.1
ASF	147.5	220.5	227.5
NSF	19.9	24.9	24.9
<b>TOTAL</b>	<b>296.5</b>	<b>384.5</b>	<b>547.5</b>

\* The Fiscal Year 2006 Budget includes agencies restructured from the Department of Administrative Services. These agencies are not reflected in the Fiscal Year 2005 Actual data.

**FY 2007 BUDGET HIGHLIGHTS**

**OPERATING BUDGET:**

- ◆ Recommend \$4,500.0 and 153.0 FTEs to provide operational funding and personnel for the Veterans Home.
- ◆ Recommend \$221.1 ASF in Personnel Costs and 6.0 ASF FTEs Corporations Specialist to handle increase in filings workload.

**CAPITAL BUDGET:**

- ◆ Recommend \$350.0 for Museum Maintenance to allow the Division of Historical and Cultural Affairs to perform minor and emergency repairs.
- ◆ Recommend \$500.0 for the Minor Capital Improvement and Equipment program to prevent the deterioration of various treasured historic buildings, grounds and museums, including improving the safety and environmental conditions of facilities.
- ◆ Recommend \$8,157.0 for matching contributions in support of local library projects under the Library Construction Act. These projects include funds for the Kirkwood Highway Library, Hockessin Library, South Coastal Library and the New Castle County Library located in Bear.

**OFFICE OF THE SECRETARY  
20-01-00**

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET*	FY 2007 GOV. REC.
GF	2,179.6	3,219.0	3,386.7
ASF	2,069.0	2,326.6	2,373.0
<b>TOTAL</b>	<b>4,248.6</b>	<b>5,545.6</b>	<b>5,759.7</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET*	FY 2007 GOV. REC.
GF	30.0	42.0	45.0
ASF	9.0	11.0	11.0
NSF	--	5.0	5.0
<b>TOTAL</b>	<b>39.0</b>	<b>58.0</b>	<b>61.0</b>

\* The Fiscal Year 2006 Budget includes agencies restructured from the Department of Administrative Services. These agencies are not reflected in the Fiscal Year 2005 Actual data.

**ADMINISTRATION  
20-01-01**

**MISSION**

To provide leadership, support and centralized services to the divisions in meeting the overall objectives of the department.

**KEY OBJECTIVES**

- Build brand awareness and recognition, both domestically and internationally, of Delaware's position as the corporate capital of the world.
- Provide leadership in efforts to leverage Delaware's international reputation to help attract complementary corporate, financial and legal services businesses.
- Provide direction and leadership in the area of citizen access to information by promoting use of existing library, archive and e-government services and advocating projects of strategic importance that will further enhance public access to governmental, educational and recreational information.
- Provide effective financial, human resources, information technology, policy development, community relations, and administrative support to operating divisions of the department.

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- Implement automation improvements designed to continually improve business functions and communications capabilities.

**BACKGROUND AND ACCOMPLISHMENTS**

Comprised of Archives, Arts, Banking Commission, Corporations, Disability Affairs, Government Information Center, Historical and Cultural Affairs, Human Relations, Libraries, Regulation and Licensing Services, Veterans Affairs, and various boards and commissions, the Secretary of State leads a diverse organization with responsibilities in many distinct areas. As such, one might view the department as a microcosm of state government. Through the mission assigned to various divisions and special responsibilities of the Secretary of State, the department touches virtually every aspect of state government: economic development, finance, regulation, transportation and infrastructure, housing, education, culture, and quality of life issues. The Department of State finds strength in its diversity, which requires a comprehensive and progressive approach to public sector management.

In addition to providing direction to the various operating divisions, the Secretary of State provides policy guidance in a number of other areas. She serves as Chair of the Delaware Stadium Corporation and on the Board of the Diamond State Port Corporation. In these roles, responsibilities include overseeing and maintaining the development of the stadium and the port to ensure their continued contributions to the state's economy. By virtue of the Delaware Constitution, the Secretary of State is the Secretary of the Board of Pardons. Under state law and various executive orders, she administers regulations affecting approximately 10,000 Delaware notaries and actively participates in numerous public bodies including the Delaware Economic and Financial Advisory Council (DEFAC), Open Space Council, and Biggs Museum Board.

**ACTIVITIES**

- Provide centralized services to operating divisions: financial, human resources, legislative, information technology, general administrative, and employee training.
- Provide direction and policy-making functions for operating divisions.
- Prepare budgets and control expenditures throughout the department.
- Process applications, collect fees and commission notaries public.
- Promote employee recognition initiatives.

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***DELAWARE COMMISSION ON VETERANS  
AFFAIRS  
20-01-02***

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**MISSION**

To assist, advise and represent Delaware's military veterans and their families regarding programs and benefits available to them under federal and state laws.

**KEY OBJECTIVES**

- Increase quantity, effectiveness and representation of claims processed with the U.S. Department of Veterans Affairs on behalf of Delaware veterans through Fiscal Year 2009.
- Increase services to veterans and their families in New Castle, Kent and Sussex counties.
- Strengthen Delaware's economy through Small Business Administration and Veterans Affairs workshops for those veterans/disabled veterans interested in developing their own businesses.
- Provide women veterans better access to state and federal benefits through annual outreach efforts.

**BACKGROUND AND ACCOMPLISHMENTS**

The Delaware Commission of Veterans Affairs (DCVA) was established in 1987 as an operational unit of the Department of State. Its responsibilities include the protection and enhancement of federal and state benefits and entitlements to 81,511 Delaware military veterans and their families.

The commission continues to enhance its services to the approximately 35,865 veterans residing in Kent and Sussex counties who do not have access to the same level of resources as in the northern part of the state. Counseling services provided by People's Place in Milford and the addition of a Veterans Service Officer in Sussex County improve the commissions ability to assist these veterans in Kent and Sussex counties. The addition of a mobile van Veterans Service Center making scheduled community visits further enhances the delivery of services.

The Commission of Veterans Affairs serves Delaware veterans through its administrative offices and through the Delaware Veterans Memorial cemeteries. In the past two years, the commission has played a key role in securing legislation to build a Delaware State Veterans

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Home and to simplify veteran access to Statements of Military Service (DD-214).

The commission continues to utilize technology for its benefits delivery network; the website was accessed 194,961 times during Fiscal Year 2005.

### Accomplishments

- Maintained a home page that improved citizen access to services offered by the commission and U.S. Department of Veterans Affairs.
- Published and distributed THE CENTURION, the commission's quarterly newsletter, via the internet and to over 8,000 homes and other sites throughout the state.
- Improved access for veterans to obtain copies of their Statement of Military Service (DD-214).
- Distributed a State Veterans Benefit booklet to all veterans who claim Delaware as their home of record upon discharge from military service.
- Assisted in erecting and refurbishing various monuments to recognize the state's Medal of Honor recipients, Prisoners of War and Missing in Action.
- Continued to award high school diplomas to deserving World War II veterans who left high school prior to graduation in order to serve in the armed forces of the United States.

### ACTIVITIES

- Manage the processing of claims for veterans dependents and effectively monitor all federal legislation through the U.S. Department of Veterans Affairs.
- Maintain a repository for all veterans' Statement of Military Service or similar documentary verification of active military service.
- Continue annual activities associated with the Delaware Memorial Bridge and the honoring of veterans at ceremonies surrounding Memorial Day and Veterans Day.
- Continue outreach efforts conducted through the quarterly publication of THE CENTURION.
- Maintain an informational system that provides veterans with electronic access to benefits and entitlements provided by federal and state governments.
- Maintain effective communication and participate in activities with other departments, divisions, non-profit organizations, and interstate departments of Veterans Affairs for the purpose of furthering issues beneficial to veterans and their dependents.

### PERFORMANCE MEASURES

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
Outreach (# of veterans)	50,307	51,565	52,854
Federal/state referral	4,124	4,227	4,333
# of times home page was used	194,961	199,835	204,831

### DELAWARE VETERANS MEMORIAL CEMETERY 20-01-03

#### MISSION

To provide services and a final resting place to those who served our state and nation.

#### KEY OBJECTIVES

- Effectively handle a 2.5 percent increase in number of interments annually through Fiscal Year 2009.
- Provide internet access and training to statewide funeral directors for the scheduling of interments.
- Provide electronic access (kiosk) for all Delaware veterans and family members to access gravesite information.

#### BACKGROUND AND ACCOMPLISHMENTS

The New Castle County Delaware Veterans Memorial Cemetery (DVMC) opened in October 1989. The cemetery has undergone a \$5.3 million vault expansion and infrastructure improvement project funded by the federal government. The project will increase the number of interment vaults by 6,000 and the number of columbarium niches by 700 to accommodate veterans for the next ten years.

Volunteerism plays an important part in the operation of the cemetery. Thousands of hours of assistance have been received from veterans groups, community organizations, youth organizations, and family members of the deceased. An estimated 42,500 citizens visit the cemetery annually.

Demand for cemetery services will remain strong for several years as World War II and Korean War veterans and their spouses continue to age. Staff will continue to reach out to the veteran population in an effort to make them aware of commission services offered.

#### Accomplishments

- Processed and approved over 27,000 total applications for burial.

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- Effectively handled interments.
- Maintained an internet site that permits veterans to access/submit a burial application, check the status of their application and locate interment sites of those interred at the DVMC.

**ACTIVITIES**

- Maintain the 52-acre cemetery site as a memorial to those who have honorably served the state and country.
- Manage federal and state funds for various capital improvement projects at the cemetery and ensure quality workmanship on all projects.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of interments	661	678	695
# of gravesites maintained	8,643	9,321	10,016
# of cumulative approved applications	27,127	27,805	28,500

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***VETERANS CEMETERY GEORGETOWN  
20-01-04***

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**MISSION**

To provide services and a final resting place to those who served our state and nation.

**KEY OBJECTIVES**

- Effectively handle a 2.5 percent increase in number of interments annually through Fiscal Year 2009.
- Provide internet access and training to statewide funeral directors for the scheduling of interments.
- Provide electronic access (kiosk) for all Delaware veterans and family members to access gravesite information.

**BACKGROUND AND ACCOMPLISHMENTS**

The Sussex County DVMC opened in October 1999. Outreach programs to veterans organizations and other community-based groups in Kent and Sussex counties are on-going to encourage interest in the cemetery.

Volunteerism plays an important part in the operation of the cemetery. Thousands of hours of assistance have been received from veterans groups, community organizations, youth organizations, and family members of the deceased. An estimated 7,500 citizens visit the cemetery annually.

Demand for cemetery services will remain strong for several years as World War II and Korean War veterans and their spouses continue to age. Staff will continue to reach out to the veteran population in an effort to make them aware of commission services offered.

**Accomplishments**

- Processed and approved over 6,500 total applications for burial.
- Effectively handled over 900 interments.
- Maintained an internet site that permits veterans to access/submit a burial application, check the status of their application and locate interment sites of those interred at the DVMC.

**ACTIVITY**

- Maintain the 65-acre cemetery site as a memorial to those who have honorably served the state and country.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of interments	214	219	224
# of gravesites maintained	1,029	1,248	1,472
# of cumulative approved applications	6,538	6,702	6,870

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***DELAWARE HERITAGE COMMISSION  
20-01-05***

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**MISSION**

To promote and preserve Delaware history and heritage through the commemoration of important historical events, the publication of historical works, the support of local historic preservation efforts, and public programming.

**KEY OBJECTIVES**

- Increase the newsletter mailing list by ten percent and enlarge the size of the newsletter.
- Increase the quality of commission publications and increase book sales by five percent.
- Provide two additional oral history outreach programs to local historical societies.
- Increase public attendance at the Delaware Book Fair and Authors Day by 20 percent.
- Increase the membership of the Delaware Museum Association.

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**BACKGROUND AND ACCOMPLISHMENTS**

**Accomplishments**

- Redesigned the commission's oral history seminars to tailor to specific groups and local historical societies. During the past year, the staff has successfully carried out programs for the Town of Arden, Milton Historical Society, and Town of Bethany Beach.
- The commission is a founding partner in the Lewes 375 events to be held next summer and is working closely with the 375<sup>th</sup> Anniversary Committee.
- Administered the Hands on Heritage Camp for 11-13 year olds by hosting three weeks for New Castle County youngsters and one week for Kent and Sussex counties campers. The Advanced Camp was expanded to a second week and weekend Immersion Camps for high school students were held in April and November.
- Published a 30<sup>th</sup> anniversary book detailing the history and accomplishments of the Heritage Commission and its predecessors since its establishment in 1975.

**ACTIVITIES**

- Maintain accessible and timely information on website and continually improve the website.
- Support all historic preservation activities by local groups in search of such assistance.
- Continue looking for new opportunities and methods of communicating with the public and helping to coordinate the efforts of the many organizations, public and private, in preserving and commemorating Delaware's historical and cultural heritage.
- Generate book sales, promotional book events and other means of making the selection of Delaware Heritage Press books more widely available to interested members of the public.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of outreach events (book events, trips, lectures, etc.)	16	20	20
# of patrons to Delaware Book Fair and Authors Day	325	350	375
# of oral history training seminars	3	4	6
% of books sold from inventory	19.7	25	30

**GOVERNMENT INFORMATION CENTER**  
**20-01-06**

**MISSION**

To assist the Department of State in meeting its statutory mandate of ensuring citizens with free and equal access to state, local and federal government information by promoting easy and organized citizen access to government services and information on-line.

**KEY OBJECTIVES**

- Identify at least three areas annually where citizens, private and public sector organizations, or state users desire the creation or improvement of governmental information.
- Perform daily updates to ensure the information on Delaware's portal is accessible, accurate and timely.
- Provide assistance to organizations on the non-technical aspects of content and information creation/maintenance.
- Promulgate the Common Look and Feel website templates to all state agencies.
- Increase the utilization of specific on-line services.

**BACKGROUND AND ACCOMPLISHMENTS**

The Delaware Government Information Center (DGIC) was created within the Office of the Secretary in 2000 to assist state agencies in providing convenient and comprehensive access to government information and resources via the internet. In 2001, the DGIC unveiled the state's first web portal, Delaware.gov. Since then, the DGIC has played a leadership role in publishing content on the state's web portal and promoting the adoption of best practices and use of innovative web publishing products and services.

In recent years, Delaware's websites have moved from the bottom of the rankings against our peers to the top in several national surveys. Delaware's portal and our state agency websites now consistently rank among the top ten in the nation, due to continuing efforts by DGIC to promote best practices and introduce innovative publishing techniques.

**Accomplishments**

- Delaware.gov was named the top state portal in the nation in September 2005 by the Center for Digital Government in their annual Best of the Web survey.

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- Brown University's 2005 E-Government Study ranked Delaware state government websites 7<sup>th</sup> in the nation in quality and accessibility, up from 49<sup>th</sup> place in 2000.
- Promulgated website Common Look and Feel Standards to over 85 percent of the state's websites.
- Launched more than 30 new on-line services since 2001 including the Statewide Forms portal, On-line Public Comments for Proposed Regulation Changes, Virtual Tax Service Center, Polling Place Locator, On-line Delaware Code, Motor Vehicles website, Professional Regulations website, and Delaware Digital Archives.
- Developed web-publishing standards designed to improve the accessibility of state websites for the physically-disabled and others.
- Responded to more than 6,000 citizen requests and comments received through the portal.

**ACTIVITIES**

- Promote increased usage of Delaware's diverse collection of on-line resources through public outreach.
- Solicit and collect valuable input from citizens to assess on-going needs for new on-line services and information through the use of focus group meetings and on-line surveys.
- Update and maintain content on the state's portal.
- Facilitate training, education and information sharing on web publishing techniques.
- Promote the use and deployment of core infrastructure components (i.e. E-payment solution, calendar for public meetings, common subscription service, etc.).
- Form e-partnerships between state and local governments.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of portal links	1,275	1,350	1,425
# of monthly unique visitors to Delaware.gov	95,592	105,000	115,500
# of focus groups facilitated	6	12	12
# of public events to raise awareness of on-line services and information	10	12	18
# of subscribers on Delaware Information Subscription Service	10,692	11,761	12,937

**OFFICE OF DISABILITY AFFAIRS**  
**20-01-07**

**MISSION**

The mission of the State Council for Persons with Disabilities (SCPD) is to unite, in one council, disability advocates and state agency policy makers to ensure that individuals with disabilities are empowered to become fully integrated within the community.

**KEY OBJECTIVES**

- Implement the Medicaid buy-in so individuals with disabilities can retain their health insurance when they gain employment.
- Implement the Money Follows the Person concept in Delaware so money that is currently spent on high cost institutional care can be provided for services to a qualified person with a disability in the community.
- Increase services and expand programs for individuals with acquired brain injuries.
- Increase paratransit services.
- Collaborate with the Delaware State Housing Authority to develop and conduct a quantitative Statewide Housing Needs Assessment.
- Advocate an appropriate Involuntary Commitment Code for people with mental illness.
- Advocate a "Bill of Rights" for deaf persons.

**BACKGROUND AND ACCOMPLISHMENTS**

SCPD analyzes and promotes state, federal and local legislation, regulations, programs, and policies to ensure that they effectively meet the needs of persons with disabilities in Delaware. SCPD is a cross disability council mandated by 29 Del. C. §8813. Membership includes state agencies, providers, advocacy organizations, individuals with disabilities, and their family members. Council addresses a vast scope of disability related issues including housing, employment, transportation, workforce, health care, and community-based services.

In the past several years SCPD has been a critical player in the passage of the following pieces of legislation: House Bill 30 which mandates a statewide attendant services program; House Bill 447 which strengthens accessible parking laws for people with disabilities;

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House Bill 154 which makes it easier to integrate community-based housing for all persons with disabilities and eliminates provisions that are invalid under the Federal Fair Housing Act; Senate Bill 121 which provides opportunities for persons with disabilities in state employment service; Senate Bill 261 which creates an exception to the Nurse Practices Act and clarifies that competent individuals should presumptively be allowed to delegate health care acts to others what they could normally do themselves, but for functional limitations; and House Bill 433 which creates a “lemon law” for assistive technology devices (e.g. wheelchairs, hearing aids, motorized scooters).

In addition, SCPD has initiated the revamping of the Regulations for Group Homes for People with Mental Illness Commission and the Community Based Alternatives for Individuals with Disabilities Report. Finally, the council has been involved with numerous amendments to state regulations, policies, programs (e.g. waivers), and other legislation which impacts persons with disabilities and their families.

**ACTIVITIES**

- Provide and promote coordination among all state programs, services and plans established for or related to persons with disabilities.
- Review, on a continuing basis, all state policies, plans, programs, and activities concerning persons with disabilities which are conducted, or assisted in whole or part, by state departments, agencies or funds in order to determine whether such policies, programs, plans, and activities effectively meet the needs of persons with disabilities.
- Make recommendations to the Governor, General Assembly and state agencies on ways to improve the administration of services for persons with disabilities, and for facilitating the implementation of new or expanded programs.
- Propose and promote legislation, regulations and policies to improve the well-being of persons with disabilities.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of bills, regulations and policies impacted by SCPDs comments	27	30	35
# of council members trained to enhance system reform	4	4	4

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***PUBLIC INTEGRITY COMMISSION***  
***20-01-08***

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**MISSION**

To instill the public’s confidence in the integrity of its government by administering and enforcing state laws on ethics, financial disclosure, dual compensation, and registration and expenditures by lobbyists.

**KEY OBJECTIVES**

- Increase the number of training attendees every year.
- Improve response time in issuing written decisions by two percent.
- Implement an on-line training program.

**BACKGROUND AND ACCOMPLISHMENTS**

The Public Integrity Commission (PIC) handled 62 requests for interpretations of the ethics, financial disclosure and/or lobbying laws in Fiscal Year 2005. Fifty-six were requests for advisory opinions, five were complaints and one was a waiver request.

There are currently 240 registered lobbyists representing nearly 400 organizations. In Fiscal Year 2005, lobbyists filed 960 quarterly expense reports, a ten percent increase from the previous year.

Participation in PIC training programs increased 135 percent in Fiscal Year 2005 with more than 586 attendees participating in 17 ethics and/or financial disclosure classes.

**ACTIVITIES**

- Issue written advisory opinions on whether the conduct of state employees, state officers, honorary state officials, and state agencies comply with the Code of Conduct, Financial Disclosure statute and Lobbyists’ Law in 29 Del. C., c. 58.
- Grant waivers where the literal application would not serve the public purpose of the Code of Conduct and/or where compliance would result in undue hardship to employees, officers or state agencies.
- Investigate and prosecute as necessary, violations of 29 Del. C., c. 58.

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**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of advisory opinions, waivers and complaints	62	55	57
# of persons participating in training	586	350	375
% of advisory opinions and complaints resolved within 45 days or less	93.4	94	95

***PUBLIC EMPLOYMENT RELATIONS BOARD***  
***20-01-09***

**MISSION**

To provide timely, competent and trustworthy support for the collective bargaining process in order to promote harmonious and cooperative labor-management relationships between public employers and their employees, and protect the public by assuring the operations and functions of governmental entities are not interrupted by labor strife.

**KEY OBJECTIVES**

- Support the development of harmonious and cooperative labor-management relationships, and the uninterrupted and orderly functioning of public services.
- Administer Delaware's public sector collective bargaining laws efficiently and effectively.
- Expand the use of technology to serve Public Employment Relations Board (PERB) clientele and to facilitate the timely resolution of disputes.

**BACKGROUND AND ACCOMPLISHMENTS**

PERB administers the Public School Employment Relations Act, Police Officers and Firefighters Employment Relations Act, and Public Employment Relations Act.

PERB's accomplishments include the effective implementation of the Binding Interest Arbitration process for the resolution of bargaining impasses for public employers and employees. PERB's adoption of the pre-hearing facilitation step resulted in a settlement rate of 90 percent of binding interest arbitration cases filed since Fiscal Year 2000.

PERB successfully launched its website in Fiscal Year 2006, making all forms, procedures, notices, and

decisions available electronically to the public. The website has been well received and has aided in reducing case processing time.

**ACTIVITIES**

- Investigate, hear and resolve (either through decision or settlement) unfair labor practice charges and requests for declaratory statements.
- Conduct representation elections and define appropriate bargaining units for representation of public employees in collective bargaining
- Facilitate the resolution of negotiation impasses through mediation, fact-finding and binding interest arbitration.
- Systematically encourage the use of alternative dispute resolution procedures to resolve unfair labor practice charges, representation questions and negotiation disputes whenever and wherever possible.
- Increase the number of public sector labor disputes resolved informally through PERB intervention and facilitation prior to the completion of formal case processing procedures.
- Develop and increase accessibility to PERB processes and decisions through electronic media.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
% of disputes informally resolved through PERB facilitation	40	40	45
% of cases resolved within 90 days of filing	55	60	65
% of PERB decisions available on website	33	80	100
# of new cases filed	50	45	45
# of decisions issued	35	25	25

***MERIT EMPLOYEE RELATIONS BOARD***  
***20-01-10***

**MISSION**

To hear employee grievances and maintenance review classification appeals.

**KEY OBJECTIVE**

- Increase the percentage of cases resolved within 150 days.

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**BACKGROUND AND ACCOMPLISHMENTS**

The Merit Employee Relations Board (MERB) was created by passage of House Bill 518 during the 137<sup>th</sup> General Assembly.

The board consists of five members representing all three counties with two members having a background in labor, two in management, and a chair. The board meets three times per month and every effort is made to hear cases in the order in which they are received. Appeals involving terminations, suspensions without pay or demotions take precedence over other grievances.

Over the past ten years, the MERB has received 332 standard grievances. The MERB also averages 50 maintenance reclassification appeals annually. The board's major goal is to eliminate the backlog of grievances currently before it. At present there are 35 active cases including five maintenance reclassification appeals stemming from Fiscal Year 2003.

**ACTIVITIES**

- Serve as the final step in the Merit grievance procedure and in maintenance review appeals.
- Adopt or reject changes to the Merit Rules submitted by the Statewide Labor-Management Committee after a public hearing.
- Request that the director investigate problems or complaints arising from the impact of Merit policies and procedures on employees.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
% of cases resolved within 150 days	50	80	100

**OFFICE OF HUMAN RELATIONS**  
**20-02-00**

**MISSION**

To assure equal opportunity for all people of Delaware by protecting them against practices that discriminate based on race, color, age, sex, religion, marital status, national origin, or disability so that all may enjoy the quality of life Delaware offers. To foster amicable relationships among the genders and racial, ethnic, religious, social, and cultural groups within the state. To educate the community at large regarding discrimination.

**KEY OBJECTIVES**

- Investigate, negotiate and settle all complaints of discrimination within 100 days, and public accommodation complaints of discrimination for housing received and filed within the office within 120 days.
- Annually conciliate 80 percent of all housing and public accommodation complaints received and filed within the office.
- Conduct 347 educational seminars, trainings and workshops; and participate in community outreach.

**BACKGROUND AND ACCOMPLISHMENTS**

The Human Relations Commission was created in 1961 to promote a climate of understanding among racial, cultural and ethnic groups in Delaware. The Governor appoints the 28 members of the commission. Seven members are appointed from each county and seven members are appointed at-large.

In 1963, the Equal Accommodations Law was passed, and in 1969, the Equal Rights to Housing Law was passed. In 1970, the Office of Human Relations was established to provide staff support to the commission. The commission acts as conciliator in matters involving race, age, marital status, familial status, color, gender, creed, religion, national origin, and persons with disabilities. It investigates, conducts surveys and studies as needed, and makes recommendations to the Governor and General Assembly regarding updates to the statute.

The passage of the Delaware Fair Housing Act in 1992 and the Public Accommodations Act in 1996 marked two important milestones for the Office of Human Relations. The Fair Housing Act allowed the Office of Human Relations to remain certified by the Department of Housing and Urban Development (HUD) as a substantially equivalent fair housing agency. As a result,

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the office is eligible for federal funding. The Act also permits a Human Relations Commission Panel or Superior Court to hear cases of alleged discrimination. The Delaware Fair Housing Act requires the state to provide legal representation for complainants who allege housing discrimination.

The Office of Human Relations, on an annual basis, handles approximately 250 complaints of discrimination and conducts approximately 300 outreach and education events.

The office and commission have nurtured some valuable partnerships throughout the state to assist in meeting its mission. The office was recognized by HUD for exceeding the goal of 38 percent closures of fair housing cases within 100 days and received a \$10,000 award.

**Accomplishments**

- Handled 338 complaints of discrimination in Fiscal Year 2005 and successfully conciliated 269 (80 percent) housing and public accommodation complaints.
- Closed 100 percent of all housing cases within the federal mandate.
- Conducted and participated in 314 outreach and education events in Fiscal Year 2005.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	463.1	513.9	549.3
ASF	7.5	10.0	10.0
<b>TOTAL</b>	<b>470.6</b>	<b>523.9</b>	<b>559.3</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	9.0	9.0	9.0
ASF	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

***OFFICE OF HUMAN RELATIONS  
20-02-01***

**ACTIVITIES**

- Annually seek substantial equivalency accreditation from HUD to assure that citizens have equitable housing in Delaware.
- Provide citizens the ability to file a complaint of discrimination on-line.

- Assist in the development of a diverse workforce that reflects Delaware through the Governor's Equal Employment Opportunity Council.
- Achieve resolution of housing complaints within 100 days and public accommodation complaints within 120 days.
- Publish quarterly newsletter and annual report.
- Develop a campaign to educate the public and promote the agency.
- Annually develop and conduct civil and human rights training forums throughout the state.
- Expand partnership with law enforcement agencies.
- Encourage and solicit input on civil and human rights issues through focus groups, public meetings and seminars.
- Refer employment discrimination complaints to the Department of Labor or the state's EEO/Affirmative Action Officer.

**PERFORMANCE MEASURES**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
% of housing cases closed within the federal mandate	100	100	100
# of outreach/education events	314	330	347

DELAWARE PUBLIC ARCHIVES  
20-03-00

**MISSION**

To identify, collect and preserve public records of enduring historical and evidential value. To ensure access to public records for present and future generations of Delawareans and promote the availability and use of public records as a unique and invaluable source of information. To advise and educate in the creation, management, use, and preservation of public records.

**KEY OBJECTIVES**

- Position Delaware Public Archives (DPA) and the Hall of Records complex as a first-stop source of key Delaware information among citizens, agencies and other organizations and an integral component of the First State Heritage Park of Dover.
- Redesign the entire range of customer service delivery and reduce the amount of time for order fulfillment by ten percent.
- Deliver higher levels of traditional public service via the internet including on-line requests, guide to the holdings, exhibits, and digital archives collection.
- Maintain a customer satisfaction rating of 90 percent or higher for all services provided.
- Increase overall patronage of all DPA programs, both on-site and off-site, by 15 percent.

**BACKGROUND AND ACCOMPLISHMENTS**

The DPA administers the Delaware Public Records Law that directs Delaware's archives and records management program. The General Assembly has mandated that the program be applicable to all state and local government entities and school and other special districts. DPA is the permanent repository for state and local government information of enduring value with collections now totaling more than 90,000 cubic feet of such records.

In Fiscal Year 2005, more than 18,000 people used the new Archives facility, to conduct research, view exhibits or attend workshops or special events. This reflected an increase of 90 percent from Fiscal Year 2004 and was largely due to the opening of the public spaces in the newly renovated Hall of Records, the return and exhibition of Delaware's copy of the Bill of Rights, and

the 100<sup>th</sup> anniversary celebration of the establishment of the Delaware Public Archives.

The website of DPA continues to rank among the top sites for usage in state government. In Fiscal Year 2005, 216,463 unique visitors used the division's website for an increase of 15 percent over Fiscal Year 2004. The number of visitor sessions continues to increase, and is projected to do so by ten percent per year through Fiscal Year 2009. The use of email reference requests, initiated in Fiscal Year 1997, now outpaces the receipt of regular mail requests. Visitation and on-line requests for information are expected to increase steadily as content is expanded. To this end, a total of 5,391 scanned images have been placed on the web as part of the Digital Archives. Scanning images for patrons and the web is an integral part of what DPA does. To date, a total of 13,990 images have been scanned since Fiscal Year 2004.

**Accomplishments**

- **Bill of Rights** - During Fiscal Year 2005 the Bill of Rights was returned to Delaware from the National Archives for the second time and was placed on exhibit for the viewing public on Delaware Day, December 7, 2004. From December 2004 through July 4, 2005, 3,938 individuals viewed this historic document. The document resumes exhibition again on December 7, 2005.
- **Hall of Records** - The exhibition galleries were opened in December 2003, and now include three separate galleries highlighting Delaware's history and heritage.
- **Expanded hours** - In Fiscal Year 2005, DPA extended the number of days open to the public by adding 12 state holidays and Saturdays prior to the holiday.
- **On-line requests** - A total of 81 percent of all reference services are conducted on-line (through email and hits on specific website databases) as opposed to traditional reference services (on-site, mail, phone and fax).
- **Historical Markers** - DPA administers the Historical Markers Program. Since 1990, the average number of markers placed per year has grown from two to 25. In Fiscal Year 2005, 25 new markers were unveiled and three older markers were replaced.
- **Digital Archives** - DPA exceeded its goal for Fiscal Year 2005 by having a total of 5,391 images on the web and available for public viewing. DPA expects to have approximately 6,800 images available by the end of Fiscal Year 2006. The digitized images remain a primary attraction of the website.

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- **Government services** - During Fiscal Year 2005, this section responded to 3,955 requests for technical and retention development assistance from state and local government agencies and provided 4,254 hours of on-site consulting support to these agencies. Twenty-five training and educational events were held representing services provided to 95 government agency units.
- **Exhibits/Anniversary** - During Fiscal Year 2005, a replacement exhibit was created honoring the 100<sup>th</sup> Anniversary of the Delaware Public Archives. One hundred photographs were identified for public viewing in this exhibit, as well as 100 events being held throughout calendar year 2005, which included workshops, speakers, films, etc.

- Provide staffing and administrative support for the Council on Archives.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of images added on-line	2,000	2,500	3,000
# of citizens utilizing DPA for research, workshops, tours, and events	18,225	13,664	15,713
# of public interactions by on-line reference services	24,296	26,725	29,397
# of visitor sessions to DPA website	583,028	641,330	705,463

**FUNDING**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 BUDGET</b>	<b>FY 2007 GOV. REC.</b>
GF	2,982.4	2,664.9	2,725.3
ASF	385.1	390.5	407.9
<b>TOTAL</b>	<b>3,367.5</b>	<b>3,055.4</b>	<b>3,133.2</b>

**POSITIONS**

	<b>FY 2005 ACTUAL</b>	<b>FY 2006 BUDGET</b>	<b>FY 2007 GOV. REC.</b>
GF	31.0	29.0	29.0
ASF	7.0	6.0	6.0
NSF	--	--	--
<b>TOTAL</b>	<b>38.0</b>	<b>35.0</b>	<b>35.0</b>

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***DELAWARE PUBLIC ARCHIVES  
20-03-01***

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**ACTIVITIES**

- Promote the availability and use of public records as a unique and invaluable source of information.
- Design, install and maintain exhibits relative to Delaware's history in the three exhibit galleries at DPA.
- Identify, collect and preserve public records of enduring historical and evidential value.
- Advise and educate state and local government officials and employees about the creation, management, use, and preservation of public records.
- Determine final disposition of all government records regardless of physical format.
- Administer central state records management program to provide economical and secure agency records disposition.

**STATE**  
**20-00-00**

**REGULATION AND LICENSING**  
**20-04-00**

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET*	FY 2007 GOV. REC.
GF	--	--	--
ASF	--	7,722.6	8,318.9
<b>TOTAL</b>	<b>--</b>	<b>7,722.6</b>	<b>8,318.9</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET*	FY 2007 GOV. REC.
GF	--	--	--
ASF	--	69.0	70.0
NSF	--	--	--
<b>TOTAL</b>	<b>--</b>	<b>69.0</b>	<b>70.0</b>

*\*This unit was restructured from the Department of Administrative Services in Fiscal Year 2006.*

**PROFESSIONAL REGULATION**  
**20-04-01**

**MISSION**

To ensure the protection of the public's health, safety and economic well-being by providing administrative and investigative services to the citizens of Delaware, Governor-appointed boards/commissions, professional licensees, license applicants, and other governmental and private organizations.

**KEY OBJECTIVES**

- Complete the Professional Licensing On-line Services project in Fiscal Year 2007 in order to provide expanded internet service options to licensees and to assist with responding to inquiries from the public, other agencies and private organizations regarding Delaware licensed professionals.
- Investigate complaints from the public who are the recipients of professional services within 120 days.
- Increase the number of unique website visitors annually.
- Achieve a customer satisfaction index of 4.0 by Fiscal Year 2007.

**BACKGROUND AND ACCOMPLISHMENTS**

Professional Regulation provides regulatory oversight for 33 boards/commissions, which are comprised of Governor appointed public and professional members. The activities of this oversight include administrative, fiscal and investigative support for 42 professions, trades and events.

In Fiscal Year 2005, the division issued 8,807 licenses to new applicants and renewed 25,500 licenses, with a total licensee population of over 58,000. Those licensees regulated are comprised of a diverse group of professions, trades and events, including healthcare, pharmacies, land surveyors, and barbers.

The division is aggressively expanding the availability of on-line services. The division recently successfully launched two new services allowing licensees to change their contact information and providing citizens with access to a searchable list of professional licensees. In Fiscal Year 2006, the division plans to launch services allowing license renewals and new license applications using a credit card through the website.

During Fiscal Year 2005, the number of complaints received by the division continued to increase due to heightened public awareness and growth in the licensee population. The investigative unit screened 507 complaints, 376 were accepted for investigation and 430 investigations were completed. The division served 3,324 walk-in customers with a 99.4 percent customer satisfaction rating.

**ACTIVITIES**

- Oversee all board/commission activities to ensure that testing, licensing, disciplinary proceedings, rule-making, and other regulatory activities are completed in an efficient manner and in compliance with the Delaware Code and applicable rules and regulations.
- Respond to inquiries related to becoming licensed or from current licensees.
- Process and review license application information for board/commission approval.
- Issue and renew professional licenses.
- Investigate and track complaints received from those served by licensees.
- Process fiscal and budgetary documents, travel arrangements for each board/commission and conduct biennial fee setting analysis that reflect each board's operating costs.
- Provide administrative support for public meetings and hearings.

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- Coordinate with the Office of the Governor for board/commission member appointments.
- Contract with professional testing services and national professional organizations to provide professional examination services for license applicants.
- Assist boards/commissions to draft legislation, coordinate meetings with stakeholders, obtain legislative sponsors and track and implement successful legislation.
- Determine eligibility for licensees seeking admittance into the Voluntary Treatment Option Program, coordinate assessment/treatment with approved providers and monitor for compliance.

### PERFORMANCE MEASURES

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
License renewals completed on-line:			
# of renewals		2,515	6,200
% of renewals	*	23	25
Investigations completed within 120 days:			
# of investigations		368	300
% of investigations	*	90	90
# of unique website visitors	*	10,000	60,000
Customer satisfaction index (1-5 scale)	*	3.75	4.0

*\*New performance measure.*

### **PUBLIC SERVICE COMMISSION 20-04-02**

#### MISSION

To regulate Delaware's investor-owned utilities by assuring they will provide safe and reliable services to their customers in a timely manner, at reasonable rates, which have been appropriately determined through staff review and investigation.

To make certain such regulation results in not only optimum benefits to the consumer, but to the utility, and ultimately, to the economic development of the state and to facilitate the transition of Delaware's utility industries from a monopolistic to a competitive market, as the opportunities to do so arise; and to do so in a manner that continues to provide Delaware consumers with good quality of service at a reasonable pricing.

#### KEY OBJECTIVES

- To improve communication with the public and legislators by developing and implementing timely

public awareness programs related to energy and telecommunications deregulation and other utility issues of significance.

- To promote efficiency at the Public Service Commission (PSC) through greater reliance on electronic filing with the ultimate goal of maintaining a paperless office.
- To promote efficiency by monitoring utility financial performance to ensure that utilities regulated by the PSC earn a reasonable return, not in excess of their allowed returns and by placing a greater emphasis on processing time sensitive filings as quickly as possible without diminishing the quality of review.

### BACKGROUND AND ACCOMPLISHMENTS

The PSC is principally charged with the regulation of rates and services provided by investor-owned electric, natural gas, telephone, water, wastewater, and cable television utilities that serve customers in Delaware. In exercising its regulatory authority, the PSC recognizes that utilities are entitled to earn a fair return on their investments, while providing their customers with reliable and safe services at just and reasonable rates.

At present, the PSC has regulatory authority over 11 water suppliers, five cable television franchises, two natural gas utilities, two electric utilities, 15 electric suppliers, and 68 local exchange telephone service providers. In addition, the PSC has issued Certificates of Public Convenience and Necessity for 210 providers of intra-state, competitive telecommunications services. It also reviews the financial and tariff filings of these utilities. In calendar year 2004, the PSC opened 565 dockets, which resulted from formal filings made by utilities requesting or requiring commission action.

Another responsibility of the PSC is resolving franchise-related disputes between new motor vehicle manufacturers and dealerships regarding the relocation of dealerships. It also conducts safety inspections of natural gas pipelines as part of a joint effort with the federal government to ensure the safety of those lines, and in turn the safety of natural gas operators and customers. The pipeline safety personnel conducted 196 inspections of pipelines in Delaware and handled four investigations of cases in which pipeline safety violations were alleged.

The Engineering and Compliance section handles numerous informal complaints from utility customers ranging from billing to major service disruption complaints. In calendar year 2005, this section handled over 1,600 of these informal complaints. The PSC

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maintains a detailed database for every customer contact and utilizes computer software that can pinpoint clusters of complaints that may be received by the PSC in a particular area for an individual utility, so that problems in a geographic area can be addressed at an early stage.

The PSC continues to manage the process of transitioning Delaware's electric industry to a competitive retail environment, which began with the enactment of the Electric Utility Restructuring Act of 1999. In accordance with the Act, by commission order dated October 19, 2004, the PSC initiated its process to select a standard offer service (SOS) provider(s) for Delmarva Power electricity customers who do not have the opportunity to choose an alternative electricity supplier or who decide not to select one after the rate caps are removed in May 2006. This critical process is being designed to attract fair market pricing for these customers and to promote a more competitive marketplace for electricity supply.

Reliability of electric service has been a prime concern of the PSC. To this end, the PSC is in the process of revising and making permanent interim standards of service for its two regulated electric utilities in its efforts to minimize disruptions of service. The PSC continues to actively participate in regional and Federal Energy Regulatory Commission (FERC) proceedings related to electric reliability and pricing. The PSC has determined that its participation has become vital as a means to best assure stable electricity rates and reliable service. A major challenge to the PSC will be keeping up with the numerous proceedings before the FERC related to service and pricing issues that have an impact on consumers in Delaware. The PSC is also faced with interpreting, determining its duties under, and implementing certain provisions of the recently enacted federal Energy Policy Act of 2005. This Act implements the most comprehensive changes to federal energy policy in decades and deals with a multitude of issues, including, but not limited to, pricing, renewable energy, efficiency, electricity transmission, service reliability, federal preemption, and regional transmission organizations.

Beginning in 2006, the PSC will be conducting an investigation into the adequacy of the water supply of its two major regulated water utilities in northern New Castle County. This will be the first full-fledged investigation under the Water Self-Sufficiency Act of 2003, which requires these utilities to have a self-sufficient supply of water by 2010. The review will also assess the conservation efforts of these companies.

In the first year of regulation of wastewater utilities in the state, the PSC has certificated 15 of these companies.

As part of its mandate, the commission is also in the process of determining the appropriateness of the rates charged by these previously unregulated companies.

### **Accomplishments**

- Reduced the number of transmission congestion hours on the Delmarva Peninsula from approximately 4,500 hours in 2001 to approximately 600 hours in 2005.
- Assumed responsibility of regulating private wastewater systems and initiated investigations into the adequacy of the service provided by several of the systems that were in existence when the PSC began its oversight in July 2005.
- Negotiated and approved an extension to the initial transition period for Delmarva Power and Light that was implemented pursuant to the Electric Restructuring Act of 1999.
- Upgraded its program to deal with utility customer complaints.

### **ACTIVITIES**

- Receive, investigate and respond to consumer inquiries with special emphasis on complaints.
- Review and process filings presented to the PSC by regulated utilities in a timely manner and by making fair and reasonable recommendations to the commissioners.
- Ensure that regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and law.
- Conduct conveniently located and time-sensitive public hearings, as required, in the course of processing utility filings.
- Conduct safety inspections on natural gas and propane pipelines to ensure compliance with federal safety standards.
- Monitor processes that can be computerized and implement necessary programs and procedures to accomplish this goal thereby promoting the goal of a paperless office.
- Monitor state and national issues that affect the PSC and communicate these issues to staff and the commissioners.
- Manage public awareness campaigns for utility deregulation and quality of service efforts.

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**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
Customer satisfaction level with complaint/inquiry investigation and resolution process (scale of 1-5)	4.09	Maintain 4.0 or better rating	Maintain 4.0 or better rating
Applications filed electronically:			
% of applications	0	5	25
# of applications	0	29	145
Dockets filed in fiscal year which are maintained electronically:			
% of dockets	0	100	100
# of dockets	0	570	580
Major utilities having their rate of return reports reviewed semi-annually:			
% of utilities	0	70	80
# of utilities	0	7	8

***PUBLIC ADVOCATE***  
***20-04-03***

**MISSION**

To represent and serve the interests of all Delaware utility consumers before the Public Service Commission of Delaware (PSC), state and federal courts, and federal administrative and regulatory agencies in matters involving rates, services, and practices of regulated public utilities. To advocate the lowest reasonable utility rates for consumers, consistent with the maintenance of adequate and reliable utility service, while maintaining an equitable distribution of rates among all classes of consumers.

**KEY OBJECTIVES**

- Maintain the lowest regional utility rates for electric, natural gas and water service for residential customers.
- Develop and implement public workshops to better inform the public of on-going utility.
- Advocate the maintenance of historical electric service reliability standards.
- Increase the number of hits to website annually.
- Increase on-line filing of customer complaints.

**BACKGROUND AND ACCOMPLISHMENTS**

The Division of Public Advocate (DPA) continues to be very active in all phases of policy making and regulatory proceedings implementing electricity industry restructuring at the state and federal levels.

DPA has greatly increased its commitment to the stakeholder process at the regional power pool, the Pennsylvania, New Jersey and Maryland (PJM) Interconnection, L.L.C., to continue to maintain reasonable electric rates and service reliability.

Electric restructuring has changed DPA's role in electric industry ratemaking by requiring DPA to be more active at the regional and federal levels. At least 50 percent of Delaware consumers' electric charges will be determined outside the Delaware regulatory process.

DPA will continue with its traditional role with electric utility ratemaking for distribution charges. The DPA's role has expanded to participate, as a formal stakeholder, in the market monitoring process for generation adequacy and transmission reliability for Delawareans.

DPA will continue with its role pursuant to the Green Energy Fund legislation, in soliciting projects for funding that promote the development of renewable energy for Delaware.

In its role as a member of the Water Supply Coordinating Council, DPA will be overseeing the implementation of water supply initiatives to meet 2020 water demand for the state.

DPA continues its vigorous defense of ratepayer interests in water utility rate cases. In three of the last water rate cases alone, DPA saved consumers in excess of \$3 million in rates and rate case costs. A fourth case is still pending and, when decided by the commission, will potentially yield an even higher level of consumer savings.

The DPA will continue to monitor telecommunications providers pursuant to the 1995 Telecommunications Technology Investment Act in order to encourage and promote an even more robust competitive local exchange market in Delaware and an increased deployment of broadband services throughout the state.

**ACTIVITIES**

- Enable the public to gain fast and easy access to information concerning the regulated utilities and related issues.
- Enhance website to include links to utility tariffs and a synopsis of on-going proceedings.

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- Continue to be engaged in all aspects of public utility regulation at both the local and national levels.
- Investigate and track consumer inquiries and complaints.
- Conduct and attend statewide public comment sessions and workgroup meetings.

## PERFORMANCE MEASURES

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
# of website hits	176,122	227,500	295,750
# of customer complaints filed on-line	78	117	175
# of Town Hall meetings conducted	*	2	4

\*New performance measure.

## CORPORATIONS 20-05-00

### MISSION

To generate revenue for the State of Delaware through the collection of corporate and alternative business entity taxes and fees as well as Uniform Commercial Code (UCC) filing and search fees. To provide superior services for customers in order to attract and maintain incorporations and alternate business entities in Delaware and thereby promote a strong economy.

### KEY OBJECTIVES

- Increase the amount of revenue generated from entities domiciled in Delaware.
- Increase the number of entities domiciled in the State of Delaware.
- Increase productivity within the Division of Corporations each year.
- Increase the number of UCC filings on-line.
- Reduce the backlog of regular service filings.

### BACKGROUND AND ACCOMPLISHMENTS

Revenue collected by Corporations accounted for 22 percent of the State's General Fund revenue in Fiscal Year 2005. The success in generating such substantial state revenue is attributable to several factors including: the excellent business climate that Delaware offers; the foundation of over 100 years of state corporate law; the prestigious Delaware Court of Chancery; on-going marketing initiatives; a state-of-the-art information processing system; a cooperative legislature that responds quickly to necessary changes in the law; and a history of excellent customer service provided by the division staff.

The primary focus of Corporations will continue to be customer service and enhancing current technology. To improve operations, the division is continually upgrading technology and implementing enhancements to its website. The division is also committed to maintaining a professional, well-trained staff.

The Division of Corporations is climbing out of a recent slump in the Initial Public Offerings (IPO) market and a healthy merger market which resulted in fewer listings of publicly traded companies and affected division revenues. In Fiscal Year 2005, franchise tax collections increased three percent in real terms (excluding the

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structural effect of the 2003 revenue package) as stock and asset valuations continued to recover. The division also experienced record growth in UCC filings and new formations of limited liability companies and statutory trusts.

The division continues to work with its partners including corporate attorneys, registered agents, the General Assembly, legal scholars, and others to ensure that every marketing opportunity is fully explored and every opportunity to improve efficiency is implemented so the division is well-positioned as the economy grows stronger.

**Accomplishments**

- Increased the net number of new business entities in Delaware by 35,500 in Fiscal Year 2005.
- Handled a 34 percent increase in new business entity formation filings and a near ten percent increase in UCC filing volumes with no additional staff.
- Reduced expenses and reverted a record \$6.5 million of unspent funds to the State's General Fund in Fiscal Year 2005.
- Improved customer service with new on-line service offerings such as UCC filings that now allow for PDF attachments of collateral.
- Improved customer access to information on the website, thereby reducing phone call volumes in the division's Information Center by 28 percent for Fiscal Year 2005.
- Improved efficiency by significantly increasing customer use of electronic filings in Fiscal Year 2005, on-line tax filings rose 29 percent and UCC filings rose 34 percent.
- Enhanced the state's competitiveness by signing new legislation providing incentives for attracting headquarters management operations and captive insurance companies in Delaware.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	--	--	--
ASF	9,234.4	15,153.4	15,917.7
<b>TOTAL</b>	<b>9,234.4</b>	<b>15,153.4</b>	<b>15,917.7</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	1.0	--	--
ASF	94.0	95.0	101.0
NSF	--	--	--
<b>TOTAL</b>	<b>95.0</b>	<b>95.0</b>	<b>101.0</b>

**CORPORATIONS**  
**20-05-01**

**ACTIVITIES**

- Incorporate and form business entities under the laws of Delaware.
- Maintain official records of incorporation, business formation and UCC filings.
- Generate revenue through collection of franchise taxes and other fees.
- Initiate necessary changes to Delaware General Corporate Law and other business entity statutes.
- Market the attractiveness of incorporating in Delaware.

**PERFORMANCE MEASURES**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
\$ franchise tax revenue (millions)	508.4	528.8	550.0
% of UCC e-corp filings	40	50	60
# of days (average) regular service backlog	8.8	7.7	6.6

**HISTORICAL AND CULTURAL AFFAIRS**  
**20-06-00**

**MISSION**

To enrich the quality of life for all Delawareans by preserving Delaware's unique historical heritage, fostering community stability and economic vitality, and providing educational programs and assistance to the general public on Delaware history and heritage.

**KEY OBJECTIVES**

- Use information technology to create a new means of service delivery and internal business processes.
- Selectively expand hours at museum sites to include special events, holidays and the targeted expansion of normal hours of operation.
- Reduce the caseload of Section 106 reviews while ensuring quality control over the review process (Historic Preservation).
- Identify potential sites, and seek public and private sector financial support for building a Delaware Maritime Museum.
- Develop a Hometown Delaware program granting special designation to Delaware communities which actively preserve heritage and history, and provide technical assistance to these communities to facilitate better coordination of state and local funding for museums, historic preservation, tourism, historic markers, and related programs.

**BACKGROUND AND ACCOMPLISHMENTS**

Historical and Cultural Affairs (HCA) is currently undergoing a significant change in its management of personnel, resources and sites. This includes a recently-completed reorganization of the division, an initial analysis of all business processes, a complete overhaul of the financial management of the division, and a re-deployment of existing personnel into functional teams across the division.

HCA operates seven museums throughout the state, the State Visitor Center in Dover, and conference centers at Belmont Hall and Buena Vista. The division administers state laws relating to archaeological activities, unmarked human remains and historic preservation tax credits. HCA participates in statewide land use planning activities and in statewide tourism planning and

promotion to strengthen Delaware's economy. HCA improves access to education by developing program content that complements Delaware education standards.

The Delaware State Historic Preservation Office (Preservation Office) operates programs to identify, evaluate, protect, and enhance the state's archaeological sites, historic buildings, structures, and districts. Since its inception over 30 years ago, the federal Historic Preservation Fund has provided over \$9 million in survey and planning grants to identify and protect the state's cultural (Architectural and Archaeological) resources. The Preservation Office reviews for comment an average of 800 federally-assisted development projects each year and advises the sponsors of the effects on historic properties and sites. The office also reviews and comments on land use and development proposals under the State Preliminary Land Use Service and provides a wide range of technical assistance resulting from both public and private inquiries. The Federal Rehabilitation Tax Credit program is also administered by this office. Additionally, the Preservation Office coordinates the National Register of Historic Places program for Delaware.

The division's museum specialists inform the public about Delaware's rich history by means of exhibits, tours, lectures, programs, teacher in-service training, special events, and website. The state's museum collections receive professional management, care and conservation. The general and fine arts collections include approximately 90,000 objects, and the archaeology collection includes an estimated two million artifacts representing 12,000 years of Delaware history and heritage. An average 80,000 people visit state museums each year.

**Accomplishments**

- **Preservation incentives** - Awarded \$3.0 million in State Historic Preservation Tax Credits for projects revitalizing historic properties in Delaware communities. Administered Federal Historic Preservation Fund grants of \$95,000 to assist in local historic site survey, preparation of National Register nominations, review of land use plans for effects on historic resources, and education outreach.
- **Preservation environmental reviews** - Coordinated Section 106 environmental reviews for major development projects, including the Tyler McConnell Bridge, U. S. Rt. 113 North/South Study, I-95 Expansion/Interchange and Toll Plaza projects, Bear-Glasgow YMCA, Market Street Bridge enhancements (Wilmington), and Harrington Truck Route.

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- **Preservation surveys** - Completed the historic survey update of the Camden Historic District and a historic survey of the West Main Street area of Newark.
- **State museums and historic property restoration** - Awarded contracts for restoration projects at division-owned properties, including the State House Museum in Dover, John Dickinson Plantation formal garden, and New Castle Courthouse Museum, and renovation and maintenance projects at several division-owned museums and historic properties throughout the state.
- **State museums outreach and special events** - Expanded hours of operation at Dover sites and opened sites on Monday holidays in support of First State Heritage Park at Dover programs. Planned and implemented special themed tours and exhibits for First Saturday in the First State program at Dover sites. Developed educational programs for on-going discoveries of the Lewes Maritime Archaeology Project.
- **State museums exhibits** - Researched, designed and installed a major exhibit at the State Visitor Center celebrating the American tradition of quilting in a comprehensive display of 100 Delaware-made quilts. Created exhibit on Tweeds Tavern for the Delaware Archaeology Museum. Presented exhibit of recently conserved artifacts from the *HMB DeBraak* collection in Legislative Hall. Completed an upgrade of galleries in the Johnson Victrola Museum; refurbished the War of 1812 and *HMB DeBraak* exhibits in the Zwaanendael Museum; developed exhibit and donor sign for the Lewes Maritime Archaeology Project; and initiated planning for Delaware African-American history exhibit.
- **State museums education leadership** - Welcomed over 83,000 people to Delaware State Museums' seven museums, visitor center and historic sites. Coordinated the Secretary of State's annual Fourth Grade Delaware Day competition with the participation of 638 students and 27 teachers. Provided education outreach programs to 2,400 students, teachers and special interest groups. Provided instruction to school teachers, and judged state and national level history competitions and student projects.
- **State conference centers** - Acquired 120 place settings of official state china service for use at official state functions. Worked with local artisans to enhance the visual interest of the Buena Vista mansion with the creation of unique sculptures carved from the wood of Buena Vista's venerable beech tree lost in a recent storm.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	3,835.8	3,165.1	3,337.1
ASF	294.4	345.3	349.7
<b>TOTAL</b>	<b>4,130.2</b>	<b>3,510.4</b>	<b>3,686.8</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	40.1	41.1	41.1
ASF	1.5	1.5	1.5
NSF	6.9	6.9	6.9
<b>TOTAL</b>	<b>48.5</b>	<b>49.5</b>	<b>49.5</b>

**OFFICE OF - ADMINISTRATION**  
**20-06-01**

**ACTIVITIES**

- Provide policy direction and oversee administrative functions relating to budget, fiscal control, human resources, operations, and legislation.
- Promote Delaware's museums and historic properties as integral and irreplaceable elements of our communities, economy and heritage.
- Maintain two state conference centers and ensure high quality customer services and amenities.
- Create strategies for the care of collections, sites, buildings, and structures under the division's care.
- Oversee the operation of retail gift shops in state museum facilities that support the museums' interpretive programs.

**PERFORMANCE MEASURE**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
# of users of state conference centers	10,426	11,500	12,650

**DELAWARE STATE HISTORIC PRESERVATION**  
**OFFICE**  
**20-06-03**

**ACTIVITIES**

- Identify and evaluate historic buildings, structures, districts, and archaeological sites throughout the state, and update historic site surveys statewide.

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- Record, maintain and disseminate high-quality information on Delaware's historic buildings and archaeological sites in secure and accessible formats.
- Assist local governments in preserving and promoting their historic resources and provide preservation training for county and local government planning staff.
- Promote the availability of financial incentives for the preservation of historic buildings listed in the National Register of Historic Places.
- Review and comment on federal, state and local development projects and proposed land use changes for their potential effects on significant archaeological sites and/or historic properties.
- Streamline environmental reviews by developing programmatic agreements on review procedures with agencies.
- Review and comment on applications for federal and state tax incentives for historic property rehabilitation and award 100 percent of available state tax credits.

- Provide technical assistance to state and local museums on development and operation.
- Develop and present teacher education programs on Delaware history as interpreted through division facilities
- Maintain a comprehensive website for on-line access to State Museum services with information on museum sites, exhibits, and publications, including pages for children and educators.

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
# of annual museum visitors	83,608	84,100	88,305
# of people reached in public outreach programs	12,720	16,000	17,600

**PERFORMANCE MEASURES**

	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>
% of 30-day environmental project reviews completed on schedule	86	100	100
% of available historic preservation tax credits awarded	97	100	100
% of GIS point data, by hundred, completed	39	75	100

***DELAWARE STATE MUSEUMS***  
***20-06-04***

**ACTIVITIES**

- Promote Delaware's rich history via exhibits, tours, lectures, special events, website, and educational experiences keyed to state standards and performance indicators.
- Manage daily operations of seven state museums and the State Visitor Center in Dover.
- In partnership with state, county and local tourism agencies, develop plans for cooperative marketing and programming for historic sites.
- Plan, coordinate and monitor restoration, maintenance and landscaping projects on division-owned museums and historic properties throughout the state.

**ARTS**  
**20-07-00**

**MISSION**

To nurture and support the arts to enhance the quality of life for all Delawareans by:

- Supporting excellence of artistic product, process or service;
- Fostering the freedom of creative expression;
- Expanding availability and accessibility of the arts;
- Supporting learning in the arts for Delawareans of all ages;
- Establishing mutually beneficial partnerships to advance the arts;
- Increasing statewide awareness of the arts: events, resources, opportunities, and values;
- Providing financial, technical and professional assistance to arts programs, individuals, non-profit organizations, and other government entities; and
- Developing strategies and programs with the guidance and assistance of the Delaware State Arts Council and with input from artists, citizens and others who have an interest in the arts.

**KEY OBJECTIVES**

- Increase the number of Delawareans benefiting from division-supported programs.
- Increase the number of individual artists and arts organizations being served by professional and organizational development programs.
- Increase the number of school-age students participating in division-supported education programs.
- Increase direct contact to arts constituents to include four electronic communications annually.
- Increase public use of the division website annually.

**BACKGROUND AND ACCOMPLISHMENTS**

The Delaware Division of the Arts (DDOA) is dedicated to promoting and developing the arts throughout the state. DDOA serves as the primary resource to artists and arts organizations seeking opportunities to grow professionally or as an institution. The agency also serves as a resource to the public seeking to engage Delaware artists or utilize Delaware's arts resources.

The division administers grants and programs that support artists, arts organizations, schools, government entities, and other community organizations chartered in Delaware. Funding sources include the Delaware Legislature, National Endowment for the Arts and Mid Atlantic Arts Foundation.

The Delaware State Arts Council advises the division on matters of arts policy, funding for the arts, and other issues relevant to support for the arts in Delaware. The council is comprised of 16 members, appointed by the Governor, who represent the state geographically and politically and are appointed on the basis of their interest and experience in the arts. Council members serve as advocates for the arts, promoting and encouraging participation in and appreciation of the arts throughout the state. Council members are citizens of Delaware and serve a renewable three-year term.

The division and the State Arts Council are entering the third year of their long range plan. Accomplishments during last fiscal year are outlined below.

**Accomplishments**

- Awarded a total of \$1.4 million in grants to approximately 50 arts organizations, 17 community-based organizations, 30 special arts initiatives in underserved areas, 20 individual artists, and 10 arts education programs.
- Increased public access to information about arts activities and artists by developing the first statewide Art Guide, a publication promoting arts presenters, galleries and antique dealers throughout the state.
- Increased access to financial resources for Delaware artists and arts providers by expanding our collaboration with Mid Atlantic Arts Foundation, resulting in eight grants and \$12,000 from Mid Atlantic for Delaware arts presenters.
- Strengthened the capacity of arts providers by partnering with the Non-profit Finance Fund to conduct in-depth financial reviews and building systems replacement plans for 11 arts organizations throughout the state.
- Strengthened the capacity of individual artists by hosting an artist retreat for masters-level poets and fiction writers.
- Expanded opportunities for artists by developing an Artist Showcase event featuring performances by more than 15 artists, work by 50 visual artists in a virtual art gallery, and readings by ten literary artists.
- Expanded collaborations and partnerships with the following state agencies to ensure the inclusion of

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arts and cultural activities in their programming: Division of Libraries, Division of Parks and Recreation, Tourism Office, Commission for Veterans Affairs and Department of Education.

- Developed a web-based, searchable artist roster that allows Delaware artists to apply, update their information and submit work samples online.
- Supported initiatives that increase participation in the arts in local communities by awarding 32 opportunity grants to community-based organizations sponsoring performances, exhibits and workshops in community centers, festivals, town parks, libraries, and other untraditional sites.
- Educated arts providers on ways to serve people with disabilities.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	1,727.0	1,730.8	1,759.4
ASF	--	--	--
<b>TOTAL</b>	<b>1,727.0</b>	<b>1,730.8</b>	<b>1,759.4</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	3.0	3.0	3.0
<b>TOTAL</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**OFFICE OF THE DIRECTOR  
20-07-01**

**ACTIVITIES**

- Serve as a resource to integrate the arts into public life through public art projects, cultural tourism and international exchanges.
- Establish and cultivate partnerships with third-party providers of services (non-profit associations, professional associations, etc) to support artists and arts organizations in marketing initiatives, professional development and programming.
- Schedule and maintain the Mezzanine Gallery exhibitions and performances, along with mailing invitations and coordinating the space with Facilities Management.
- Coordinate the Poet Laureate's schedule of public appearances, workshops and retreats for writers.

- Establish partnerships with local government agencies, not-for-profits and other organizations to further the goals of community arts programs.
- Publish *Artline* bi-monthly, in conjunction with the *News Journal*, to present feature articles on the arts and a comprehensive arts calendar.
- Monitor and distribute income, in the form of grants, from the Delaware Arts Stabilization Fund, an endowment of arts organizations, currently valued at \$30 million and managed by the Delaware Community Foundation.

**PERFORMANCE MEASURES**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
# of people served by DDOA-sponsored arts activities	865,621	1,198,920	1,234,750
# of artists served by DDOA-sponsored events and programs	11,907	13,500	13,900
# of youth served by DDOA-supported arts education programs	211,580	193,000	198,800
# of hits to DDOA's home page	47,791	49,000	53,000

## STATE 20-00-00

### LIBRARIES 20-08-00

#### MISSION

To provide leadership and support for the timely development of Delaware's libraries to ensure convenient and affordable access to, and encourage use of, current information resources and reading material by all Delawareans.

#### KEY OBJECTIVES

- Increase the number of library card holders.
- Increase the number of active users of the Library for the Blind and Physically Handicapped.
- Increase the number of DeLAWARE user sessions.
- Increase the number of library computer users.

#### BACKGROUND AND ACCOMPLISHMENTS

The services and programs of Delaware's public libraries and the Division of Libraries are heavily used. Delaware public libraries recorded more than three million visits, answered more than 460,000 reference questions and circulated more than five million books and other materials during 2004.

The state has been cited in recent years for providing significant funding to support public libraries including: state aid for operating expenditures, library construction, library technologies, and Librarian/Archivist Scholarship Loan Program. Delaware is ranked 8<sup>th</sup> in the nation for state per capita library income, which increased by 73 percent from \$2.2 million in Fiscal year 2001 to more than \$3.8 million in Fiscal Year 2006.

The Division of Libraries administers the Library Standards Program, a critical source of funding for public libraries. State grants allow public libraries to purchase materials for their collections and to support library technologies. Libraries also administers the Delaware Public Library Construction Assistance Act that provides up to 50 percent of the cost to build, expand or renovate public library buildings, administering \$27 million of library construction grants over the last decade. The Delaware Public Library Technology Assistance Act provides support for upgrades and integration of new library technology. The Public Library Computer Replacement Program enables replacement of all of the public access computers in public libraries every three years.

DeLAWARE® ([www.state.lib.de.us](http://www.state.lib.de.us)), the public library on-line resource, contains more than 2,000 full text magazines, newspapers and reference sources. In Fiscal Year 2005, DeLAWARE® recorded more than 600,000 searches and over one million views/downloads.

The virtual reference service, AnswerOnLine, provides live assistance to Delawareans by reference librarians and is available through the state web portal 24 hours per day, 7 days per week.

The professional development of library staff was supported through more than 500 enrollments in the Library Associate Training Program, Leadership Institute and in workshops provided in the Delaware Library Technology Education Center.

The Delaware Library for the Blind and Physically Handicapped (LBPH) is part of the network of the National Library Service for the Blind and Physically Handicapped of the Library of Congress and provides talking books and playback equipment on loan through the mail to persons who are unable to read standard print due to a visual, physical or learning disability. The LBPH circulates more than 49,000 talking books to over 1,500 Delawareans unable to read print resources.

The Delaware Summer Library Reading Program encourages children to read over the summer and helps them to maintain their reading skills. More than 14,000 children participate in the annual program.

The vision of the Division of Libraries is to help Delaware libraries to evolve to be the best in the nation; for every Delawarean to have a library card and to use it often. Despite their many successes, Delaware public libraries rank near the bottom for most national per capita library measures (other than state income) including collection size, circulation, staffing, and local operating income. Throughout 2004, an extensive Statewide Master Plan/Study for Library Services and Construction was conducted to assess Delaware public libraries. The study included a review of facilities and services and input from the public through focus groups, in-library surveys and telephone surveys. Key findings of the study are:

- Delaware has too many library buildings but less than half of the space needed to offer high quality library service;
- Delaware's public libraries are badly understaffed; and
- Delaware's library collections are too small for the population size and, in many cases, are out of date.

The Master Plan/Study recommends establishing and enforcing standards and requirements for use of the state funds that ensure collaboration and integration of library

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governance, services, collections, and local funding to obtain economies of scale and to continually improve the services for Delawareans that libraries provide.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	5,869.2	6,849.5	6,962.5
ASF	50.0	--	--
<b>TOTAL</b>	<b>5,919.2</b>	<b>6,849.5</b>	<b>6,962.5</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	12.0	12.0	12.0
ASF	--	--	--
NSF	9.0	9.0	9.0
<b>TOTAL</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>

**LIBRARIES  
20-08-01**

**ACTIVITIES**

- Administer the Federal Library Services and Technology Act Five Year Plan.
- Administer the Library Standards funds.
- Administer the Delaware Public Library Construction Assistance Act Program.
- Conduct Library Needs Assessments for Kent and Sussex counties.
- Establish the anchor library concept in each county.
- Administer the Delaware Public Library Technology Assistance Act Program.
- Implement phase one to establish the single, statewide Delaware Library Catalog, integrating public library catalogs in Kent and Sussex counties, Delaware Technical & Community College libraries, and the Delaware Public Archives. Continue soliciting additional libraries to join in phase two.
- Support *De*lAWARE® ([www.lib.de.us](http://www.lib.de.us)), the public library on-line resource.
- Administer the Delaware Library Technology Education Center.
- Administer the Delaware Library for the Blind and Physically Handicapped.
- Coordinate the Delaware Summer Library Reading Program.

**PERFORMANCE MEASURES**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
# of library card holders	498,927	510,000	550,000
# of active users of LBPH	1,535	1,550	1,570
# of De <i>l</i> AWARE user sessions	113,125	138,000	145,000
# of library computer users	21,102	25,000	29,000

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**VETERANS HOME  
20-09-00**

**BACKGROUND AND ACCOMPLISHMENTS**

House Bill 396 of the 142<sup>nd</sup> General Assembly authorized the initial funding for the construction of the Delaware Veterans Home. This home, which is currently under construction in Milford, is a partnership between the federal government, the State of Delaware and the City of Milford. The total capital cost of this facility will be \$30.0 million with the federal government providing 65 percent of that funding and the state providing the remainder. Construction of the home is scheduled to be completed by the end of calendar year 2006.

The Delaware Veterans Home will provide long-term care for up to 150 veterans. Of the 150 beds, 30 beds will be dedicated to those veterans suffering from dementia. The home will be a fully licensed long-term care facility that is projected to be certified for both Medicare and Medicaid.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	--	--	4,500.0
ASF	--	--	--
<b>TOTAL</b>	<b>--</b>	<b>--</b>	<b>4,500.0</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	--	--	153.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>--</b>	<b>--</b>	<b>153.0</b>

**STATE BANKING COMMISSION  
20-15-00**

**MISSION**

To serve the public interest by regulating and examining state banks, trust companies, and licensed financial institutions; resolve consumer complaints; provide consumer education programs to Delaware residents; and collect and administer the bank franchise tax that covers all banks and trust companies operating in the state.

**KEY OBJECTIVES**

- Ensure the safe and sound operation of state banks and trust companies, the compliance of licensed financial institutions with state and federal laws and regulations, and the escheat of abandoned property to the state by all banking organizations through regular examinations of those institutions.
- Expand the availability of financial services to consumers in Delaware by chartering new banks and trust companies, and by issuing new licenses and renewing existing licenses for non-depository financial institutions.
- Create an environment of service to consumers by responding to informational inquiries and resolving complaints against regulated financial institutions.
- Promote consumer education about financial services through public meetings and events.
- Fund important state governmental activities by collecting bank franchise tax revenues.

**BACKGROUND AND ACCOMPLISHMENTS**

The banking industry has grown to be one of the most important in the state since the passage of the Financial Center Development Act in 1981. In addition to the state's traditionally strong banks and trust companies, some of the largest credit card banks in the country are located in Delaware. Commercial bank employment in Delaware has grown from less than 5,000 in 1981 to about 30,000 in 2005.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 20 banks with assets of over \$50 billion, as well as 21 non-deposit trust companies, two building and loan associations, and hundreds of licensed financial institutions. Most of the licensees provide financial services to consumers in the state and

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include mortgage brokers; licensed lenders, such as mortgage lenders and consumer finance companies; check sellers and money transmitters; check cashers; motor vehicle sales finance companies; and pre-need funeral contractors. Money transporters and business and industrial development corporations are also licensed by the State Bank Commissioner. The bank franchise tax administration is demanding due to the substantial collection levels and the increase in the requisite oversight. The public need for information and consumer protection also has increased.

**Accomplishments**

- Chartered one new bank and one new limited purpose trust company.
- Collected \$134.9 million in bank franchise tax revenues and provided periodic estimates to the Delaware Economic Financial Advisory Council (DEFAC) to support the state budgetary process.
- Provided consumer education through outreach programs, building on partnerships with various state agencies, housing counselors and community organizations, and increasing awareness through public appearances, community meetings, television and radio presentations, and the distribution of informational brochures on issues including identity theft, mortgage lending, scams, and high-cost financial services.
- Conducted 172 examinations of state-chartered banks, trust companies, building and loan associations, state-licensed financial services businesses, and the escheat of abandoned property by banking organizations.
- Issued licenses to 873 financial services institutions.
- Resolved 1,134 written consumer complaints.

**FUNDING**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	--	--	--
ASF	2,791.3	3,470.4	3,203.8
<b>TOTAL</b>	<b>2,791.3</b>	<b>3,470.4</b>	<b>3,203.8</b>

**POSITIONS**

	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 GOV. REC.
GF	--	--	--
ASF	36.0	38.0	38.0
NSF	--	--	--
<b>TOTAL</b>	<b>36.0</b>	<b>36.0</b>	<b>38.0</b>

**STATE BANKING COMMISSION  
20-15-01**

**ACTIVITIES**

- Encourage applicants to form new banks and trust companies.
- Examine state-chartered banks and trust companies for safety and soundness; examine financial services licenses for compliance with state and federal laws; and examine all banking organizations to make sure that abandoned property is escheated to the state.
- Issue new licenses and renew existing licenses for non-depository financial services institutions.
- Collect and administer the bank franchise tax and provide periodic estimates of tax revenues to DEFAC for state budgetary purposes.
- Achieve enactment of significant banking and financial services legislation and improve regulations.
- Respond to informational inquiries and resolve consumer complaints against banks, trust companies, and licensees.
- Develop and expand consumer education programs.

**PERFORMANCE MEASURES**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Gov. Rec.
# of bank, trust company, licensee, and escheat examinations	172	200	200
# of licensed non-depository institutions	873	900	900
# of written consumer complaints resolved per year	1,134	1,200	1,200
# of consumer education meetings and events	82	80	80
\$ Bank Franchise Tax (millions)	134.9	145.8	160.5